Copenhagen Business School
Strategic Market Creation

Thesis Title:

BARRIERS AND DRIVERS FOR THE ADOPTION OF NEW DIGITAL MEDIA:
AN EXPLORATIVE ANALYSIS

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ABSTRACT

New digital media represent the most important business revolution of our times. More and more companies fully understand their potentialities and start to evaluate their adoption. Freeprint A.p.S. was a company which tried to exploit such an opportunity. This case, though, highlights that there is not a smooth integration of the new digital media in the companies' frame. Whereupon, significant barriers to adoption are still present. The study aims at understanding the factors that either drive or impair the adoption of new digital media among businesses. The literature points out three areas that could affect the adoption: the intrinsic characteristics of the innovation, the organizational predisposition, and the environmental forces. These forces have been empirically tested in the current study. An explorative qualitative analysis is used. These forces have been assessed in both the attitude and the behavior steps of the adoption process. Evidence of diversity between the two moments pour out from the two analysis. This is noticeable especially in the intrinsic characteristics evaluation of innovation. The organizational input and the environmental influence, instead, affect in a broader sense the adoption process, impacting equally on the two moments. A brief consideration on the Danish - Italian differences is also provided.
"They say, best men are moulded out of faults,
And, for the most, become much more the better
For being a little bad”

(Shakespeare)
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1. THE NEW COMMUNICATION FRONTIER: NEW DIGITAL MEDIA

Nowadays the internet has extremely impacted the societies’ life. Every each individual is now dependent on the properties that such medium can provide. Life thanks to this medium has become definitely easier and faster. It is a fact that almost 60% of the European citizens uses the Internet\(^1\) in all its definitions. This revolution brought several innovations that made easier the communication between people. Bind to the evolution of the computing devices (figure 1), an evolution of the way of communicating with the rest of the world can be identified approaching to tools such as social networks, forums, blogs, mobile applications, personalized SMSs, online pools, etc., which guaranteed a better and effective transfer of information between peers that before didn’t even considered themselves connected.

\textbf{Figure 1:} Computing Growth Drivers Over Time, 1960 – 2020 expected

![Computing Growth Drivers Over Time, 1960 – 2020 expected](source)

\textbf{Source:} Morgan Stanley 2010

These tools are not the classical and traditional tools. They do not push information and do not give content as granted and without a real response from the audience.

\(^1\) Source: http://www.internetworldstats.com/stats4.htm, 2010
The call to action that such tools ask integrates each person in a process that enables and provides an interaction and therefore an exchange of information. The rising importance of these mediums of communication is testified by the increasing adoption that the final user is experiencing. Is therefore a fact that over 500 million people worldwide get connected through Facebook\(^2\), the increasing penetration of the mobile internet in the users’ habits (only in Italy, 32% of the overall population possesses a smart phone)\(^3\), etc. These tools can be bunched in a new category which considers and exploits the internet properties which is: the new digital media category.

The increasing importance that these new forms of communication are having is well established in the societies’ fabric and therefore created a greater interest in the companies which are recently investing higher amounts of resources. The companies’ communication budget allocated on these tools has certainly risen (Figure 2). A considerable increase of investments is noticeable in figure 2 where only the European market registers still a steady growth, while the U.S. experience a reduction of investments (U.S.: - 3% and Europe: 12.55 %). Despite to this, over ten billion dollars are invested in the U.S. market in such tools. Due to the considerable interest that companies are having in these new digital media, an idea of which is the degree of importance of such tools can be given. Thanks to the advertising expenditure rate in online advertising is possible to identify the right driver that can explain the phenomenon. This rate indicates the everyday increasing interest that companies are posing in the new digital media, internet and mobile based. This interest is rising in the European market which is slowly catching up the American one (Figure 2).

\(^2\) Source: Facebook, 2010
\(^3\) Source: The Nielsen Company, 2010
As previously stated, it is possible to evince from figure 2 that also in Europe companies pose a higher attention to this new and important world, increasing their investments trying to exploit the opportunities offered by such tools. This steady increase of investments is even more evident considering the single European countries. The growth rates are becoming actually consistent. Focusing on the amount of investments on the online advertising, the major countries present significant and interesting growth rates. It is noticeable that Great Britain (+2 %), Germany (+5%) and France (2%) and Italy (6%) present consistent growth rates (figure 4).

This higher involvement that companies have in the internet technology is depicted in figure 3. This chart illustrates how companies will consider these new digital tools in the next years. So it would be interesting to understand what drives the
companies towards the adoption of the different new digital media, comprehending what constitutes the growth of the expenditures.

**Picture 4: Growth by country from 2008 to 2009**

![Growth by country from 2008 to 2009](source: IAB Europe/Screen Digital 2009)

In this very dynamic industry it is necessary to point out the role that Scandinavian countries are having in this particular market. Even with a really small number of companies (Denmark: 211,942, Norway: 264,430 and Sweden: 281,226), these countries present an interesting amount of on-line advertising expenditures. In addition to this, another element that makes these little countries an interesting point to consider is their expenditure its new digital media ad expenditure rate: Denmark (27%), Norway (23,4%), and Sweden (22,6%). These three countries are very interesting because they present in Europe, except for UK, the higher percentage rate of online expenditure over the whole expenditure budget in media. It is worthy to notice that a great distance is present between these countries and Italy. This distance is reducing year after year due to different growth percentages that the
considered countries have (Figure 5). In Italy it is recordable a 6% growth rate while in the Nordic countries only an average 2% growth.

*Figure 5: Total by Country 2008 and 2009; Figure 6: Spending on online adv as a proportion of the main media spend 2009*

*Source: IAB Europe, Warc, 2009*
This can be justified by the maturity that such market has reached over time. Considering the three Nordic countries (Figure 7) it is noticeable that the on-line ad is become a commodity in the companies’ communication mix. Therefore the new digital media tools are considered and used in the normal predisposition of the media budget and campaign definition.

**Figure 7: Market Growth and Maturity per Country.**

![Market Growth and Maturity](image)

*Source: Ad Ex 2009*

This gap can be partly explained by the different internet penetration rates that the two countries present. Denmark possess an internet percentage usage close to 86% while in Italy the percentage decreases consistently (51.7%)\(^4\). It must be though considered that the investments in such tools are considerable especially in countries like Italy. This kind of medium, bind with the mobile device, is the only one that presents at the moment an interesting growth compared to the one of the traditional mediums (i.e. Radio, TV, Newspapers) (figure 8). The still evident gap between countries could certainly be reduced trying to better comprehend the barriers that companies face during the adoption of the new digital media. This kind of research

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\(^4\) Source: Nielsen 2010
can speed up the adoptions and improve the integration process in the firms’ mindset and routines.

**Figure 8: 2009 Projected Change in Ad Spending**

![Graph showing projected changes in ad spending]

**Source: Jack Myers Media Business Report 2009**

Ms. Daniela Gallo, Head of Digital Marketing in B!Digital\(^5\) sees some of these barriers that normally she faces during her presentations and that justifies the research. One of the major problems faced during the presentation of the digital tools to the companies, she explains, is the scarce digital knowledge and education that especially Italian based companies do have. Also Mr. Peter Loell\(^6\), director in OMD, confirms that companies are quite ignorant in the use of the new digital media. He explains that the main role that the OMD has at the moment is to explain the

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\(^5\) It was possible to talk with Ms. Gallo, head of digital marketing, after she kindly accepted to have a little chat on the new media topic. An understanding of how a mobile media company acted in the market was necessary to have a wider overview of the phenomenon. The interview took place in B!Digital offices in Milan on the 11\(^{th}\) of January 2010.

\(^6\) Mr. Loell was contacted in order to understand how the Danish market was structured and how new media impacted on the Danish media industry. The interview took place in OMD offices in Copenhagen on the 6\(^{th}\) of November 2009.
complexities and the procedures linked to these tools and to demystify them, while packaging the benefits to be visible to the client itself.

This observation is confirmed by Mr. Gianluca Binelli\(^7\), category manager in E-Jakala, who adds that the lack of competences in the companies and the consequent circumspection that companies do have, increases the difficulties to convince and acquire trust. The great amount of actors operating in the digital media industry, that is a pretty new and dynamic sector, increases this constraint. The affirmation of the best digital promoters and their emergence is blocked because of this incredible lack of knowledge. This great difficulty of communication is emphasized also due to the large presence of actors who proclaim themselves as “guru”, not having though a real and solid background. This generates great difficulties for companies to find the right actor to start a productive relationship.

A great revolution in the media industry is occurring, where the entry of realities such as the internet and, as a consequent expression, the mobile requires the adoption of different competences and capabilities. A comprehension of what is the actual opinion of the firms and the understanding of what moves them is needed. The comprehension of these elements will help new digital media companies and new digital media agencies to provide a better product or service to their clients. Whereupon, Why new digital media are adopted and what brings the companies to the fatal decision of adoption? what are the opinions of the companies? Which are the difficulties that companies face in the attitude definition and in the adoption process? What does really help or not the adoption of these elements? How should media companies behave and approach customer companies? These are the questions to which the present study wants to give an answer. Whereupon, to give a punctual description of this particular process, the project will be then framed in the following way. Firstly, a theoretical background will be developed. An understanding of what these tools are and the barriers that companies. that literature has pointed out. Secondly, the analysis of the Freeprint case will be developed, in order to

\(^7\) Mr. Binelli, category manager in E-Jakala, start up of Jakala Group, helped in the understanding of the internet point of view. The company he works for operates in the e-commerce business. Therefore his point of view helped to frame the research. The interview took place in E-Jakala offices in Milan on the 5\(^{th}\) of January 2010.
provide an overview of which difficulties a new digital media company could face in the approach to the companies reality. Thirdly, consequent to the insights that the case study gave, a qualitative analysis takes place, with the aim of a better understand what affects the adoption process in diverse realities. Lastly, the conclusions on the results of the previous researches will be drawn and the managerial implications and the recommendations for further research will be given.
2. BACKGROUND

The new digital media tools that internet is offering and is, with its dynamic attitude, affirming in the globalized reality, have lately disrupted the old ways of communication and interaction. Then, a new way of communication is possible. But what are the so called “new digital media”? Several are the scholars that tried to define the new digital media concept. Williams, Strover, and Grant (1994) defined new digital media as those that offered new services or enhancement to old services and included such applications as microelectronic, computers, and telecommunications. Negroponte (1995) suggested that new and old media differ, is based-on the transmission of digital rather than physical atoms. Choice and control have been pointed out as features of new digital media (Pavlik, 1998). According to Rice and Williams (1984), new digital media tend to form a link between mass media and interpersonal media to greater extent than did their forerunners. Cathcart and Gumpert (1983) indicated that “mediated interpersonal communication” has been facilitated by new technologies.

All these statements put interactivity as the pivot around which everything spins. Indeed, this particular property has revolutionized the way of doing communication, switching to a digital, computerized and networked orientation. Liu and Shrum (2005) define such property as the degree to which two or more communication parties can act on each other, on the communication medium, and on the messages and the degree to which such influences are synchronized. Three dimensions constitute the interactivity characteristic: 1. the active control, 2. the two way communication and 3. the synchronicity. The internet enables an active and voluntary control where a double communication is enabled and the speed that derives from the interaction is emphasized. The new digital media being part of the internet reality, exploit such property providing a new way of approaching communication.

This influenced the other mediums, creating a market where the interaction is not any more massive, but considers a personal point of view. In the interactive world
the single person, as Mantovani (1995) states, can be considered a social “actor”. This configuration suites perfectly the nature that the internet has, where every single person is an autonomous atom of the net. The innovative way of communication introduced by the web 2.0, opens then new frontiers where companies start to look.

The configuration that such tools brought into the companies’ reality, leads to an interactive exchange with the external actor that originate the collaborative platforms (Tapscott and Williams, 2007). These platforms offer the possibility to implement innovative communication campaigns: focused, flexible, and with the availability of an immediate feedback, realizing a direct contact between the company and the final user (Prandelli and Verona, 2006). The collaborative platforms can be categorized as technological platforms and social media (Dubini and Garavaglia, 2009). These two types of digital aggregations represent the infrastructures through which is allowed then the management of diverse relationships with several categories of actors (McAfee, 2006). The technological platform can be defined as a digital aggregation where contributions and intentions are widely visible and permanent over time. The social media instead enable people to enter in contact and collaborate, building a virtual community. The efficient and effective collaborative platforms present certain types of properties that are necessary in order to obtain externalities. The first type is linked to the presence of a centralized system, where information is managed, that enables the access and the efficient sharing of information. The second property is linked to the possibility of real time talking that permit an exchange of messages between people part of different systems and communities. Finally, the platform must have a participative system that enables the collecting and the integration of the individual contributions.

Several are the tools that companies can adopt in their communication action. The role that such tools could provide should be oriented towards the reach of the stakeholders. In this sense, the main aim for companies is the establishment of a virtual business network (Ferri, 1999), where “organizations exist to integrate and transform micro-specialized competences into complex services that are demanded in
the marketplace” (Lusch and Vargo, 2004a, 2006). The help that these supports could give to the business action in this sense would be enormous, enabling the exchange of knowledge within the different actors (Nonaka, 1994; Von Hippel, 1998). In this sense a collaborative and long term relationship (Kotler, 1994; Brown and Hagel III, 2006), where dialog is the keyword, is fundamental (Lusch, Vargo, Malter, 2006). This new configuration of the way of doing business is done in order to provide a better service. Håkansson (Håkansson and Prenkert, 2004) notes that actually “all exchange activities are conducted in order to realize services... [I]t is through exchange that the potential services of resources are released and value arises. In other words, the outcome of the business exchange activity is the services rendered and the goal of business activity is to actualize the potential services buried in the innermost recesses of the included resources...The objective is to create value through the release of the services habituated within resources” (p. 91-92). Therefore, the inclusion of external actors leads to a better service solution (Lusch and Vargo, 2004a, 2006). The usage of such means aims then to provide a better life to all the participants of the network.

The new digital media tools could be distinguished in tools part of the internet world or of the mobile world, and their application could differ. One thing is certain though: the new digital media have deep in their “DNA” all the properties that the internet has offered over time and that permitted its affirmation in the worldwide reality. But what brings the companies to the adoption of these innovative tools? Which are the internal and external barriers and the constraints that the companies can face during the innovation adoption process (Rogers, ...... 2003)? Which are the internal and external elements that facilitate the decision of adoption and implementation?

**Figure 9: Example of New Digital Media**
2.1. THE BARRIERS TO ADOPTION

The impact of new digital media on the activity of other media was disruptive and changed the way of doing communication. For this reason they can be considered innovations in the communication industry. But what is innovation? Rogers (2003) gives a good definition: “Innovation is an idea, practice, or object that is perceived as new by an individual or other unit” (p. 12). In order to last over time, innovation needs to spread and to be adopted by the single users. Diffusion in this case can be defined as “the process in which innovation is communicated through certain channels over time among the members of a social system” (Rogers, 2003, p. 5). This definition helps to understand the process through which innovation reaches the critical mass, achieving the status of a tool essential to everyday life. The statement identifies the general elements that lead to the affirmation of the innovation. A deeper analysis should be done in order to understand what moves the single actor to the adoption. The analysis that will focus on the barriers to the adoption could be viewed under different perspectives: inside and outside the innovation from an organizational and environmental point of view. This dissertation is focused on understanding how the internal characteristics of an innovation, in this case the new digital media tools, the organization’s influences and the environmental forces do impact on the adoption of these particular tools.

2.1.1. THE REASONS TO ADOPT: INSIDE THE INNOVATION

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>DEFINITION</th>
</tr>
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<tbody>
<tr>
<td>RELATIVE ADVANTAGE</td>
<td>the degree to which an innovation is perceived as being better than the idea it supersedes.</td>
</tr>
<tr>
<td>COMPATIBILITY</td>
<td>the degree to which an innovation is perceived as consistent with existing values, past experiences, and needs of potential adopters.</td>
</tr>
<tr>
<td>VARIABLE</td>
<td>DEFINITION</td>
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<tr>
<td>--------------</td>
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</tr>
<tr>
<td>COMPLEXITY</td>
<td>Rogers (1962, 1983, 1995, 2003) the degree to which an innovation is perceived as relatively difficult to understand and use.</td>
</tr>
<tr>
<td>TRIALABILITY</td>
<td>Rogers (1962, 1983, 1995, 2003) the degree to which an innovation may be experimented with on a limited basis.</td>
</tr>
<tr>
<td>OBSERVABILITY</td>
<td>Rogers (1962, 1983, 1995, 2003) the degree to which the results of an innovation are visible to others.</td>
</tr>
<tr>
<td>TRANSFERABILITY</td>
<td>Moore and Benbasat, (1991); Carter and Belanger (2005); Thompson et al. (1991) It results a combination of two different variables: visibility (the degree to which one can see others using the system in the organization) and job fit (“the extent to which an individual believes that using [a technology] can enhance the performance of his or her job”)</td>
</tr>
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</table>

Table 1: Internal dimensions of the innovation

Everett Rogers (1962, 1983, 1995, and 2003) in his book “Diffusion of Innovations” defines five different drivers that describe at their very best the various characteristics that innovations may have and that may influence their adoption. These drivers explain the product adoption reasons and which elements of the innovation are, or are not, barriers and constraints. Through the analysis of these variables the high or low presence of each element influences directly the adoption rate and consequently the use of the new product, process, technology, etc. The five perceived attributes of innovation are: (1) relative advantage, (2) compatibility, (3) complexity, (4) trialability and (5) observability. One more element should be considered: the “transferability from other sectors” variable that is a combination of two other variables: the “visibility” variable, introduced by Moore & Benbasat in 1991 and after by Carter and Belanger (2005), and the “job fit”, introduced instead by Thompson (Thompson et. Al., 1991).
These six variables have different meanings and several influences on the perception of what could help the adoption and facilitate the level of comprehension of its utility.

**Relative Advantage**

<table>
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*Table 2: Relative Advantage*

The first variable considered is the *relative advantage* which could be defined as the degree at which an innovation is perceived as being better than the idea it supersedes. The nature of the innovation determines what specific type of relative advantage (economic, social, and the like) is important to adopters. However, the characteristics of the potential adopters may also affect the relative importance of specific sub-dimensions of relative advantage (Rogers, 2003). Bind to this variable is the driver that Davis (1989) introduces in his model Technology Acceptance Model (TAM): the Perceived Utility (later PU). This lever has a meaning very similar to the one that Rogers assigned to the relative advantage variable. Indeed, the driver PU can be defined as the degree to which a person believes that using a particular system would enhance his or her job performance. There is an individual level where the single person has his/her personal opinions concerning the innovation, depending mostly on how useful it may be to his/her working/not working life. Notwithstanding, this same statement can be easily extended to the organization’s reality. Whereupon, an organization, seen as one whole actor, must make some evaluations, which could be objective or subjective, in order to take the best decision. Either ways, there will be always both subjective and objective reasons for adopting an innovation. Hence, the relative advantage and the perceived utility, introduced in the former case by the D.O.I. model and the latter one by the T.A.M. model, can be considered as one variable: *the relative advantage*. This variable includes the meanings of both variables. The economic convenience and the perceived usefulness that companies
may expect from the adoption of these tools are tightly linked to the improvements they may give to the company and its organization.

**Compatibility**

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</table>

Table 3: Compatibility

In second base is the variable *compatibility*. This characteristic has a special meaning: it is the degree to which an innovation is perceived as consistent with existing values, past experiences, and needs of potential adopters. An innovation can be incompatible or compatible with: (1) socio-cultural values and beliefs, (2) previously introduced ideas, and/or (3) client needs of the innovation. (Rogers, 2003). Concerning the usefulness of the innovation perceived by the company, from the new digital media point of view it is better to focus on the compatibility of this type of communication with the structure and the organization of a company and on the drivers that the management may consider in the analysis during the adoption process.

**Complexity**

<table>
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<tr>
<td>COMPLEXITY</td>
<td>the degree to which an innovation is perceived as relatively difficult to understand and use.</td>
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</table>

Table 4: Complexity

In third base, instead, there is the *complexity* of the innovation which is the degree to which an innovation is perceived as relatively difficult to understand and use. Any new idea may be classified on the complexity–simplicity continuum (Rogers, 2003). The complexity driver must be considered also in the technology acceptance model
(TAM) where this variable is also included and named PEOU (*perceived ease of use*). According to Davis (1989) the PEOU can be seen as the degree to which a person believes that the adoption of a particular system would be free of effort. The consideration that the two variables could be dealt and treated together is theorized by Carter and Belangèr (2005), even if they consider them as two separate entities. Also Venkatesh et al. (2003), include the two as the same construct in their United Theory of Acceptance and Use of Technology Model, but rename it *performance expectancy*. As in the relative advantage situation, also complexity and PEOU could then be seen as one. In this particular context, where the complexity driver may be considered under different points of view, the study of the perceived difficulty or easiness enables the assessment of the new digital media innovation’s importance for adoption and for its implementation. This may provide a better understanding of the level of difficulty and the amount of effort that companies should make to introduce these tools in their everyday life.

**Trialability**

<table>
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<tr>
<th>VARIABLE</th>
<th>DEFINITION</th>
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<tr>
<td>TRIALABILITY</td>
<td>the degree to which an innovation may be experimented with on a limited basis.</td>
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*Table 5: Trialability*

At the fourth place is the *trialability* that E. Rogers (2003) defines as the degree to which an innovation may be experimented on a limited basis. New options that can be tested during the instalment plan are generally adopted more rapidly than innovations that are not divisible.

**Observability**

<table>
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<tbody>
<tr>
<td>OBSERVABILITY</td>
<td>the degree to which an innovation may be experimented with on a limited basis.</td>
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</table>

*Table 6: Observability*
The fifth and last variable considered in the D.O.I. model is observability. This driver is defined as the degree to which the results of an innovation are visible to others. Some ideas are easily observed and communicated to other people, whereas other innovations are difficult to observe or to be described to others (Rogers, 2003). In the analysis, this last driver of the diffusion of innovation model needs to be understood and considered from the receiver’s point of view to better comprehend the reasons why the new digital media adoption could be easy and fast or exactly the opposite.

**Transferability**

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<td>It results a combination of two different variables: visibility (the degree to which one can see others using the system in the organization) and job fit (“the extent to which an individual believes that using [a technology] can enhance the performance of his or her job”)</td>
</tr>
</tbody>
</table>

*Table 7: Transferability*

The analysis of the internal characteristics of the new digital media innovation and its adoption by companies, should be seen also through the lens of one last variable which could affect the process: the transferability. This variable’s meaning combines two different drivers: the visibility one (Moore and Benbasat, 1991; Carter and Belanger, 2005) and the job fit one (Thompson et al., 1991). The former factor can be explained as the degree to which one can see others using the system in the organization. The latter factor instead can be defined as “the extent to which an individual believes that using [a technology] can enhance the performance of his or her job” (Thompson et al., 1991, p.129). This combination enlarges the point of observation that a company should have in order to improve its way of behaving and operating. This is enabled thanks to the new digital media improvements. The observation can be done in all the different industries which have adopted these tools. The benefits that could emerge from the new digital media innovation don’t
have real boundaries. Therefore companies can easily adopt the same tools to be part of the interactive world, personalizing the offer of content depending from the area of interest of the company. The opportunity of transferring/imitating from other sectors and the consequent possibility to see how do these tools work and the benefits that could give, permits to avoid some problematic issues, and certainly enables the enlargement of the points of contact with the external actors. Hence, augmenting the possibility to observe other industries would confer to the companies an improvement in the communication action. Due to this, is interesting to understand during the adoption process, theorized by Rogers (....., 2003), how do companies consider this variable in their preparatory analysis for a final decision and implementation and which drivers are positively correlated to it.

These are the six internal variables that constitute the characteristics that the new digital media innovation may possess and that could influence the adoption. However, these aren’t the only elements that affect the adoption process. Other forces, inside and outside the company, can lead to the adoption of the considered tools. Therefore, a brief explanation of these items will be presented in the following paragraphs.

2.1.2. BARRIERS AND DRIVERS IN THE ADOPTION PROCESS OF A FIRM

The single innovation would/would not be adopted only for its favourable/hostile characteristics. Other determinants should be considered and assessed in order to have a wider overview of what effectively affects most the adoption of such tools. Several are the elements that must be considered in the definition of what could constitute an obstacle or a facilitator towards the innovation’s adoption. The analysis, in this case, is based on the structure of the Technology, Organization and Environment Model, theorized by Tornatzky and Fleisher (1990). The technology dimension was declined in the previous section, where the D.O.I. model’s barriers to the adoption of an innovation where studied. The features of an innovation can block or help the adoption of a certain innovation. The other two variables considered in the T.O.E. model, instead, are used in the analysis to better consider the elements that influence the usage of new digital media from an organizational and
environmental point of view. The present study wants then to understand whether there are internal and external forces that may influence a company in the adoption of the new digital media innovation. The following paragraph will consider the two drivers separately. Initially it will be analyzed the firm’s configuration. Then the environmental will be assessed to identify the major forces which affect the adoption process.

2.1.2.1. INSIDE THE COMPANY

Part of the forces that could influence the innovation’s adoption process can be found inside the company. It could be useful to explain in a clearer way that the determinants of such category should be declined in two major groups: the structural related forces and the organizational related forces. In table 8 it is possible to notice which kind of force could be considered part of each dimension. These variables are part of the hybrid model theorized in the study that Ordanini et al. made in 2005 (Ordanini et al., 2005).

Table 8: The organizational barriers to adoption

<table>
<thead>
<tr>
<th>TYPOLOGY</th>
<th>FORCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) Structural based</td>
<td>Strategy – Top Management</td>
</tr>
<tr>
<td></td>
<td>Innovation</td>
</tr>
<tr>
<td></td>
<td>Networking</td>
</tr>
<tr>
<td></td>
<td>Benchmarking</td>
</tr>
<tr>
<td>B) Organizational</td>
<td>Skills</td>
</tr>
<tr>
<td></td>
<td>Organization</td>
</tr>
<tr>
<td></td>
<td>IT systems</td>
</tr>
<tr>
<td></td>
<td>Mindset</td>
</tr>
</tbody>
</table>

Source: Ordanini et al. (2005)

Structural Based Forces

Through this macro category, the analysis wants to understand how the structural organization and its attitude towards innovation influence the innovation adoption. This dimension wants to study the structural orientation towards innovation and the attitude towards the innovation adoption process. So, the innovation path is influenced by items illustrated in table 1, which can influence the way companies
may behave approaching to the new digital media innovation and that could be seen as barriers to innovation. The strategy variable concerns the expectations that the top management has of the innovation potential. It follows the idea of “strategic necessity hypothesis”, which considers the fact that the information technologies do not have value, unless considered in a strategic changing process (Clemons and Rows, 1981; Powell and Dent-Micallef, 1997). When the top management, which results the player who decides the adoption of the technological solutions (Thong and Yap, 1995; Grandon and Pearson, 2004) perceives that these solutions can improve the competitiveness of their offer, it is highly probable that they will start the adoption process in their company. The perception of how much potential a certain innovation could have in the company’s action, cannot be effectively exploited without a real strategic vision towards adoption. A short term strategy won’t help the predisposition of a solid orientation towards any type of innovation. The definition of a organized and fix aim oriented to the improvement of a practice is fundamental to bring to conclusion a certain idea. This attitude towards the adoption could be expectably positive in a context where there are companies with a focused orientation towards innovation and investments in R&D (Lal, 1999). Moreover, the innovations considered may influence the communication action of a company with its stakeholders. A company who wants to interact with the several players in the environment should be oriented towards the adoption of the new digital media tools. The presence of a strategy which considers the involvement of the company in the communication process within the network should be an element that could positively influence the tech adoption process. Finally, companies should bring along a continuous action of monitoring of the environment. This to identify and implement the best practices of the best companies, to understand the effective potential of the innovation and how exploit its benefits, and finally consider the adoption of the technological solution in a rational and visible way.

**Organizational Based Forces**

The other macro category wants to understand how certain drivers, part of the organizational world, do influence the adoption. In this case the research wants to
test the elements that draw on the organizational readiness (Bharadway, 2000; Chatterjee et al. 2002; Tippins and Sohi, 2003) and the technological acceptance that could derive. The innovation adoption is normally guaranteed by specific organizational conditions that permit the full integration of the business with the new technologies. The adoption of these new communication means must be granted through the understanding of their integration in the organizational processes and IT systems. These are preconditions to the full integration of the technologies with the organization's routines. The full acceptance of the adoption of the innovation in the organization has to face the eventual lack of competences. This problem should be fulfilled in the best way, hiring skilled personnel which can transfer their knowledge to the other operative employees. The presence of such technical competences is fundamental to the successful adoption. Moreover, the technical readiness is a variable which must be taken into consideration in this analysis. The adoption of other technologies helps the adoption of other. Therefore the liability towards a new digital communication means is influenced by the effective adoption of other tools. Finally, the mindset or cultural readiness towards these tools is another element that influences considerably the inclusion of such tools in the communication action of the companies. The lack of understanding of how these tools are and the benefits that could bring influences particularly the process of integration.

2.1.2.2. THE EXTERNAL FORCES OUTSIDE THE COMPANY

The second typology of forces considered in the study is the set of elements that pressure the firm and its decisions from outside the firm’s boundaries. The economic theory categorizes the environmental influence to give a better explanation of the subject. The environment dimension and the different elements that might be part of the reasons why the new digital media are adopted can be seen then from two different point of view: the institutional and the competitive one. Considering the institutional the former one, the variables took into consideration are those that enable the company to operate in a given market and that are required by the external stakeholders to be accepted. The competitive scenario then influences the effective adoption of a new digital media tool. The higher is the dynamicity and
turbulence of the market, higher will be the percentages of adoption of new types of communication. The latter one, instead, determines the rules under which the company must operate in order to be competitive and to gain a sustainable advantage over time. This category can be declined in the following drivers: levels of risk, legitimacy, need of resources. (Runge, Lee, 2002; Ordanini et al. 2005). The levels of risk rely on the fact that several could be the elements that would increase the risk of adoption of the new digital media tool. The risk of not acceptance from the market, the risk of crisis, the regulation risk, etc. The legitimacy instead can be linked to the right that the company has to operate in a certain context. The companies that are perceived and expected to be technologically advanced have a higher percentage of probability of adoption. Finally the need of resources can be linked to the need of the presence of certain players in the environment which help the adoption of the new digital media tools.

Both typologies of variables are exposed in table 2.

**Table 9: The environmental drivers**

<table>
<thead>
<tr>
<th>TYPOLOGY</th>
<th>FORCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Forces</td>
<td>A) Competition</td>
</tr>
<tr>
<td></td>
<td>B) Risk</td>
</tr>
<tr>
<td></td>
<td>C) Legitimacy</td>
</tr>
</tbody>
</table>

*Source: Lee, Ruth, 2002; Ordanini et al., 2005*

The analysis of these three levels of affection brings to understand which elements influence the adoption of these new means of communication in the organizations in this dynamic globalized world. As explained before, several could be the drivers which could lead to the effective adoption of the new digital media, but at the same time various are the elements that can stop the innovative path within the organization.

The project will focus on these drivers. This to explore the new digital media phenomenon. The description of the experience of a new digital media firm which provides a particular communication medium to the world, will give a better
explanation of the topic and will give another justification to the need of understanding of a very dynamic world.
3. QUALITATIVE ANALYSIS: THE FREEPRINT EXPERIENCE

This business case can be considered as an innovation internet based adoption example and therefore the description and the storytelling of a new digital media experience. This case is meant to be inserted in this paper to better explain the phenomenon and to justify in a clearer and sold way the future analysis. The Freeprint A.p.S. started to have own life in January 2008, when two young entrepreneurs, Kasper Hulthin Rasmussen and Gus Murray, found the way to communicate to university students with an alternative means. The aim of this particular entrepreneurship is to bind the different functions of the companies with diverse users through a two way communication/exchange of information. The company acts as an intermediary/infomediary that links the Student world and the Companies’ reality, providing a solution to both parties and improving their quality of life. Freeprint tries to enter in this new way of communicating relying on the major property that internet has: INTERACTIVITY. Through its exploitation Freeprint overtakes the trade-off between reach and richness (Evans and Wurster, 2000) problem normally faced by the traditional media companies. In this particular context, the company acts as infomediary linking two typologies of actors, enabling a two way communication within them and consequently making possible a personal interaction between companies and consumers. But it is not only this.

Linked to the interactivity property, there is another element that is fundamental for the Freeprint experience. In order to strengthen the possibilities that the communication message will reach effectively the target the two young entrepreneurs decided to bind the business to something physically important for the individual and the advertisement. Then, in this context falls Freeprint’s proposal: the offer of a typology of service solution that will create the basis for a long and stable relationship with each actor, creating the presupposition for an active contribution, making them become part of the virtual business network of the firm. The inclusion of these external actors in the creation of value is done in a co–creative logic, where
the different parties do act as part of one single value chain. Besides, thanks to the internet properties, the means in consideration opens to a personalized offer, where the interest that a single actor has for a particular subject is the core element to consider.

Thus, it is possible to define Freeprint a new digital media company, due to its interactivity, its co-creative logic, to the presence of a mediated personal communication that connects the different actors in an interesting way. Moreover, Freeprint introduces an innovation in the media industry. This is done introducing a new way of communication that could easily be spread out in all possible out of home locations that could require printing.

3.1. FREEPRINT A.P.S.: THE BUSINESS

3.1.1. The Student’s World

The student population normally prints large amounts of documents to follow the lectures or to study in an easier way. Generally this need is fulfilled by the universities that offer a pay for printing service. Each student, depending on the presence of such fee in the university, needs to charge a student card before getting to the computer lab and start printing. Students normally need to pass through from four to five steps to finally have their doc printed: 1. charge the student card or whatever is the tool through which the student can effectively print, 2. get to the printing lab, 3. open the computer, 4. register, and 5. finally print. All this includes a loss of time that cannot be invested diversely, because the process is intensively involving and terribly time consuming.

Another student need upon Freeprint has focused on is information. The means through which the messages are communicated have a wide catchment area and hardly reach, in the most effective way, the segment that effectively is interested in that subject. This lack of communication is evident and generates a window of business opportunity.
The company tried to satisfy these needs through the establishment of a particular system. It will be given an illustration of its configuration following the student’s experience of adoption and usage.

Every single student interested in using this new way of printing initially needs to register on the webpage URL www.freeprint.net. The registration procedure consists in filling in the personal, university and subject of interest areas and then, according to the European privacy law, giving the authorization for the treatment of the personal data. This part of the procedure falls within a co-creation logic, where the customer dialogues with other actors of the value chain and expresses its needs of information. The availability of a complete profile provides interesting opportunities of business to the company. While the traditional media companies tend to provide up down communication, Freeprint can be considered as a reverse type of media agency. Thanks to the interactivity of the internet, the firm acquires information concerning the interests, the orientations and the attitudes, trying to generate a critical mass. This oriented to sell the interested information to somebody else, in this case companies. The company changes attitude approaching to a bottom up method. Thus, making possible what can be considered an interested communication. In this sense the content is influenced from the audience features. The communication provided then is target specific. Therefore, to sum up this method considers a pull approach. This is not the same approach the traditional mediums use to spread content. This category of mediums transfer instead the message in a push way. This difference between approaches gives the opportunity to new digital media companies to provide a more efficient communication service. In this sense Mr. Peter Loell, director in OMD, confirms the need of changing that the traditional medium should fulfill. Therefore, inclusion of other players helps media companies to survive in the wild jungle of the globalized world, trying to generate a customer base on which reach a one to one communication.

Secondly, he/she has to pick up the Freeprint Identification Card at the student organization office. This is a particular card. In fact, it has a chip that is read by the hardware/software placed in the Freeprint Printers. Thanks to this to be identified it
is necessary to swipe the card on the indicated area so that the procedure could start. This would start the printing of the docs of the specific student. Then, thanks to this tool, the personalization of the offer is considerably emphasized, thanks also to a traceability of the single along the procedure that enables its measurement. A call to action is required then. The availability of a physical gate of feedback collection helps the measurability of the tool itself.

Thirdly, the student has to download the Freeprint software for Windows – Mac so that the document can be uploaded on the web and set to attendance for printing. Hence, the student can upload documents while studying or working and, when it’s time for a break, he/she can go and pick up the docs. The system permits to start the printing procedure in every each spot of the university. This is possible due to the wireless option that Freeprint offers, enabling the upload of the document directly on the Internet. Nobody is obliged then to stay physically in one place printing for a certain amount of time. This is not all though.

Each user has the possibility to print a given number of sheets for free (approximately 40 pages a week). The media side of the business comes in at this time. In fact Freeprint provides students with free printing by placing employer branding and career related messages on the rear side on their school prints, according to the interests and the study orientation of the single user. Thanks to this method the means of communication shifts towards a combination of on-line/off-line services which reconsiders the print offer, and heads towards new personalized concept. The possibility to avoid a massive message and reach in a efficient and effective way the student population, merging the good things of the web with a physical product, the printed page, which remains in the student’s hands, creates great opportunities of development and expansion in similar markets.

The business concept provides for further printing the possibility to buy some credits to print the documents without the advertising on the rear side. This is related to the will of the single student to have or not ads on the rear side, and to print even when the free copies aren’t available anymore.
The Freeprint’s aim is to acquire a number of students’ profiles from top business and engineering universities. The description of the business model to companies’ will be explained in the following section.

3.1.2. The Companies’ Role In The Business

Once the database was built, Freeprint could start to sell its product. But what is this product really about? It could be considered as mere transaction where information and financial resources are the main drivers. But it is more than this. The company acts as an infomediary enabling the interaction between two different actors, in this case students and the different functions of the companies. This interactivity opens the opportunity to create a two way communication between them, thus solving their lack of information, without though losing clients thanks to the physical bind that locks two clients in the business.

Nonetheless, the initial slant of the business that Mr. Hulthin Rasmussen and Mr. Murray thought is very close to the recruitment department. Freeprint’s orientation has its major focus on the employer branding and the recruiting communication. In
the following paragraph, there will be a brief explanation of the service provided and which were the reasons to offer this particular product to the companies.

Companies, before the affirmation of the internet, were unable to reach in a really neat and tidy way the targeted segment with a focused message. Communication, when the internet era started, changed and opened a large amount of opportunities. In this context, Freeprint operates and integrates the recruitment communication oriented to students. Therefore, Freeprint’s aim is to satisfy a number of needs that a singular function of a company, the recruitment department, faces in order to reach students.

From this point of view, great opportunities of growth are present due to the fact that, in the same way, other divisions could benefit from the same system. Several could be the advantages and benefits deriving from the adoption of the Freeprint service, instead of using the normal and traditional media (relative advantage). The first would be the possibility of deciding the profile that will print the message. This leads to big benefits. The main one is merely economic which derives from two major different reasons. The first one originates from the cost reduction deriving from the personalization of the message, and therefore the possibility to choose who you want to communicate to. The second one instead concerns the higher efficiency and effectiveness of the message released. Only people who are or could be interested are consulted. A better communication is then enabled and a larger understanding of what is the company’s reality is given. This helps the profitability of the communication investment. Summing up, the Freeprint experience helps companies to avoid large expenses for wide and massive communication messages, creating the conditions of an interested and singular information proposal.

A second benefit is based on an improved recruitment process, where an efficient communication to the student population betters the different procedures that derive from the application process. Last but not less important advantage is linked to the time savings that a company can face using this tool. But how does this system really work?
Freeprint offers to companies the possibility to profile the users to whom they are interested in, selecting them on the database previously built. Therefore, firms can select the category that better suits the need. Due to this, the companies pay effectively for what they ask, depending on the profile selected and their amount.

After the selection there are two to three actions that companies need to accomplish before the selected person will print the ads. First of all they have to provide Freeprint with the ads message that will appear on the rear side of the printed sheet. Secondly, pay. The payment process works as follows: the client pays an upfront fee (per semester) credited to its account, based upon the number of schools/students the client wishes to target. The price differs depending on the student’s profile. As each student prints, Freeprint deducts the equivalent price per student from the clients account. The companies can then run multiple campaigns to those students most relevant to them over an entire semester (i.e. a Female, MSc. Finance, interested in working in consulting). Finally, wait for the feedbacks. The procedure formerly explained is not too complex. In the adoption process, Freeprint provides support to reduce eventual problems and doubts that could lead to little complexities.

The ads can be managed directly by the client. The company can then decide how to conduct its campaign every each week, monitoring the investment and the results and adjusting the communication depending on its needs.

Some problems could also arise if the client/company doesn’t plan the communication times. Because of the limited number of advertisements that will rotate during the week (around 10 ads per student), that will be placed on the rear side of the student’s prints a procedure should discipline the issue. Freeprint follows a First In First Out (FIFO) procedure. Therefore, if all the slots are taken, the recruitment or the employer branding planned action by the company will skip till there is effectively the possibility to communicate. In this scarcity of communication slots, the visibility of the ads is improved. This also increases the visibility of the tool due to the fact that users can recon the presence of the company and of its ads.
Figure 11: Segmentation available.

Summing up, through this particular reality companies improve their way of communicating a particular message. The possibility to start recruitment and employer branding campaigns focused on a particular segment of students from different universities makes eager to avoid the several career services of each school. This type of communication, as said before, could be extended to the other functions of the company which would adopt the same way of spreading out a particular message.

3.2. WHERE THE FREEPRINT EXPERIENCE GOT TO AND WHY?

After one and a half year of problem solving and a large amount of attempts, the two entrepreneurs decided to sell the company. But which were the problems faced during this period that brought to the failure of this particular experience? Which have been the constraints to the adoption and consequently its affirmation in the worldwide panorama?

Different were the problems that the company faced during the period of activity that determined its fate. Problems to adduce to both the student experience and the company-oriented service. It is better though to view them from a students’ and a companies’ point of view.

From the student’s point of view, several were the problems that brought the company not to have the right amount of students to reach the critical mass and overtake that point. These limits were evident during the launch of the system at the Aarhus School of Business (ASB). The failure from the student’s side derived then from several elements that are hereby pointed out:
- **The complexity of the procedure**: too many steps were necessary to benefit from the service;

- **The difficulties that students faced**: Students seemed not to understand how the printing system really worked. An example of this difficulty took place in Aarhus at the ASB. During the test, students had indeed difficulties in printing the docs, also due to a scarce user friendly interface;

- **The large amount of breakdowns**: a scarce development of the software by the IT partner was present. The relationship that Freeprint had with its partner resulted not trustable;

- **The lock – in to the old technology**: the students didn’t really perceived the diversity and the benefits of the Freeprint service. Due to this they didn’t really switch from the old printing system to the new one.

On the other hand, the companies’ point of view didn’t either help the affirmation of the Freeprint idea. A certain amount of reasonable explanations to this failure can be given.

- **Relative advantage**: This reason is very linked to the low number of students present in Freeprint’s database;

- **Path dependence** (Teece, 1997): companies tend to stick to a certain amount of well known procedures which bump against the new ones. The need to acquire new competences and capabilities to understand the innovation blocked the organizations in their adoption process;

- **Cultural constraints**: the companies had problems in accepting this new type of tool;

- **Group constraints**: An example of this barrier can be given through the experience that Freeprint had with PA Consulting. The worldwide headquarters didn’t give the authorization to the Danish subsidiary to experiment the Freeprint’s tool, even if the business unit found the solution very interesting;
The financial crisis: a reduction of the firm’s budgets and consequently of the financial resources has occurred;

Performance: the novelty of the tool didn’t have sufficient positive results that dissolved the doubts and the resistances of the firms.

These specific causes brought to the conclusion of the Freeprint experience, after one and a half years of tough work and sacrifices. The case, even if not a success story, gives a certain amount of hints that should be considered and analyzed. A better explanation of this will be done in the following section.

3.3. BRIEF SUMMARY OF THE FREEPRINT EXPERIENCE.

The analysis of the model proposed by the Freeprint case provides useful considerations that could be extended to a number of different situations.

Firstly, this system identifies two units that at the same time benefit from the system while providing information to the other unit, through a means such as the internet: 

a. the students use free prints and offer their “CV” to the company 
b. the company communicates its commercial message to the students and can use students personal information. This describes the digital way of approaching that Freeprint adopts, in a co-creative logic. It is possible then to consider Freeprint as a service/tool/new digital media. In fact the business brought to life by Mr. Hulthin Rasmussen and Mr. Murray, uses the internet means to reach and hit with a certain message different actors. This type of communication relapses in the category of tools used to transfer information in an interactive way, creating value from its exchange in a service dominant logic perspective.

Secondly, this system indicates that two different functions within company could take advantage of the information the students provide: 1. the marketing section might use personal data to detect preference information and 2. the personnel unit could use the “CV” data for recruiting.

Thirdly, the presence of a physical part of the business enables the company to obtain a call to action. In light to this, the tool can be measured and feedbacks can be provided to the clients.
Finally, the unfortunate experience opens to great research opportunities.

Due to these particularities, Freeprint’s case study can be used as trigger to some interesting considerations. The fundamental elements that Freeprint offers through its experience and need to be considered are:

1. The fact that Freeprint can be considered a “new digital media” in the digital world.

2. The interactivity opens to a two way communication that opens to the use of certain tools.

3. Without interest in the means there won’t be the basis to be considered by anyone.

4. Several are the barriers that a service such as Freeprint could face approaching the business reality. Some of them are traceable in the innovation itself. Some others inside the companies’ organization. Some more instead can be sought in the environment. All three components are evident and should be analyzed.

This case study provides a useful example to the purpose of the project. The failure of the business and the lack of adoption of such tool, leads to the consideration that there are effectively barriers to the full adoption of these new digital media tools. Since the consumer innovation adoption has been fully studied, an exploration of the phenomenon could be useful to understand in a better way how these tools really work and can be integrated in the companies’ communication actions. A qualitative analysis, focused on having a clue of which are the barriers to a new digital media adoption, can help in this sense. A better explanation will be given in the following section.
4. THE ADOPTION OF NEW DIGITAL MEDIA: AN EXPLORATIVE ANALYSIS

The analysis of the Freeprint’s case study leads to an interesting question: why companies didn’t adopt the tool that this company wanted to sell? Great concern arose around the reasons explaining such situation. In any case, the unfortunate adventure that Mr. Murray and Mr. Hulthin faced, can be used as trigger for further analysis.

A better understanding of what new digital media tools’ adoption in the organizations are. Moreover, would be interesting to discover which elements influence such integration. The following explorative research is meant to understand both intentions.

4.1 METHODOLOGY

4.1.1. The method

The research was conducted following the grounded theory method developed and defined by Glaser and Strauss (1967). This methodology was chosen and was used to analyze this phenomenon for the following reasons: (a) there is minimal research on the topic; (b) the possibility to determine elements that are detectable only through deep interviews; (c) the fact that the analysis wants to study an ongoing phenomenon. Firstly, a real understanding of which are the elements that enable the adoption of the new digital media isn’t present yet. This analysis would be useful to understand better the reasons of not adoption. Secondly, the grounded theory is applied to the study of a phenomenon when is important to augment its understanding. This is done through the analysis of multiple case studies which will lead to interesting insights. Finally the novelty of the subject studied needs an explorative approach to increase the comprehension of the phenomenon.
4.1.2. The collection

The overall sample is composed by eighteen (18) companies: five (5) focus on the Danish market and thirteen (13), instead, on the Italian one. These firms operate in different industries, such as: Alimentary, Pharmaceutical, Electronics, Mechanics, Apparel, Retail, Beverage and Flower Trading (A better overview of the sample is depicted in table 10). Moreover, the companies considered work in different markets. There are companies which operate in Business to Business market (8 Italian and Danish firms) and companies which operate only in the Business to Consumer (8 firms). Further there are also companies that operate in both (2 firms). According to this composition, the wide sample selected is meant to highlight the broad number of configurations that the adoption of new digital media may have in different kinds of companies. This sample definition was decided to give a wider overview of which is the new digital media adoption in diverse contexts. The study has an important focus on the Italian reality due to the complexity in obtaining interviews in the Danish area.

The interviews’ collection required almost 3 months. The long time dedicated on the informant research derived from the high difficulty faced in reaching the managers or in finding companies willing to release a deep interview on the topic. Two were the explanations detected for the latter reason. The first one relies on the fact that the topic is part of the short term future strategies. The second one instead is merely referable to policy reasons. The presence of these drivers hasn’t stopped though the collection of data. Then, 18 were the total interviews collected. Part of the interviews (9 interviews) were conducted using the face to face modality; part of them instead (9 interviews), due to space and economic reasons, were conducted using the telephone means. Both modalities produced interviews on average 45 – 50 minutes long. The contacts were obtained approaching to the informants using two modalities: the snowballing approach and the direct contact with the companies. The latter type was accomplished through e-mail sending and telephone calls.

The interviews had as counterpart three types of interlocutor: marketing managers, communications managers and IT managers. This depended on how the organization
was framed and the level of the new digital media adoption. According to this statement, if the inclusion of these tools in the firm’s reality was high, the counterpart tended to be a marketing or communication manager. If the organization instead didn’t use at all these kinds of tools or there was a low presence, the person with who was possible to talk with was generally from the IT department.

Following the dictates that Glaser and Strauss (1967) point out in their “Grounded theory”, it was used a semi–structured draft of questions that over time was improved (see appendix 1). This was done to make the interview and its insights more relevant. The main reason that justifies this approach relies on the limited initial knowledge of the process and of the elements that characterize the new digital media adoption.

The interview frame was structured to allow an overview of which could be the drivers that affect the adoption of the new forms of communication. Such frame aimed to understand the companies’ rate of adoption and their attitude concerning new digital media. How was this done? It was done analyzing the innovations’ internal characteristics and the external forces, that both could be organizational or environmental. The interview was divided in three parts.

The first part focused on the companies’ opinion concerning the internal characteristics of the new digital media tools. The questionnaire wanted to ask to the interviewees their opinion concerning the five variables that Rogers (1962, 1983, 1995, and 2003) pointed out concerning the internal characteristics that could enable or obstruct the innovation adoption. The second part instead wanted to highlight the organizations’ preparation towards the adoption of such tools. The third part wanted to focus on the understanding of which kind of external forces affect the adoption of new digital media. Both the second and the third part follow the insights expressed in the hybrid model theorized by Ordanini et al. (2005). The aim of the interviews was to understand which and where were positioned the barriers and constraints to adoption.

The informants’ composition is illustrated in the following table.
Table 10.1: *The informants’ specifics*

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>NAME</th>
<th>SURNAME</th>
<th>ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nadella Italia</td>
<td>Walter</td>
<td>Gobbi</td>
<td>Sales Manager</td>
</tr>
<tr>
<td>Philips Italia – Consumer care</td>
<td>Laura</td>
<td>De Bonis</td>
<td>National Account Manager</td>
</tr>
<tr>
<td>Philips Italia – Lighting</td>
<td>Paolo</td>
<td>Galleno</td>
<td>Product Manager Lamps</td>
</tr>
<tr>
<td>Rossimoda</td>
<td>Giancarlo</td>
<td>Levanti</td>
<td>Market CEO</td>
</tr>
<tr>
<td>F.lli Carli</td>
<td>Carlo</td>
<td>Calenco</td>
<td>Project Internet Manager</td>
</tr>
<tr>
<td>Parmalat</td>
<td>Francesco</td>
<td>Potenza</td>
<td>Marketing Planner and Consumer Promoter</td>
</tr>
<tr>
<td>La Feltrinelli</td>
<td>Andrea</td>
<td>Tessera</td>
<td>Executive Marketing and Communication Director</td>
</tr>
<tr>
<td>Givenchy</td>
<td>Frank</td>
<td>Couetil</td>
<td>Old director of Pap Homme from Givenchy and now marketing and media director in Rossimoda.</td>
</tr>
<tr>
<td>Getrag</td>
<td>Vito</td>
<td>Antonacci</td>
<td>IT Manager</td>
</tr>
<tr>
<td>Cantine Carpentiere</td>
<td>Luigi</td>
<td>Carpentiere</td>
<td>Co-Owner</td>
</tr>
<tr>
<td>Ciccolella Group</td>
<td>Alessandro</td>
<td>Rizzo</td>
<td>IT Manager</td>
</tr>
<tr>
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<td>Orientina</td>
<td>Di Giovanni</td>
<td>Marketing and Strategic Planning Director</td>
</tr>
<tr>
<td>Angel Devil</td>
<td>Emanuela</td>
<td>Bellino</td>
<td>Marketing Director</td>
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<td>Anders</td>
<td>Schroll</td>
<td>Head of Corporate Communication</td>
</tr>
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<td>Anders</td>
<td>Rendtorff</td>
<td>Vice President - Communication Department</td>
</tr>
<tr>
<td>Grundfos</td>
<td>Dan</td>
<td>Pransgaard</td>
<td>Communication Manager</td>
</tr>
<tr>
<td>Arla Foods</td>
<td>Sanne</td>
<td>Vinther</td>
<td>Stakeholder Relations Manager</td>
</tr>
<tr>
<td>FLSmith</td>
<td>DK</td>
<td>Larsen</td>
<td>Corporate Communication Manager</td>
</tr>
</tbody>
</table>
Table 10.2: The informants’ specifics

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>COUNTRY OF INTERVIEW</th>
<th>INDUSTRY</th>
<th>MARKET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nadella Italia</td>
<td>ITA</td>
<td>Mechanics</td>
<td>B2B</td>
</tr>
<tr>
<td>Philips Italia – Consumer care</td>
<td>ITA</td>
<td>Electronics</td>
<td>B2C</td>
</tr>
<tr>
<td>Philips Italia – Lighting</td>
<td>ITA</td>
<td>Electronics</td>
<td>B2B</td>
</tr>
<tr>
<td>Rossimoda</td>
<td>ITA</td>
<td>Apparel</td>
<td>B2B</td>
</tr>
<tr>
<td>F.Ili Carli</td>
<td>ITA</td>
<td>Alimentary</td>
<td>B2C</td>
</tr>
<tr>
<td>Parmalat</td>
<td>ITA</td>
<td>Alimentary</td>
<td>B2C</td>
</tr>
<tr>
<td>La Feltrinelli</td>
<td>ITA</td>
<td>Retail</td>
<td>B2C</td>
</tr>
<tr>
<td>Givenchy</td>
<td>ITA</td>
<td>Apparel</td>
<td>B2C</td>
</tr>
<tr>
<td>Getrag</td>
<td>ITA</td>
<td>Mechanics</td>
<td>B2B</td>
</tr>
<tr>
<td>Cantine Carpentiere</td>
<td>ITA</td>
<td>Beverage</td>
<td>B2C</td>
</tr>
<tr>
<td>Ciccolella Group</td>
<td>ITA</td>
<td>Flower Trading</td>
<td>B2B</td>
</tr>
<tr>
<td>Zambon Group</td>
<td>ITA</td>
<td>Pharmaceuticals</td>
<td>B2B - B2C</td>
</tr>
<tr>
<td>AngelDevil</td>
<td>ITA</td>
<td>Apparel</td>
<td>B2C</td>
</tr>
<tr>
<td>Lundbeck</td>
<td>DK</td>
<td>Pharmaceuticals</td>
<td>B2B - B2C</td>
</tr>
<tr>
<td>Coloplast</td>
<td>DK</td>
<td>Pharmaceuticals</td>
<td>B2B</td>
</tr>
<tr>
<td>Grundfos</td>
<td>DK</td>
<td>Mechanics</td>
<td>B2B</td>
</tr>
<tr>
<td>Arla Foods</td>
<td>DK</td>
<td>Alimentary</td>
<td>B2C</td>
</tr>
<tr>
<td>FLSmidth</td>
<td>DK</td>
<td>Pharmaceuticals</td>
<td>B2B</td>
</tr>
</tbody>
</table>

The following paragraphs will be framed as the deep interview draft. Therefore, to better explain the phenomenon, the dissertation will analyze the internal and external elements that could affect new digital media adoption.

Before exploring all the previously explained parts, a brief comparison between the Danish and the Italian realities will be included to give a description of what characterizes the two worlds even if it is not too reliable due to the great difference in both the industrial fabric and the number of industries that the two countries have. The comparison will give a brief overview of the most evident differences between the two countries that emerge from the interviews. It is evident though that difficulties in comparison were present. Furthermore, to give an explorative overview of the reasons of the new digital media adoption, the following paragraphs will focus
on the elements that brought each company to the adoption of such tools. Analysing the interviews it was evident that no great difference can be highlighted in concern of the attitude towards the new and the resistances that a company may have in approaching a innovation. Thus, the analysis is oriented to identify an overall and common pattern of barriers and facilitator agents that explains the adoption of such tools in both contexts. Hence, an analysis of the major barriers that each company faced in the adoption could help the understanding of the process.

4.2. FINDINGS

Denmark and Italy: a brief comparison

A diverse adoption is recognizable comparing the Italian companies and the Danish ones. The main reasons of such difference are the long testing and the number of tools adopted. Considering the former reason it is evident that Danish companies have started to use such tools significantly before the Italian ones. The latter reason instead is linked to the amount of tools adopted. This derives from the time of testing which enables a better understanding of the tools and therefore their adoption. Evidence of such difference was achieved thanks to Ms. Vinther’s and Ms. Di Giovanni’s contribution. Sanne L. Vinther describes the experience that Arla Foods is facing since 2004, in this way “We want to help Danes and Scandinavians making cooking a little bit easier. The company realized an Apple application through which the single user, once in the store, can decide immediately the recipe for dinner, and buy the necessary for the dish. Moreover is possible to create a personal cooking book on the website. The other tools used are blogs which talk about how is working in the company, where normally interns post their impressions about the company. An internal blog is moreover present to better communicate inside the company and avoid misunderstandings. Moreover, these tools are used internally and outside the company”. According to Ms. Di Giovanni’s (Zambon Group) interview, her company hasn’t adopted 2.0. tools yet. “We have serious limitation in the utilization of web 2.0. tools in a consumer oriented communication. We are still approaching this tools to understand how to adopt them. This is done also because we can only promote and communicate Over the Counter (OTC) products”. These two
dichotomous examples emphasize the previously explained difference. Hence, it is possible to state that the gap between countries can be explained through this scarce time of testing the tools and the low number of adoptions. This difference derives mainly from a systemic reason that is bind to the internet’s penetration in the two countries mainly linked to the fabric and society orientation. Such phenomenon affected the evolution in the adoption of the tool, affecting the overall start of adoption. Nowadays, in Italy is noticeable the fact that only the 51.7% of the population possess the internet connection while in Denmark it is recordable around 86.1%[^8]. The impact that these two reasons have on this distance can be augmented due to the lack of comprehension that companies have of the single tools. A justification of such low understanding is related to the necessity of evolution of these tools, which is perceived both in the B2B in the B2C, in both countries. The need of a tool that could be fully adaptable to the companies’ reality emphasizes then which is the barrier that has to be demolished to have their complete adoption. This would help companies from both countries, reducing though the gap within them.

**Prop.1:** Differences are also present comparing Danish and Italian realities. The main reasons that explain this diversity derive from a temporal and a numerical gap. Danish companies started before than Italian ones and adopted by now more tools. This also due to environmental predisposition towards the adoption of the internet means.

The former paragraph wanted to point out some characteristics that explain the marked difference of adoption within the two business areas. In the next subsections though, an overall analysis of the new digital media adoption will be done to better comprehend its barriers and constraints.

4.2.2. INSIDE THE INNOVATION ADOPTION PROCESS

This section will be focused on the analysis of the internal drivers that constitute the barriers which could influence the innovation’s adoption process in the company (Rogers, 2003). The variables considered in this analysis are six. The first five were theorized by Rogers (1962, 1983, 1995, and 2003) and are the following: relative advantage, compatibility, complexity, trialability and observability. The last one emerged during the explorative research and is "transferability". The last variable can be explained as a combination of the “visibility” variable theorized by Moore and Benbasat (1991), and later by Carter and Belanger (2005) and the “job fit” variable, theorized by Thompson (Thompson et al., 1991).

The analysis wanted to understand the elements that constitute the previous new digital media’s internal characteristics. This was done breaking down each driver and looking into each one to discover which protein constitutes their “DNA”. Therefore, the following sub-paragraphs will describe the elements that compose these variables.

**Relative Advantage**

**Table 11.1: Relative Advantage’s items**

<table>
<thead>
<tr>
<th>FIRST ORDER CONCEPT</th>
<th>COMPANIES</th>
<th>AGGREGATE CONCEPT</th>
<th>AGGREGATE VARIABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consider the user in companies value proposition</td>
<td>ANGELDEVIL (pp.97, 98); ARLA FOODS (pp. 102); LA BELTRANIELLI.IT (pp. 141); LUNDBECK (pp. 146);</td>
<td>No boundaries with the external world</td>
<td>TRANSPARENCY</td>
</tr>
<tr>
<td>Opportunities deriving from this particular property</td>
<td>ANGELDEVIL (pp. 97); CANTINE CARPENTIERE (pp.109); F.LI CARLI (pp. 123); LUNDBECK (pp.145-146 -147); PARMALAT (pp.154); PHILIPS CONSUMER GOODS (pp.158, 160); ZAMBON GROUP (pp. 170)</td>
<td>Internet’s major property</td>
<td>INTERACTIVITY</td>
</tr>
<tr>
<td>The speed of doing things which improve the way of doing business</td>
<td>ANGELDEVIL (pp.98); ARLA FOOD (pp.102); GRUNDFOS (pp. 135);</td>
<td>Reduced time of interaction</td>
<td>SPEED</td>
</tr>
</tbody>
</table>
The relative advantage in this case concerns the benefits deriving from the new digital media adoption compared with the ones that traditional media could give (TV, Radio, etc.). Seven items emerged from the interviews. Firstly, transparency, found in AngelDevil (pp. 97, 98), Arla Foods (pp. 102), La Feltrinelli.it (pp. 141); Lundbeck (pp. 146) cases. This driver is considered in “open source logic”. Is necessary for the company to open its boundaries and provide all the possible information that the external world requires, accepting critics and good comments. This orientation is bind to the fact that companies should integrate their business reality to the external world. Thus, considering the dialogue with their customers in their value proposition. A particular proposition can be given through the Lundbeck experience (pp. 143), where the transparent position helps the company to promote also the one to one exchange communication within the consumer environment. Hence, creating a place where the single has the incentive to open himself an feel protected. Secondly, the interactivity item, is entirely dependent on the major property that internet has. This kind of advantage is found in the AngelDevil (pp.98); Cantine Carpentiere (pp.109), Lundbeck (pp.146-147); Parmalat (pp. 154), Philips consumer goods (pp.158-160); Zambon Group (pp.170) cases. The fact that

<table>
<thead>
<tr>
<th>FIRST ORDER CONCEPT</th>
<th>COMPANIES</th>
<th>AGGREGATE CONCEPT</th>
<th>AGGREGATE VARIABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>New ways of approaching to the customer</td>
<td>ANGELDEVIL (pp.97); CANTINE CARPENTIERE (pp.109); LUNDBECK (pp.146); NADELLA (pp.151)</td>
<td>Collaborative interaction</td>
<td>CO-CREATION</td>
</tr>
<tr>
<td>The ability of supplying the correct information and generating interest around the campaign</td>
<td>ANGELDEVIL (pp. 98-99); CANTINE CARPENTIERE (pp. 108) LUNDBECK (pp.146)</td>
<td>Interest that the external actor could have of the brand that uses such tools</td>
<td>VISIBILITY</td>
</tr>
<tr>
<td>Reduction of the cost deriving from the suppliers, budget and utility</td>
<td>ANGELDEVIL (pp.98); CANTINE CARPENTIERE (pp.109), LUNDBECK (pp.147); PARMAAL (pp. 154), PHILIPS CONSUMER GOODS (pp.158); ZAMBON GROUP (pp.168, 170)</td>
<td>Implementation cheaper than the traditional mediums</td>
<td>CHEAPNESS</td>
</tr>
<tr>
<td>Easiness and real time measurability of the campaign</td>
<td>ANGELDEVIL (pp.98); ARLA FOOD (pp.104); LA FELTRINELLIIT (pp.141); LUNDBECK (pp.146); NADELLA (pp.151); PHILIPS CONSUMER GOODS (pp.158-159); PHILIPS LIGHTING (pp. 163-164)</td>
<td>Easy measurability of the communication action</td>
<td>MEASURABILITY</td>
</tr>
</tbody>
</table>

Table 11.2: Relative Advantage’s items
interactivity is now an assumption, has not escaped the companies’ notice, which understand the opportunities that could derive from it. Such opportunities are also present in the new digital media. Thirdly, the element speed [AngelDevil (pp.98); Arla Food (pp.102); Grundfos (pp. 135)] refers to the reduced time of interaction, which increased the communication rate between the parties. This helps the exchange of important information that previously needed longer time to be collected. The speed refers also to the speed of getting feedbacks concerning the campaign in progress. The possibility to monitor real time what is happening helps the company in satisfying their need of information that springs from the investment in an innovative form of communication. Fourthly, the co-creation item [AngelDevil (pp.97); Cantine Carpentiere (pp.109); Lundbeck (pp.143), Nadella (pp.151)] defines that collaborative interaction that derives from the possibility for companies to entertain a two way communication with the external users. This new form of communicating enables new ways of doing business, which considers the listening of the external world part of the value chain. This collaborative behaviour mainly focuses on the interaction and the exchange of information with players that before didn’t really exist such as new digital media agencies that help companies in the identification of the best strategies and adoption paths. Fifthly, the item visibility [AngelDevil (pp. 98-99); Cantine Carpentiere (pp.108), Lundbeck (pp.146)] considers the interest that the single user could have in the brand that uses correctly the new digital media. In this concern, the company that understands best the new digital media, will be rewarded from the users, nowadays uncompromising judges on the web. Firms that though do not have a proper brand don’t really benefit from the usage of such tools unless they approach to the tools in a very firm and organized way. Sixthly, the element cheapness [Angeldevil (pp.98); Cantine Carpentiere (pp.109), Lundbeck (pp.147); Parmalat (pp. 154), Philips Consumer Goods (pp.158); Zambon Group (pp.168, 170)] derives from the consideration that the implementation and the usage of these tools is cheaper than the old and traditional media. Several could be the elements deriving from such feature: cost of the suppliers, budget, utility. The suppliers will ask less due to the reduced cost of implementation. This enables a better effectiveness of the budget that can provide
the presence in different channels with a low cost. On the contrary, the company that operates in the new digital media world in an incorrect way, the costs arising from this could be really high. These cost derive from the choice of the wrong agency, or from a wrong internal management or the wrong tools. Finally, the last item considered is **measurability** [AngelDevil (pp.98); Arla Food (pp.104); La Feltrinelli.it (pp.141). Lundbeck (pp.146); Nadella (pp.151); Philips Consumer Goods (pp.158, 159); Philips Lighting (pp. 163 - 164)]. This item is quite controversial. The definition of what this item really mean derives from the results’ visibility that new digital media could give on the communication level. There are several complaints concerning the lack of traceability of the result, mostly revenue-oriented. These comments derive principally from a lack of understanding of the tool. There are a number of techniques able to solve the problem if used in an integrated way. Most of the informants state on this concern that is necessary to have an integration with other means (La Feltrinelli.it, Lundbeck are only examples of this behaviour. Most of the informants testify this). Call to action elements could help the measurement problem. The integration with physical assets would help the measurability of the commercial action. Whereupon, enabling the possibility to measure easily the entire campaign, and track the consumer from the means to the purchase are elements that are still analyzed by the companies. The informants don’t see all these benefits at once. Still low communications of which are the relative benefits of these tools has to be brought along.

**Prop. 2.1:** The relative advantage of the new digital media can be broken down in seven different items: transparency, interactivity, speed, co-creation, visibility, cheapness, measurability. The recognition of these value drivers increases the possibilities of adoption of new digital media.
Compatibility

<table>
<thead>
<tr>
<th>FIRST ORDER CONCEPT</th>
<th>COMPANIES</th>
<th>AGGREGATE CONCEPT</th>
<th>AGGREGATE VARIABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>How the new digital media tools are compatible with the business model itself</td>
<td>ANGELDEVIL (pp. 99); COLOPLAST (pp. 106), F.LLI CARLI (pp. 122); GIVENCHY (pp. 132); LUNDBECK (pp. 148)</td>
<td>Compatibility with the firm’s business model</td>
<td>STRATEGIC COMPATIBILITY</td>
</tr>
<tr>
<td>The new digital media are highly includable in the business reality only if the trained personnel is available</td>
<td>ARLA FOOD (pp. 102), FLSMIDTH (pp. 119), F.LLI CARLI (pp. 122); PHILIPS LIGHTING (pp. 165)</td>
<td>Rate of integration with the way of doing business</td>
<td>INTEGRATION</td>
</tr>
<tr>
<td>The capacity of the company to introduce new digital media in the organization</td>
<td>ARLA FOODS (pp. 102); CICCOLELLA (pp. 112); COLOPLAST (pp. 116), LA FELTRINELLI.IT (pp. 132); PARMALAT (pp. 154 - 155)</td>
<td>Suitability of the tools with the organization</td>
<td>READINESS</td>
</tr>
<tr>
<td>The availability of internal communication as an agent which eases the adoption</td>
<td>FLSMIDTH (pp. 106), F.LLI CARLI (pp. 123); PHILIPS LIGHTING (pp. 165)</td>
<td>Interest on the tool by the organization that enables communication on the topic</td>
<td>INTERNAL DIFFUSION</td>
</tr>
</tbody>
</table>

Table 12: Compatibility’s items

Compatibility is the second variable considered. This variable considers how the innovation suites the company’s attitude and organization. Four elements that could obstruct or facilitate adoption explain this driver. The first driver is **strategic compatibility** [AngelDevil (pp. 99); Coloplast (pp. 106), F.Lli Carli (pp. 122), Givenchy (pp. 132); Lundbeck (pp.148)]. It depicts how the new digital media tools are compatible with the business model itself of the company. This research of the manner through which new digital media tools can be suitable or not to be adopted for the companies is then the principal issue. The second item is the **integration** [Arla Food (pp. 102), FLSmidth (pp. 119), F.Lli Carli (pp.122); Philips Lighting (pp. 165)]. It wants to measure the rate of integration that the item would or has effectively in the way of doing business of the company. The new digital media tools are highly includable in the business reality, only if trained personnel is present. The availability of such human resources would help the change of the mindset that inevitably affects companies when facing this kind of adoption. The third item is the **structural readiness**, which can be defined as the capability of the company to
introduce new digital media in the organization [Arla Foods (pp. 102); Ciccolella (pp. 112); Coloplast (pp. 116), La Feltrinelli.it (pp.132); Parmalat (pp. 154 - 155)]. The item considers how the tool can suite the organization, depending on its readiness to the adoption and the ability of integrating it inside its boundaries. Finally, the **internal diffusion** item [FLSmidth (pp. 106), F.Lli Carli (pp. 123), Philips Lighting (pp. 165)] considers the availability of internal communication as an agent which eases the adoption. A high exchange of information and knowledge in the organization increases the probabilities of adoption. This consideration must be adapted to the new digital media dimension. Therefore, it considers the interest that the organization has in such tools. Thus, it is the interest that the tool can stir up.

**Prop. 2.2**: Compatibility, in its broadest meaning, is a relevant dimension for the adoption of new digital media. It can be in terms of strategic compatibility, organizational integration, structure readiness and internal diffusion. These components depend mostly on the companies’ readiness to adopt.

### Complexity

<table>
<thead>
<tr>
<th>First order concept</th>
<th>Companies</th>
<th>Aggregate Concept</th>
<th>Aggregate Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>The understanding of which are the best tools to use, the target to hit and the technical aspects of their implementation</td>
<td>ANGELDEVIL (pp.98), CANTINE CARPENTIERE (pp. 108) FLSMIDTH (120, 121); F.LLI CARLI (pp. 126); LUNDBECK (pp. 145, 146); ZAMBON GROUP (pp. 168)</td>
<td>Understanding of the tools</td>
<td>COMPREHENSION</td>
</tr>
<tr>
<td>Difficulties in the implementation of the tools</td>
<td>ARLA FOODS (pp 103,105), CANTINE CARPENTIERE (pp. 108) CICCOLELLA (pp. 112), COLOPLAST (pp. 116), F.LLI CARLI (pp. 125), GIVENCHY (pp. 131), GRUNDFOS (pp. 135), LA FELTRINELLI.IT (pp.141), LUNDBECK (pp. 148); ZAMBON GROUP (pp. 168-170)</td>
<td>Technical implementation</td>
<td>IMPLEMENTATION</td>
</tr>
<tr>
<td>Attention and sensibility in management of the tool</td>
<td>ANGELDEVIL (pp. 97, 98, 99) CANTINE CARPENTIERE (pp. 108), GIVENCHY (pp. 131); GRUNDFOS (pp. 135); LA FELTRELLI.IT (pp. 136); LUNDBECK (pp. 149), PHILIPS LIGHTING (pp. 164) ZAMBON GROUP (pp. 169)</td>
<td>Management requirements</td>
<td>MANAGEMENT</td>
</tr>
</tbody>
</table>

*Table 13: Complexity’s items*
According to the adoption model (Rogers, 2003), complexity of an innovation could help explaining its adoption. This variable aims to explain the new digital media internal complexities which may affect the adoption process. Complexity can be broke down into three items, which try to explain better the variable. These items are: comprehension, implementation, management.

Most of the companies that have adopted the new digital media tools [i.e. AngelDevil (pp.98), Cantine Carpentiere ( pp. 108) FLSmidth (120, 121); F.Lli Carli (pp. 126); Lundbeck (pp. 145, 146); Zambon Group (pp. 168)] testify that an understanding of how to use these tools is needed. A correct "comprehension" is fundamental to carry out a coherent communication campaign, which could be suitable with the corporate image. The understanding of which is the best tool to use, the target to hit, the technical aspects to implement a correct campaign. These are elements that should enter in the cultural fabric and expertise of the single company not to mistake the positioning in the market and the image that the company wants to give to the virtual world.

The other two items, implementation and management, instead, must be assessed to evaluate the impact of the complexity dimension on the adoption process. Medium rates of difficulty in the understanding which steps could bring to the full implementation are present. Firms such as Philips found only some technical complexities, others instead (Lundbeck, pp. 148) faced an easy implementation. Some more attest a high complexity in the implementation process (La Feltrinelli.it, pp. 141). These three examples confirm this average complexity.

The “management” driver is quite particular. Lundbeck’s representative states that the management is quite easy (pp. 149), but high attention is needed (La Feltrinelli.it, pp. 136). This is done to avoid expensive problems. Due to this, a positive or negative impact of these variables would increase or decrease the complexity of the tool, and therefore the number of tools adopted in the company.

**Prop.2.3:** The complexity dimension is made up of three different items that determine its level: comprehension of the tool, implementation and management of
the tool. On one side, new digital media tools are generally quite easy to understand. On the other side, implementation and management could result difficult procedures.
**Trialability**

<table>
<thead>
<tr>
<th>FIRST ORDER CONCEPT</th>
<th>COMPANIES</th>
<th>AGGREGATE CONCEPT</th>
<th>AGGREGATE VARIABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concerns the possibility to try the pattern personally</td>
<td>COLOPLAST (pp. 116)</td>
<td>Overall trialability</td>
<td>PHYSICAL TRIALABILITY</td>
</tr>
<tr>
<td>Concerns the possibility to view the progresses during the implementation process</td>
<td>ANGELDEVIL (pp. 99), GRUNDFOS (pp. 136), F.LLI CARLI (pp. 124) LA FELTRINELLI.IT,(pp.141), LUNDBECK (pp.149), ZAMBON GROUP (pp. 171)</td>
<td>Visibility over implementation</td>
<td>OBSERVABILITY OF THE IMPLEMENTATION</td>
</tr>
<tr>
<td>Considers how easily the tool can be modified</td>
<td>GRUNDFOS (pp. 136), F.LLI CARLI (pp. 124) LA FELTRINELLI.IT,(pp.141), PARMALAT (pp. 156)</td>
<td>Tools’ ease of modification</td>
<td>TANGIBILITY</td>
</tr>
</tbody>
</table>

*Table 14: Trialability’s items*

Trialability refers to the possibility of testing the tool while or even before adopting it. According to the interviews, three different agents would increase or reduce the impact of this variable on the new digital media adoption process. These three agents are: **physical trialability**, **observability of the implementation**, **tangibility**. These items are linked to the possibility of having access to the tool during its implementation. The first item (**physical trialability**) considers the possibility to try the pattern personally [Coloplast (pp. 116)]. The second one instead (**observability of implementation**) it’s oriented to explain the possibility to view the progresses during the implementation process [AngelDevil (pp. 99), F.lli Carli (pp. 124), Grundfos (pp. 136), La Feltrinelli.it (pp.141), Lundbeck (pp.149), Zambon Group (pp. 171)]. The last item, **tangibility**, considers how easily the tool can be modified [F.lli Carli (pp. 124), Grundfos (pp. 136), La Feltrinelli.it (pp.141), Parmalat (pp. 156)].

AngelDevil, Philips, Grundfos’s experiences prove that the availability of such elements, could increase an internal making or could lead companies towards the decision of an external buying. Even when the company is buying outside the tool, a collaborative action with the new digital media company is needed to better adapt the tool to the firm’s organization (Grundfos, Arla Foods, AngelDevil). While the
company tends to identify the needs, the agencies try to satisfy the requirements offering their expertise and their solutions.

**Prop. 2.4:** The trialability dimension is made up of three items: physical trialability, observability of the implementation, and tangibility. The level of these elements determines the presence of an external agent in this process.

**Observability**

<table>
<thead>
<tr>
<th>FIRST ORDER CONCEPT</th>
<th>COMPANIES</th>
<th>AGGREGATE CONCEPT</th>
<th>AGGREGATE VARIABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The ability of being recognized by the final user</td>
<td>ANGELDEVIL (pp. 99), ARLA FOODS (pp. 104), CANTINE CARPENTIERE (pp. 108), GRUNDFOS (pp. 136), LUNDBECK (pp. 148), PHILIPS CONSUMER GOODS (pp. 161), PHILIPS LIGHTING (pp. 165)</td>
<td>Customers notice the presence of such tools</td>
<td>EXTERNAL NOTICE</td>
</tr>
<tr>
<td>The user has to accept the initiative of the company and interact with it</td>
<td>CANTINE CARPENTIERE (pp. 108), GRUNDFOS (pp. 136), LUNDBECK (pp. 148), PHILIPS LIGHTING (pp. 163, 165)</td>
<td>Acceptance by consumers of the tools</td>
<td>SERVICE ACCEPTANCE</td>
</tr>
<tr>
<td>The user has to provide content and start a dialogue</td>
<td>ANGELDEVIL (pp. 99), GRUNDFOS (pp. 136), LUNDBECK (pp. 148)</td>
<td>Interactivity is seen as a plus</td>
<td>INTERACTIVITY</td>
</tr>
</tbody>
</table>

*Table 15: Observability’s items*

One of the innovation’s internal characteristics that could be seen as a barrier to innovation requires that – once adopted – the innovation has to be visible to the external world. Rogers (2003) called this variable/barrier “observability”. But how does this driver become a barrier? Analysing the different business cases, there are four elements which facilitate the adoption of the new digital media tool concerning this dimension: **external notice** [AngelDevil (pp. 99), Arla Foods (pp. 104), Cantine Carpentiere (pp. 108), Grundfos (pp. 136) Lundbeck (pp. 148) Philips Consumer Goods (pp. 161), Philips Lighting (pp. 165)] which considers the ability of being recognized by the final user and start the process of exchange, **service acceptance** [Cantine Carpentiere (pp. 108), Grundfos (pp. 136) Lundbeck (pp. 148), Philips Lighting (pp. 163, 165)] where the user has to accept the initiative of the company and provide content interacting with it, **interactivity** [AngelDevil (pp. 99), Grundfos...
(pp. 136), Lundbeck (pp. 148)] where the customer has to provide content and start a dialogue with the company itself. These items stick to what is the internet’s reality, where a high interactivity is present and a high need of trustful information is needed. Mr. Tessera from La Feltrinelli.it sees this difficulty “You must to be aware of what you’re doing. A particular language is needed. Another requirement is to try to be impartial. If these behaviours were not adopted, you would be immediately unmasked and banned. This could be done in the time of a click”. The trustworthiness is then the feature that the information provided to the final user should possess to be accepted and to confer the right visibility of the initiative. This is valid both for the B2C and the B2B experiences described. Further, to be visible and to be accepted from the internet’s world is necessary to be interesting and to provide something totally different that attracts the people’s attention (i.e. Philips, Cantine Carpentiere, and Grundfos). Therefore is possible to state that:

**Prop.2.5:** Observability can be broken down into four influencing agents: external notice, service acceptance and interactivity. Then, new digital media tools can be highly visible, but is necessary to manage carefully.

### Transferability

<table>
<thead>
<tr>
<th>FIRST ORDER CONCEPT</th>
<th>COMPANIES</th>
<th>AGGREGATE CONCEPT</th>
<th>AGGREGATE VARIABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Observing other industries is possible to imitate their behaviour and stick to their new digital media plan</td>
<td>LA FELTRINELLI.IT (pp.141)</td>
<td>Usage of tools that other industries have already adopted positively</td>
<td>PORTABILITY</td>
</tr>
<tr>
<td>The possibility of interacting with new media agencies and exchange information and best practices to understand which tools could be suitable and how to implement them</td>
<td>F.LLI CARLI (pp. 126), GRUNDFOS (pp. 137), LA FELTRINELLI.IT (pp. 141), PARMALAT (pp.156)</td>
<td>Usage of case studies of other industries to understand best practices</td>
<td>IMITATION OF OTHER INDUSTRIES</td>
</tr>
</tbody>
</table>

**Table 16: Transferability’s items**

This final element was introduced by Mr. Tessera, from La Feltrinelli.it, who explains: “The observation of what companies in other industries do in a good and new way could be useful. Stakeholders from diverse industries could have similar needs and therefore the same tools could be used. Whereupon, is possible to migrate the best
practices from one industry to the company’s one. An adaptation is certainly needed, but the benefits would be high”. This dimension can be seen as a combination of two variables: the “visibility” variable that Benbasat and Moore (1991), and later Carter and Belanger (2005), introduced in their studies, and the “job-fit” variable (Thompson et al. 1991). The combination of the two variables is close to the definition given from Mr. Tessera. Observing the external world companies could find the right solution that better suites its business. The visibility that the new digital media innovation can give hasn’t real boundaries. Therefore companies can easily adopt the same tools to be part of the interactive world. This result could be achieved personalizing the offer of the content in relations with the area of interest of the company. By doing so the company would improve its’ behaviour on the market. This variable was introduced in the deep interview draft and was proposed to the informants in a provocative way. The resulting insights can be condensed into three items which compose the “transferability” variable, and affect its being barrier or facilitator agent. The first item variable is portability [La Feltrinelli.it (pp. 141)]. This item consists on the possibility of seeing other companies in other industries that have already adopted the tool with positive results (e.g. automotive industry). Observing how these tools worked and how they benefit the other industries, would enable companies to transfer/imitate such new digital media, avoiding though several issues. This helps the company in deciding which tools to use. One thing is though certain: their adaptation to the firm’s needs. The other element is the imitation from other industries [F.lli Carli (pp. 126), Grundfos (pp. 137), La Feltrinelli.it (pp. 141), Parmalat (pp.156)]. This item can be explained only considering the new digital media agencies. The usage of case studies that such new digital media agencies provide to companies, helps them to understand how to enter and guard markets using these kinds of tools and give a better overview of which would be the tools to adopt concerning particular tasks.

Hence, these two elements would affect the transferability of the tools from an industry to another. These characteristics must be pondered when the company starts its decision and implementation process.
Prop. 2.6: The transferability item can be declined into the following two influencing agents: portability and imitation from other industries. These elements could help the adoption of the new digital media tools, especially in a dynamic world like ours. This help derives entirely from the visibility that the new digital media have and their observability in other industries. It can be necessary the presence of a trustworthy player, such as media company that provides information concerning the success stories.
### 4.2.3. THE ORGANIZATIONAL BARRIERS

<table>
<thead>
<tr>
<th>FIRST ORDER CONCEPT</th>
<th>COMPANIES</th>
<th>AGGREGATED CONCEPT</th>
<th>AGGREGATE VARIABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The top management /property support</td>
<td>ARLA FOODS (pp. 103), COLOPLAST (pp. 114, 115), F.LLI CARLI (pp. 125), LA FELTRINELLI.IT (pp. 140 - 141), LUNDBECK (pp. 148)</td>
<td>The strategic path of the company</td>
<td>Strategy</td>
</tr>
<tr>
<td>Hierarchal definition</td>
<td>ARLA FOODS (pp. 102, 103), COLOPLAST (pp. 114 – 116 -117), GETRAG (pp. 129), LA FELTRINELLI.IT (pp. 140), LUNDBECK (pp. 147), NADELLA (pp. 152), PARMALAT (pp. 153), PHILIPS – CONSUMER GOODS (pp. 159 - 160), PHILIPS – LIGHTING (pp. 162)</td>
<td>The cultural and organizational definition</td>
<td>Organization</td>
</tr>
<tr>
<td>Cultural mindset</td>
<td>ARLA FOODS (pp. 101, 105, ), COLOPLAST (pp. 114 - 115), GETRAG (pp. 129), GRUNDFOS (pp. 136), LA FELTRINELLI.IT (pp. 139), LUNDBECK (pp. 146 - 147), PARMALAT (pp. 155 - 156), PHILIPS – CONSUMER GOODS (pp. 160), PHILIPS – LIGHTING (pp. 164), ZAMBON GROUP (pp. 169 - 170)</td>
<td>The business orientation of the company</td>
<td>Business Model</td>
</tr>
<tr>
<td>Market orientation</td>
<td>ANGELDEVIL (pp. 97,98), CANTINE CARPENTIERE (pp.109), CICCOLELLA (pp. 111), COLOPLAST (pp. 114), FLSMIDTH (pp. 121), F.LLI CARLI (pp. 122), GETRAG (pp. 128), &gt;GIVENCHY (pp. 132), GRUNDFOS (pp. 136), LA FELTRINELLI.IT (pp. 139), LUNDBECK (pp. 146), NADELLA (pp. 150), PHILIPS – CONSUMER GOODS (pp. 158), PHILIPS – LIGHTING (pp. 162 – 163 - 165), ROSSIMODA (pp. 166)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target orientation</td>
<td>ANGELDEVIL (pp. 99),ARLA FOODS (pp. 100,101), PHILIPS – LIGHTING (pp. 163)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Availability of competences and tools</td>
<td>ANGELDEVIL (pp.96),CANTINE CARPENTIERE (pp. 107), FLSMIDTH (pp. 120) GIVENCHY (pp. 131), LA FELTRINELLI.IT (pp. 140), NADELLA (pp. 150), ROSSIMODA (pp. 166 - 167)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial resources</td>
<td>CANTINE CARPENTIERE (pp.109), NADELLA (pp. 151)</td>
<td>The resources availability</td>
<td></td>
</tr>
<tr>
<td>Human resources</td>
<td>CANTINE CARPENTIERE (pp.109), CICCOLELLA (pp. 111), COLOPLAST (pp. 116 - 117) , FLSMIDTH (pp. 120), F.LLI CARLI (pp. 122), NADELLA (pp. 151), PHILIPS – CONSUMER GOODS (pp. 160)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Innovation oriented attitude</td>
<td>ANGELDEVIL (pp.96), ARLA FOODS (pp,105), CICCOLELLA (pp. 111) COLOPLAST (pp. 115), FLSMIDTH (pp. 119), F.LLI CARLI (pp. 122 - 126), LA FELTRINELLI.IT (pp. 141), LUNDBECK (pp. 149), ZAMBON GROUP (pp. 170)</td>
<td>Innovative orientation</td>
<td>Innovation</td>
</tr>
<tr>
<td>Innovation life cycle</td>
<td>ARLA FOODS (pp. 105), CICCOLELLA (pp. 111), COLOPLAST (pp. 115), FLSMIDTH (pp. 119). GETRAG (pp. 128),</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The results help the adoption of new types of tools</td>
<td>ANGELDEVIL (pp. 98), ARLA FOODS (pp.104), PHILIPS – LIGHTING (pp. 164)</td>
<td>The response rate of the investment</td>
<td>Feedback</td>
</tr>
</tbody>
</table>

*Figure 17: The organizational forces*
According to the interviewed informants another set of forces must be considered: the organizational ones. So, which are the organizational reasons that block the adoption?

The first force detected is the need of support from the top management. As most of the interlocutors [Arla Foods (pp. 103), Coloplast (pp. 114, 115), F.lli Carli (pp. 125), La Feltrinelli.it (pp. 140 - 141), Lundbeck (pp. 148)] stated, the availability of a concerned top management affects the possibility of adoption. The presence of a strong sponsorship is fundamental for a successful integration of such tools in the organization’s routines. Difficulties are faced in organizations where such support is not granted. Only sporadic trials are made in such companies. This also due to the high resistance to the new technologies that companies normally have inside the organizations. According to the interviews, the professional figure that enables the adoption is not the middle manager which has difficulties in accepting the novelty, especially if he/she is old and not so adjourned (Arla Foods). The right profile instead has the following characteristics: is part of the top management (i.e. C.E.O. or/and the property), tends to drive the strategy and can decide to allocate resources useful for the inclusion of such tools in the company. The top management’s role varies analyzing the different types of companies. The different role is noticeable comparing the privately owned companies and the publicly owned ones. In the latter cases, such as Arla Foods and La Feltrinelli.it, the top management decided and granted full support to the new digital media department, endorsing the adoption and therefore forcing the change of the internal predisposition towards the novelty (i.e. new digital media tools). This because they are fully autonomous and can manage the issue in total independence. In these cases the adoption speeds up, enabling a strong disclosure towards tools like Twitter, Facebook, Blogosphere, etc. In the former cases instead, where there is still a well defined property, the management relies on an interaction with the owner, discussing the strategy. The role of the manager in this case is of persuader, while is the owner who decides effectively which is the best way to follow. This brings to a solid and important decision but delays the adoption of such tools (AngelDevil and F.lli Carli). In both cases a strong and fix strategic orientation must be followed with great convincing and integrity (AngelDevil). In
general though the availability of a management/property open to these strategies is fundamental to the adoption of such tools. Companies which have a narrow minded management will certainly wait to adopt such tools (Coloplast).

This support can be given either through the identification of another strategic business unit (SBU) totally oriented to focus on the virtual world and therefore on these tools or enabling the hiring the necessary professional profiles that the existing organization requires [Arla Foods (pp. 102, 103), Coloplast (pp. 114 – 116 - 117), Getrag (pp. 129), La Feltrinelli.it (pp. 140), Lundbeck (pp. 148), Nadella (pp. 150), Parmalat (pp. 153), Philips – Consumer Goods (pp. 159 - 160), Philips – Lighting (pp. 162)]. The former typology of support is the one that creates a faster adoption even if is riskier and definitely not part of the company, due to its independence (La Feltrinelli.it, Arla Foods). The top management supports the start up company and follows the growth always observing the results that such branch has over time. The latter typology of support identifies the professional figure inside the existing organization making the change part of the entire framework. The change is though slower but permits a better absorption of the new digital media idea.

Without a clear strategic definition of the future of the company concerning the new digital media innovation, difficulties and barriers of adoption rise inside company. This doesn’t help then a real disclosure to the rest of the world. But which is the resistance’s origin? The barrier is linked to the reluctant mindset towards change [Arla Foods (pp. 101, 105, ), Coloplast (pp. 114 - 115), Getrag (pp. 129), Grundfos (pp. 136), La Feltrinelli.it (pp. 139), Lundbeck (pp. 146 - 147), Parmalat (pp. 155 - 156), Philips – Consumer Goods (pp. 160), Philips – Lighting (pp. 164), Zambon Group (pp. 169 - 170)], which generated high difficulties in the adoption processes of several companies (Grundfos, Lundbeck cases), and is still blocking it in other realities (Coloplast, Zambon Group case). The main justifications that the informants tried to give during the interviews derive from the scarce measurability on the financial side that won’t help the traceability of the campaign up to the sell out results (Philips, Zambon Group). This is though only an excuse that covers a lack of full understanding of the usage of such tools (Zambon Group, Arla Foods).
Notwithstanding, it does not preclude the intention of the companies to overtake this lack of knowledge (Zambon Group, Parmalat). A great exchange of information with the new media agencies helps the companies to understand and comprehend better the tools. Education is also needed to avoid mistakes and resistances. The internal education can be helped using two main strategies. The first one considers the external approach. The strategy considers the participation to workshops, seminars, etc. and the interaction with the new digital media companies which can give a punctual and adjourned overview of the market and explain the best tools that could suite the overall strategy of the company. The second one instead considers the possibility of introducing the internal personnel to the usage of such tools, giving the opportunity to understand how certain tools are effectively usable. In this sense creating ease around such tools and making them part of the normal working routine of each employee.

Another element bind to the organizational mindset and culture is the overall attitude towards the novelty and the innovation [Angeldevil (pp.96), Arla Foods (pp,105), Ciccolella (pp. 111) Coloplast (pp. 115), FLSmidth (pp. 119), F.Ili Carli (pp. 122 - 126), La Feltrinelli.it (pp. 141), Lundbeck (pp. 149), Zambon Group (pp. 170)]. The availability of an innovative attitude inside the company helps the adoption of the new digital media tools. Such orientation helps the firms not to be afraid of the innovation, but to try to comprehend the new without any fear (F.Ili Carli). Therefore the orientation towards innovation as an internal mindset guides the company in approaching to the new. This is not noticeable in other companies where there is a harsh delay and therefore a difficulty to approach to the new, reducing the opportunities of improvement and introduction of innovations (Coloplast, Zambon Group, FLSmidth).

The innovative attitude is though also influenced by the business orientation that the firm effectively has. The predisposition towards innovation and therefore introduction of new elements inside the business and the full orientation towards the new is an agent that helps innovation. This is mainly linked to the need of proposing to the market always new and attractive processes and/or products. This therefore confers
to companies who detain a short cycle of innovation an enormous competitive advantage in terms of attitude to the novelty. An interested analysis of the tools is done by the major companies with this business model (i.e. Arla Foods (pp. 105), Ciccolella (pp. 111), Coloplast (pp. 115), FLSmidth (pp. 119). Getrag (pp. 128),) which helps therefore the test and the trial and error approach. Companies with a long cycle of innovation instead tend to wait and see what happens following then the major standard. Companies like FLSmidth or Getrag which tend to innovate on a long run have difficulties to approach to new forms of business and of communication.

The business orientation is an element that must be taken into full consideration. A distinction must be made between companies that operate in the B2B and B2C markets. Within this distinction a major exploration must be done immaterial assets' wise. The availability of a strong brand to rely enables a particular communication campaign. The contrary brings the company not to position itself in the virtual market unless of the need of guarding a new market. An image to promote and the need of visibility helps the company to adopt such tools. Companies like Getrag, Ciccolella, Coloplast who do not have a known brand around the world, have difficulties in approaching tools that could seem not useful for their businesses.

Considering the two forms of business orientation, from the analysis emerged that great differences between companies operating in the business to business market and companies active in the business to consumer market is present. Diverse indeed is the activity itself, the customers that the company wants to reach, and even the mindset that the single company has. These differences are also detectable in the new digital media adoption and usage. Two elements characterize the B2B and B2C markets: 1) the understanding of these tools and therefore its adoption [Angeldevil (pp. 97,98), Cantine Carpentiere (pp.109), Ciccolella (pp. 111), Coloplast (pp. 114), FLSmidth (pp. 121), F.lli Carli (pp. 123), Getrag (pp. 128), Givenchy (pp. 132), Grundfos (pp. 136), La Feltrinelli.it (pp. 139), Lundbeck (pp. 146), Nadella (pp. 150),Philips – Consumer Goods (pp. 158), Philips – Lighting (pp. 162 – 163 - 165), Rossimoda (pp. 166)]; and 2) the main reason of adoption [Angeldevil (pp. 99), Arla
Foods (pp. 100,101), Philips – Lighting (pp. 163)]. The former difference concerns the rate of understanding that companies have of new digital media in the two markets. The latter type considers the utility that new digital media have in the business action.

The first difference between B2B and B2C in the new digital media adoption is connected to how the new digital media revolution has affected the two markets. In this case, the improvements deriving from the adoption of the internet means and the computing industry has lead to new ways of communication, which have modified the way of doing business. According to the interviews, these opportunities impacted principally on the Business to Consumer reality. Notwithstanding, this phenomenon hasn’t affected too much the business-to-business reality yet, where the relationship is still part of the job. Consequently, the rise of a sceptical opinion towards the usefulness of new digital media is reality. This conclusion is even more emphasized due to the lack of suitable tools that can be adapted and used to improve the business routines. The scarce evolution and the lack of adaptability that such tools may be the main reasons which these tools haven’t straned the business to business door. A better definition of new digital media is needed. This can be considered the reason that these actors are still waiting. This vision is applicable in explaining either the Italian and the Danish reality. Mr. Larsen, from FLSmidth, testifies this lack: “I don’t think that many of the social tools are suitable to our needs. They will be certainly refined. Therefore at the moment we are waiting to see what is going to happen in the next 2-3 years”. This orientation is also shared by the informants of other interviewed B2B companies such as Nadella, Getrag, Ciccolella, Philips Lighting which normally work in the Italian and international market.

This is not the orientation that the Business-to-Consumer Companies have. Even if there is still a comprehension barrier that blocks the adoption, which is well explained thanks to the F.Ili Carli experience (“The F.Ili Carli can be considered an innovator. A certain caution is though present considering new digital media. Why? We need a better understanding of the benefits that such tools could give to the organization. Either the property and the management should achieve these
competences to have a total mastery in the usage of these tools”), a higher usage of these tools is evident.

B2C companies are approaching new digital media, testing them, viewing new opportunities of business that would increase their financial results. Also informants from other realities confirm such orientation. Companies such as Arla Food, Lundbeck, Philips Consumer Goods consider the new digital media context an interesting place to test and to guard. Companies operating in the B2C market and in the B2B one tend to use new digital media for different reasons, which characterizes also the tools’ decision and their implementation. A distinction must be made between B2B and B2C companies. Firms operating in the business-to-business world tend to configure new digital media tools in a specific way. It is worthy to register that in these companies a low level of new digital media adoption. Firms assign to these tools a particular role perfectly adaptable to their businesses’ needs. The tools are oriented to provide a functional improvement in the firm’s communication with the external world, thanks to their informative role. The major enhancement that these tools bring in the B2B business action is: provide useful and legitimate information functional for the companies’ clients’ job. Is evident though that no interaction is present between the company and the single user yet. The reason why they use them is though totally different from the B2C one. The informative action that takes place thanks to the new digital media tools in the B2B reality, is totally overtook in the B2C world. A clarification of such difference is granted by the description of the usage that B2C companies make of such tools, which determines their integration in the business reality and communication action. This happened due to the configuration that these tools have adopted over time. Their interactivity is now part of the business action and therefore the stakeholder’s inclusion into the value generation is becoming day after day almost a routine. A lot still needs to be done, but the integration of these tools in the business reality is becoming day after day more relevant. Ms. Bellino, marketing director at AngelDevil, imparts an explicative example of this new scenario based on her company’s reality: “The website was restyled. In the different sections of the website interaction was made possible. Customers can send e-cards to their friends or relatives, promoting the
"novelties of the company". It is possible to notice such orientation also in the Philips Consumer Goods and the Arla Food experiences. This interactivity is oriented to emphasize the co-creative logic that these particular tools enable. This collaborative creation of value brings companies to include progressively the customer and the other stakeholders of the external world in the value chain. According to this their establishing, thanks to the new digital media usage, their virtual business network (Ferri, 1999).

The business orientation can definitely influence the adoption of the new digital media tools. Still this adoption can’t take place if there is a lack inside the organizational framework of the right competences and capabilities [Angeldevil (pp.96), Cantine Carpentiere (pp. 107), FLSmidth (pp. 120) Givenchy (pp. 131), La Feltrinelli.it (pp. 140), Nadella (pp. 150), Rossimoda (pp. 166 - 167)]. most of the informants testified the main barrier in adopting the new digital media tools was the lack of the skills to implement and manage such tools. Most of the times there was a lack of skills and sometimes also the lack of real figures dedicated to the management of a market that is in a steady growth. This lack of competences and of resources brought to sporadic approaches to the tools and a real difficulty to have good results from the virtual campaign due to the impossibility of having someone that knows what is the action about (Philips). Companies are taking mainly two different roads: hiring people who know about the topic; absorbing information from the external world. Despite from the second, the first way results faster and confers the company a major speed, but obviously needs a considerable amount of financial resources to support the process [Cantine Carpentiere (pp.109), Nadella (pp. 150)]. The education of internal employees is certainly slower but helps the company to reduce the expense. The financial issue is also linked to the testing of the single tools. The scarce availability of a virtual media budget doesn’t enable to single to invest in these tools to understand which could be the return from them. Thus, reducing the possibilities of having a long term strategy on the virtual world, where the sporadic actions are basically daily news. Therefore, the lack of resources, both financial and human [Cantine Carpentiere (pp.109), Ciccolella (pp. 111), Coloplast (pp. 116 - 117) , FLSmidth (pp. 120), F.lli Carli (pp. 122), Nadella (pp. 150) Philips
Consumer Goods (pp. 160)], that could influence the correct implementation and management. The presence of such elements helps a straightforward adoption of the new digital tools.

Once adopted, some time is needed before the usefulness of new digital media is fully recognized by the employees. This process is even faster when interesting financial results are available. The availability of feedbacks helps the companies to understand which are the tools to invest on and which instead are not worthy to consider [Angeldevil (pp. 98), Arla Foods (pp. 104), Philips – Lighting (pp. 164)]. The analysis of the results could definitely help the company to convince itself of the usefulness of the tools. A disclosure is noticeable in companies that had good results using the new digital media tools. A larger amount of resources in the new media tools is then reality with a considerable resource allocation, which helps the new digital media experts the investment in the most effective and efficient virtual tools that the company experienced to be best. Companies who didn’t experience any action in the virtual world, where no feedbacks were available, still have difficulties approaching the tools.

All in all:

**Prop.3:** An innovative strategy and a well trained management/wise property would guide the company into the adoption process. To achieve this, a great work must be done on the internal culture. This because the personnel normally possesses a very sceptical mindset towards these tools, increasing the difficulties and the constraints of adoption. Change can be made easier thanks to the top management’s support. Another requirement to change is education. Great education is needed to achieve the adoption. The availability of resources, first of all financial, can help the company to guard the virtual market, hiring the right people and to test different tools in order to have feedbacks. The help of external players would certainly speed up the adoption of the new digital media tools.
## 4.2.4. THE EXTERNAL INFLUENCING FORCES

<table>
<thead>
<tr>
<th>FIRST ORDER CONCEPT</th>
<th>COMPANIES</th>
<th>AGGREGATE CONCEPT</th>
<th>AGGREGATE VARIABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of competitors</td>
<td>ANGELDEVIL (pp. 97), ARLA FOODS (pp. 100), CICCOLELLA (pp. 111), FLISMIDTH (pp. 118), F.LLI CARLI (pp. 123), PARMALAT (pp. 153),</td>
<td>High competition</td>
<td>Competition</td>
</tr>
<tr>
<td>Innovativeness of the industry</td>
<td>ANGELDEVIL (pp. 96), ARLA FOODS (pp. 105), CANTINE CARPENTIERE (pp. 110-112), COLOPLAST (pp. 114 - 116), GRUNDFOS (pp. 138), LUNDBECK (pp. 149), PARMALAT (pp. 156), PHILIPS – CONSUMER GOODS (pp. 158 - 161), PHILIPS – LIGHTING (pp. 165), ZAMBON GROUP (pp. 169)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regulation and Governments</td>
<td>LUNDBECK (pp. 145), ZAMBON GROUP (pp. 168)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clients/Markets</td>
<td>ANGELDEVIL (pp. 98), ARLA FOODS (pp. 103), CANTINE CARPENTIERE (pp. 109), CICCOLELLA (pp. 111), COLOPLAST (pp. 114), FLISMIDTH (pp. 118), GETRAG (pp. 128), GRUNDFOS (pp. 134 – 137), LA FELTRINELLI.IT (pp. 141), LUNDBECK (pp. 147 - 148), NADELLA (pp. 151 – 152), PARMALAT (pp. 153), PHILIPS LIGHTING (pp.162), ZAMBON GROUP (pp.168)</td>
<td>Several players influence the adoption</td>
<td>Institutional Forces</td>
</tr>
<tr>
<td>Retailers</td>
<td>ANGELDEVIL (pp. 98), CANTINE CARPENTIERE (pp. 109 - 110), GRUNDFOS (pp. 134), PHILIPS – CONSUMER GOODS (pp. 160), PHILIPS – LIGHTING (pp. 165)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Media Misinformation</td>
<td>F.LLI CARLI (pp.124)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Crisis</td>
<td>CANTINE CARPENTIERE (pp. 110), COLOPLAST (pp. 115 - 116), GETRAG (pp. 128), ZAMBON GROUP (pp. 169)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bad implementation and management</td>
<td>F.LLI CARLI (pp.124), LA FELTRINELLI.IT (pp. 139 - 140)</td>
<td></td>
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</tr>
<tr>
<td>Wrong tools used</td>
<td>ANGELDEVIL (pp. 98), ARLA FOODS (pp. 105), CANTINE CARPENTIERE (pp. 109), F.LLI CARLI (pp. 123)</td>
<td></td>
<td>Risks of adoption, implementation, management</td>
</tr>
</tbody>
</table>

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It is worthy to include in the study also an overview of the environmental forces which could influence the adoption of the new digital media tools innovation. This to give a wider understanding of how companies decide why and which instruments to adopt. The presence of certain scenarios would help or impair the adoption of the new digital tools.

It has been evident that a major reason to the adoption, or potential adoption, is determined by the competitive force. Some companies see the new digital media tools as an alternative tool to use to attack the other competitors. Others instead see this necessity only because the other competitors have adopted them, following a position game (Valdani, 2003). Furthermore other enterprises are reluctant to adopt them due to a low number of competitors present in their competitive area. Whereupon, this innovation is changing the way of competing, enlarging the competition arena. The higher competition, the higher is the adoption. Another element concerning the competition influence in the new digital media adoption has to be taken into consideration. It relies on the innovativeness of the industry which determines also the typology of competition inside the arena [Angeldevil (pp. 96), Arla Foods (pp. 105), Cantine Carpentiere (pp. 110-112), Coloplast (pp. 114 - 116), Grundfos (pp. 138), Lundbeck (pp. 148), Parmalat (pp. 156), Philips – Lighting (pp. 165), Zambon Group (pp. 169)]. A low or high rate determines a faster or a slower adoption of these tools. If the company operates in a very dynamic industry where competition is based on innovativeness, the player has certainly more incentives to adopt elements that can differentiate its business action and therefore win the competitive war. On the contrary, if the company works mainly in price oriented

Table 18: The environmental forces

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<tr>
<th>FIRST ORDER CONCEPT</th>
<th>COMPANIES</th>
<th>AGGREGATE CONCEPT</th>
<th>AGGREGATE VARIABLE</th>
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<tr>
<td>Right interlocutor</td>
<td>ARLA FOODS (pp. 105), CANTINE CARPENTIERE (pp. 110), GRUNDFOS (pp.138), LA FELTRINELLI IT (pp. 141), PHILIPS – CONSUMER GOODS (pp. 160 -161), PHILIPS – LIGHTING (pp. 164)</td>
<td>External player to co-create with</td>
<td>New Digital Media</td>
</tr>
<tr>
<td>With the right</td>
<td>ANGELDEVIL (pp. 97), PARMALAT (pp. 152 – 155 - 156)</td>
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<tr>
<td>competences and</td>
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<td>capabilities</td>
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competition, the incentive in adopting new tools and elements is low. In this case companies that first understand which is the best way to adopt these tools is will certainly gain considerable market shares.

One more consideration is necessary. Also the institutional factors may influence the adoption of these tools. This is evident in most the interviews conducted. Examples of this particular influence can be given from the cases considered. These institutional forces have to be taken into consideration or driven to increase the possibilities of a successful adoption and implementation. The forces that emerge from the interviews to be influencing the adoption of such tools are: the regulations, the government’s action, the final customers, the retailers, the media misinformation, and the financial crisis.

Regulations and governments’ action tend to influence the firm’s action. Companies like Lundbeck or Zambon Group can’t indeed use the new digital media as they wish. A very thick regulation attests that pharmaceutical companies can’t promote their products. This means that only certain tools can be adopted by these companies and a particular communication action should be considered (i.e. informative).

A focus should be also made on the client/market force [Angeldevil (pp. 98), Arla Foods (pp. 103), Cantine Carpentiere (pp. 109), Ciccolella (pp. 111), Coloplast (pp. 114), FLSmidth (pp. 118), Getrag (pp. 128), Grundfos (pp. 134 – 137), La Feltrinelli.it (pp. 141), Lundbeck (pp. 147 - 148), Nadella (pp. 151 – 152), Parmalat (pp. 153), Philips Lighting (pp.162), Zambon Group (pp.168)]. There are tools that the market has already adopted. Companies should only consider such elements in their communication mix. This to improve their connection and the satisfaction of both direct clients and potential clients. Still companies should adapt the configuration of the tools to their strategic orientation in a coherent logic, but they have definitely a great window of opportunity.

The retailers are also players that may influence the adoption of such tools. Angeldevil (pp. 98), Cantine Carpentiere (pp. 109 - 110), Grundfos (pp. 134), Philips – Consumer Goods (pp. 160), Philips – Lighting (pp. 165) experiences testify the lack
of interest in the on-line advertising and the total devotion to the above the line mediums.

It is also necessary to note that also the media misinformation done against the internet is considered possible barrier to the lack of adoption that such tools have in the overall industry. As Mr Calenco states, a terrorist communication was made after the 2001 internet bubble burst. This mistrust towards the internet and mobile means slowed the adoption of the medium and therefore of the related tools.

Further, companies are facing the financial crisis which has affected all the industries and their communication budgets. Such orientation could affect also the adoption of new digital media tools. Especially the novelties are affected by this lack. The scarcity of resources brings the companies not to invest in things in which doesn't have knowledge [Cantine Carpentiere (pp. 110), Coloplast (pp. 115 - 116), Getrag (pp. 128), Zambon Group (pp. 169)].

Moreover, during the adoption process it is also necessary to take into consideration the high risk deriving from its bad implementation and management (F.lli Carli, La Feltrinelli.it). The lower preparation and knowledge is present in the companies, the higher would be the probabilities of the failure of the experience. This would lead to a disaster, determining higher costs than what was necessary for previous way of communicating, to catch up the loss. These risks can be fully managed with the correct education, but must be taken into consideration when the decision is taken. Another big risk deriving from the implementation of the new digital media tools derives from the non acceptance by the single user of the initiative. Last but not least is the risk of adoption of wrong tools. This is one of the reasons why companies tend to try different tools at ones to test the best and the most suitable to their businesses. The adoption of the wrong tools would certainly lead to a waste of financial resources and of time (which is maybe the most scarce resource ever in these dynamic days). This problem can be avoided though including in the decision process an external actor such as the new digital media agency, which certainly help companies in defining the right entry strategy in the on-line market [Angeldevil (pp. 98), Arla Foods (pp. 105), Cantine Carpentiere (pp. 109), F.lli Carli (pp. 123)].

The presence of new digital media agencies [Arla Foods (pp. 105), Cantine Carpentiere (pp. 110), Grundfos (pp.138), La Feltrinelli.it (pp. 141), Philips – Consumer Goods (pp. 160 - 161), Philips – Lighting (pp. 164)] that with a good level of competences and high communication capability, enhance the preconditions of a higher adoption of these tools. A higher simplicity of adoption and an easier diffusion of these means would derive from this. The availability of such player helps the company to overtake certain risks and problems that either ways would face producing the tool internally [Angeldevil (pp. 97), Parmalat (pp. 152 - 153)]. The companies tend to rely on the agency to identify the best solutions that mainly could suite their need of virtual. The barrier that could be linked to these actors relies on the difficulty for companies to find the right interlocutor that understands its needs and identifies the right elements to suite the best strategy. Once the right agency is found, companies tend to bind with the agency in a co-creative logic where exchange of information is fundamental for the correct implementation of the defined strategy.

**Prop. 4**: Competition could be the trigger for a movement or a position game based on new digital media adoption. Companies that approach these tools should consider also the diverse institutional forces that affect the market. Moreover companies should be aware of all the requirements that derive from such forces. This is done to avoid problems and failures. The availability of well trained media agencies increases the opportunities of successful adoption.
5. CONCLUSIONS

The combination of two phenomena is effectively influencing the way of communicating in nowadays reality. The first element is certainly the computing evolution that is bringing day after day a continuum of new devices that enable new forms of business and new forms of communication. The other element that is helping the evolution of the communication way of approaching are the new digital media tools, which exploit the internet properties (one of the most impressive and useful innovations). The research wanted to focus more on the latter phenomenon. The usage of such tools on both consumer and business perspective is revolutionising the approach to interaction and dialogue. Especially the predisposition of companies towards these new forms of communication has to be highlighted. The inclusion of such tools in the communication mix brings to a complete change in the approach to the world and modifies the way of posing and interacting with the external environment. These tools are becoming indeed a platform for business to exchange information with the final user and collect their opinions. The interest of companies is effectively shown (the rising rates of investments testify this) but still forms of scepticism are present in several realities. Such behaviour can be depicted using an interesting example: the Freeprint A.p.S. case study. This interesting business experiment tried to exploit the properties of the internet introducing a new form of digital tool. The new digital media offer that the company tried to affirm in the worlds panorama based its major attention in the provision of a more effective and personalized service in the out of door advertising. This personalized offer was oriented to students and to the recruitment departments of the different companies. This configuration sticks perfectly to the fact that such tools are suitable to all the industries and can be adapted to all the different needs. Concerns though poured out when the adventure of the two young entrepreneurs fell apart. The main reason that brought to their failure depended essentially from a scarce adoption of the tool. But which were the causes to this lack of adoption? Freeprint’s unfortunate experience underlines the presence of drivers which lead to the non adoption of such tools. This particular case had problems both on the user side and the companies’ side. But still
is evident the difficulty in this particular economic conjuncture for companies to accept something that may improve their processes and routines. Therefore, a concern on the elements that drive the adoption of such innovative tools has risen. This to understand which could be the elements that companies should overtake to stick to the novelty and to exploit this particular window of business. Guarding such tools in a communication mix logic, the company can gain the right and important competitive advantage which would help the improvement of the overall market share. Thus, the availability of an analysis that points out the major problems and obstacles in the companies could be useful to understand which are the elements that block or facilitate the adoption of such tools. Picking from several theoretical models (D.O.I., T.B.P., T.O.E., Ordanini’s Hybrid Model, etc.) were identified a number of variables that were used to determine the major reasons that lead to the accomplishment of the adoption. Thanks to the support of such variables it was possible to identify several sub-variables that explained better which processes and routines go against or help the inclusion of the new digital media tools in the organizations’ frame. Internal features of the innovation and items linked to the organization and to the environment were analyzed to have an complete overview of what would influence the innovation acceptance by the single player.

Unexpected results were registered considering the internal elements of the innovation that could seem appealing for the company, the internal elements of the organization and the external forces which could influence from the outside the normal business action (in this case the new digital media adoption) of the single company.

It must be said that several were the advantages linked to the usage of the new digital media tools and therefore the Below the Line (BTL) tools comparing them to the usage of tools like television, radio or newspaper (Above The Line, ATL). Seven were the elements that emerged from the interviews and that following the redundancy method were confirmed and identified as significant. It was a fact that the different elements didn’t really emerge at once, but is necessary to say that all of them where confirmed as more than two informants listed each item. The
importance of such tools has been significantly stressed and most of the properties bind to them were linked to the major properties of the medium wherefrom take origin: the internet. The identification of all these advantages is very linked to the knowledge that the organizations have of the tools. The education of the company with internal education (i.e. usage of new digital media tools for internal communication) and with an external interaction with other players such as universities and new digital media agencies would help the comprehension of the reasons of adoption and the improvements that these tools could bring in the normal company life. Especially the interaction with the external players (universities, new media agencies, firms from other industries) enables the transfer of information and best practices.

The education can reduce the difficulty of changing a mindset, which is definitely the biggest problem that companies face. The change must be helped by the support of the top management/property, who must benefit from the education done and drive and guide the business in the new era. The strategic compatibility and the companies’ readiness are bind to the availability of such help. The strong and firm decision of such professional figures legitimizes the adoption and helps the integration inside the business routine and the internal diffusion seen as the capability linked to the internal communication and therefore empathy of adoption. Such particularity is definitely helped by the innovative orientation of the company and of the industry itself. Companies which have a short innovative cycle and an innovative perception contextualized into a competitive industry where innovation is the main player, tend to be potentially fit to the adoption of such tools helping the compatibility of the company to the adoption of such tools. Their compatibility must be also linked to the businesses focus. Some were the considerations linked to it. It is almost impossible that such tools will be adopted by companies which have business models that tend to use a relational communication and which need is linked to the transfer of information, specifically linked to technical features. Business to business realities in fact have still serious difficulties in seeing the usefulness of the tools, while the Business to Consumer companies are experiencing an interesting disclosure towards such elements. B2C firms pose a major attention to interactivity
and focused on the inclusion of the external actor in the value chain. The exploitation of interactivity is mainly focused to include the external actors in a co-creative logic in the business action. All this with a particular focus on the virtual business network. The compatibility of the business can also be linked to the external forces that may influence the typology and the number of tools adoptable. Players such as retailers, clients, governments, regulations, particular economic conjunctures and media misinformation are capable to determine what firms should do. The change of perspective that a company may do, will certainly have a considerable cost to consider.

A brief focus must be done on the client/customer/final user force. The availability of coherent, interesting, appealing, attracting content bind to the tool adopted helps the adoption user side and starts the dialogue. The success then depends on the ability of the company of understanding which content is best in order to gain the right visibility and recognition by the market. Obviously the virtual market has different rules and approaches that must be taken into consideration.

The availability of a good knowledge of the topic would increase the understanding of the tool and therefore reduce the risk of failure that the company can face. The evangelization of the company on the topic doesn’t preclude the usage of the help of external players such as new media agencies. It is evident in the conducted interviews that there are two different approaches in the implementation and management of the single tool. The first way, as previously stated, considers the help of the new digital media agency, that considers the externalization of the activity. Normally companies aren’t skilled enough and do not possess the right human and financial resources allocated on the topic. Leaving the duty of implementation and management of the tools to such players, firms can focus on their core businesses, reducing the difficulties and risk of adoption. These are the main reasons why companies tend to externalize the activity. Problems though are linked in the selection of the right player to work with due to the large amount of firms that work in such uncertain market. The other track is linked to the ability of the companies to internalize the process. In this case two are the ways companies
do this. The first way is linked to the creation of a new player, a start up or strategic business unit, which is a very expensive and involving way of approaching the digital world, launching a wide offensive to the market guarding the most innovative world with its products. The other possibility considers the identification of key roles inside the existing organization, aggregating such professional figures to the original pattern.

The implementation and the management is influenced by the easiness linked to the possibility of modifying and observing the implementation and receive real time feedbacks are properties which guarantee a better insight of the tools once adopted. Such particularity increases the ability of evaluation of the firm which can justify the investment and understand easily the evolution of the integration of the new digital media in the organization and the results that the communication campaign has brought to the company’s cause.

Summing up, the three typologies of variables enabled the understanding of a particular phenomenon which has to be bind to three particular concepts: education, integration with the external world, innovative attitude. These three elements would certainly open the companies boundaries to the external world, permitting the establishment of a particular culture oriented to the acceptance of the novelty and the identification of the best tools. These particular way of behaving can be declined on either the new digital media adoption either the adoption of every type of novelty that the dynamic world of these days grinds out.

Finally, it is worth to make a little note concerning the gap present between the Danish and the Italian realities. A temporal and numerical gap is present between the two countries that explains the difference of percentage of expenditure in online adv (Iab Europe/Pwc, Warc). This gap over time will certainly be reduced due to both the new digital media evolution and the major attention that companies will pose on these mediums. The trends are effectively demonstrating this (Ad Ex, 2009). It is necessary though to underlie the fact that this difference is influenced by the cultural difference in the fabric of the two societies and the internet penetration’s
variations. These elements justify the diverse interest that the overall society has concerning these new forms of communication.

The previous conclusions bring to some managerial implications that will be pointed out in the following section.

6. MANAGERIAL IMPLICATIONS

Three are the actors that may benefit from this study: the new digital media companies, the new digital media agencies and finally the company itself.

The first actor, the new digital media company, must consider all the elements that their clients may asses to adopt the tool. These companies should evolve and cut the tools also on the companies needs. Therefore, these improvements would help them to provide a better solution to their clients increasing the probabilities of adoption. According to the Freeprint case, these contrivances aren’t though sufficient if the tool doesn’t possess a base of users.

The second actor, the new digital media agency, should instead show a different attitude and role in the market. Support and education to the potential clients create the essential requirements to achieve the essential trust that will permit the inclusion of such actor in the virtual business network. This would embrace the possibility to manage tools for the company providing information about the other actors of the network.

Finally, the present analysis is also directed to the companies. The study wants to explain which drivers result to be a constraint to the new digital media adoption process. Despite to this, trends say that the adoption of such tools is an opportunity. Companies should then structure their organization to adopt such tools and frame their organization in the best way to accept these means inside the firms’ boundaries. An independent department or a person that may initially manage these tools could be the solution. These changes must be bind to the education process that should start internally with the adoption of the tools in the everyday communication of the single employee, which could create an a positive perception
to the new digital media tool, and helped by the external environment. Then starting on a small scale a virtual business network and approaching to that co-creative logic that Lusch and Vargo theorized in their studies. Thus, pushing softly the change of the organizational mindset. Then, the integration in the company of such knowledge, once it starts to register some results, could help the company to absorb the new digital media logic and change its attitude. The integration of the forces and players both inside and outside the boundaries of the company help the identification of the best mediums of interaction and dialogue. Hence, improving the value chain and the business action.

7. LIMITATIONS

The attempt of the present study, to open a window on the approach of companies to the new digital media, has some limitations. A more specific understanding of how companies approach to each tool would have helped the comprehension of the modalities of adoption of such tools. Moreover, the sample of should both be declined on one industry and one country at once. The spatial and time constraints, together with the difficulties in obtaining the interviews, reduced the significance of the research.

8. FURTHER RESEARCH

It is worth to say that a major focus on the impact of each force involved in the adoption process could help a better understanding of the topic. Further, it could be interesting to understand what are the difficulties and requirements that B2B and B2C companies face and have concerning new digital media and in a second moment the comparison on the topic between different industries. Moreover, a deeper insight on the new digital media agencies role in the adoption process could be given. Finally, it would be interesting to understand how the organizations are adopting for internal use such tools. These four research topics could enlarge the comprehension on how to use such tools.
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10. WEBPAGES

• www.wikipedia.com
• http://www.internetworldstats.com/top25.htm, 2010
• www.facebook.com
APPENDIX 1: Questions for deep interviews

- What does your company do?
- Who are your customers?
- How does the company communicate with the external world?
- The digital world of communication: the new digital media → a definition, examples (past, present, future)
- The adoption of new digital media within your sector of the industry, the competitive situation.
- Are there any institutional forces that affect your communication action?
- The adoption of media innovations by/within your company: experiences and behavior.
- Which tools do your different functions use? Are there any tools that merge diverse functions and are used?
- What is the procedure through which the new digital media tools have been effectively implemented?
- How did the management react to this opportunity?
- How did the organization react to these new instruments?
- Which resources are needed? Financial resources? Human Resources? Both?
- Considering the decision process towards the new digital media’s tools, which were the reasons to adoption for the following drivers:
  - Relative advantage: is how improved an innovation is over the previous generation. deriving from the adoption of these particular tools?
  - Compatibility the level of compatibility that an innovation has to be assimilated into an individual’s life.
  - Complexity of an innovation is a significant factor in whether it is adopted by an individual. If the innovation is too difficult to use an individual will not likely adopt it.
• Trialability, determines how easily an innovation may be experimented with as it is being adopted. If a user has a hard time using and trying an innovation this individual will be less likely to adopt it.

• Observability, is the extent that an innovation is visible to others. An innovation that is more visible will drive communication among the individual’s peers and personal networks and will in turn create more positive or negative reactions.

• Transferability from other sectors. Does your company observe other industries’ new digital media adoption?

• Do you think that these drivers totally fulfill the reasons that brought these tools to adoption?

• Where would you position your company in the adoption process population concerning the digital tools. Why?

• The relationship between sellers and buyers of media (online vs. off-line, established vs. evolving new digital media): overall characterization of the interaction, what is exchanged or co-created, etc.

• What do you expect will be the future development of these tools? Will your company use these new typologies of instruments?
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<th>RELATIVE ADVANTAGE</th>
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Q: Could you talk me a little bit of the communication strategy that the company brought to life?

B: The company was the first to advertise its products on the television means. Normally, this communication was not considered in the clothing industry. This innovative and new way of doing communication in such industry permitted to affirm the brand on the national scene (INNOVATION ORIENTED ATTITUDE). This enabled to acquire the interest of a target from 15 to 35 years old. The brand is between the mass market one (i.e. Zara) and the fashion industries (i.e. Armani, D&G). It has a good ratio quality-price and can be positioned in a middle range position. New forms of communication are being considered also due the dynamicity of the industry and the market itself (COMPETITION – INNOVATIVENESS OF THE INDUSTRY).

Q: There is an integrated communication in your company?

B: Yes. We communicate through different means: TV, Newspapers. These two tools are being assaulted by everybody and a great confusion is present. Therefore we are searching alternative means that would help the correct communication that we want that enables distinction (INNOVATION ORIENTED ATTITUDE). We approached out of door communication and in the last year we approached for the first time the web tool. The website was restyled. In the different sections of the website is possible the interaction. An example of it is the possibility given to the customers to send e-cards to their friends or relatives, promoting the novelties of the company. The website is certainly richer of content. Moreover we used a testimonial, to identify and permit association of the brand to that particular figure.

Q: How did you approach to the web and mobile means?

B: It was a common decision together with the professionalism of the agency that follows us (IMMATERIAL AND MATERIAL ASSETS – AVAILABILITY OF COMPETENCES AND TOOLS). This in a co-creative logic that involves also the property in the final decision making. Together with the restyling of the website, we decided to be present also on means such as Facebook and Youtube. Concerning the latter one,
the idea was to use this means to promote dedicated videos that represent the internal soul of the company and all the particularities that the company intended to communicate. The Facebook page is totally dedicated to a user content generated. The management of the page is entirely outsourced to an external agency with which the company talks each day (NEW DIGITAL MEDIA AGENCY – WITH THE RIGHT COMPETENCES AND CAPABILITIES). The monitoring of the page is done on a one to one basis (i.e. question of the user = reply of the company)(MANAGEMENT). On this page there are also other information. These two tools are oriented to establish a direct relationship with the final user. This to understand better what the customer effectively wants and desires.(INTERACTIVITY) This is needed because there is high volatility that makes extremely difficult to manage and maintain the competitive positioning attained (COMPETITION – NUMBER OF COMPETITORS).

Q: It could be considered a need for the company the entrance on the internet means.
B: Yes. It is also a context through which the company can pose itself in a transparent way to the market without obstacles (TRANSPARENCY). It is a need but also a will to be able to interact with the external world (INTERACTIVITY) and open up to the quests and the ideas that the external world could bring (CO-CREATION).

Q: Can you define me the new digital media?
B: I think that a good definition of such tools is linked to the interactivity that can bring.

Q: The management of these tools is outsourced to an external player that interacts with the company to achieve the best insights of what the firm really wants.
B: The relation is really close in a two way communication. The company gives the inputs, the agency follows the technical side of the coin (NEW DIGITAL MEDIA AGENCIES – WITH THE RIGHT COMPETENCES AND CAPABILITIES).

Q: Also the tools are decided by the company.
B: Yes, exactly.

Q: Which was the main driver that brought to the adoption of such tools?
B: The website was a normal site of one way communication and this could be initially ok. In a second moment it was necessary to change attitude on the web. This because it can be considered as a business card that everybody will see and discover, both B2C and B2B side (BUSINESS MODEL – MARKET ORIENTATION). This on a website logic. The fan page was an obliged passage due to our consumer target. The Web allows the firm to reach high popularity in a **limited time (SPEED)** and **cost (CHEAPNESS)**, compared to other means that may require more time or more financial resources. This completed all the communication experience in an integrated marketing communication logic empowering the message and the brand.

Q: **Different could be the digital tools that the company can use. Would as a firm consider them in the future?**

B: We are considering all these tools also because of the target considered (MARKET/CLIENT). Having to define a communication budget and a communication action every year these tools have not been considered yet. Moreover, nowadays the communication is still attached to a traditional way of considering the means and their utility. The process of adoption of other types of tools are in progress, but still has to come. We have to understand, experiment and monitor the results of the first new digital media tools to focus on other tools (COMPREHENTION).

Q: **Which is the relative advantage of using these tools, comparing their utility to the one traditional media give?**

B: The possibility of having an almost exponential visibility, with smaller investments. This visibility can be experienced by not Italian users that would like to know more about the brand (VISIBILITY). This could be another advantage: the possibility to be known also outside the Italian territory. Transparency and measurability are two elements that must also be considered. Considering the former element it is necessary to be careful and be aware of which actions bring higher return and that are linked to what is possible to maintain (TRANSPARENCY. The creation of expectations without attending them can bring serious problems (MANAGEMENT). The latter element instead we have reports one which we rely understanding therefore the power of certain tools (FEEDBACKS). An internet investment is certainly more efficient and effective than a TV commercial also because you decide where to
position. The possibility to trace everything increases the importance of such tool (MEASURABILITY).

Q: How complex has been the adoption of these tools?
B: The idea to invest in these tools was present since already three years. A comprehension of the potentialities of such tools and an understanding and an involvement in them needed time (COMPREHETION). This temporal gap convinced everybody and brought the adoption of the tools the company approached and will guide the adoption of other types (BUSINESS MODEL – TARGET ORIENTATION). We wanted to start with a little amount of tools to see which were the results coming (RISKS – WRONG TOOLS USED). It is a careful approach and needs to be accepted and give trustworthiness (VISIBILITY). This also because our sales force, based mainly by retailers, doesn’t consider too much the internet means. It is though an ongoing development (RETAILERS).

Q: Are these tools compatible with the company’s organization and frame?
B: The adoption is perfectly compatible with the company (STRATEGIC COMPATIBILITY). It isn’t though compatible with the retailers that sell the products to the consumers. They prefer a more traditional communication, because it generates more immediate results and less uncertain (RETAILERS). In B2B there is still high resistance and barriers to the usage of such tools (BUSINESS MODEL – TARGET ORIENTATION).

Q: Once implemented the tool is easily trialable?
B: We didn’t have difficulties yet. Maybe also because we rely on technical agencies which had helped the company in the approach of these tools (OBSERVABILITY OF THE IMPLEMENTATION).

Q: The tools have been accepted by the external world?
B: Yes, there is interaction with the final consumers and great exchange of information, both on the website and the Facebook Fan Page. The latter one presented 7000 fans, basically a 1000 fans per week. The acquisition of these fans was helped through a Facebook Ads campaign (EXTERNAL NOTICE, INTERACTIVITY).

Q: Which will be the tools that you consider possible in the next few years?
B: Blogs, Forums, Mobile applications are all tools that we will consider. We will need time to approach to all them in the right way and in an conscious way.
Q: The first question concerns a definition of what you consider are the new digital media.
V: I think that new digital media and social media are tools through which companies can get into a almost real life dialog with potentially all the stakeholders.

Q: Within the companies industry, which is the situation of the adoption of new digital media?
V: The usage of such tools is not so high in the dare market in Denmark. Arla has 92% market share so the rest of the competitors are small. Basically they can also use the new media but they prefer to use a more local approach. They use new media quite little. As I seen, none of them have a visible dialogue (COMPETITION – NUMBER OF COMPETITORS).

Q: Which are the tools you consider new media?
V: I consider new media all the social network, Facebook, Twitter, all the blogs, the Mobile applications, websites where you set up your personal information and get in direct contact with the company establishing a direct relationship and dialogue. It’s a wide range of tools.

Q: What does Arla do then?
V: I’ll try to list what we do. We want to help Danes and Scandinavians making cooking a little bit easier (BUSINESS MODEL – TARGET ORIETATION). It’s a kind of historic issue: our grandmothers were able to cook and our mothers all went to work in the late ’60. So they got very few time to pass in the kitchens. It seems that my generation hasn’t real cooking skills: We haven’t learned it. So Arla had this idea that it was possible to show Danes how to eat healthier and better without needing to order a pizza and making it easy. The company realized an Apple application through which the single user, once in the store, can decide immediately the recipe for dinner, and buy the necessary for the dish. Moreover, from a basic point of view, on the website is possible to create a personal cooking book facility on our website. It is possible then to filter the website to find the right recipes that can suite certain
needs. Another type of application of such website is the meal plan for your family. Basically every day the family could have meal plan where there could appear an original and easy recipe to prepare. Another focus for Arla Foods is consumer dialogue and you can always discuss that is in the middle between Marketing and Communication (BUSINESS MODEL – TARGET ORIENTATION). For consumer dialogue we have very simple tools. we managed to fix a particular system that whether a person sends a question there will be a reply within 24h. But what we do then we will publish the questions, if the customer wants, in a very transparent and open perspective. Bringing it a little further, the consumer dialogue has blogs too. So the manager of consumer dialogue has a blog. And the manager of consumer relation has her own blog. And also the cooking manager has her own blog too. Then they are considering to have a live chat to speed up the exchange with the customer and improve the dialog. The idea is linked to the eventuality a person is in front of the yogurt shelf and wants to know which of two yogurts is healthier than another. The user will be able to chat and immediately get the answer.

Q: These are related mainly related to the consumer side?

These two are. Then we have blogs related to our communication department. These blogs are linked to explain for example the life of the farmers in their farms. This to describe how really the milk is produced. Arla Foods is a cooperative and wants to make sure that also the owners talk about their activity in the company. Other tools used are blogs about how is working in the company, where interns post their impressions about the company.

An internal blog is moreover present to improve communication inside the company and avoid misunderstandings. These tools are used internally and outside the company (ORGANIZATION – CULTURAL MINDSET).

Q: This to show how is the life inside the company. Right?
S: This combines the recruiting side where it says which are the values that are present inside the company and whether there is dialog with your leader, and how we develop the best people (ORGANIZATION – CULTURAL MINDSET).

Q: Following these examples and concerning the drivers I want to talk about. One of these is the relative advantage. So which is the advantage
deriving from the usage of such tools instead of using the traditional tools?
S: Yes. The advantage is FAST (SPEED), gives TRANSPARENCY (TRANSPARENCY), leads to TRUSTWORTHINESS and is PERSONALIZED (VISIBLE).

Q: Is it compatible with the company’s organization?
S: Technically isn’t an issue (INTEGRATION). Mentally barrier is not easy for the company (READINESS).

Q: How come?
S: Because these tools are transparent. It is a barrier you have to cross inside and outside the company. Resistances were present on the mid manager side, which didn’t really get why to open the company’s boundaries to the external world, in a transparent way. The idea was to publish all the comments on the company, including also the critical comments (ORGANIZATION – HIERARCHAL DEFINITION). Barriers to this were evident. Usually you wouldn’t do a negative press release. We crossed the mental barrier and from there on everything started to be easier.

Q: When did you pass that barrier?
S: We started to give the first responses in a transparent logic on March 2005 and we gave the first blogs in October 2005.

Q: So it is pretty recent.
S: At that time blogging was a pretty new way of communicating in Denmark. No companies have done what we have done. Until 4 months ago nobody did what we did on the transparent side, until a big Danish bank copied our in a more modern way model (PORTABILITY).
You have to have an internal discussion concerning your internal culture when you talk about new media because it is transparent, because it is fast. You cannot ask bloggers, twitters to pass through certain barriers, you have to trust people and permit an easier communication (ORGANIZATION – CULTURAL MINDSET).

Q: So basically for the company is a mental barrier.
S: Yes, exactly.

Q: While for consumers it is easier.
S: For consumer is more a matter of generation (MARKET/CLIENT). I mean younger generation are used to the new forms of communication, and if they don’t see certain elements on the web they would say “what the hell”. Consumers, let’s say, around 45 years old find the usage of such tools a little bit more difficult. They don’t understand fully the tools. If you send a Newsletter they did subscribe, they would reply to the mail, thanking for the information provided, even if it is automatically generated. They don’t understand the system. Others seem to be reluctant. For consumers instead is more a technical barrier than a cultural barrier.

Q: How complex does the implementation of such tools.

S: Tools one by one aren’t difficult to implement (IMPLEMENTATION). Nowadays though we have to make new media combine better, so we have to think that our twitter account has to be integrated to our consumer dialog, our blogs, etc. This is still an issue for us. Interactivity within tools is still evolving (IMPLEMENTATION).

Q: Triability, how easily is implemented the tool. Did it take time to get the innovation inside the company and use it as something that is normal in the employee life.

S: Not a big deal. We bless to have a CEO that is very keen towards such tools, who gave authorization to start all these activities (STRATEGY). Then we had an internal discussion within the middle managers. It was a sort of bottom up implementation that reached directly the CEO who became sponsor of such activity (ORGANIZATION – HIERARCHAL DEFINITION).

Q: The difficulties faced by the middle managers in the adoption of such tools were few, were a lot?

S: You cannot put them in one box. You have young managers who do not have problems concerning the adoption. And then there are 50 year old male managers who were a little bit reluctant in understanding what was the reasons of adopting such tools. We didn’t have critical and obstructive people, we had only concerned people on the topic (ORGANIZATION – HIERARCHAL DEFINITION).

I think that media changing is only a part of society changing.

Q: The last type is observability, how it is the innovation visible from others.
S: No probably not enough. We still tend to say a little bit more in our TV campaigns than in our blogs. No integration between the different means is still to go (EXTERNAL NOTICE).

Q: From an internal side, the observability of such tools in terms of measurability, visibility..

S: You cannot measure. Forget about it. It is very difficult to measure the effects of campaigns ran on the new media (FEEDBACK). All the classic measurement that is based on quantitative indexes are no go for the measurement of such tools that give the return on investment (MEASUREMENT). Problem is that we don’t have any model to understand which are the qualitative perspective. The value generated through such campaigns is difficult to estimate. As the content is of everybody, you don’t know where the content is being brought (FEEDBACK). You cannot trace the information and have problems to understand to give a value transparent and the economic benefit.

Q: Is it necessary to point it out on the physical world the virtual manifestations.

S: I think it is something necessary and I think it will be necessary to combine the two world. But I suppose we have to work on this. We are starting to do something in this world and we are learning how to approach to such world and how to link the two worlds (MEASURABILITY).

Q: But are new media going to be a permanent reality in the communication world?

S: I’m certain about that. It isn’t something that came and that will go. Hopefully we won’t have still blogs to manage and we will have other forms of communication tools but these kind of media will last for some time in the next future.

Q: There is a switch from a push communication to an interactive communication in Arla then.

S: Yes.

Q: Do the 5 drivers (relative advantage, compatibility, complexity, trialability and observability) fulfill the explanation of which are the elements that fully explain the adoption of the new media innovation?
S: I think that the theory lacks considering the mental and the cultural barrier that could be present during the adoption of the new media tools. And considering the approach towards the stakeholders (ORGANIZATION – CULTURAL MINDSET). You cannot control communication nowadays. It is a matter of entertain and involve the external and internal stakeholders in a constructive exchange of information that helps the company in its process of affirmation in the market (ORGANIZATION – CULTURAL MINDSET).

Q: You consider Arla Foods an early adopter in this field if you compare it to the other companies?

S: It can be considered as an first movers (INNOVATION ORIENTED ATTITUDE)(COMPETITION – NUMBER OF COMPETITORS).

Q: Did you create these tools internally?

S: Media companies are too old fashioned and are mainly focused on newspapers and TV. We didn’t do all this by ourselves. We involved and asked consultancy to new media agencies that approach to the new media in a different way from the traditional media companies (NEW DIGITAL MEDIA AGENCY – RIGHT INTERLOCUTOR).

Q: So it is co-created?

S: It’s us asking them. We don’t know social media so can you new media agencies pinpoint some best practices that we can follow and ask us the right questions to get to the right tool and implement the right plan to get where we want to get to (RISKS – WRONG TOOLS).

Q: So did you focus only on one tool? or you tried several tools and saw which was the best?

S: It was more an evolution. We started initially to publish on our website and then we understood that we needed more dialogue. This doesn’t do that. Is it a question or an answer. It is not our role. Then we asked the new media agency to see how to improve the communication and we had our blogs instead a debate site. Then we said: “we would like to share ideas, what can we do?”. The role then of the new digital media is a consultancy role that helps Arla to find the right tools to get to the
next step, fulfilling the needs and the ideas that the company faces. Software side we develop everything internally (INNOVATION – LIFE CYCLE)(IMPLEMENTATION).

Q: What do you expect the future developments could be in general?

S: I think that sort term will continue the adoption of such tools. There will be a more co-developing attitude. The things we are at the moment co-developing is more done for accident. It is more a spin-off. In short term I would like to see Arla Foods co-developing on a web based solution.

On a long term instead I’m sure we will see many new types of media, but there will be many tools that will enable correlation and integration between tools. I think we will see that all the Arla Foods managers will have their blog where they will discuss important topics and pivot elements. I think there will be surveillance of the social networks, that actually it is not present at the moment.
CANTINE CARPENTIERE
Informant: Luigi Carpentiere, co-owner of the company.

Q: Could you talk about how this entrepreneurship started?
C: The company’s idea follows the example of the French wineries and the concept of the winery with its vineyard. The orientation given to the company stands on the concept of the short supply chain. The vineyard was planted in 1997 in the Castel del Monte area that we thought was the right place where to produce grapes. We understood that was necessary to complete the investment in the transformation of the grapes in wine. In 2005 we completed the construction of the winery. It is a little reality, with an overall selling of 40.000 bottles a year. Great difficulties are faced by the company to affirm its brand on the market, due to the newness of its business (MATERIAL AND IMMATERIAL ASSETS – AVAILABILITY OF COMPETENCES AND TOOLS). The industry bases everything on the tradition, history, the image and the trust which are values that must be followed and considered. This is why the company has to work still a lot to become a little player in this wide sea.

Q: How is the company approaching to communication and which are the guidelines you followed to implement it?
C: From this point of view, we want to associate the wine with the territory also because it would be difficult to do the contrary. Then, the choice of the location follows this concept. Castel del Monte is a pretty important castle and an area of wine producing. We tried to bind the building and the name of the location with the brand itself. The bind with the territory was even more emphasized declining the concept on other elements that could be considered of smaller importance (i.e. name of the products). We also thought that one of the most important investments that our company had to plan was the construction of the winery and the creation of a appealing and astonishing location. This because it had to become the business card of the winery itself. In this place the client should feel like at home and should feel comfortable and at ease. The building was cut to host little degustation events and little conferences to strengthen the bind between client-winery-territory.
After starting the production we sponsored a photograph exposition in Castel del Monte called “Murgia Territorio DiVino” (trans. Murgia di-wine territory”) where were exposed photos on the world of the wineries. After this exposition a book was realized and sold, also thanks to our contribution. These elements made even stronger the relation of the company with the territory, helping also through the book the affirmation of the brand and its linkage with the Murgia Park and the Castle of Castel del Monte. The company tried and still focuses then to maintain a certain coherence between the concept that stands behind the winery and its image, and therefore its communication.

Q: Which kind of communication did you do, focusing more on the web side

C: From the web point of view, the company firstly decided to build its website. I realized that a site showcase itself, gives little value added. We wanted to transform our website to create an interactive portal where you can find information about the company (COMPREHENSION). The difficulty of this site was the ongoing update (IMPLEMENTATION). From this difficulty, we created a blog called “Club Cantine Carpentiere”, easier to maintain and update, also to increase the visibility of the company (VISIBILITY). This blog is linked to the website. In this section the company wanted to improve the interaction and the relationship with its customer and client (MANAGEMENT). Further communication activities, which began initially as a little joke, were that of Facebook page, which is also linked to the corporate website (COMPREHENSION). During the period prior to harvest, I wanted to present the wine through a particular event, “Murgia in Fiore”. Invitations have been issued at half Facebook and by mail to present the product not to the experts, but to the mass market. It has been a successful event with more or less 1500 people who participated to the deustation and the different conferences that were organized in the winery. The resonance of the event had its effects also through the social network where the participants started to post photos, videos of what they’ve been doing during the Murgia in Fiore day (EXTERNAL NOTICE, SERVICE ACCEPTANCE).

Q: Mainly trying to improve and strengthen the buzz around the brand.
C: Exactly. We tend to use alternative means of communication such as the internet one because they are certainly cheaper than the traditional ones (CHEAPNESS). Also because that the information given through the web is definitely higher improving the knowledge in the subject (EXTERNAL NOTICE). This increasing the buzz around the name and the brand of the company. We wanted to start also some other campaigns of guerrilla marketing to strengthen the buzz, but unfortunately we didn’t manage due to the low amount of money and due to the lack of resources (IMMATERIAL AND MATERIAL ASSETS – FINANCIAL & HUMAN RESOURCES).

Q: So how are these tools developing?
C: The blog isn’t doing what we expected. Low participation was registered. Not the same thing was evident in the Facebook page, where a higher participation was evident (RISK – WRONG TOOL USED).

Q: Which is the relative advantage of such tools?
C: The relative advantages deriving from the usage of these tools, comparing them with the old and traditional media, are the cost and the word of mouth that the tools can generate (CHEAPNESS AND INTERACTIVITY). Consumers changed their attitude, from passive to active, acquiring the role of "evangelizators". This role I think is linked to what is the reality of the world of wine. We need people who incorporate the whole image of the company and product becoming basically our agents, and who buy our wine because they marry and share the vision we have. From there they become the main promoters of the company, being part of the philosophy. The interactivity and the co-creative logic behind these tools marries perfectly the idea behind the wine experience (CO-CREATION). As the wine is a social product, these tools fit in nicely with what is the reality of this sector (BUSINESS MODEL – MARKET ORIENTATION). Therefore, this company prefers to allocate resources on the development of the word of mouth phenomenon, instead of spending money on useless traditional communication means (IMMATERIAL AND MATERIAL ASSETS – FINCIANCIAL RESOURCES). In the wine industry, the request of a certain type of wine comes from the bottom. Therefore pull logic is mainly present in this kind of market. In the Ho.Re.Ca. channel the wine choice depends on the wine requested by customers. Therefore, in this case it is better to act on the request, the customers,
then aiming to be known by the experts and interested tasters which tend to guide the choice of the typology and brand of wine (RETAILERS, CLIENTS). Summing up, the new digital media are very suitable to what is the companies’ reality and market.

**Q:** Which were the complexities you experienced approaching such tools?

**C:** The management of these tools has been though complex (MANAGEMENT) for three reasons: firstly, the financial crisis has affected the budget (FINANCIAL CRISIS); secondly of all there aren’t the right personnel that can manage the tools in order to obtain the right result (IMMATERIAL AND MATERIAL ASSETS – HUMAN RESOURCES), thirdly, the lack of agencies that know the job (NEW DIGITAL MEDIA TOOLS – RIGHT INTERLOCUTOR).

**Q:** How was the trialability?

**C:** On the technical side it was easy to understand the tool (PHYSICAL TRIALABILITY). It was the understanding of such tools and choosing the right one to reach and hit the consumer (COMPREHENTION).

**Q:** How do you see the company in the next 5 years communication wise?

**C:** The company will continue in the next five years with its idea of communication. The usage new technologies will be intensified, creating a continuative approach with them.

**Q:** And competition wise?

**C:** Depends on which is the considered the competition. It is though certain that a reduction of production oriented to a improvement of the quality instead of increase the quantity, an experience linked to the wine tasting, improve the fidelity aspect consumers’ side (COMPETITION – INNOVATIVENESS OF THE INDUSTRY).

So, when we will be able to associate the product to an idea and not on the prices, we will be able to start to have a distinction and differentiate from the others.
R: Ciccolella Group life started during the ‘60 and, with an ongoing growth and reached nowadays the leadership in the floral industry in the European market (COMPETITION- NUMBER OF COMPETITORS). Based in southern Italy, the company owns the three main Dutch flowers traders that makes Ciccolella the major firm in the European floral panorama. The company covers the production and distribution of its flowers, covering the entire supply chain. The main clients of this company are wholesalers (RETAILERS), determining then the configuration of the market: Business to Business (BUSINESS MODEL – MARKET ORIENTATION).

Q: How is the internal communication in the company now?
R: The company is using mainly a SAP system that supports all the storage and process needs that the company has. Moreover all the employees now have a PDA that basically changed their lives, both production and selling wise (INNOVATION – ORIENTED ATTITUDE).

Q: There was an internal communication when did you arrive concerning new digital media tools?
R: I basically had to implement everything when I arrived. Nothing was present inside the company and everything had to be implemented to change to orientation of an old fashioned and not technological firm. Strong resistances from the employee side and great difficulties and complexities in the implementation arose (ORGANIZATION - CULTURAL MINDSET).

Q: How does then Ciccolella bring along its communication with the external world?
R: The company establishes mainly close relationships with its clients (MARKET/CLIENTS) through the usage of agents that promote and communicate the assortment of the company and exchange information with them. We work mainly with sales agents that help the promotion and the sales of our products (BUSINESS MODEL – TARGET ORIENTATION). Through this network Ciccolella manages the promotion and the selling of the novelties and the assortment. The overall
communication and the informational news is done mainly through the telephone. Although, Ciccolella has an internet website that can be considered mainly as a corporate informational shop window. The website is used by the agents as e-procurement portal. This solution isn’t though opened to Ciccolella’s clients. The client can conclude the purchase thanks to the internet means. The web-purchase is though permitted only if there is a company’s agent that inserts his identification password in the dedicated webpage. There is always the necessity to have a Ciccolella’s agent who guides the client into the purchase process. Furthermore, the other main digital tool used by the company to communicate to and with the external tool is the e-mail.

Q: The new digital media could really help to avoid the relational contact that now is fundamental.
R: I think that this will be possible in the future. We aren’t ready to accept such novelty and there aren’t tools that really suite our needs (READINESS).

Q: Trying to imagine the difficulties and the complexities that the company may face in the adoption of these kind of tools, which are the constraints that the firm could face?
R: First of all there would be certainly an IT concern. Some implementations should be done to adapt and integrate such tools with the overall technological structure (IMPLEMENTATION). Also a competent department must be created (MATERIAL AND IMATERIAL ASSETS – AVAILABILITY OF COMPETENCES AND TOOLS).

Q: How is the competition situation in the flower selling industry?
R: Starting with the fact that the main flower retailers are located in the Netherlands and being Ciccolella the owner of the three most important traders, I’m sure Ciccolella is basically the leader of the market without really having any kind of competition (COMPETITION - NUMBER OF COMPETITORS).

Q: Is the industry particularly innovative and dynamic?
R: Innovation is done on the 30-40% of the assortment that the firm proposes to the market (INNOVATION – LIFE CYCLE).
COLOPLAST
Informant: Anders Rendtorff – Vice President Communication

R: You should consider Coloplast as an old company, from the age of the industry, with production and some innovation. I wouldn’t say that Coloplast is a knowledge based company with a lot of knowledge workers. I would call us, instead, old fashioned company. In this sense the communication is limited and low interest is posed on the web 1.0 and 2.0. Consider us as a relatively immature company regarding your topic.

Q: In your opinion, what do you consider a digital media and consequently what is a new digital media is?

R: In a company a digital world would mean less paper work, more work done through the PCs and a more interaction. You would interact in DB and portals. You take your knowledge at a common place rather at your own office with loads of papers. I guess you are in a digital world in an environment where you have to let go of control, to let go the typical hierarchal logic, where you focus on the horizontal dimensions of the working life. In the digital world much of the ways of organized work are changing. All the borders that limit the work of the person in the company are now loosen.

Concerning the second question, the new media is a different thing because I guess that people are used to the internet now. In this cause most of the people in production when are working do not use PCs. Therefore their presence in a digital world is impossible, due to the physicality of the task (INTEGRATION).

Concerning the social media, these kind of tools provide some important advantages in terms of applications that you can get as a private. I guess that many people are stimulated by Facebook and some professional audience has been astonished by it. I think that many of these applications can be used in a work environment. It emphasizes as a company need to try out if these kind of new media are relevant for you or not and determine whether is necessary to introduce these tools in the working life of the employees. I think it says to you: “Make it easier!” to use film or other stop while interacting with the media audience. I do not think that the social
media phenomenon is a revolution, it is still an old fashioned thinking. I see them as applications so far. (ORGANIZATION – CULTURAL MINDSET)

Q: Seen it from the two way communication, how does Coloplast interact?

R: I would consider our business a B2B one. Not a Business-to-Consumer one as Arla Foods. The user in our business is not the payer, because most of our products are reimbursed (BUSINESS MODEL – MARKET ORIENTATION). Therefore the payer is the director of the hospital. We have then two different relations that we have to consider as a company (MARKET/CLIENT). However, most of our relations today they aren’t digital based. They are based on old fashioned contacts through the sales representatives, with physical meetings, most of the material we provide is on paper or when is more modern through videos. We do have some user goods with segments of our users or patients where they can provide feedbacks on the products they normally use. (ORGANIZATION – HIERARCHAL DEFINITION). Actually, some of them are in various forms based on internet interfaces, but in general I would say that we don’t use digital media, we are not using the website, we are not having a two way dialogue in terms of mass communication. We are having a personal interaction between sales represent from Coloplast and the user/buyer. I would call us relatively old fashioned in this sense.

Q: How does the industry approach to the new digital media communication?

R: I think that the industry is relatively conservative. My general impression is that people do not really know what to demand to companies such as Coloplast. If you demand me if I liked the services that the company is providing I would say: “yeah yeah!”. So I guess even if there is this social media bubble going on our industry is still remaining stuck on a conservative position it’s an old world (COMPETITION – INNOVATIVENESS OF THE INDUSTRY). Moreover, our patience are relatively old. Therefore, they would have incredible problems in using such tools and the internet in general (MARKET/CLIENTS). There is no need in using such tools in an industry like the one Coloplast operates in. A really low number of patience interact with us. There is no need at the moment to move towards an interactive attitude. The
absolute majority of our users do not need such services (STRATEGY). I may say that Coloplast is the most modern company within the industry, but is just because our competitors are relatively old and because they’ve just cut costs and watch on a very short term communication (INNOVATION – LIFE CYCLE). They are then not experimenting new things due to the uncertainty of such tools (COMPREHENSION). We know that the personal interaction works, so let’s focus on that one. It will take some time till we will be adequate in our way of performing. Still from a managerial point of view these tools aren’t ready to enter in the firm’s life (STRATEGY).

Q: So you think that the lack of new digital media adopted is determined by organizational problems?
R: I would consider Coloplast as a plastic factory placed in a field in Norden Sjælland where still when you come in the morning you have to pass your badge, and the same thing happens when you leave. I would not consider us as a very modern company (ORGANIZATION – CULTURAL MINDSET). Coloplast is an old fashioned company and the people here, they might have Facebook in their private lives, but the way we interact inside the company I would call it conservative itself (INNOVATION – INNOVATION ORIENTED ATTITUDE).

In every each industry, you overestimate the speed of adoption of innovations and implemented, and underestimate the power that such innovation can have in the long run of the web 2.0. New digital media will be useful in the future. It may take longer than we expect to see them part of the firms’ routine. Nobody will care about it, till 4-5 years from now when the success application will be part of the companies’ way of operating (COMPREHENSION). At the moment, the new digital media innovation isn’t mature enough to be accepted.

Q: Concerning the advantages that such innovation could bring to the companies, which could be the ones that new digital media could bring to Coloplast?
R: I do not doubt that such innovation will benefit mainly all the aspects of Coloplast. I do not doubt it. But I can see that we need to do so many things. Take a look to our website: do we interact in the right way, do we present ourselves in the best way possible, do we present in the best way possible? Is our internet portal
sufficiently well developed. We could save costs if we improve it and I could go on and on (READINESS). I think that the main reason for us for being more mature, more interested, is related to the fact that we are still in doubt concerning the business case. So I think we have a lack of proven best practices. These would be really convincing when they are present (IMITATION FROM OTHER INDUSTRIES). A barrier to the pursuit of the advantages from the adoption is linked to the impact of the cultural place overall, because I think people drive the new digital media introduction in the company. These tools are still too marginal in the managers’ mindset, as such in other opinion making in the organization (ORGANIZATION – HIERARCHAL DEFINITION). The most prominent opinion is linked to the fact that is too difficult to implement (IMPLEMENTATION) or is too expensive. This blocks the adoption of such innovations in companies like Coloplast. We consider the web more as a cost right now, than an opportunity to exploit (READINESS). It think that most of it is due to the financial crisis (FINANCIAL CRISIS).

Q: This lack of adoption could be linked to a lack of resources that would make it easier?

R: That could be a first argument (IMMATERIAL AND MATERIAL ASSETS – HUMAN RESOURCES). The second one, instead, is just a matter of priority (STRATEGIC COMPATIBILITY). We don’t lose time waiting. That would be the general sentiment. And then we do make some trial and error, but on a lower level (PHYSICAL TRIALABILITY). But we are not doing so much at the moment.

Q: Due to your clients I suppose you don’t do too much advertising on traditional means.

R: Yeah, you are quite right in this sense. We don’t do too much advertising. You do still insert some advertisements in the newspapers in order to reach the elder people.

Q: Are the new digital media easily implementable and triable seen from a Coloplast perspective?

R: Due to the fact we didn’t adopt any tool, we don’t know yet. We will start with smaller applications in order to make people get used to the concept (IMPLEMENTATION). We intend to start with the website, then in a second moment we will focus on other applications. Inexpensive things. This in order to establish an
organizational commitment to the innovation. Now I think we will need to solve some structural issues and some organizational ones (ORGANIZATION – HIERARCHAL DEFINITION) such as IT people that care these elements (IMMATERIAL AND MATERIAL ASSETS – HUMAN RESOURCES). Moreover is an attitude issue. So a solution to the adoption of these tools could be a combination of “trial and error” and “wait and see”.

Q: There is a lack of resources?
R: Definitely yes.

Q: Seeing it from the external world, do you think that players such as the new digital media agencies could help the adoption of such tools in Coloplast’s organization?
R: I think that won’t help too much the adoption. Also because these companies haven’t understood yet where their clients are and their comprehension status of the topic (COMPETITION). I think that at the moment the financial crisis is affecting the way of behaving of companies (FINANCIAL CRISIS). This is due to a reduced amount of resources, I guess it is all a matter of time. At the moment the companies aren’t ready to this innovation yet (COMPETITION – INNOVATIVENESS OF THE INDUSTRY).
FLSMIDTH
Informant: Larsen, Corporate Communication Manager

L: What does my task cover? It covers the overall global responsibility for internal and external communication. And what this cover? It covers all the intranets, all the external websites, all the crisis communications, all the press releases, all stock exchanges. Covers a really wide variety of activities within the communication sector.

Q: It is a wide area of interest then. Covers a lot of things.
L: Basically you can boil it down to two things: I’m securing that we are communicating in a clear and understandable way internally and I am securing that FLSmith has only one voice internationally and that we all times communicated all FLSmith stand points and views points. And for that purpose I use a wide variety of communication tools.

Q: How does your company communicate to the external world? Could you give me an idea of how you communicate to the stakeholders worldwide and in Denmark?
L: First of all, we don’t have clients in Denmark (MARKET/CLIENTS). So we do not have the need to communicate in that sense. We have although customers all over the world, and that brings to an overall communication with them (MARKET/CLIENTS). Everything is executed in the global market. Mainly in the third world countries. This brings sometimes it is a little bit difficult to operate in such countries due to the fact that the communication capabilities aren’t highly sophisticated. For this reason we have several systems, and some of them are very simple internet based systems. Very simple. And the reasons for having such simple internet solutions is that the band wide on the internet in third world countries are sometimes very limited. So does not make sense to have sophisticated internet solutions because the band wide simple can’t carry it. So we have several internet based and mobile based solutions that would take over the problems that FLSmith may encounter in such countries. For any data communication and transfer. This is for internal communication. It is mainly orientated to serve our travelling employees. We have a lot of travelling engineers, so this is a reason why we act like this.
We have two major customized internal communication systems based on Oracle technology that normally the engineers use in order to communicate one with each other. Through these tools the engineers can swap drawings, can post inquiries, etc. These tools basically help the way of working of such people (INNOVATION – ORIENTED ATTITUDE).

Q: While externally what happens?
L: Externally we have several ways of communicating. When we are running very big projects we have an extranet where the customers have to enter in. This is not an ordinary extranet. When you sign a contract with FLSmidth a part of the contract that is linked to this extranet that is just web based, once you sign off on things on the extranet is a legal binding sign off. That is very unique if it was a small company that for example repairs cars. So when you have repaired your car, when you receive it you sign off on the tablet that testifies the fact that the car is in order and that you accept the reparation and you are willing to pay. That’s not big deal. But in our perspective we are talking of hundred of billion US dollars being signed off on an extranet. That is extraordinary (INNOVATION – LIFE CYCLE).

Q: So how does it really work this particular tools?
L: The client can follow his shipments, he can receive drawings, he can sign off things and you can establish a dialog within MY FLSmidth. It is the only element that enables a two way communication with external actors.

Q: Which are the major advantages deriving from the usage of these tools?
L: One of the major ones is linked to SPEED (SPEED). So faster communication. And it makes dialogue easier (INTERACTIVITY). You do not have to travel, you cut down travel expenses, reduces the face to face communication meeting expenses (CHEAPNESS). It is simply a faster way of moving information.

Q: The implementation was easy to implement? It was compatible with the culture and the way of behaving the company, with the top management decision making and the structure? Or there were problems on this side?
L: Well actually at the moment there aren’t problems also due to the fact that the tool has become part of the routine (INTEGRATION). Not everybody is used to them
(INTERNAL DIFFUSION). Initially there were some concerns in how the company should implement the tool (COMPREHENSION) and whether the customers would embrace the tool itself (CLIENTS). But now we don’t have any doubts and things work perfectly.

**Q:** So now the tool is visible, it is used and everybody is aware that the tool works.

**L:** You must though be aware that the usage of this tool is mandatory for the client because it is written in the contract (SERVICE ACCEPTANCE). This tool is not a nice to have tool. This is part of the real deal. Part of the contract considers the fact that in order to receive the order the client has to use MY FLS. The customer then has to understand how this tool works (SERVICE ACCEPTANCE).

**Q:** The complexity of this tool during its implementation and adoption was high?

**L:** No, no. We have more than 300 IT people. It is a system pretty down to earth. This is not connected to SAP, it is not a ERP system. It is a simple communication, for two way communication and for signing off on drawings and stuff like that (IMMATERIAL AND MATERIAL ASSETS – AVAILABILITY OF COMPETENCES AND TOOLS & HUMAN RESOURCES).

**Q:** The tool is then the best way to improve the relationship with the customer.

**L:** Yeah, more or less.

**Q:** Which is, seen from a worldwide perspective, the competitive situation of the company at the moment?

**L:** You can cut all down our competitors in three sections. We have a number of competitors who can do the same we can do, so provide a complete plant to the clients and everything you need on a cement plant or a mill processing plant. There are several competitors on this area. There are then another amount of competitors that can provide single machines and sections of the plants, not a complete plant. And then we have the last section of competitors, and that is local machine works and regional players which can provide spare parts and single parts for machines and miner machinery. There are three parts of competitors. Normally we focus on the
major competitors. In this case the competitors that can basically match the offer that FLSmidth can provide to its clients (COMPETITION – NUMBER OF COMPETITORS).

Q: Which kind of possible tools will FLSmidth will adopt in order to improve the relationship with the players of the external world?
L: There is no doubt that FLSmidth will have to adopt collaboration tools used in a wide variety towards external stakeholders. So definitely we have to log into tools. When it comes to social media I’m more reluctant. We are a very heavy industry, and tools like Facebook or Twitter are not that common in this industry (BUSINESS MODEL – MARKET ORIENTATION).

Q: While blogs or forums or other tools could suite the offer of a improved communication with the external players in your company?
L: We looked into them several times. Certainly a blog could be relevant in several ways, for instance in the service after-market department could be useful to have a tool like a blog where there are some of our experts that could give free advices. We don’t know if we will proceed. There are some issues regard who will be responsible for the advice being given (COMPREHENTION).

We don’t know if we will use such tools. We know we won’t implement tools, like Facebook or Twitter in our daily communication (STRATEGIC COMPATIBILITY).

Q: These tools then don’t really suite the company itself then.
L: They don’t. I don’t think Facebook is the final tool. I don’t think that many of the social tools are suitable to our needs. They will be certainly refined. Therefore at the moment we are waiting to see what are going to be in the next 2-3 years. Because the form they have at the moment don’t suit the needs that we have at the moment (BUSINESS MODEL – MARKET ORIENTATION).
F.LLI CARLI
Informant: Carlo Calenco, Project Internet Manager

Q: Could you please tell me about your experience and some professional insights of the last few years?
C: I didn’t do always what I do now. I was assigned to this position only after passing by different other positions inside the company. What I’m doing now didn’t really exist before. Initially I was called to follow the new coming world of internet (IMMATERIAL AND MATERIAL ASSETS – HUMAN RESOURCES). My job wanted to support the institutional website born in 1997. I used to reply to e-mails that people like you and me sent to the company through the website. After that first olive oil orders arrived through the internet means. For this reason we built an order form specific for a web oriented selling. Once we did this, we started to take into consideration the idea of starting some banner campaigns. The first one that I remember was done in 1998 for the Nagano Olympics. We we’re the first movers on this side. At least in Italy. Now I’m basically into the management of the banner and ADV campaigns and I coordinate a department of different people which follow the content management of the several websites of the F.Lli Carli and of the customer based through the sending of Direct E-Mails and they interact with the IT department concerning certain elements that could be still managed (INNOVATION – LIFE CYCLE).

Q: Since the web started, F.Lli Carli managed and tried to position in the best way possible in this market. Am I right?
C: Absolutely yes. As stated, in a previous campaign we were online before the web. The main activity that F.Lli Carli has is focused on the product direct sending. First through post then also through the web, the company managed to deliver the products in the fastest way possible to the several clients that it had all over Italy and then in the world. The presence on the web is for F.Lli Carli the direct extension of the business (STRATEGIC COMPATIBILITY). It was a sin not to be on this channel that opened several and incredible opportunities for the company (INTEGRATION).

Q: It has been then a natural extension of the business.
C: Exactly. It was necessary to exploit such opportunity. Through this now we can manage new forms of communication and of relation with people that maybe before wouldn’t be willing to interact with the company itself (INTERACTIVITY). We are actually trying at the moment to improve and better our positioning on other payment tools that now are becoming very important (INTERNAL DIFFUSION). We always believed on the new media tools but we never risked too much approaching to a tool without thinking and talking about it having a little conservative attitude (RISKS – WRONG TOOLS USED).

Q: How is the competitive environment acting on this topic and which is the positioning of the firm in the market?

C: In the same way F.Ili Carli positions itself in the traditional direct mailing market: as market leader. We don’t have direct competitors, due to the channels we work in (COMPETITION – NUMBER OF COMPETITORS). For example, neither Carapelli nor Bertolli (the two major Italian olive oil sellers) are on the web. Clearly, our competitors are given in the category, but from the channel point of view, there are no companies that can compete with us on the web channel. This is present due to the fact that they don’t operate in such selling channel. All our competitors on the real market do not operate in the e-market. The players that may sell olive oil on-line have a minimum market share. These players, such as Esperia are though on-line boutiques that have in their assortment the olive oil. The little olive oil producers do not consider the possibility to use such channel.

Q: The dominance of the F.Ili Carli in the e-market and the focus on innovation and the adoption of tools oriented to achieve and improve the necessary fluidity of the on-line order, helped the adoption of new means of communication and tools that could be useful also to improve the relationship with the final customer and communicate new products?

C: Yes. But is particularly delicate operation. F.Ili Carli has not specific commercial politics concerning special prices to particular targets. Therefore, this rule sometimes reduces the weapons that the company can use in the market (e.g. discounts) that normally other channels use regularly. Moreover, the e-business part of the F.Ili Carli has still low importance comparing it to other selling channels that the company has
The e-business is still a marginal part of the company. What we are trying to do instead of touching the leverage price is to improve the service that the F.lli Carli can give online, reducing the differences with other channels on this side and giving day after day a value proposition that justifies the price we ask to the public, increasing the traffic and improving the relationship with the customer on-line. This in order to achieve the needed and expected results. How to do so? Examples could be the tracking on-line of the order, the usage of other forms of payment, the communication of new products through e-mail, the possibility to vary the address without having the duty to write it every each time and so on (TANGIBILITY).

Q: So it is everything oriented towards the improvement of the service trying to find the right solution for every each problem that the customer could find in the purchase process.

C: Yes, at the moment this process is basically the core activity. This also due the low importance that the internet segment has in the company comparing it to the other channels (OBSERVABILITY OF THE IMPLEMENTATION).

Q: This also to the development difficulties that the internet means has experienced in the last few years.

C: Exactly. Moreover we have to consider the fact the olive oil is not the easiest product to sell. On top of this, we sell packages which contain at least 6 liters of olive oil. This is also a considerable cost that the single has to sustain. Furthermore, people aren't really aware and have enough knowledge about the features of the product. There is high misinformation. Our product is not a premium price product it is an excellent product but the asked price is really convenient. Even with these problems we registered really good performances. This also in a context where the internet means and the purchase online had been affected, especially in Italy, by terrorism and had been undermined by media, people, institutions. The ability to buy online has been targeted from the media, which attested that it is a not safe transaction (MEDIA MISINFORMATION). This is not true. Another big problem is linked to the shipping and delivery costs of the products. We have a proprietary delivery system. Moreover the connection costs are way too high. All these elements
affect the results of the web division. Even with these problems of the internet means, we still register a stable growth.

Q: Did you have any problems in the integration of the innovative tools in the frame of the company?

C: Actually no. All the back-office was already present (READINESS). We managed to permit that every order coming from the internet means could follow the same roots that an order from other channels follows. We receive orders through the telephone, through postcard that is sent with the a presentation list of our products and through web. All the orders have the same root. The main effort that we, as web department, sustained concerning the integration of our systems with the host ones (IMPLEMENTATION). The ability to integrate all the features which concern the order with the host has been not easily implemented. Some modifications had to be done on the host side (IMPLEMENTATION).

Q: There was then a compatibility of the tool with the business.

C: Sure. Another thing that has to be considered when integration was still a mirage and we didn’t know yet which was the right road to follow, was the uncertainty and the risk deriving from such new activity implementation (RISKS – BAD IMPLEMENTATION OR MANAGEMENT). For example, some of the implementations that are being developed are linked to the stock breakings and the possibility to make automatic the notice of the not availability of the products.

Q: Does F.lli Carli use other forms of the internet means such as forums, blogs,..?

C: F.lli Carli continues to maintain a prudence attitude towards this kind of tools (STRATEGY). An example of the fact that it is necessary to be patient and understand the use of these resources is our forum "The angle of the Greedy," which is not what we wanted to be. It is in fact a place of interaction between experts in bread machines. But this is the last configuration that the forum has had over the years. After the launch and all operations aimed at supporting the tool, the forum has begun to be popular for both experts and fans of "Bimbi". So much so that Vorwerk asked us how we did. Subsequently, the portal has taken the present form oriented in sharing information on bread machine. On the contrary, we are
considering the adoption of other tools, but a focused and careful analysis is being made to avoid problems such the ones we had with the forum and to manage easily an integration with the firm’s culture. But at the moment we haven’t considered yet the eventuality of adopting such tools (COMPREHENSION).

**Q: While the implementation of other tools such as mobile applications, mobile display advertising...?**

**C:** You have to consider that we are very sensible to the mobile topic. I’m not against the web 2.0 and the user generated content. I’m totally into it. We have only to understand how to integrate these tools in a very traditional company (COMPREHENSION). On a mobile side instead we are very careful and aware of which are the novelties that could consider the usage of such medium for actions such as payments, purchases, etc. (INNOVATION – ORIENTED ATTITUDE) We are the founding members of a consortium, the www.movincom.it one. This consortium deals with the improvement of the payment in mobility, creating a bind with SMS Medium-SIM card-Credit Card.

**Q: Do you think that the observation of other industries such as the automotive one or the apparel one could help the choice of the new digital media tools?**

**C:** We have already adopted all the tools that we thought could be useful to our business. We are so different from others, that the experiences of other industries do not concern us as ours cannot be acquired by other the actors. For us, the observation of what is the other sectors and the affirmation of the web and mobile based tools adopted, it’s just a comfort and a confirmation of what has been our investment in this sense (IMITATION FROM OTHER INDUSTRIES).

**Q: What’s your perception and how will the opinion and the positioning of F.Ili Carli be in the next 5 years on this topic?**

**C:** The company believes a lot in the internet and the mobile means. We are investing considerable amounts of money on this activity and therefore having a particular interest in such tools and their development. Slowly we are trying to move the traffic on the web. If all a certain amount of external forces that could affect the development of the web means (i.e. lower fares,... etc.), there could be a steady
growth. At the moment we are registering only 10% of our revenues through the web. I hope that in the next few years this percentage will be much higher. The amount of people using the postcards is decreasing in favor of the internet means. This testifies the possibility to have certain trends also due the expertise that the normal people is acquiring of the internet means.
GETRAG
Informant: Vito Antonacci, IT manager

A: Getrag is a leading manufacturer of automobile manual transmissions (BUSINESS MODEL – MARKET ORIENTATION). The company is global brand allied with the Ford Motor Company (GETRAG FORD Transmissions, GETRAG Asia Pacific), but supplies transmissions to most auto manufacturers, including General Motors, Daimler AG, Fiat, Porsche, BMW (MINI (BMW)), Toyota and I think also the Volkswagen Group (MARKET/CLIENTS). Here in Bari we used to produce transmission mainly for General Motors, which isn’t any more our client. We had then problems in finding a new client and due to this reason and to the crisis conjuncture we are in redundancy fund (FINANCIAL CRISIS). In the past few months we focused our attention in producing a transmission which was a more modern, more efficient conception. We managed to create a transmission with double clutch which gives a continuity of the speed (INNOVATION – LIFE CYCLE). We immediately sold this to Renault and Ford.

Q: So basically is a B2B oriented company?
A: Yes exactly. Moreover we are trying to implement a particular tracking system to understand where the transmission is and then stored. This in a total quality management conception (BUSINESS MODEL – MARKET ORIENTATION).

Q: How does the company interact with such clients?
A: Communication starts in two sectors: IT and SAP. All the elements that compose the communication with our clients are linked to a system that is called iDoc. In this sense there is a direct virtual interaction linked to procedural elements that improve the procedures between companies. On an IT vision no linkage is present. Moreover, a classical relational interaction done through the telephone, meetings and e-mails is the core of our communication with our clients.

Q: So you don’t use other tools except these you mentioned?
A: We don’t use other tools. Everything is done through very common communication tools.

Q: And on a project implementation and design side?
A: All the project design is done in Germany. We receive everything from the house factory.

Q: Is there interaction between the client and the company?
A: Great interaction and great collaboration was experienced. This though always in a relational manner (BUSINESS MODEL – MARKET ORIENTATION). The client used to come here to see how the transmission was built and intended to propose elements which didn’t suit the requirements. Once gone came another time to see how the implementation was going. Great concern was present around the product also because each transmission costs circa € 800.

Q: Do you use any tools for the regulation of the internal communication?
A: We limit the access on different web sites through different methods. It is Getrag’s policy not to forbid the usage of social networks, such as Facebook (ORGANIZATION – HIERARCHAL DEFINITION).

Q: Do you have websites?
A: Yes we do. There is a website www.getrag.de which is stabilized in Germany and an intranet communication that everybody can use internally. This net gives the possibility to have a monthly report on comments and ideas to implement inside the company. This enables the employees to communicate one to each other and to share certain topics. Other tools are uploaded on such net to improve the working life of the people who work in the company (ORGANIZATION – CULTURAL MINDSET).

Q: This is done internally. While externally? Do you make communication campaigns?
A: We don’t do communication to the external world. We don’t advertise. Our product is part of a bigger product such as a car. Our communication is mainly oriented to a institutional communication (BUSINESS MODEL – MARKET ORIENTATION). This is done through the corporate website and through other means (i.e. specialized magazines, conferences, events, etc.). Other forms of communication aren’t present. Nobody knows about the brand and the company. No real interest and awareness is present. A really small amount of people are aware of the presence of such brands.
Q: Have you ever considered the idea to use internally and also externally new digital media tools?
A: No, we don’t use them. We tend to use such tools to get information concerning problems that other already faced and experienced. This is really useful. From a Getraq point of view such tools aren’t so useful (STRATEGIC COMPATIBILITY).
Q: Could you please tell me what does your company do and which kind of products produces?

C: The company operates in the fashion industry, and possesses a really high positioning. Givenchy produces luxury ready to wear garments, accessories, perfumes and cosmetics. It covers all the possible elements that could constitute the range of needs of a customer that wants this particular brand (IMMATERIAL AND MATERIAL ASSETS – AVAILABILITY OF COMPETENCES AND TOOLS). Being part of a group, the company must follow certain requirements that the group poses, being careful not to invade the positioning of other maisons’ markets. This influences also its communication politics. We have certain obligations. We can’t shoot over other areas and "invade" segments that belong to other maisons of the group. Therefore, the communication must be targeted to hit the segment for which the company has always worked. This in group logic is crucial.

Q: What does it mean?

C: This means that we cannot adopt means such as the new digital media due to the fact that are outside our area of interest. This need of particular communication requires a use of determinate medium of communication. In this sense the usage of the new digital media is limited (STRATEGIC COMPATIBILITY).

Q: So which new digital media tools do you effectively consider in your business offer?

C: The only tool that permits an interactive exchange between the consumer and the company is an e-commerce portal that is though now part of the business reality since 10 years. This attests the fact that the company is always been interested in this particular reality and area of business. It was easily implemented and no real concerns arose (IMPLEMENTATION, MANAGEMENT). Great competences on this side are now present, which enables us to easily understand the eventual tools that it
could adopt over time (IMMATERIAL AND MATERIAL RESOURCES – AVAILABILITY OF COMPETENCES AND TOOLS).

Q: Was the adoption complex?

C: The complexity rate of these tools is therefore for this company very low. Even if this is a reality problems deriving from the logistics of the on-line selling, first of all the problem of the sizes of the garments. We have a highly developed CRM service. This in order to guarantee our customer when buys a garment on our e-commerce portal. Thus, in case the customer has problems and the garment doesn’t fit, he/she can change it immediately. We can’t have dissatisfied customers. This is done also because we sell garments that cost on average 1000 € (MANAGEMENT). This is why we need to be highly aware of what the customer could face and solve their problems.

Q: So this logistic problem can consider a low compatibility of the tool with the company business model?

C: Yes, exactly. It attests our difficulty in adapting the business to the new reality.

Q: Did you adopt other types of new digital media?

C: No, we didn’t. Mainly because an evident incompatibility with the positioning of the brand is evident (STRATEGIC COMPATIBILITY). This relies on the segmentation that the company wants to reach. Not being a mass market brand, Givenchy wants not to confuse its image and brand awareness in the most worldwide tool (BUSINESS MODEL – MARKET ORIENTATION). The company is not interested in hitting certain segments. It seeks to retain the character of niche brands. Therefore the use of media as the new digital media does not fall into what is the policy of the company due to their mass nature.
**Q: How does the company communicate to the external stakeholders?**

**P:** Our company uses several ways on several levels in levels of communication. First of all, we have what we have to do. We have to put out the different reports that every each stakeholder is willing to read in order to inform himself about the company. It looks the past year describing what happened over that business time. We have also other forward scene communication. We have all the market sight with all the marketing communication which probably is linked to ads on magazines, campaigns directed to end users (not much), to wholesalers, to the people that uses our products. That would be all the marketing side of it which is pretty traditional. Of course the campaign can vary depending on the stakeholder we want to talk to: for instance, if we want to talk to people that take decisions we would go directly to them. I think we have different levels in that communication which is conducted in a pretty traditional way.

Then we have a more informal way of communication that is based on our values. We are owned by a foundation, so we don’t have financial stakeholders to report to. This gives us a great independence that helps our work and way of behaving. Due to this, we are very streaked concerning our values, which are very important for us and that have to be communicated to the surroundings. And of course in the overall history of Grundfoss it is important to say that our role in Denmark is defined by the history we have and the size of the company. If you take us as a Danish company we are rather a large company. We have a rather large impact on the Danish national scene. So we are often used as a spokes person for industry or for green tech solutions. In that respect we are important in the Danish scene. But if you consider us in the international market we are not a big company. Only 2% of our products is sold in Denmark. The rest instead is sold outside. It is quite funny that is possible to identify two different types of communication: one for the Danish market, and one completely different for the rest of the world. I guess that is not so unusual for a company that started in Denmark and that now operates worldwide.
Q: In the communication you bring along, does Grundfos use new digital media, especially on the user side?

P: Starting from the low level of communication, we have a tool called “GRUNDFOS WEB CAPS” directed to a local blacksmith (MARKET/CLIENTS). This gathering area is directed to the local blacksmith that has to install a water pump at your home. The local blacksmith goes on the website and will have a tool box of web edited tools that will help him, tutoring him in how to install the piece in the right way and so on. This is a set of tools that could help on the practical side to do this job. Included in that of communication, there is also a part of value communication. We try to explain to the local blacksmith that he has to take into consideration that energy saving and efficiency is an important environmental issue. The figure of the blacksmith is very important in the decision of which pump to install. Therefore a CSR communication in this sense motivates why there is a necessity in using a Grundfos pump or not. Web based solutions are oriented to solve either practical issues, but also to transfer the company’s value. This is a web based solution. Every each blacksmith can access to this section with his computer. The platforms are hosted on the corporate website. We have also other solutions. For instance, in Italy the local company will have its web site, different from the corporate one. It is written in Italian, etc. I guess is a not usual web site community, with a corporate website and several country based websites that provide useful information to every each single market.

Then we have a more soft side communication where we talk to our dealers (RETAILERS), on web based courses. We invite them into a community where they enter in a virtual academy and learn about the pumping system and the new technological solutions and so on. This is something we do quite a lot: take people from the outside and give them education, not only on Grundfos products, but on the pump technology as a whole. So it is important to set the agenda about NFSG and what possibility there are, and which solutions there are in terms of technique and technical possibilities. So this is done in the virtual dimension but also in the physical one. We have academies all over the world in order to give the right educations to installers and other actors interested in the topic. So I think is a combination between a face to face interaction with people having virtual access. So
in that respect we do use digital media. We would also use from a corporate communication perspective social media. I have a Twitter account, I have a Facebook account. I think that if you go on Facebook and search for Grundfos, more than 90 groups will pop out. They aren’t under our control, and they shouldn’t be. It is not in our interest to close such groups. We had an official one. But if you have 10 Grundfos’ engineers that decide to gather and open a group, well it is up to them. So we are using the social networks.

Q: I do understand that the communication is always in an integrated way. I’m focusing though on the new digital media tools and how these are adopted by companies. Is my intention to identify the barriers that characterize the adoption of such tools. Can I ask you which is the relative advantage that Grundfos registered with these tools comparing them with traditional means.

P: Well first of all SPEED. Speed is essential, but also the possibility to talking to stakeholders is difficult to talk to with traditional means, such as newspapers, etc. So it is very important for us to be a mirror of what is happening in society. It is not possible to exclude new digital media from our communication (SPEED).

Q: Did you have problems in implementing, like cultural problems, procedure problems. Did you have constraints from this point of view?

P: Of course you would have problems in the implementation (IMPLEMENTATION). The big variety in the tradition that different cultures have to use such media. Another problem could derive whether you are allowed to use them. For instance we have a factory in China, with about 2500 people. Not everybody knows about social media and know how to use them as an internal communication tool. Maybe they are not allowed to use such social media. So you have to face these cultural differences. Of course you have to decide how to use them (COMPREHENSION). Here in Demark we have a traditional flat hierarchy, there is low distance between the top and the bottom of the organization, and is very common to talk to each other and when you have a question to pose to the CEO you just do it. You have to take it into consideration when you use such tools internally to the organization. This is though valid also when you approach the external world. These elements are basically the
same when you come to face customers or other stakeholders of the external world (ORGANIZATION – HIERARCHAL DEFINITION). So I think that traditional Scandinavian way of thinking with very short distance between the top management and the workers cannot be just implemented outside of Denmark. So that is one other challenges that we have. And I think that according to what we experienced in these years are that it will take time for us to, maybe not change the culture because we don’t want this, but we want the local companies to adapt the culture in the way they seem fit and convincing them that is ok to work like that (ORGANIZATION). So I think is a big challenge too.

Q: And is it the implementation and the adoption of these tools in Grundfos visible from the outside world?

P: There is no doubt when it comes to our customers: the local blacksmiths, the installer. The need of speed that such tools satisfy accords to the fact that everybody is hooked up to the internet and they demand elements that are linked to such means (OBSERVABILITY). It would be a step back for them to call a call-center and answer to the inquiries (SERVICE ACCEPTANCE). They demand to have the possibility to have the answers to their questions through the internet, logging in our website, either by being a normal user or a dedicated customer (INTERACTIVITY). It would be out of question to have these tools for our customers.

Q: On the trial side, the tools during the implementation where usable and easily modifiable?

P: I think that what came into the many companies that represent us around the world, the people working there saw the internet and the possibilities that such means could bring was seen as a way to improve their working instead of an obstacle, also locally (OBSERVABILITY OF THE IMPLEMENTATION). I think that there will be no doubt that the internet will be the platform through which communicate to the customers (TANGIBILITY). The more social or soft communication will come out as well. When the people will be more used to the internet and to this way of communication and the way of speaking, then the net will facilitate also other things: it will be possible to approach in a more social way and a value based communication will be possible for our company. But of course you need to know that there is a
difference between what to want to know if you are an installer, there is a still line you have to aware. This will be an alternative way of communication. Not the only one. In an integrated logic.

**Q:** Is the implementation and the decision to use such tools complex, or just something that popped into the organization?

**P:** I think that our organization does not differ from the other organizations. There for some conservative concerns about is this the right platform to implement, is this the right technology (IMPLEMENTATION). The technology topic was well discussed. Once this discussion ended and everybody saw the possibilities that the internet offers, now the discussion shift to a different perspective: are we able to implement in a fast way, should we follow the path of some leading companies on the internet or should we try to adapt more to the needs of our customers (OBSERVABILITY OF THE IMPLEMENTATION). This is also a discussion of leadership. The pump industry is rather a conservative industry where there is not so much innovation. So is not so easy to convince the local blacksmith to move on the internet base and change his way of behaving and working. That could you cost you customers. This leadership should you show and take. Normally Grundfos takes its leadership in its business (MARKET/CLIENTS). An example could be the labeling scheme that was used by the company to improve the awareness of its brand. There is a broad consensus that we have to show our leadership, losing some customers in the process but the new generation has to be oriented to the internet.

**Q:** During the adoption of these tools, has the company seen the experience of other companies and copied their approach to the technology?

**P:** We seek inspiration from various sources. It wouldn’t be correct that is our core competence. We have to rely on other players that know more about this argument. We have to buy outside. What we can do is to find out which is the need of our customers, but we will let others find the solution on the internet side (IMITATION FROM OTHER INDUSTRIES).

**Q:** So is done in a co-creative implementation of such tools?
P:  Sure it is. Almost 90% of what we do on the social media and on the internet is
driven from our sales organization. This is done in order to better understand the
customer and secondly ask to the agencies to implement the right tool in the best
way possible. And I think that the rest of the communication is based on the values
in order to make the leadership visible in the market (NEW DIGITAL MEDIA
COMPANIES – FIND THE RIGHT INTERLOCUTOR).

Q:  How is the industry is reacting to the internet revolution?

P:  There are a handful of big companies in the pump industry and Grundfos is one
of these. And then there are a bunch of small and medium firms which produce
pumps. The key is that these companies are country based. There is a low number of
international and big companies. We tend not to differentiate our self from the other
companies. Most of the companies in the industry are approaching in a similar way
to the new digital media tools (COMPETITION – INNOVATIVENESS OF THE
INDUSTRY).
Q: Which is your definition of new digital media?

T: What is considered new media is now considered a media that must be considered in the media mix. This is why. The attitude towards such tools changed a lot. So the new digital media can be considered as all those tools that use the medium a net to reach and meet the stakeholders. Every each brand needs to seek and search the right places of the web where to be present and interact with the right users and opinion leader.

Q: Considering the La Feltrinelli.it positioning?

T: In La Feltrinelli we introduced a series of tools that helped the sales (i.e. e-commerce page) and introduced the company into a social experience with the users (i.e. social network, blogs, forums, etc.). We are present on several social networks such as Facebook, Twitter. Especially in the latter one we are the largest branded group. Through Twitter, we launched a micro literature contest. But you have to be careful when you manage such tools. You cannot spam the people that interacts with you (RISKS – BAD IMPLEMENTATION OR MANAGEMENT). You cannot have an institutional presence. You need to know the dialect of the web. We as La Feltrinelli decided to adapt to these social network (BUSINESS MODEL – MARKET ORIENTATION – ORGANIZATION – CULTURAL MINDSET). We adopted most of the new digital media. We are less present on the mobile tools though which is going to be implemented the next year.

Q: Does the company use these tools not only for marketing and sales purposes?

T: No, because we are basically a retail company. Therefore we tend to focus on marketing and sales. We as a company are the ending part of the editor supply chain and provide then the proposition to the B2C market (BUSINESS MODEL – MARKET ORIENTATION). All the actions done are all oriented to stimulate the interaction, spending the name of the brand. It is understandable a mistake, but the
consequences would be devastating (MANAGEMENT). To catch up what you did wrong is really expensive and sometimes you enlarge the mistake without solving anything (RISK – BAD IMPLEMENTATION OR MANAGEMENT). But if you propose yourself with a balanced and transparent proposition of value you tend to avoid the biggest problems.

**Q:** From a competition point of view, how does La Feltrinelli position itself?

**T:** Well. Very well. We have been the first player on-line. Being La Feltrinelli new in the e-commerce world, where companies like IBS.IT and BOL.IT are already presiding it since a long time, we preferred to man all the new digital media tools you can use, surrounding our competitors with an innovative and different solution (COMPETITION – NUMBER OF COMPETITORS). The big companies need a lot of time to decide. The fact of being quite small initially, because an independent SBU in the company, made us grow easily and fast (ORGANIZATION – HIERARCHAL DEFINITION).

**Q:** Who really decided to start this adventure?

**T:** It has been something that was decided in a collaborative way. On one side, there was the consciousness of a positioning on-line. There were high expectations on this side (STRATEGY). On the other side, there were a lot of people who preferred to buy on-line, there is indeed a conversion rate on-line almost equal to 80%. People that approach to the e-commerce website tend to buy. This was totally unexpected my side (CLIENTS/MARKET).

**Q:** Once started these tools, how did you execute it? And who took the decisions?

**T:** The independence of our SBU is total linked to the results, but initially bind to trustworthiness (ORGANIZATION – HIERARCHAL DEFINITION). On a resource side, we have created a very young team that come from the media world and they are all oriented performance wise. We can say that the 40% of the orders come from external sources. We use the affiliation program, the direct response of the unsold circuit and also price comparators. Everything is traceable (IMMATERIAL AND MATERIAL ASSETS – AVAILABILITY OF COMPETENCES AND TOOLS).

**Q:** The comprehension of these tools from the rest of La Feltrinelli?
T: It is seen with curiosity. In a start up what is seen is the launch plan. The managers watch a lot the results. So they tend to focus on them, leaving independence to the SBU. Even if there is this focus, the managers are particularly interested in what is happening and in the novelties brought into the company. **Commitment is shown (STRATEGY).** The company is highly oriented to an innovation perspective (INNOVATION – INNOVATION ORIENTED ATTITUDE).

Q: Which relative advantage did these tools bring?

T: Great advantages are present adopting these tools. Firstly, a reciprocal transparency between the company and the external world was helped (TRANSPARENCY). Secondly, the measurability of the tool that enables the possibility to understand how a specific action goes. Measurability means also traceability (MEASURABILITY).

Q: How compatible do you consider these tools?

T: The compatibility was zero. Nothing was present in the company (READINESS).

Q: So it was complex?

T: It is quite complex. The complexity of the tool is determined from its usage (PHYSICAL TRIALABILITY) and implementation (IMPLEMENTATION). It is an innovation quite complex to implement. You must have a concrete project, use the correct channels and use the correct language. Just little, and all the work done is meaningless (TANGIBILITY). Doing this work is not easy, or you have the appropriate skills or are it better to rely on external agents that implement.

Q: The tools are easily trialable?

T: Is not easy. It is easy to mistake. It is necessary to know about it (TANGIBILITY).

Q: It is observable?

T: It is also important. You have to find the right interlocutor and the right means to consider. There will be a bunch of agencies that will come to propose you services that you have to be aware could not be interesting. You have to approach professionals that know what they do (NEW DIGITAL MEDIA AGENCIES – FIND THE RIGHT INTERLOCUTOR).

Q: Do you see other drivers?
T: The observation of what companies in other industries do in a good and new way could be useful. Stakeholders from different industries could have similar needs in the new digital media concern (PORTABILITY). Therefore, is possible to migrate the best practices from one industry to the company’s one. An adaptation is certainly needed, but the benefits would be high (IMITATION FROM OTHER INDUSTRIES).
S: There is no doubt that when we start to talk about social media, we should not overestimate the value of them today, but on the other hand we should not either underestimate them in the long run. In this sense these tools should be used in the same way as other communication channels in order to have good relations with our stakeholder. We don’t use social media because they are trendy, but because they are the best means of communicating with our stakeholders. This was the general point of view (COMPREHENSION).

Q: So in a more specific consideration. What Lundbeck did implement and adopt?
S: We built a communication communities with patients and relatives. We are a company who is focused on the development of medicines. So we have for instance we have a community that is called DepNet that is related to patients suffering of depression and their relatives. In this community we have check rooms, there are areas where they can write their comments, they can ask questions to experts that will reply to them, etc.

Q: So in this sense there is a major interaction within the users and between the company and the users.
S: Yes. There is major interaction between the users which can exchange information and comments and there is also an interaction between the users and the experts panel (INTERACTION).

Q: Which are the major advantages and disadvantages that the company faced over the adoption and usage of such tool?
S: Starting from the large one, since is a very regulated market and we as a company we cannot promote or communicate to our patients (REGULATION AND GOVERNMENTS). It was very important that this initiative focused only on the disease and not on the product. Furthermore, it can be difficult to have the legitimacy to take part of those discussion because many people would claim that we are doing this because of our products (SERVICE ACCEPTANCE). So it was very
important for us that it was clear concerning our intentions, that we had to have a high level of transparency (TRANSPARENCY) and that our role was oriented to facilitate the exchange of information and improve the patients’ life and not to push information (INTERACTION). And then there is the user advantage that we have the opportunity to create a place where the patients can come and discuss (VISIBILITY). We are also able to monitor and follow what kind of elements are relevant for them (MEASUREMENT). We of Lundbeck created the place where this was possible, where the subject is important for the users, where the exchange of information within the participants is enabled in co-creation logic (CO-CREATION). The company becomes then part of the treatment process, through its informative function (BUSINESS MODEL – MARKET ORIENTATION).

Q: So all the departments would benefit from the usage of these tools.
S: In principle you are right. I would say that the greater impact of the adoption of such tool would affect the research and development department, because they would understand the need. But of course there would come out some things that are relevant also for the other departments.

Q: Seeing it from the company’s point of view, were there barriers and difficulties in the adoption of such tool?
S: One of the main barrier that I can see is linked to the legitimacy that the company could have entering in an environment such as the community one (SERVICE ACCEPTANCE). But actually when we once started to consider the idea of opening to transparency, to let people understand and open to which were our intentions, we wanted to make sure that anybody is, for instance from a marketing perspective, able to use this community for different reasons than the transfer of information of a disease matter (COMPREHENTION).

Q: Seeing this transparency intention, I suppose there has been a tough time convincing the employees and all the people working in the company.
S: The main barrier was the mindset that the company’s employees did have of this particular tool and all what would have brought with it. But that was in 2001. The need of opening the firm in a transparent logic has created several problems from an organizational point of view. Another element that had to be changed in the
employees mindset was the switch of perspective that patients had through the introduction of these kind of tools: from a simple client to an audience to consider in the company’s decisions (ORGANIZATION – CULTURAL MINDSET).

Q: So there is a switch of providing a good to a perspective where the company provides a solution.
S: You can see it like that. Generally, if the person is more informed about the disease, then the patient would have a better treatment (MARKET/CLIENTS).

Q: Seeing the adoption of these tools, which was the relative advantage that the company sought from these means?
S: That is of course, from an economic perspective, quite efficient to use these kind of tools (CHEAPNESS). Furthermore I could consider the dialogue that the company can entertain with the customers and enable customers talk one to each other (INTERACTIVITY). Through our informative platform, we provide objective information to the patients and permit the sharing within them and with the company itself.

Q: Which is the definition you give to the new digital media?
S: As I see it the definition of new digital media or social media is all kind of IT platforms which can enable dialog with a different audience. Instead of having one to one dialogue, what we are doing thanks to this tool is facilitating the tool among our customers, but on our platform

Q: The company is providing a service to improve the patients’ life?
S: Yes.

Q: Was the adoption of such tools compatible with all the elements of the company?
S: No, it wasn’t really clear the definition of such program (STRATEGIC COMPATIBILITY). It started as a pilot project here in communications and thereafter we had the possibility to bring it to an institutional level. We have made a new department focusing on e-communications to develop these tools because it is not something that the IT department couldn’t really handle and had the right and head competences to manage(ORGANIZATION – HIERARCHAL DEFINITION).

Q: How did you arrive to the decision to implement the tool?
S: That was in the beginning a need that the communication department had: we needed to improve our business to society communication. We could see that the patient searched a lead on their own treatment (EXTERNAL NOTICE). They were interested in their own treatment and take action of that. And to give them the right knowledge concerning the usage and the properties that such medicines could have (INTERACTIVITY). This to guarantee the information that the patient needed. Internet doesn’t have high standards concerning the information that normally ensures the patient. The possibility to give them the correct information without having to dissuade and inform people from misinformation. And that was an opportunity for us.

Q: So there was that somebody decided to bring along the implementation or it was a collegial decision in the communication department?
S: I think the first kind of decision (STRATEGY). We actually started with making a sponge of crab inside the community “Med Doctor” trying to reduce the misinformation that there was in such environments. We then understood that it was better to internalize the community (CLIENTS/MARKET).

Q: How come?
S: The value behind product could increase whether there was the company that provided the right information concerning treatment, dosage and all that kind of things, giving a greater understanding.

Q: Did you see some problems in doing this? Sometimes you could have a switch of focus. How did you manage with the control and the measurement of such tools?
S: From a technical point of view, we needed to have a pretty easy tool to use, we had to make sure that we had the best place where to go to (IMPLEMENTATION). So one of the tools was the expert panel, where we actually had the possibility to get in contact with the most esteemed experts and then of course we tried to bring this from the Danish market to the other markets.

Q: So it was a complex implementation, as you tell it?
S: It was not easy but it was manageable. But is still easy for the patients to change community if the community where they are exchanging information isn’t enough
complete and satisfying. We should make sure that it’s updated and give a motivation to go there (MANAGEMENT).

Q: Is the trialbility of the tool easy?
S: I think it was quite fast the decision of the functionality and the features (OBSERVABILITY OF THE IMPLEMENTATION).

Q: It was more a mindset problem before?
S: Yes it was.

Q: How can you see the possible developments of the tool inside the company and also inside the community itself.
S: I think it will grow. Because what we can see that the companies instead of promoting that product or for their corporate communication the trend is more to engage the other stakeholders to build relations.

Q: Which other stakeholders do you take into consideration?
S: Basically all the categories that could be bind with the company and interested in the company itself.

Q: How is the industry acting on the adoption of new media? You are the only ones using such tools?
S: There are also other companies trying to use these tools, normally in other disease areas (COMPETITION – INNOVATIVENESS OF THE INDUSTRY).

Q: It is something normal?
S: It is getting more and more normal.

Q: Where would you position your company on the adoption curve?
S: I consider the company as innovators. I think that when we started this initiative we were quite innovative (INNOVATION – INNOVATION ORIENTED ATTITUDE).
Q: Can you talk me a little bit about the company you work for?
G: Nadella was born in 1925 in France. During its long history the core product of this company has been the needle bearing. The company together with Schaffler and Torrington, is one of the three European leaders. This company opened several subsidiaries around Europe and one of these is the Italian one, based in Milan. The Italian subsidiary was established in 1973. In 2009 the property changed: the shares were divided within an American Group and an Italian private equity fund. The company is part of a group and it scored 23 mln € of revenues in 2008. At the moment it has 47 employees. The company has a low structured organization, and the management is particularly interested in the novelties and the innovations, due the particular spirit that the company has gained in the last years. The company, together with the German subsidiary, developed the linear modules. These components together with the needle bearings compose the assortment of the company. Its main clients initially were present only in the automotive world, but in the last years the business areas of interest increased in the industrial world, cutting industry, the furniture industry, the steel industry, etc. Therefore this company operates principally part of the Business to business market (BUSINESS MODEL – MARKET ORIENTATION).
Q: How do you communicate to the single clients?
G: The brand is something really important in Italy (IMMATERIAL AND MATERIAL ASSETS – AVAILABILITY OF COMPETENCES AND TOOLS). We communicate this value through ads on specialized magazines, through the web site and the e-mails all the different changes and developments.
Q: Which kind of company is Nadella Italia?
G: We tend to satisfy those clients that require a high quality and a really personalized product. We work in a niche and our products are the best on the market.
Q: How do you communicate to the external world?
G: Through our renewed web site, ads on the specialized magazines, industry fairs, mailing list advertising, associations, and lessons in the Politecnico di Milano.

Q: On a digital communication wise, do you use new digital media forms?
G: Most of our clients use internet especially to design the products in CAD. Our website is used to propose the designs in 2D and 3D. Who has to project something can just go on the website, get the drawings and insert the drawing directly in his. This in a logic of time efficiency. Clients can then ask to personalize the final product. Who wants to download the drawings has to register on the website (CO-CREATION). Every month we will have the possibility to count on a DB on which we can work on. It is definitely great tool to contact such clients afterwards (MEASURABILITY).

Q: Tools like forums, blogs could help Nadella’s business?
G: Mmmm. I don’t think such tools could help our business and our industry yet. This because the mechanic wants to touch with hand the needle and the quide. A relational contact helps this need of the client. I think that our market isn’t ready for such media yet. Maybe in the future (CLIENTS/MARKET).

Q: Which are the elements that the company will need whether decides to approach to such tools?
G: Certainly some human resources. At the moment we have only a marketing manager. We will need a communication manager. Also financial resources will be needed to implement all this (IMMATERIAL AND MATERIAL ASSETS – FINANCIAL AND HUMAN RESOURCES).

Q: Do you think that the tools would be adopted in an easier way than in bigger companies such as Bosh?
G: Oh for sure. It is easier to implement something in a smaller reality than in a company with 20.000 employees.

Q: So you think that these tools wouldn’t suite the business.
G: It is not the world of the informatics that drives the business, and aids the visibility of our brand. These concepts are a little bit futuristic for what is the reality in which Nadella works. The main usage of supports in Nadella is done especially for internal communication, in order to coordinate the different actions. This is done in
order to better support and help the personnel of the company to solve the several issues that the clients do have (ORGANIZATION – HIERARCHAL DEFINITION). An orientation towards an interactive exchange with external world is though still in progress (CLIENTS/MARKET).
Q: How does your company communicate in the digital world.

P: We as Parmalat have two different websites through which we communicate to the external world: www.parmalat.it and www.parmalat.com. The .com one is the institutional website and we use it as the medium through which we interact and inform the stakeholders and the financial world. It is a website that have an international orientation. Every each country where Parmalat operates has a dedicated website, through which the company communicates to the final consumer.

Q: Could you give me a definition of new media and why is becoming important?

P: The new media is a new means of communication that talks to and is used by a growing amount of consumers, more in the specific the web and the mobile. The need of entering in such world is bind to the fact that the target rose in terms of amount of people approaching to the tool. We study the phenomenon and we have noticed that great opportunities in terms of marketing and sales where you can find every kind of consumer (MARKET/CLIENTS).

Q: How is the competition moving? Did Parmalat follow the example of other companies or is the first mover in the adoption of such tools?

P: You have to determine which is the range of competition. If you consider the milk dare industry (e.g. Granarolo) you can see that there is a low usage of these tools. If you consider instead a competitor such as Danone they are present since a longer time on the market and developed the right competences and capabilities to manage such tools in the most efficient and effective way (COMPETITION – NUMBER OF COMPETITORS). We are approaching and absorbing the web tool in our boundaries since one year. So we are framing the organization to include these tools in the everyday communication that the company does to the external world. This is done personalizing the tools to our needs (ORGANIZATION – HIERARCHICAL DEFINITION).

Q: Can I ask you how is it going?
**P:** I can say till know well. Firstly, we built a website (i.e. www.parmalat.it) which is framed in different sections that support different types of activities. Secondly, we are working on other activities that could be considered more of a back office nature like the indexing on the research engines of the website. This in a consumer oriented logic and improve the easiness to access to the website. Thirdly, we constantly do activities of monitoring of the web to understand what the audience thinks of the company. So a research on blogs, forums, websites is necessary to understand the voice of the net and its opinion concerning the company. This in an communication opportunities - risk management logic.

**Q:** Particular effort and involvement in other types of tools, i.e. blogs, forums, is present or has still to come?

**P:** We don’t have it at the moment. But we are thinking about it. This is something we will consider after concluding the monitoring activity. Once we concluded it we can start to think to do some infiltration activities that will consider tools like the social networks, the blogs, to forums.

**Q:** Which is the relative advantage of using these tools, comparing their utility to the one traditional media give?

**P:** There is a particularity that traditional media need to possess: the synthesis. This can be avoided in new digital media tools where the content you can insert is not limited to a certain amount of seconds. Therefore, permits to explain better what the product is it about and all the elements that are linked to it (INTERACTIVITY). A second thing is bind to the cheapness of the new digital media tools. The internet though is not a tools that everybody use (CHEAPNESS). This is a considerable limit that has to be considered in the adoption and it is why there is still lower attention to it.

**Q:** Considering the compatibility that such tools could have with the frame of the firm, are these tools could be easily integrated inside the walls of the company?

**P:** Yes yes. Absolutely yes. The marketing department is the front line to these tools and is trying to adapt and understand how these elements are effectively working. This to understand better how to adopt them better and use them in a more efficient
way considering the company’s purposes. In the meanwhile the IT department has to be included in the process, to link the new tools to the internal systems. It is finally important that there is the consciousness inside the company (READINESS). I have though to tell you that most of these implementations are done thanks to the help of agencies, giving their expertise on the topic (NEW DIGITAL MEDIA AGENCIES FIND THE RIGHT INTERLOCUTOR).

Q: In a co-creative way.
P: It is the same logic followed in the establishment of traditional communication campaigns.

Q: How did your company arrive to the decision of adopting such tools?
P: I have to say that it has been and is at the moment still a long process. We’ve initially studied the trends of the evolution of the consumer habits and noticed that the internet means was getting to an interesting point. The external world then in this logic is very important due to the fact that it is possible to absorb the right information to move and fix a strategy. In this logic the analysis and the study of the new forms of communication and the new trends are something that results fundamental. In this sense the media center do a great job and help the company in the difficult orientation of its communication (ORGANIZATION – CULTURAL MINDSET).

Q: Is the adoption of the new digital media complex? Is its implementation difficult?
P: One my perspective, I had to study this world in a deep way. In this sense first I had to study and then I started to approach the different agencies exploring better the trends and certain particular things. I have to admit that the first times I’ve started to do something digital with the agencies, I had the ideas on the topic a little bit confused. Going on with the studies and the experience, now I can say I have the right expertise to approach to such tools. I’m the first who studied these topics. My role was then to explain to the other employees of the company which were the opportunities of these tools and the possible development and implementation that could enable. I also supported some projects in order to keep coherent the strategy to what was defined on the website.
Q: Did you find difficulties in explaining to your colleagues what were these tools about?

P: Certainly yes. My role was to explain the potentialities that certain tools like the new digital media ones could bring to the overall action and strategy. E.g. If I do a contest, the leads collected during it can be used to build a DB exploitable for future newsletter sending (ORGANIZATION - CULTURAL MINDSET).

Q: It was then necessary a primary comprehension of what was the tool before starting any action.

P: Yes, exactly. The most important thing is the need of fixing the main aims that the strategy will follow and want to reach. This is why is necessary to study and research on the topic. Once done that everything follows.

Q: Are the tools easily trialable during the implementation?

P: Yes. Also because everything is easily measurable. And this helps a lot (TANGIBILITY).

Q: Are the customers and the external stakeholders observe the novelties that the company is introducing on a communication side?

P: At the moment we did not develop any study on the web habits and the bind with our new communication means.

Q: Did everything start internally or it was a response to the requirements of the market?

P: Both. Not being present on the internet medium means that you are an old firm. Moreover, the medium can give certainly results and is an investment alternative very considered in the definition of the budget.

Q: Does the company observe and transfer elements from other industries?

P: Certainly what other industries do is a case study. But you have to focus on the situation that the company is facing and approach to the consumer as it requires. We don’t rely on what they do other companies belonging to other sectors. Although, I acquired information on the best practices of company’s part operating in other industries (IMITATION FROM OTHER INDUSTRIES). This thanks to the interface with
media companies (NEW DIGITAL MEDIA AGENCIES – FIND THE RIGHT INTERLOCUTOR).

**Q:** Which will be the future developments that the company will consider?

**P:** I think that due to the fact the environment considered is highly dynamic (COMPETITION – INNOVATIVENESS OF THE INDUSTRY), you have to study and stay behind the novelties. The same thing should be done inside the company.
Q: Which was your task?
DB: I used to work in the division of CONSUMER GOODS and in particular the women’s beauty care. I used to promote and sell epilating products that Philips sells. This means the planning and the introduction of all those campaigns useful to enter in the Italian market and also the definition implementation of the communication campaigns that are linked to the increase of the sell-out and therefore oriented to the increase of the market share.

Q: What is your definition of new digital media?
DB: I would define all the new digital media tools those means that are adopted by the companies to reach the consumers and stakeholders that do not use the traditional media.

Q: Does your company and your division use new digital media?
DB: The industry can be a barrier or an element that facilitates the usage of new digital media. All those companies that work in highly technological industries are highly oriented towards the adoption of such tools. (i.e. apple, TLC companies) (COMPETITION – INNOVATIVENESS OF THE INDUSTRY). Philips isn’t a company that is oriented to the adoption of new media and communicates not too much comparing the amount of adv that normal players of this industry spend (BUSINESS MODEL – MARKET ORIENTATION). I think that the new digital media though have been a very useful tool for Philips. Firstly, it is because these tools are not too massive, and thus allow a better targeting of consumers exploiting the long tail and managing a personalized offer to each target that hypothetically could be the single user (INTERACTIVITY). Secondly, because they also allow a measurability of communication activities that are put in place that is higher than traditional media (MEASURABILITY). Finally, the variable cost is a driver that makes this kind of tools so particularly interesting (CHEAPNESS).
Q: Could you please give me some examples of new digital media usage considering your experience?

DB: We had to create a communications campaign to promote the epilator section, and then linked to female beauty. The campaign was oriented to emphasize the beauty of women tying it with Rio de Janeiro, associating the epilating moment to a woman who is always ready for the party. An integrated communication campaign was carried out. Concerning the new digital media proposition, we created a dedicated website, where it was possible to participate to the contest “Buy an epilator and win a trip to Rio”. If you didn’t win the trip, you could invite friends via e-card, putting your own face instead of the one of a dancer of the Carnival of Corcovado. This is done to create word of mouth in a somewhat ‘cute and different. To this was added a Facebook campaign. A Facebook application was created where it was able to invite all your friends to respond to some stupid questions and see who has more a show attitude, especially in showing her legs. A very high redemption was registered (i.e. 25% of the people) in the store.

Q: Which were the difficulties in implementing such tools? Was it complex?

DB: The major difficulty doesn’t derive from the technical aspect, but comes from the effort to convince managers that it is useful to invest in these alternative means (ORGANIZATION – HIERARCHICAL DEFINITION). The resistance that is present is due to the scarce measurability of the ROI rate of the selling and the lack of importance that the internet means, from a revenue point of view, has especially in the personal care segment (MEASURABILITY). In fact the total revenues deriving from the internet constitute 1% of the whole revenues in the epilator segment that Philips obtains, this due to the market and to its functional orientation on which epilator suites better the need that a single could have. The fact that the new digital media campaigns cannot be linked to selling has been a barrier to its affirmation. This orientation towards results and their measurability, underestimates though the great benefits that new digital media could give in terms of reach and richness to the selected segment. The fact that you cannot link the new media tool to a direct purchase is a big barrier. On the other side is also a barrier the retailers (i.e.,
Mediaworld, UniEuro, etc.). They aren’t keen to accept alternative types of communication that do not give the right visibility and the right results (RETAILERS).

**Q: Internally which are the barriers?**

**DB:** The cultural orientation that Philips has doesn’t permit a wide usage of these tools, especially in the area consumer lifestyle. The company though started to adopt an integrated marketing communication, but I think isn’t really committing nor adopting the right solutions (ORGANIZATION – CULTURAL MINDSET). The media planners and the communication agencies propose mainly on-line communication campaigns mainly made of banners which we know that aren’t so effective as other on-line campaigns could be (i.e. social network, blog infiltration) (NEW DIGITAL MEDIA AGENCIES – FIND THE RIGHT INTERLOCUTOR).

**Q: How are these tools considered internally in Philips Italy?**

**DB:** We are, also internationally, orienting the communication in an integrated way. The positive thing of the new means is the fact that it is possible to increase the personalization and a localization a little bit forced compared to the one you could obtain with the traditional means. This is fundamental in an organization like ours. I should say that the tool is not being obstructed but the effects that the tools could give are underestimated (INTERACTIVITY). This also due to the lack of linkage between the spend in such tool and the return on investment in terms of sales percentage. Moreover, the framework doesn’t support the usage of the new digital media. There is only one web manager in the organization. This does not surely help an orientation to this particular world. The lack of attention stems from a lack of guidance of the company to include the Internet in its vision. This orientation is changing. An example of this can be seen from the establishment in the organizational frame of a department in PR and Communication function suitable for communication to blogger relations with them and published them (ORGANIZATION – HIERARCHICAL DEFINITION – HUMAN RESOURCES).

**Q: The new digital media adopted by Philips are visible in the external world?**

**DB:** A great visibility of the tools is present. The return resulting from on-line advertising campaign was around the 3% of the sell-out, which is very high
comparing this result to the average is 1 to 2%. It has not the same results that a normal TV campaign could have (EXTERNAL NOTICE). This is certain.

**Q: Was this tool easily trialable?**

**DB:** There was certainly difficulties especially on the competence side (PHYSICAL TRIALABILITY). It is necessary to ask help to an external agency that works with you and proposes its professional suggestions (NEW DIGITAL MEDIA AGENCIES – FIND THE RIGHT INTERLOCUTOR). Moreover, another difficulty was linked to the measurability of the return on investment.

**Q: The observation of other industries can help the adoption in Philips?**

**DB:** The observation of other sectors allows the understanding of what best suits the business reality itself. Philips in particular will focus on the retailers and the results that report. Philips will certainly give a major attention to these tools. This trend will be followed, with an increased attention during the budget definition (PORTABILITY).

**Q: How is positioned Philips on a communication side on the market compared with the competition?**

**DB:** Even if Philips has a large number of products and areas of business, it doesn’t communicate to the external world too much, even if the market would require this. In fact, Philips doesn’t advertise and communicate on the mass media as companies such as Samsung that could be considered one of the major competitors of the Dutch firm. It relies on the fact that possesses great brand awareness. The company has then high market shares, but really low shares of voice compared to the one other companies register (COMPETITION – INNOVATIVENESS OF THE INDUSTRY).

**Q: How is going to be the adoption of new digital media in the company in the next 5 years.**

**DB:** A good start could be linked the organizational changing. It is noticeable the fact that the company is hiring new people (i.e. on-line manager, on-line pr manager), opening new departments oriented towards the management and the garrison of such tools. This internalizing the different competences and capabilities. Orientation of the company is to focus a little bit more on the new digital media, in terms of investments and effort. These tools will be considered in the marketing mix, but won’t have the leadership in the communication hierarchy of the company.
Q: What does your firm do?

G: Philips is active in three main division: health care, consumer lifestyle and the lighting. I work in the latter one which concerns everything that is linked to the lighting and the lamps world. This division can be divided in two different areas: the consumer and the professional one. I operate in the latter type. So my contribution concerns mainly the B2B part of the business (BUSINESS MODEL – MARKET ORIENTATION) which can give you a different focus than the one that the B2C division could give you.

Q: I’m concerned on understanding the two markets. So concerning the market you work in, how does Philips communicate to its stakeholders?

G: We have a department that does communication to the external world which is the Trade marketing department (ORGANIZATION – HIERARCHAL DEFINITION). This department focuses on the communication that is done in the trade channel oriented to the wholesalers, with a technical communication. We tend to communicate to our clients who are mainly business, such as electrical retailers and to the installers in a smaller way and this is why we need to provide the adequate information to satisfy the needs of information that clients could have (CLIENT/MARKET). An example of such communication are the explanations provided by the company of its products inside the wholesalers specialized magazines. Another example that is more linked to the new media world is given through the usage of an internet portal that acts as an info-mediary of the electrical material. Voltium (www.voltimum.com) is a portal where companies that operate in the electrical producing industry can insert their contents. These contents are moderated by a third part that drives the legitimacy of such information. These contents concern, for example, products that companies want to promote. Philips is member of Voltinum. An example of the actions that Philips brings to conclusion is the upload of informative videos, in the WebTv section. The aim of such videos is two provide technical information about Philips’ products. These videos are created
by the communication people of each company to promote and explain to the single installer or consumer how the different products work (BUSINESS MODEL – TARGET ORIENTATION). I personally realized a video when I still was in the product management department concerning the led lamps for the hotel industry. This portal hits several consumers segments: wholesalers, installers and privates go on the website to inform themselves and to collect information to better work or benefit of the electric elements (BUSINESS MODEL – TARGET ORIENTATION).

Q: So it is a social network for the companies. How did the company adopt such tool?
G: The portal proposed itself to the company that assessed the proposition and decided to participate. I don’t really know how it really went because is something that started a few years ago. It wasn’t an internal initiative and the firm just participated to something that was totally external because a particular media that firms like Philips considered an asset. Philips receives loads of propositions in this sense that assesses and accepts or discards depending on the potential.

Q: An internal management was considered by the company?
G: We have four corporate website where you communicate to the external world. But you have to consider that the legitimacy that an external player could give and the trustworthiness of its information are definitely higher than the one that people could give to company produced information (SERVICE ACCEPTANCE).

Q: What kind of communication you normally put in action?
G: We tend to prefer to give mainly technical information and less on a simple brand awareness like the consumer world (BUSINESS MODEL – TARGET ORIENTATION).

Q: A co-creative logic in the usage of such tools could be considered in this market?
G: In this sense our department doesn’t have a medium that helps all this. Talking about the consumer lifestyle instead if you open the dedicated website you can find a brief questionnaire where the user can express his/her evaluations concerning certain topics. We as department have a particular tool called NPS (net promoter score) which has the aim to determine the rate of satisfaction of our clients linked to several parameters (i.e. quality of the product). This is something that is realized
every each year on the different channels of the lighting division. Some questionnaires are administered to a sample of clients to understand which are the elements the company has to focus on and improve. This is a particular form of communication that we put in action focused on our clients (MEASUREMENT).

Q: Which is the relative advantage of using tools like this instead of using traditional media such as the specialized magazine ads?
G: Certainly the immediate feedback. An example I can tell you is concerning the video I realized and posted on the website. After a few hours I was able to see how many views the video had and the comments that were made. Moreover the possibility to compare the video with the one of other competitors was also important. The usability of such tools and the speed of getting feedbacks are certainly two of the main advantages that such tools can give to the company. While focusing on the magazine world the only data that you can obtain is linked to the amount of copies distributed without giving a feedback on how many really read the ads. The simple implementation of the tools is definitely easier and faster. Do you know how much time do you need to create a newsletter? (FEEDBACK)

Q: So you consider these tools less complex that the other media?
G: Yes. Another type of communication instead needs to have more third parties while the virtual media may need only one supplier (NEW DIGITAL MEDIA AGENCIES – FIND THE RIGHT INTERLOCUTOR). Less complexity on this side is evident.

Q: Are the new digital media tools complex to understand and implement?
G: I think that you have to change approach. You can’t have the same approach that normally is used to interact with traditional media (ORGANIZATION – CULTURAL MINDSET). The only problem is to manage them. These kind of tools have to follow certain rules such as the speed driver. The speed that such tool can give in terms of time to reach the single targets has to be supported by contents that have to be usable by the user and which interest the single in a improvement of the way of living (MANAGEMENT). This is helped through the possibility of giving information to the single making possible a reduction of the research costs linked to the collection of information.

Q: Are these tools noticed?
**Q:** Are these tools compatible with your division?

**G:** Oh yes. Totally. I would consider in the new media tools also all those tools are also work tools (READINESS). Since a few years ago it was impossible to communicate easily the assortment and the clients had to make a certain amount of procedures to send their order. Now it is everything is automatic with the EDI system. The process is certainly more efficient, effective, precise (INTERNAL DIFFUSION).

**Q:** The usage of such tools is noticed by the clients?

**G:** You can find different realities. It depends on the market and the typology of client. Only 30% of the wholesalers order through this tool. In the future certainly everybody will approach to the tool. You’ll need some time to make it a standard (SERVICE ACCEPTANCE).

**Q:** Does Philips get inspiration from other industries on this topic?

**G:** I don’t thinks so. I wasn’t able to see this, but I can say that the adoption of such tools inside and outside the company depend mainly on the industry.

**Q:** Competition wise, how is the adoption of such tools?

**G:** All the main competitors (i.e. Osram, GE, etc.) have approached to such tools internally and externally (e.g. EDI and Voltinum). Everybody moves towards the processes that work (COMPETITION – INNOVATIVENESS OF THE INDUSTRY).

**Q:** Which kind of communication you put in action with the client?

**G:** We tend to have a relational attitude with each client approaching in a direct modality with them and interacting proactively. Certain tools could be useful for certain clients. But if you consider projects and other forms of interaction these tools have a smaller importance (BUSINESS MODEL – MARKET ORIENTATION).

**Q:** What do you expect will be the situation in the next 5 years.

**G:** The retail will need to change and get virtual. I think that on the professional lighting no great improvements will occur. The consumer lighting (always B2B) instead will have certainly to adopt a certain amount of tools that helps the efficiency and the effectiveness (RETAILERS).
ROSSIMODA

Informant: Dott. Giancarlo Levanti, market CEO.

Q: Can you please tell me about the company you manage?
L: Narciso Rossi founded Rossimoda in 1942, commencing a quest for elegance that was then taken further by his son, Luigino. Luigino Rossi, who took over the reins of the company in 1956, brought a cosmopolitan spirit to the precious tradition of his family, which led him to broaden the company’s horizons (www.rossimoda.it). The companies’ equity constitution changed in 2006, when the group LVMH bought the majority shareholding.

Q: Which is the market area of interest of the company?
L: The company sells in Europe, Asia and America being a worldwide known brand.

Q: But what does the company do?
L: Rossimoda operates in the luxury shoe industry, with a really high positioning and produces on behalf of the different maisons of the group LVMH. The company being part of this important group, produces shoes exclusively for the firms and brands part of its portfolio: Givenchy, Christian Lacroix, Calvin Klein, Emilio Pucci, Loewe e Marc by Marc Jacobs. This means that Rossimoda’s core competence is the production of shoes, being the specialists of the female footwear. The fact that the company doesn’t have a brand is due to a production/distribution role that the company dispatches in the group (IMMATERIAL AND MATERIAL ASSETS – AVAILABILITY OF COMPETENCES AND TOOLS). The company receives the designs from the different maisons, and prepares, produces and distributes the product around the world (BUSINESS MODEL – MARKET ORIENTATION).

Q: So the company does some communication to promote the product?
L: The communication that the company brings along, not being a brand, is very limited. It is done mainly through the website, just renewed, which is the main portal through which the firm provides information to the external world. No communication concerning the brand is done. This because is decided and implemented by the single maisons, according to their positioning in the luxury
markets (IMMATERIAL AND MATERIAL ASSETS - AVAILABILITY OF COMPETENCES AND TOOLS).
ZAMBON GROUP
Informant: Orientina Di Giovanni, Marketing and Strategic Planning Director at Zambon S.p.A.

DG: We have three areas of sales and communication: doctors, pharmacists and consumers. The pharmaceutical market, however, is highly regulated. This prevents us/reduces our ability to advertise our products. Is then present a B2C communication, that doesn’t overtake the limits even with web 2.0 (MARKET/CLIENTS). We have serious limitation in the utilization of web 2.0. tools in a consumer oriented communication. We are still approaching these tools in order to understand how to adopt them. This is done also because we can only promote and communicate Over the Counter (OTC) products and especially what is written in the instruction sheet of the medicine (REGULATION AND GOVERNMENT). At the moment we are approaching the web only on a monitoring side, trying to listen the market and understand which are the elements that guide the consumers’ choice (COMPREHENTION). It is information almost zero cost that the web gives us and we exploit the means every each year in a very consistent way. This to understand the status of the brand awareness, brand efficiency and effectiveness that even if the means is not too used are elements that give good insights. Communication and interaction is though really difficult (IMPLEMENTATION).

Q: Can you explain me better the three markets of the company?
DG: As I said, we have three areas of sales and communication: doctors, pharmacists and consumers. So concerning the doctor side, the scientific information can be done in 2 ways: through agent (detailing) or through internet (e-detailing). These forms of communication follow a particular regulation that the firm has to consider and define all the different elements that should be inserted on the communication side. On the doctors’ side initiatives of e-detailing are reality and we have also one since a couple of months. Which are the advantages of this channel: the reduction of the cost per contact conveying information (CHEAPNESS). This kind of channel has a certain amount of aims. Firstly, I have the possibility to target better my doctors. Secondly, the possibility to present my products. Thirdly, the possibility to generate a database where is possible to collect a certain amount of
information. I’ve seen providers that propose the on-line management of network of opinion leader where the company contacts the opinion leader. Each opinion leader has his personal website and manage the relationship with the doctors to whom they are connected and give information. These provider then give a service to the company, to the doctors and generate a big amount of data. But this kind of elements aren’t really important for us.

This switch to new technologies derives and is bind to the fact that the return on investments in the pharmaceutical industry is reduces in general everyday day (FINANCIAL CRISIS). Another tool that Zambon is trying to build is linked to the Personal Medicine area. This is oriented to monitor the patients. Thanks to these tools the doctors can monitor their patients. Again, there are significant limitations of any kind. Even from a technical standpoint, we find difficulties in the implementation because we don’t have the knowledge to do so (MANAGEMENT) and because it is not part of our area of interest (ORGANIZATION – CULTURAL MINDSET). We have though problems in the implementation of such tools, because it isn’t our job and also because there are regulatory constrains.

There are difficulties in the implementation of such tools, especially in companies of the pharmaceutical industry (COMPETITION – INNOVATIVENESS OF THE INDUSTRY). The idea though is to drive the information to the switch of it in a service that linked to the product generates a complete solution for the patient. Moreover, we have two websites dedicated to the cystitis where there are two sections: the customers’ one and the doctors’ one. Here the company provides information to both the segments. The information given to the doctors is though different from the one given to the consumer for regulative reasons.

Q: While on the consumer side?

DG: On the consumer side instead it is necessary to be quite careful. On a digital side there a series of dedicated websites on each medicine. And I have a low interest in it. A nice alternative to the TV advertisements is Facebook Ads. This because, considering the media cost in TV and the concentration on the medium, could be a nice alternative. The problem on this kind of tool is the metrics and the measurements. The redemption of the banner is a problem.
Other important thing to monitor is the health social network (i.e. patientslikeus) where is possible to interact with a perfectly segmented networks. Many times the people that are inside will profile themselves on certain diseases.

The pharmacies side, at the moment, isn’t developed. An understanding of how to reach these clients is needed. Moreover, difficulties are present also due to the fact the market isn’t so structured.

**Q: How does Zambon position itself on the digital comparing it with the other companies?**

**DG:** On a consumer side we are far behind. We have to catch up. But in general is not too developed (INNOVATION – INNOVATION ORIENTED ATTITUDE).

**Q: How do you see the adoption of these tools? is there low comprehension of such tools?**

**DG:** Resistances are present in the headquarters due to the fact that these tools aren’t measurable. This barrier isn’t present in the marketing department, where people are more flexible. This is also found due to the fact that a new marketing mix is needed (ORGANIZATION – CULTURAL MINDSET). Compatibility is then quite low (STRATEGIC COMPATIBILITY). Without a real commitment from top management who become aware of these tools, there is the risk that the company will be left behind from the competitors. It’s necessary to establish a budget-oriented understanding of what are the various new digital media (ORGANIZATION – CULTURAL MINDSET). This will need to accord to an understanding of metrics deriving from the usage of these tools. All this must be done in trial and error logic (IMPLEMENTATION).

**Q: Which could be the relative advantages deriving from the usage of such tools?**

**DG:** First for economic reasons. The reduction of the cost per contact is something that really concerns us. Moreover, the long tale theory with the possibility to target every each person, permitting to become sponsor of the company (CHEAPNESS). I can use passively the web to start viral marketing oriented to lead acquisition and tend to the service customization. The orientation is to personalize the service providing a mass market product (INTERACTIVITY).
**Q: Is easily trialable?**

**DG:** Considering what we are doing at the moment which is quite basic it is quite trialable (OBSERVABILITY OF THE IMPLEMENTATION).

**Q: The adoption of such tools is going to be easily noticed by the single user?**

**DG:** The adoption has to be done so that the consumer will notice it.

**Q: How do you see in the next 5 years the adoption of these tools in your company?**

**DG:** The idea is to define a plan that considers the web and sets a strategic orientation and create a new marketing mix that inserts such tool in the normal activity of the company. As marketing is necessary to enter in the tool and understand it in best way possible. This done mapping market after market and product by product of the needs and the don’ts. Doing so it will be possible then to determine the expenses and the amount of money necessary for the implementation of such platforms. All this permitting a definition of a plan. An experimental attitude will be needed to understand which is the best practice. The action is totally reversed considering the old theory and all the other leverages of the marketing mix.
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