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**Development of an integrated communication concept from the
fairs point of view in the age of digitalisation – explained at the
example of the Hannover Messe appearance realized by
Siemens.”**

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Executive Summary

The master thesis deals with all communication activities around the *Hannover Messe*, realized by the communication department of *Siemens* under the influence of the current mega trend “digital transformation”. The master thesis explains the resulting necessity of customer centricity and the demand of extraordinary customer experiences. *Siemens* answer to this challenge is the Brand-to-Demand (B2D) approach that focuses on the outside-in perspective, which implies an orientation towards external demands. With this regard, the pull-communication becomes increasingly powerful. The resulting coordination challenge behind all communicational efforts is highlighted within the master thesis. Beyond that, the objectives of integrated communication will be defined. Furthermore the outstanding importance of target group definition in order to guarantee an appealing customer approach will be explained. At this point, the definition of customer persona profile types turns out to be enormously helpful. Moreover, the explanation and the characterization of digital communication channels constitute a major part of the master thesis. According to the findings, exclusively a well-developed interplay of online communication measures, especially on social media and on stage activities can pave the way to an inspiring customer experience. The interplay between different channels can be subsumed under the term “intermedial integration”. Within the last years, earned media has become more and more powerful because of the increasing “influencer” trend. On top of everything, the interaction between customers has essentially increased in importance. This is called customer-to-customer communication (C2C). Despite of all electronic communication channels, people still search personal contact, which explains the constant importance of fairs within the communication mix. Taking all this into account, a specific communication concept for the *Hannover Messe* will be formed and explained. Because of changing circumstances suited answers are necessary. Moreover, the master thesis provides a theoretical performance measurement of the *Hannover Messe* communication with regard to three different main levels of impact: Positioning/engagement, visibility/awareness and business impact.

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List of abbreviations

B2B	Business-to-Business
B2C	Business-to-Consumer
B2D	Business-to-Demand
BBIP	Brand and Business Impact Program
BSC	Balanced Scorecard
C2C	Customer-to-Customer
CC	Corporate Communications
CPC	Cost per Click
CRM	Customer Relationship Management
CTP	Customer Touch Points
DMAG	Deutsche Messe AG
F	Fairs
F2F	Face-to-Face
FSS	Functional Shared Services
GDPR	General Data Protection Regulation
GIF	Graphics Interchange Formats
GIF	Graphics Interchange Format
HM	Hannover Messe
IoT	Internet of Things
m	Metre
m ²	Square Metre
MAL	Marketing Accepted Lead
MQL	Marketing Qualified Lead
OEM	Original Equipment Manufacturer
OOH	Out-of-Home
PaaS	Platform as a Service
ROI	Return on Investment
SAL	Sales Accepted Lead
SAP (Company)	Systeme Anwendungen und Produkte
SEA	Search Engine Advertisement
SEM	Search Engine Marketing
SEO	Search Engine Optimization
SoMe	Social Media

SQL	Sales Qualified Lead
SW	Software
SWOT	Strengths, Weaknesses, Opportunities and Threats
TG	Target Group
ToM	Top of Mind
TP	Touch Point
UCP	Unique Communication Proposition
USP	Unique Selling Proposition
WOM	Word of Mouth

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1 Introduction to the topic

1.1 Problem positioning

Charles Darwin said: “It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change” (Speechley, 2016, para. 1). This quote shows pretty well how important responsiveness to changes is. Today, companies cannot be afraid of changes. There is no possibility to ignore current trends and demands. „A brand which is always the same will not achieve the necessary variety and attraction to arouse the world’s interest” (Baetzgen, 2015, p. 123). The world is changing every single day; therefore companies need to respond with new business models and new strategies. Hereafter, the portrayed current key challenges are: Digital transformation, customer centricity and the resulting coordination challenge for *Siemens*.

1.1.1 Digital transformation of communications

“From a medial point of view we are within the biggest paradigm shift since the invention of letterpress printing” (Hoffmann, 2015, p. 13). The following figure shows the resulting causal chain of digital transformation.



Figure 1: Current effects of digital transformation (Source: Own presentation)

Digital transformation can shortly be characterized by fundamental changes of technical preconditions. New communication platforms come into being from digital transformation. The ecosystem of new digital technologies is more powerful and beneficial to business than ever before, but it is also more complex (Hölzer, 2017, p. 24). As a result, the information flow, as well as the way of collecting information, has diversified drastically. Information is especially collected on Social Media (SoMe) channels (see chapter 4.5.2). New digital media change the way information is published, received and shared. Our lives become faster and socio-cultural effects are visible because of digitalisation (Bachmann, Kemper, & Gerzer, 2014, p. 62). In this way customer behaviour has changed enormously and thus the customer role also changes (Cole, 2015, p. 50). Out of this, customers adapt

the way of collecting information to the new possibilities. With regard to new information possibilities, customers and prospects become empowered and sophisticated. Today, SoMe channels represent an integral part of companies communication mix. As a result of SoMe, customer-to-customer (C2C) conversion has become more important than never before. Customers rely more on influencer statements than on traditional advertisement (see chapter 4.5.2.3). Due to the fact that technical circumstances are changing, customers demand products and services that are tailored to their specific needs. Therefore ever-rising customer expectations represent key drivers for change (Bonnet, McAfee, & Westerman, 2014, p. 30). “[T]he more effectively [a] brand understands data from different sources to anticipate consumer needs, the better those expectations can be met, and the more effectively business goals can be achieved” (Chein Yang, 2017, p. 3). It has to be mentioned that, expectations regarding easy to use, and speed of realizing business, have already migrated from the B2C- to the B2B market. The only way to satisfy current customer expectations is putting the customer first. As a result, there is a shift from the inside-out-thinking to the outside-in-thinking (see chapter 1.1.2). The organizational challenge consists of understanding and using big data in an efficient way. The company has to understand who its customers are and what they expect from the company. Digital transformation stands for the ability to connect with customers and to transform the customer experience (Bonnet et al., 2014, p. 37) (see chapter 2.2). The companies’ challenge is about realizing a convenient and appealing brand experience at any touch point with the brand. The aim is to enhance and strengthen the customer connection experience (Bonnet et al., 2014, p. 39). “Creating a compelling customer experience is one of the key pillars of digital transformation” (Bonnet et al., 2014, p. 44). In order to realize a good customer experience, customer insights are needed, which are the foundation of customer centricity. According to a *Sirius Decisions* study from 2016, for 80% of customers, the customer experience represents the most significant reason to work with a provider (Lind, 2016, para. 1). Big data is considered as a mirror image of social changes. People already speak about a new industrial revolution with long-lasting effects on nearly all areas of life (Bachmann et al., 2014, p. 62). Data help companies to move from guesswork to inspired predictions and continuous hypotheses testing (Bonnet et al., 2014, p. 39). The key of big data is the need of information analysis and integration, to make better decisions and finally increase the quality of personalized experiences and create a real

competitive advantage (Bonnet et al., 2014, p. 41). This symbolizes the importance of granular insights regarding individual consumer preferences (Bonnet et al., 2014, p. 40). Every single database has to challenge with the problem, which information can be saved legally (Hoffmann, 2015, p. 44). Even today achieving true personalization is challenging due to the fact that companies are not allowed to collect and save data without customers' declaration of consent. With regard to this, the new *European General Data Protection Regulation* (GDPR), which enters into force recently, gives Europe-wide regulations that aim to avoid data abuse. The GDPR has an enormous impact on companies' data processing. As a result, companies are facing new challenges e.g. concerning the law of processing, which implies the need of a customer or prospect declaration of consent in case that his data should be processed (Anonymous, 2018 n, para. 1). While the necessary technology has advanced, it has overwhelmed many organizations with new data and possibilities (Anonymous, 2017, p. 4). Analytics are key drivers due to the fact that only KPI's, which can be measured, can be managed (Balensiefer, Knackfuss, & Mauthe, 2015, p. 57). Data create new insights and new opportunities to enhance existing business models, as well as to create new business models, but: "Though about 90% of the digital data ever created in the world has been generated in just the past two years, only 1% of that data has been analysed" (Henke, Libarikian, & Wiseman, 2016, para. 9). This quote shows that today even too much data is collected in comparison to the generated business insights.

1.1.2 Customer centricity – from the inside-out to the outside-in perspective

Steve Jobs has understood the necessity of customer centricity already years ago: "Get closer than ever to your customers. So close that you tell them what they need well before they realize it themselves" (Forschelen, 2017, p. 244). As a matter of fact, customer centricity represents the key to success in globalized, partly saturated markets in the 21th century (Bachmann et al., 2014, p. 106). The time of product orientation is already out-dated. Today, the customer is in focus of all entrepreneurial activities. For a long time, marketing and sales use different sources of information to reach customers in a convenient way, but the possibilities have been revolutionized recently because of big data and digital platforms (Bachmann et al., 2014, p. 106f). There has been realized a shift from the inside-out to the outside-in thinking during the last years. Today, the

relationship between customer and company stands at the core. There is a development from the transactional to the relationship marketing (Bruhn, 2010, p. 10). „The extraordinary shift of power from brand to consumer is driving new priorities in personalization and its ability to affect the customer journey“ (Anonymous, 2017, p. 6). The three principles for a customer-centric view on integrated communication are: Relationship-, content- and process orientation (Bruhn & Schnebelen, 2017, p. 479). *Manfred Bruhn* accentuates, that the inside-out-perspective is no longer up-to-date because of changed market and competitor situation. The relationship between customer and company is becoming more and more important. Long-term relationships are in focus of all entrepreneurial efforts. With regard to this, it remains to be said that a change towards the outside-in-perspective is absolutely necessary to target markets in an efficient way (Bruhn, 2005, p. 41f). We are at the age of the customer, in which companies can only be successful, if they put themselves in their customers place. In this way, companies are able to develop better customer experiences (Schmidt-Subramanin & Manning, 2015, p. 87). As a result, the role of marketing departments has changed completely in times of digitalisation. Instead of defining messages, which might be interesting for the customer, they have to listen to their customers while collecting information about what the customers talk about. This information has to be implemented into the company's communication concept. Sales, product development and customer service teams can work with this information, in order to fulfil the customers' needs as precise and personal as possible (Cole, 2015, p. 63). In this way, marketing departments get a new responsibility, which is called "*social listening*". This means observing, analysing online customer conversions and targeting people exactly according to their individual necessities (Cole, 2015, p. 76). In former times, market research institutes analysed focus groups, today it is much easier: Listening customer voices in forums and blogs (see chapter 4.5.2.4) enables detecting current expectations and needs. Moreover, data can be aligned in an intelligent way to make predictions by means of new technologies (Cole, 2015, p. 77). „Storytelling in the digital age is not only one to many“ (Hoffmann, 2015, p. 205). There is a paradigm shift from one-to-many to many-to-many-communication (Hoffmann, 2015, p. 211). It is necessary to understand customer behaviours and organizational requirements to realize a contemporary customer experience, which is persuading (Bonnet et al., 2014, p. 35). Because of steady increasing

information flood, customers desire information, which is tailored exactly to their necessities. Taking this into account, a high level of personal utility can be achieved (Crux, 2001, p. 23). As it has been explained in chapter 1.1.1, we are in an area in which the customer has possibilities to inform himself without precedent. With this in mind, it is indispensable to familiarize oneself with the customer's point of view and to watch from outside to inside (Schmidt-Subramanin & Manning, 2015, p. 88). As a matter of fact, customer centric companies are 60% more profitable than non-customer centric organizations (Galetto, 2018, para. 8). The next figure illustrates a comparison between product centricity and customer centricity.

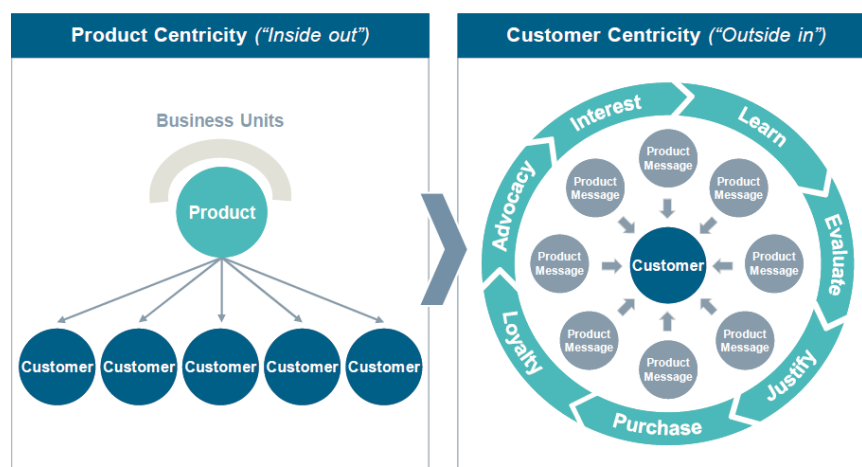


Figure 2: Product centricity vs. customer centricity (Source: Siemens internal)

The figure shows the former process of product centricity (inside-out) in comparison to the current process of customer centricity (outside-in). Previously companies used to sell impersonalized products to customers whereas today companies try to deliver products, which fulfil precisely the customers' needs. The following figure shows the strategic planning and operative realization in context of the inside-out framework.

Sender \ Receiver	Inside (company-generated)	Outside (user-generated)
In (Company)	Inside-in-perspective from company to company (internal communication)	Outside-in-perspective from customer to company (pull-communication)
Out (Customer)	Inside-out-perspective from company to customer (push-communication)	Outside-out-perspective from customer to customer (user generated contents)

Figure 3: Strategic planning and operative realization (Source: Referring to Bruhn (2009), p. 21)

After having stated the current trends and resulting changes, the next subchapter will examine the arising coordination challenge for *Siemens*.

1.1.3 Resulting coordination challenge for *Siemens*

“Digital media, in particular, offer tremendous potential through their greater versatility and precision, but they also create greater integration challenges” (Batra & Keller, 2016, p. 137).

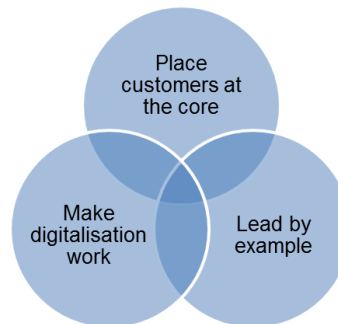


Figure 4: *Siemens* company priorities 2018 (Source: Own presentation)

The *Siemens* company priorities in 2018 are subsumed within the above shown three core statements. Digitalisation needs to be put in practice by placing customers in the centre of all activities, while leading by example. An impressive answer to satisfy demands, is the realization of a virtual booth tour, which is one example of the *Corporate Communications Functional Shared Services Fairs (CC FSS F)* digital oriented service portfolio (see chapter 2.3). Virtual booth tours are turning product exhibitions into holistic live experiences to support the business and to make content as well as brand values, in a globally consistent manner, tangible. Concerning the strategic consideration of the *Hannover Messe (HM)* virtual booth tour, the goals are: Pushing interested people to register for a ticket (pre-event) and giving everybody the chance to visit the *Siemens* booth without traveling to Hanover (during the event). Target groups of the virtual booth are: Directors, managers and chief executive officers. Topics that are shown within the virtual booth tour are focusing on following industries: Automotive, Electronics, Fiber, Food & Beverage, Oil & Gas as well as highlight topics concerning: Cyber Security, Digital Enterprise and MindSphere. Accompanying to the virtual tour, further information for each showcase is provided in form of electronic magazine articles.



Figure 5: Picture of the online booth tour (Source: Siemens internal)

The idea behind this, is participating to a fair even if it is not possible to attend in person. The business impact is reaching a wider audience, using data analytics and transforming it into business. Out of this, the complex key challenge to coordinate interactions across channels at any touch point is resulting (Bonnet et al., 2014, p. 34). Often companies' product portfolio differs only in a marginal way from the competitive one, which implies the difficulty to position the own product portfolio correctly in the market. Companies need to express their unique selling proposition (USP) in a harmonized and convincing way. Due to the fact that digitalisation develops media into dialog-media (sender-recipient), *Siemens* is confronted to a fundamental change in the field of communication. "Digital media, in particular, offer tremendous potential through their greater versatility and precision, but they also create greater integration challenges" (Batra & Keller, 2016, p. 137). Therefore *Siemens* communication strategy needs a modern orientation to remain competitive. Along with general transformations of communication flows, borders between B2B and B2C become blurred and as a result, SoMe becomes indispensable even in the field of B2B (see chapter 4.5.2). *Siemens* approach to this challenge is called Brand-to-Demand (B2D). B2D stands for a customer-centric approach to campaign planning. That means that customers' needs and information behaviour represent the starting point and the guideline for campaign planning as well as associated tactics, channels, and contents. As a central module of the Brand and Business Impact Program (BBIP), which is the central approach of *Siemens* to strengthen the brand and to drive business with the right investment, B2D interlinks the brand-level to the demand-level to drive business impact. Brand stands for *Siemens* and its products and services. Demand stands for inquires, marketing qualified leads (MQL's), sales accepted leads (SAL's), sales qualified leads (SQL's) and finally the won business (see chapter 5.3). This approach helps to guarantee reaching customers and prospects in an efficient way. The framework has been successfully applied in

B2D campaigns within communication, marketing and sales departments in China, Germany and the United States and it is under implementation in many more countries. The next figure illustrates the components of the B2D approach.

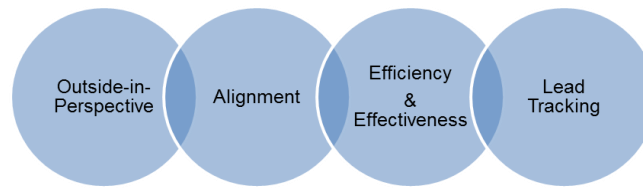


Figure 6: Components of the B2D approach (Source: Own presentation)

B2D as a central module of BBIP enables customer-centric communication by developing it from an outside-in-perspective. The alignment builds close collaboration of different functions: Business development, communications, marketing, sales, and strategy. B2D maximizes efficiency and effectiveness of *Siemens* communication and marketing activities. Lead management makes it possible to generate and track leads from marketing and communication activities (see chapter 5.3). A B2D campaign builds awareness, interest and urgency around a theme (reputation building). It sources and nurtures demand, based on that theme (demand generation) and provides sales with relevant customer experience information and assets (sales enablement) (Machado, 2017, para. 1). The following subchapter covers the objective of the thesis.

1.2 Objective of the thesis

Based on a literature examination about current integrated communication findings, this master thesis aims to find a convenient way to guarantee the interplay of offline and online communication channels in order to realize a unique customer experience. By analysing the current *Siemens HM* communication approach, a conclusion will be drawn and a recommended course of action will be formed. The objective is analysing the current way of realizing the *HM* communication and evaluating its effectiveness and identifying possible weak points. Beyond that, a recommendation in order to survive the digital transformation in terms of competitiveness will be given.

1.3 Way of proceeding

This master thesis is divided into six major chapters and several subchapters. The first chapter gives an overview about the topic and shows the problem positioning with regard to the digital transformation of communications, the customer centricity and the resulting coordination challenge for *Siemens*. Moreover the objective of

the thesis is stated. Before tackling the topic of integrated communication at the example of the *HM*, literature based integrated communication concepts are stated in order to provide an orientation concerning the master thesis' course of action. The second chapter gives a general overview about the importance of fairs within B2B communication described at the example of the *HM*. Into the bargain; the classification of fairs within the communication mix is realized. Furthermore the importance of customer experience will be examined. In addition, the relevance of the *HM* from the *Siemens* perspective is set out. Beyond that, in chapter three, *Siemens* specific target groups are identified, a visitor analysis of previous *Siemens HM* is shown and the persona approach is explained. Moreover objectives of the communication instrument fair are shown and in connection with this, the objectives and the importance of the *HM* for the corporate communications of *Siemens* are outlined. In addition, the communication strategy is exposed. The fourth chapter explains integrated communication from a theoretical and practical point of view. Within this chapter, forms and objectives of integrated communication are set out and the influence of digital transformation on integrated communication is examined. Beyond that, the relevant communication channels within the *HM* communication mix, with a main focus on digital touch points are portrayed. In addition, *Siemens HM* communication concept will be exposed in detail. The fifth chapter is about the theoretical performance measurement of the integrated *HM* communication concept. This chapter includes the consideration of the communication effect, the importance of key performance indicators and the lead management process. The sixth chapter comprises the recommended course of action as well as a conclusion and outlook.

1.4 Consideration of integrated communication concept approaches in theory and derivation of a practical framework

As the development of an integrated communication concept represents the central objective of the master thesis, theory about communication concepts has to introduce the master thesis. Within pertinent literature, different promising content-related approaches can be identified. Before the focus will be set on fairs, it has to be identified, which approaches give indications and are compatibly to the fair communication concept development. In this way, the approaches of *Klaus Merten* (2013), *Jürg W. Leipziger* (2009) as well as *Klaus Schmidbauer* and

Eberhard Knödel-Bunte (2004) will be shown in order to get an impression of different communication concept development possibilities.

“The communication concept is the most important navigation instrument for the entire communication” (Schmidbauer & Knödel-Bunte, 2004, p. 14). The reason why the need of a communication concept has become more and more important during the last years is, that all companies are confronted to a more complex environment (see also chapter 1.1.1). Apart from that, the competition has never been that strong than in our days, hence companies need a strong communication concept that clearly expresses the companies USP (Düring & Delic, 2008, p. 19f). According to communication effect research studies, it is not the sender who decides about the communication success, it is the receiver. Thus the sender has to know the receivers selection behaviour to be able to build up a fitting communication concept (Merten, 2013, p. 86). All conceptual processes do not exclusively follow planning steps within the assembled cycle. Every single step has to be checked according to the individual situation. While realizing optimized decisions, different options have to be related with the current situation, its preconditions and also its consequences. “A communication concept is only that good how it succeeds to define the individual measures universally and declining them with regard to message” (Knieriem, 2002, p. 211). A communication concept can be seen as the strategic hinge between communication problem and problem solution (Schmidbauer & Knödel-Bunte, 2004, p. 13). Within the strategic part of a concept, four relevant parameters of communication have to be defined. These four parameters are: Communication objectives, dialog groups, positioning and procedure (Leipziger, 2009, p. 129). Having a closer look to the conception model of *Klaus Schmidbauer* and *Eberhard Knödel Bunte*, shows that nine phases can be identified.

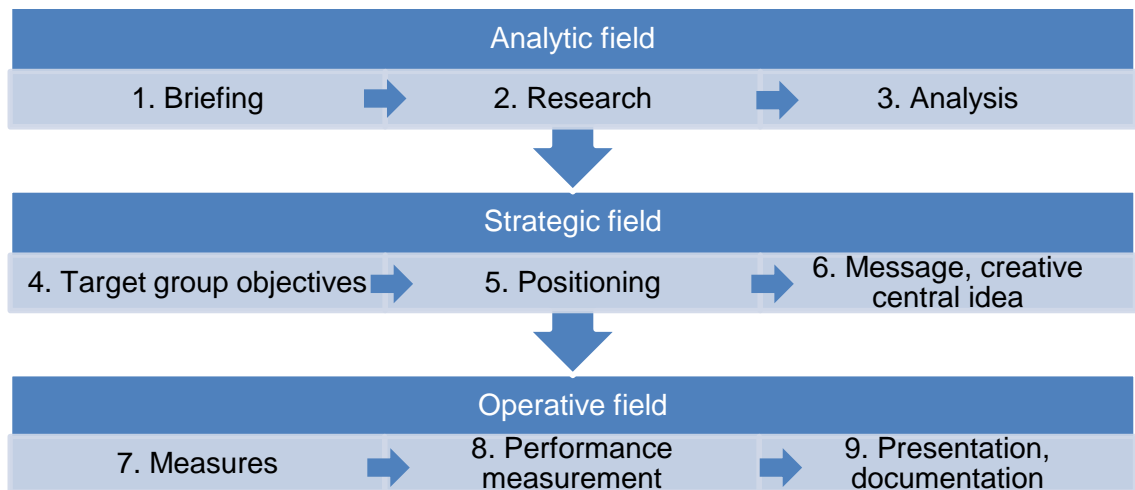


Figure 7: The nine phase conception model (Source: Referring to Schmidbauer & Knödel-Bunte (2004), p. 36)

The starting point of every communication planning process is a profound briefing. A good briefing should be short, conclusive, clear, concrete, complete, constructive, consequent and cooperative (Merten, 2013, p. 166). All expectations need to be defined and all questions should be answered along the conception process. The capability to analyse problems individually and situationally is indispensable. The next step is about research. The current situation has to be analysed thoroughly based on a well-defined methodology. The research itself can be divided into desk research (media analysis, statistic comparisons, information about the specific industry and others) and field research (interviews with experts and opinion leaders, attendance to events and fairs and also competitor analysis) (Zeiter, 2003, p. 50f) (see chapter 3.1.2). The current situation can be classified into: Internal communication, external communication (corporate communications, corporate behaviour and corporate design) and communication relevant fields of influence outside the organisation (Zeiter, 2003, p. 41). With regard to external communication, there are among others, some key questions which may help to analyse communication perception of customers and prospects: Which communication channels does the company use for its external communication? How is the corporate identity (combination of corporate communication, corporate design and corporate behaviour) realized? Which culture does the company live and show externally? What do influencers and opinion leaders think about the company? How do customers perceive the company? How successful performs the company's webpage? (Zeiter, 2003, p. 42f). In the phase of analysis, information out of briefing and research findings are structured and filtered until a

clear structure with facts and figures is derived. With regard to the situation analysis and the weighting of facts, the *SWOT* (strengths, weaknesses, opportunities and threats) analysis as well as the *positioning cross* is helpful (Zeiter, 2003, p. 54f). Based on existing data, communication objectives regarding target groups will be developed (see chapter 3.2.2). It is challenging to align company objectives with specific target group needs. Only with a strategic farsightedness as well as a good view on viability and a clear objective in mind, a communication concept can be realized in an efficient way. Positioning is about self-image and company demands to its own products and services in comparison to competitors. Every single measure regarding messages and creative presentation are oriented on the communication positioning. In this way a structure of objectives, target groups and topics is defined and ready for optimization. The capability and the competence to present familiar topics in a new engaging and fascinating way are required at this point. Thanks to a concrete positioning, messages as well as a creative central idea can be developed more easily. There is no objective without target groups and without objective there is no targeted communication. In the next step, measures have to be designed to realize strategic objectives in the most efficient way (see chapter 4.6). At the same time, a chronological and monetary process, in which measures should be implemented, needs to be developed. Campaigns, based on a defined concept, need to follow three interrelated components: General homogeneity and visual and verbal uniformity (Blakeman, 2015, p. 109). The next step is about performance measurement (see chapter 5.2). Effects and reactions have to be built up in a measurable way (KPI's). The last step is about presentation and documentation. It is about the communicative competence of the presenting person (Schmidbauer & Knödel-Bunte, 2004, p. 35ff). Another instruction to develop a communication concept is from *Jürg W. Leipziger*. His approach is the only one which can be classified as a conceptual model in a strict sense, due to the fact that he analyses not only the instrumental processes but even the mental processes (Szyszka & Düring, 2008, p. 42).

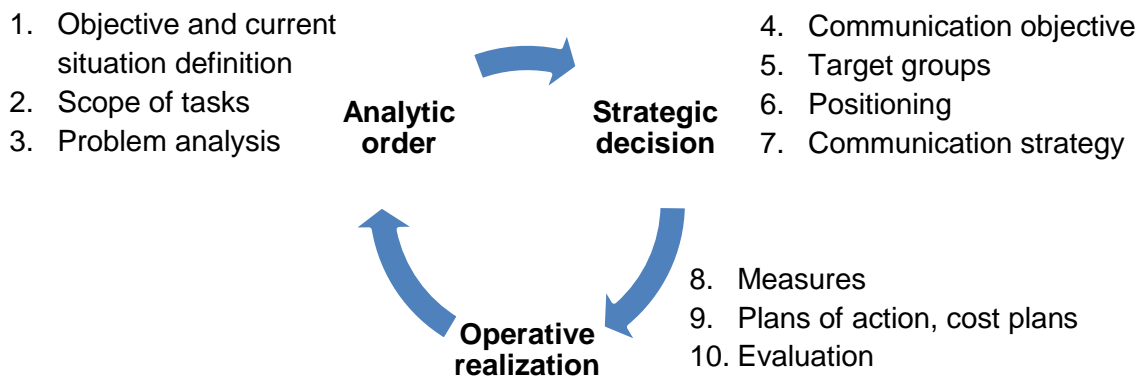


Figure 8: Communication loop system (Source: Referring to Leipziger (2009), p. 16)

According to *Klaus Merten*, a sequence plan of a communication concept encloses twelve steps and is strictly logical oriented. The twelve steps are: Formulation of the problem, analysis of the current state, solution formulation, communicational switch, communication objectives, target groups, communicative messages with positioning, instruments and measures plan, time and cost plan, realisation, effect controlling and finally process controlling. The sequence itself cannot vary but the number of individual aspects (Merten, 2013, p. 305f). It remains to be said that the approaches by *Klaus Merten* (2013), *Jürg W. Leipziger* (2009) as well as *Klaus Schmidbauer* and *Eberhard Knödel-Bunte* (2004) show different approaches but the basic elements are concurrent. In practice, the realization of a communication concept does not have to be binding without flexible situational changes. The concept itself has to be seen as a guideline which can be – if necessary – adapted to the current situation. Nevertheless it is recommendable to keep in mind the analytic, strategic and operative phase scheme (Szyszka & Düring, 2008, p. 22). A communication concept is the result of cognitive processes. Within its course, problems are analytically identified and potential problem solutions are derived strategically. A concept should be assessed by its clarity, unambiguity, problem orientation, objective orientation, logic, solution orientation, feasibility, practicability, verifiability and necessity (Szyszka & Düring, 2008, p. 70).

A concept paper sums up the central findings, which have been identified along the conceptual process, in a more or less extensive and detailed document (Szyszka & Düring, 2008, p. 46). A concept paper can be seen as a tangible framework that gives an overview about rules, directives and specific benchmarks, which are binding for all communication activities (Bruhn, 2008, p. 23). A

communication concept paper is the result of specialized selected activities. The next figure shows elements of an integrated communication concept paper.

I. Strategy paper	
• Integrated communication strategy	Formulation of the strategic positioning, the central communication idea and the leading instruments for the overall communication.
II. Communication rules	
• Objective platform	Formulation of the strategic positioning, target group objectives and measures objectives.
• Message platform	Formulation of the central communication idea, the core and individual communication statements (system of statements and argumentation).
• Instrument platform	Determination of leading communication instruments and design principles as well as supporting communication- instruments and channels.
III. Organisation rules	
• Rules of cooperation	Formulation of structural and procedural organization processes for cooperations between central and non-central communication departments.

Figure 9: Elements of an integrated communication concept paper (Bruhn (2009), p. 200)

Because of the explained differences between all concept approaches, there is doubtless not only one solution to develop an integrated communication concept. Hence an integrated communication guideline has been extrapolated from all considered approaches. Although the order of the strategic phase within the presented literature is differently oriented, in consultation with *Siemens*, the target group definition precedes the communication objectives definition, in order to guarantee the customer centricity orientation (see chapter 1.1.2). According to the current *Siemens* communication approach, the customers' and prospects' needs have to be known in order to develop communication objectives.

Analytic Phase	<ul style="list-style-type: none"> • Analysis of the current situation (chapter 1.1) • Scope of tasks (chapter 1.1.3)
Strategic Phase	<ul style="list-style-type: none"> • Target group definition (chapter 3.1) • Determination of communication objectives (chapter 3.2) • Communication strategy development (chapter 3.3)
Operative Phase	<ul style="list-style-type: none"> • Communication measures (chapter 4.5) • Performance measurement (chapter 5.2)

Table 1: *Siemens* communication concept guideline (Source: Own presentation)

2 Importance of fairs within B2B communication - described at the example of the *Hannover Messe*

According to the industrial code § 64, a fair is a generally repeating event for a limited time, where a multitude of exhibitors from different industries show their offers. Usually exhibitors sell to commercial consumers. In practice, also events, which direct towards a general audience, are called fairs (Anonymous, 2018 o, para. 1). The trade fair business has its origin in High Middle Ages (Rodekamp, 2017, p. 3). From a macroeconomic view, fairs have a market building and market maintaining as well as transparency and business development function. With a view to exhibitors and visitors, fairs have an information-, influence-, sales-, experience- and motivation function (Kirchgeorg, 2017, p. 37). Marketing and communication specialists know the importance of trade fairs. As a result, the number of trade fair participants has significantly risen in Germany, in particular within the B2B area (Bruhn, 2010, p. 453). The primary task of a fair comprises the information and motivation of visitors by means of personal dialogs. According to the *AUMA* fair trend 2018, 28% of all German companies who are already participating to trade fairs, want to invest more money in fair participation in 2018 and 2019 (Hochheim & Neven, 2018, p. 12). With a view to trade fair participation, 65% of the interviewed companies reply that the number will remain stable even in times of digitalisation and that the importance of fairs will remain high (Hochheim & Neven, 2018, p. 22). Moreover the share of fair budget in relation to the overall communication budget amounts considerable 48% (Hochheim & Neven, 2018, p. 15). "A fair [...] is nothing else than an entrance, a touch point for a meeting culture" (Weiler, Lindenber, & Ludwigs, 2012, p. 118). In the industry sector, the personal, dialog-oriented communication is extremely important because of the fact that the products are highly individualized and complex. Fairs are just the right instrument to realize personal and dialog-orientated communication (Bruhn, 2010, p. 21). "Due to the fact that information can be received online during the whole year, fairs can be seen as a place of emotions: A festival of senses" (Weiler et al., 2012, p. 142). A fair can be seen as a stage of orchestrated communication hence it combines several communication channels that have to be perfectly coordinated. In other words, in order to realize a successful fair, different communication channels are necessary to reach precisely defined target groups (see chapter 4.5). As the communication instrument fair plays a salient role within the communication

mix and bundles several communication channels, the following subchapter will give a detailed overview about fairs.

2.1 Fairs as central instrument of orchestrated communication

The communication mix covers: Advertisement, sales promotion, sponsoring, event marketing, public relations, online marketing, SoMe marketing (database marketing, direct marketing, mobile marketing) and personal selling (Kotler, Keller, & Opresnik, 2017, p. 713). The communication mix is an orchestrated combination of different communication instruments with regard to content, format and chronological use (Schmidbauer & Knödel-Bunte, 2004, p. 179). Communication channels should be: Ideal-typical simultaneously coordinated with each other and used at the same time (Bruhn, 2005, p. 69). The complexity of perfectly combined communication channels needs to be taken into account. Multiple combination possibilities are challenging. Also the possibility to substitute channels is noteworthy, as it makes some channels unnecessary. In addition, the interdependence problem has to be taken into account because of temporal effect delays, as well as uncertainty and information problems, based on missing information about combination lawfulness and communication channel interaction. Last but not least the coordination problem, caused by insufficient internal and external coordination processes, should not be forgotten (Bruhn, 2005, p. 69). Within the communication mix, fairs have different functions. A fair has to inform, motivate, influence and sell products or services (Kirchgeorg & Springer, 2016, p. 460). No other instrument can inform on such a concrete and three-dimensional base about a company and its offers, than a fair can do. During a personal dialog on booth, visitors can get detailed information (Weiler et al., 2012, p. 10f). Fairs have an escalating standing within companies marketing and communication framework as they can be experienced with all senses. Especially within the B2B communication mix, fairs have become an important instrument (Bruhn, 2010, p. 453f). Because of their multi-functionality, fairs maintain a key role within B2B communication. On the one hand side, fairs give the possibility to show objects and build up personal contacts and on the other hand side, fairs exert influence on image positioning. Beyond that, not only existing contacts can be fostered; even new contacts can be made (Baaken, Busche, Ginter, von Hagen, Höft, Lagner, Manschwetus, Rieger, Selinski, & Voges, 2002, p. 186). The current fair trend is about meeting the right people, not a lot of people (Weiler et al., 2012, p. 25).

Having a closer look to fairs as a communication instrument shows that: Analysis, planning, realization as well as control and rework of all activities need to be aligned with the timely and spatial limited event. These four key sections have the purpose to give the possibility to present a product and give information to industry experts, as well as all other interested people. All these four sections share the objective to realize marketing and communication goals (Bruhn, 2010, p. 453). Fair planning is based on a fair participation mix, which contains individual channels. With regard to fair objectives, strategies and evaluation, following decisions have to be made: Election and arrangement of exhibits, booth conception, booth personnel selection and communication measures definition (Bruhn, 2010, p. 457). After having seen the importance of fairs within the communication mix, the next subchapter will cover the importance of customer experience with regard to company perception from the customer point of view.

2.2 Success factor customer experience

In order to guarantee a convenient customer experience, communication can be categorized as a social interaction, within social sciences, which can take place on a medial base or on a personal simultaneous base between interaction partners (face-to-face communication) (Fraas, Meier, & Pentzold, 2012, p. 6). Brand experience and customer experience stand for the entire experience of a brand from the customer's point of view (Baetzgen, 2015, p. 8). "A properly delivered engaging customer experience creates value for both customers and firms" (Bonnet et al., 2014, p. 30). In future times the most important marketing figure will not be the *share of wallet* or the *share of voice* anymore, but the *share of experience* (Hoffmann, 2015, p. 158). "Integral [customer] experiences along all [touch] points are measures of time to make brands successful. The brands' image is influenced, even in times of digitalisation, by direct offer experiences, which imprint users. Today the relationship between customer and company stands in centre of all entrepreneurial activities. This can be subsumed with the term [customer] experience" (Wollny, Böcker, Mättig, & Meyfarth, 2015, p. 77). Customer experience is neither customer support/customer service, nor usability. Customer experience describes how customers experience contacts with a company. Really important at this point is the word perception because here starts the customer experience. From a multidimensional view, five types of customer experience can be identified: Sensory, affective, cognitive, physical and social-

identity experiences (Lemon & Verhoef, 2016, p. 70). The *Siemens HM* performance makes it possible to show *Siemens* offerings in a tangible way. In this way interested people are able to discover the *Siemens* products with all senses. With this in mind, personal dialogs are more effective than simple speeches or product presentations. The reason why customer experience is that important for all companies is that, unsatisfied customers will become customers of competitive companies and satisfied customers become loyal customers, which bind themselves to the company (Baetzgen, 2015, p. 88). “Because of multiple complex touch points between people and brand, it is recommendable to divide the brand experience into several customer journeys. Every journey consists of several interactions, within those the customer wants to follow his paramount objective. In this way every journey represents an interaction unit” (Baetzgen, 2015, p. 13). “The customer journey describes the phases, which are passed by a customer until he decides for a product or service purchase” (Doppler, 2016, p. 15). The following figure shows the five phases of the customer journey.



Figure 10: Five phases of the customer journey (Source: Referring to Rothensee (2015), p. 41)

A perfect customer journey implies a perfect interplay across organizational entities. The next figure shows all departments that are responsible for a successful customer experience.

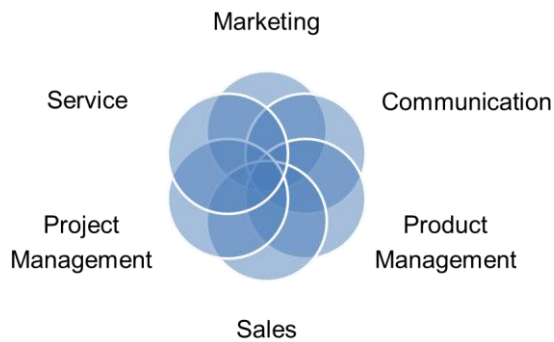


Figure 11: Interplay across organizational entities (Source: Own presentation)

Along every single customer journey, customers use different touch points (Doppler, 2016, p. 16) (see chapter 4.5). “One touch point is no marketing-instrument or channel, it is a concrete interaction between person and brand” (Baetzgen, 2015, p. 8). All communication activities should evoke perfect involvement, an emotional and cognitive activation, along all phases (Doppler, 2016, p. 18). The brand funnel focuses entirely on the brand and does not take customer perspectives into consideration. Therefore the metaphor customer journey is more precise due to the fact that it represents the customer point of view. In this way it is consumer-centric and not product-centric.

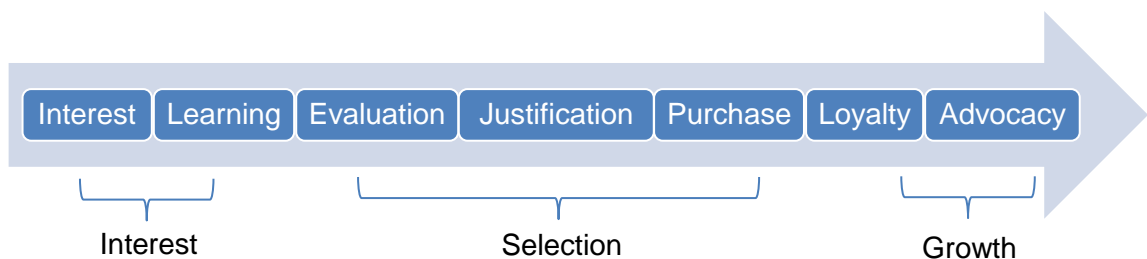


Figure 12: Customer journey (Source: Own presentation)

The customer journey has become more complex, more individualized and more independent from suppliers. There are several digital and non-digital touch points, where customers or prospects can get information about the company and its products. During the phase of interest, customers or prospects become aware by reading e.g. magazine articles, posts, tweets or watching webcasts. Customers and prospects can inform themselves by downloading whitepapers, collecting further information and meeting sales representatives during fairs. Along the selection phase, customers or prospects consider and evaluate options, which have been gathered in the interest phase. By reading analyst reviews online or attending user group meetings, the choice is justified and a decision is made. In this way, the purchase intent results out of a profound information collection and

sales representative contact. After a successful sales representative dialog, the product or service will be bought. Online product enhancement information can increase loyalty, within the growth phase. Over and above, at best, customers recommend the company.

With a view to *Siemens*, the trade fair presence at *HM* plays a key role within the company's fascinating customer experience. To ensure a holistic brand and customer experience, the communication activities around the *HM*, as well as the booth design, are accurately synchronized. The entire storyline of the *Siemens HM* presence is based on digitalisation and Industry 4.0. The overall fair objective is positioning *Siemens* as the digital leader in the market. *Siemens* digital enterprise approach represents the baseline for the coherent storyline. The unique customer experience is supported by the appealing booth design. By means of a booth survey, the transportation of the communication message is queried (see chapter 5.1). The reason why this inquiry is realized is to ensure the transmission of the communication message.

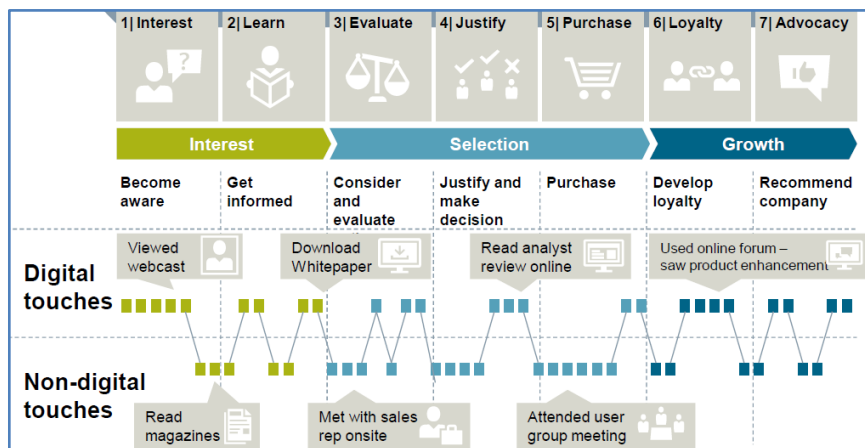


Figure 13: The customer journey along all touch points (Source: *Siemens* internal)

Within the next subchapter, general information about the *HM* will be given and the aspect of customer experience will be explained by means of the *Siemens* fair presentation.

2.3 Relevance of the *Hannover Messe* from the *Siemens* perspective

The *HM* is the world's leading industrial trade fair and therefore a global market place for industrial offerings and the place where the industry meets. The exhibition is a combination of seven international fairs: Industrial Automation, Motion, Drive & Automation, Digital Factory, Energy, Compressed Air & Vacuum

Technology, Industrial Supply, Research & Technology. Specialists from Research & Development, Industrial Automation, Information Technology, Industrial Supply, Production Technologies, Energy Services and Mobility Technologies are the main visitors of the *HM*. According to the after-show report from 2018, 210,000 international trade visitors (70,000 from abroad) attend to the *HM*. Moreover 5,000 exhibitors from 75 countries show their product portfolio (Anonymous, 2018 p, para. 2). This year's partner country of the *HM* is Mexico. This partnership aims to grow and improve economic relations between Mexico and Europe (Anonymous, 2018 q, para. 2). Mexico is the 15th largest economy in the world and hosts highly attractive industries such as mechanical and plant engineering, motor vehicle manufacturing, electrical engineering and information and communication technology. Regarding the digital transformation index, Mexico ranks 3rd (Anonymous, 2018 q, para. 6). The *HM* pursues to become the trigger to boost *Siemens* reputation and market growth in Mexico. There are several objectives regarding the partner country Mexico: Enable growth in vertical market, realize end customer penetration through demand creation, assure lead generation, position *Siemens* as the digital pioneer that is helping to transform Mexico's industry. Moreover *Siemens* aims to become the key partner to help Mexico's government to achieve a historic participation within the *HM* and increase employees engagement and sense of pride while strengthening *Siemens* internal digital positioning. Due to the international interest in the *HM*, it represents a really important platform for *Siemens* to position itself as the digital leader per se with its digital enterprise approach within the industrial market. With regard to some key figures, the *Siemens* booth extends to more than 4,000m² with a unique range of products. For the *HM* 2018 more than 150 speakers and over 1,400 events are planned. With a view to challenges, caused by the digital transformation, consumers have embraced the benefits of digitalisation. In this way *Siemens* needs to shift its focus from homogenous market needs, to the needs of individual customers. The key to provide more variants and customized products is digitalisation. The motto of the previous *HM appearance*, in 2017, "*Discover the value of the digital enterprise*" stands for exciting new technologies, that provide opportunities to reduce time-to-market, improve flexibility, and increase efficiency as well as quality. It enables companies to individualize products in ways previously considered impossible. The motto of the *HM* 2018 "*Digital Enterprise – Implement now!*" ties to the previous motto and continues the story of 2017. At *HM*

2018 *Siemens* focuses entirely on actual customer applications from different sectors of the discrete and process industry. Visitors can experience numerous specific examples of how integrated hardware and software solutions can work seamlessly together along the entire value chain, in line with the *Siemens* motto of the fair. These solutions are created in order to enable companies to develop and produce better, as well as more quickly, flexibly, efficiently and reliably. With a view to customers, the objective is to fulfil their individual wishes affordably, quickly and with more versatility without precedent. The *Siemens* booth represents one big touch point along the entire customer experience.



Figure 14: The *Siemens* booth at *HM 2018* (Source: *Siemens* internal)

At the booth, *Siemens* presents six highlight showcases from various industries. Besides that, more than 20 topic courts present innovative technologies and new products. Guided tours for customers and political delegations are offered to ensure a comprehensive overview of the booth highlights. Moreover, the booth offers an open space with technology presentations and developer pitch presentations. Apart from that, the booth provides an area for relationship building within the Skylounge. Also press and analyst lounges are available to enable people to talk in a quiet atmosphere with external journalists.

The *Siemens HM* appearance is realized in charge of the *CC FSS F* department. The *CC* central department's area of responsibility is about strategic integrated communication. There is an alignment across topics, functions and channels to ensure consistent messaging as well as maximum impact. *CC FSS* represents the cross-functional partner for maximizing output and reducing input of communication activities. As an integral part of the *CC* value chain, *CC FSS* delivers and consults the business by forming strong teams in clear project frameworks regardless of organizational silos. *CC FSS* delivers globally expertise, assures consistency and drives the digital transformation of communications at

Siemens. CC FSS is again divided into sub-teams. With a view to the CC FSS F portfolio, it is broadly diversified, hence the team is responsible for the entire fair process. Consulting, concept planning, execution and de-briefing as well as controlling are done by CC FSS F. The next figure shows the responsibilities within the CC FSS F portfolio.

	Consulting	Planning / Concept	Execution	De-Briefing / Controlling
Fairs	<ul style="list-style-type: none"> Fair scouting Briefing by BP, BU, Div to central inbox: fairs.communications@siemens.com Compliance check Interface to associations Registration of trade show participation with organizer 	<ul style="list-style-type: none"> Development of booth layout & design based on standardized booth system (online planner/CAD) Price references / estimates for standardized elements (floor, wall, stages...) Setting up KPI's F+E cookbook templates for project management (roles + responsibilities, project info) Usage of global show cases and templates in one2edit Technical drawings and documentation (planning of MPS, showcases, etc.) Vendor management and accounting (ordering) 	<ul style="list-style-type: none"> Project Management in respect of project lead or sub-project lead On-site activities and build-up phase Vendor management (booth building, media technology, catering, room reservations, hostesses, etc) Monitoring budget , especially change requests Coordination of booth approval by management 	<ul style="list-style-type: none"> Feedback survey (customer and/or staff) Cost controlling and allocation (cost savings) KPI monitoring Internal re-invoicing to BP and divisions After-show report including CI info Sign-up for next show

Figure 15: Portfolio of the CC FSS F department (Source: Siemens internal)

Due to the fact that the tasks of the HM realization are highly complex, a project setup is made and several different departments work closely together. The following figure shows the project setup of the HM 2018.

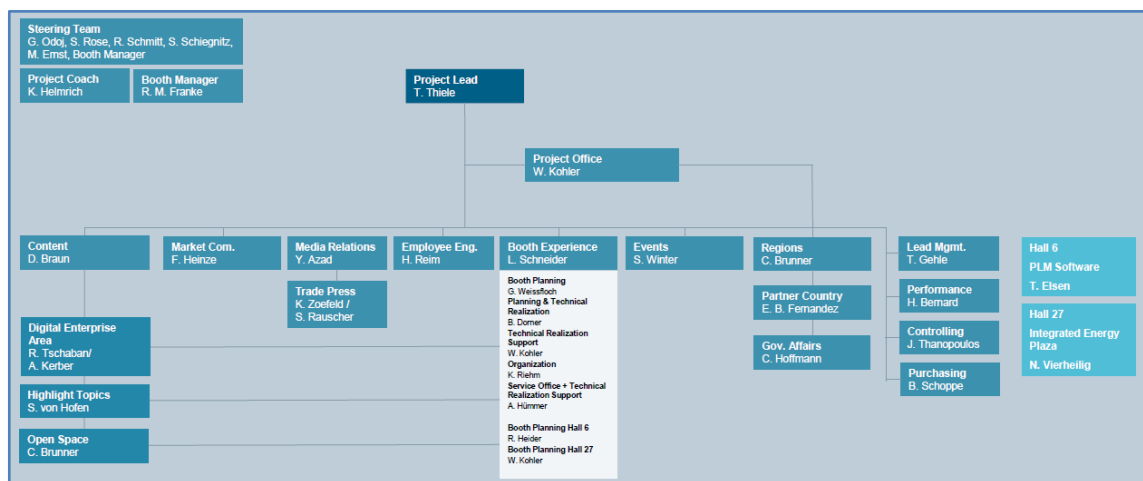


Figure 16: Project setup HM 2018 (Source: Siemens internal)

The following subchapter comprises the target group consideration with the objective to introduce the Siemens HM communication approach.

3 Definition of target groups, objectives and communication strategy

The strategic phase is about identifying target groups, defining strategic communication objectives, formulating communication messages and finally developing a communication strategy. In order to realize a successful customer communication, a clear scheme needs to be obeyed. According to *Philip Kotler, Kevin Lane Keller* and *Marc Oliver Opresnik*, the target group determination is the starting point of the entire communication process.

1. Target group determination
2. Definition of communication objectives
3. Definition of: Content, motto, core messages, storyline
4. Communication channel selection with a campaign approach
5. Budget determination
6. Communication mix creation
7. Performance measurement with KPI's
8. Communication process controlling

Table 2: Steps towards a successful communication process (Source: Referring to Kotler et al. (2017), p. 703)

3.1 Target group consideration

“Treating every customer the same is no longer effective” (Owens, 2017, p. 9). This statement leads to the fact that target group segmentation is about relevance of buying behaviour, measurability (operationality), reachability or rather accessibility, ability to act, profitability, and temporal stability (Emrich, 2008, p. 218f). In order to limit operating and marketing costs, contact with uninterested people needs to be reduced because wasted effort affects negatively the return on investment (ROI) (Bari & Chapuchi, 2014, p. 118). Customers become more and more demanding and individual and as a result, target groups split up increasingly. In this way, it will be more important to describe customers and to position the campaign content according to their specific needs and wants (Wiedmann, 2006, p. 170). The basis of the communicational target group planning is forming market segments, which are generally enclosed in the course of market segmentation. While doing this, the segmenting, targeting, positioning (STP) approach can be used.

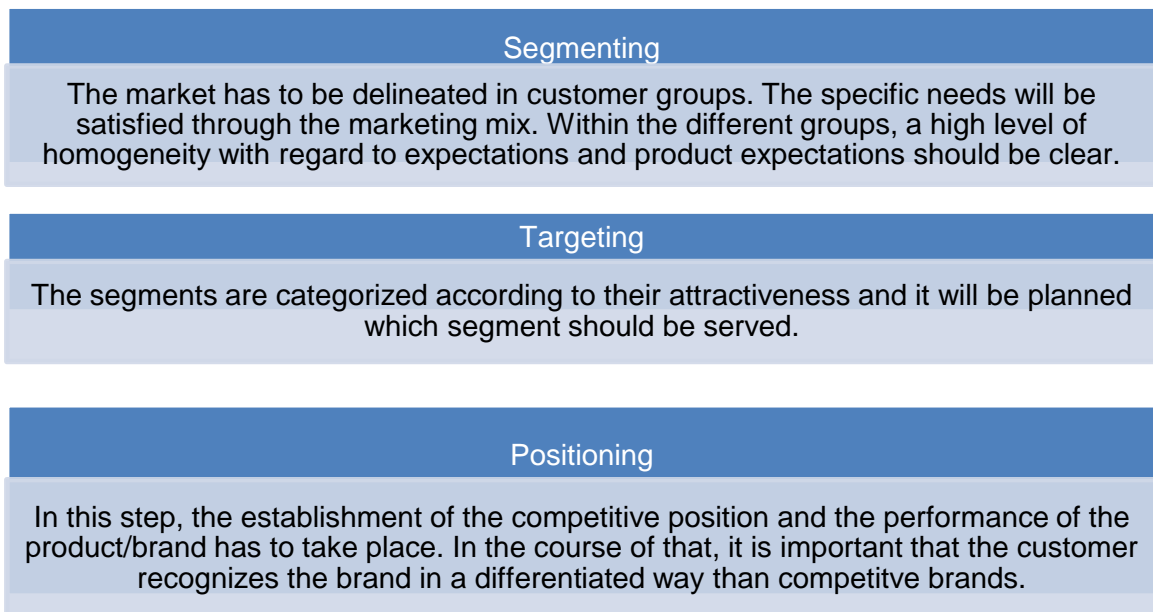


Figure 17: STP approach (Source: Referring to Bruhn (2010), p. 204)

To begin with the target group identification, potential targeted people and organizations have to be identified. Based on different active variables, also known as structuring criteria, segments between core target groups and additional target groups can be distinguished. Active variables (criteria to realize an effective structure) are used to explain purchase-, application- and communicational behaviour of target groups (Bruhn, 2010, p. 206). Regarding target group description, a possible target group will be characterized, based on passive variables (describing variables). Passive variables (descriptive criteria) will be used to make a target group more transparent. Age, gender or general attitudes toward a specific product can be seen as passive variables (Bruhn, 2009, p. 183). The reason to do so is to get differentiated clues. It is important to characterize target groups in a format which is helpful for the communication design (Bruhn, 2010, p. 204). Concerning target group reachability and selection, it has to be identified, with which communicational instruments the target group can be reached in the most efficient way. This information can be copied from the target group description. With this information a target group selection can take place (Bruhn, 2010, p. 205). Consumer insights contain information about consumer behaviours, necessities, habits, attitudes, expectations and possibilities of contact (Emrich, 2008, p. 277). Generally there are two types of data: Internal data that is specific to the own company, which includes structured, semi-structured, unstructured data. With regard to external data, it is ordinarily bought from other institutes (Bari & Chapuchi, 2014, p. 120). *Jürg W. Leipziger* claims that it makes

no sense to talk about target groups within strategic communication anymore. The reason for this is that individual preferences are changing constantly. Therefore it is recommendable to talk about dialog groups instead of target groups. Regarding concept development, people should think in interactive dialogs (Leipziger, 2009, p. 101). With a view to the dialog concept, attitudes and opinions are formed within dialog groups. Members of dialog groups generally have the same or similar feelings, opinions and action perceptions (Leipziger, 2009, p. 104f). To reach each dialog group perfectly, key messages with tailored content have to be individually developed, while the objective has to be relevant, identifiable and reachable (Leipziger, 2009, p. 107f). By contrast, *Klaus Merten* claims that the term target group, dialog group as well as entitlement group can be used as synonyms (Merten, 2013, p. 87). The following figure shows how customer insights can help in order to detect optimization potential in practice.



Figure 18: Three step approach for developing and utilizing customer insights (Source: Own presentation)

Siemens HM 2018 target groups mainly come from following industries: Aerospace, Automotive, Chemicals, Electronics, Energy Management, Fiber, Food & Beverage and Oil & Gas. The different industries are represented by following people: Chief officers, heads of infrastructure/energy end-customers, heads of production, technical directors, members of the middle technical management, engineers, original equipment manufacturer (OEM) (machine and plant building) and software-developers. Focus target groups of the *HM* are decision makers (c-level managers/top managers and directors), due to the fact that these people are responsible to keep their business competitive. Especially in the context of digital transformation, they focus on innovations and new technologies as well as new business models that might improve their current production processes. In former times, sociographic information has been used in order to define target groups. But nowadays recent methods are not enough to identify target group behaviours and resulting needs. Discernible preferences and personal behaviours, e.g. within

Some are observed and included within the target group planning process. It is really important to think from the customer's point of view. The perceived relevance for the customer has to be taken into account in order to understand the customers' expectations. With this regard a totally new way of target group consideration is needed. *Siemens* answer to this challenge is the B2D approach based on persona profiles. In order to reach customers and prospects more precisely, the importance of personas will be explained in detail within the following subchapter.

3.1.1 Persona as an optimal model for reaching the target group



Figure 19: Steps of persona identification (Source: *Siemens* internal)

The previous figure shows the main aspects that have to be taken into account in order to develop a persona archetype. The persona archetype definition starts with the identification of the industry segment, where the person is working, followed by the identification of the person's role within the company and finally the analysis of his influence within the buying centre. According to statistics, marketers who use personas and map content to the buyer's journey enjoy 73% higher conversions from response to MQL's (Martell, 2013, para. 7). The necessity to work with persona profiles can be summarized within following sentence: „Target groups do not buy. Human beings buy!“ (Schuster, 2015, p. 38). The more it is possible to imagine a person with regard to factors, which are relevant for his buying decision, the more successful he can be addressed and finally takes the wanted action. Ordinarily three to five typical target group representatives will be formulated at whom the communication will be arranged to (Hoffmann, 2015, p. 140f). As it has been explained in chapter 1.1.2, customer insights are the foundation of customer centricity. In order to manage the today's marketing and communications challenges, a paradigm shift from product centricity towards customer centricity is required because “[b]ehind every purchase decision stands a person” (Hoffmann,

2015, p. 140). Customer centricity can only be achieved if *Siemens* truly understands its stakeholders' needs and challenges. At *Siemens*, B2D stands for a new mind-set, a customer-centric approach to campaign planning and content development. Insights are the starting point and guideline for campaign planning as well as associated tactics, channels, and contents (see chapter 1.1.3). Therefore the use of customer persona types is actually indispensable. Personas are archetypes that represent real customers and prospects. They include specific characteristics, demographics, experience levels and personal details. Customer persona profile types are usually derived from qualitative research within current target groups. The next figure gives an example about how a persona profile looks like.

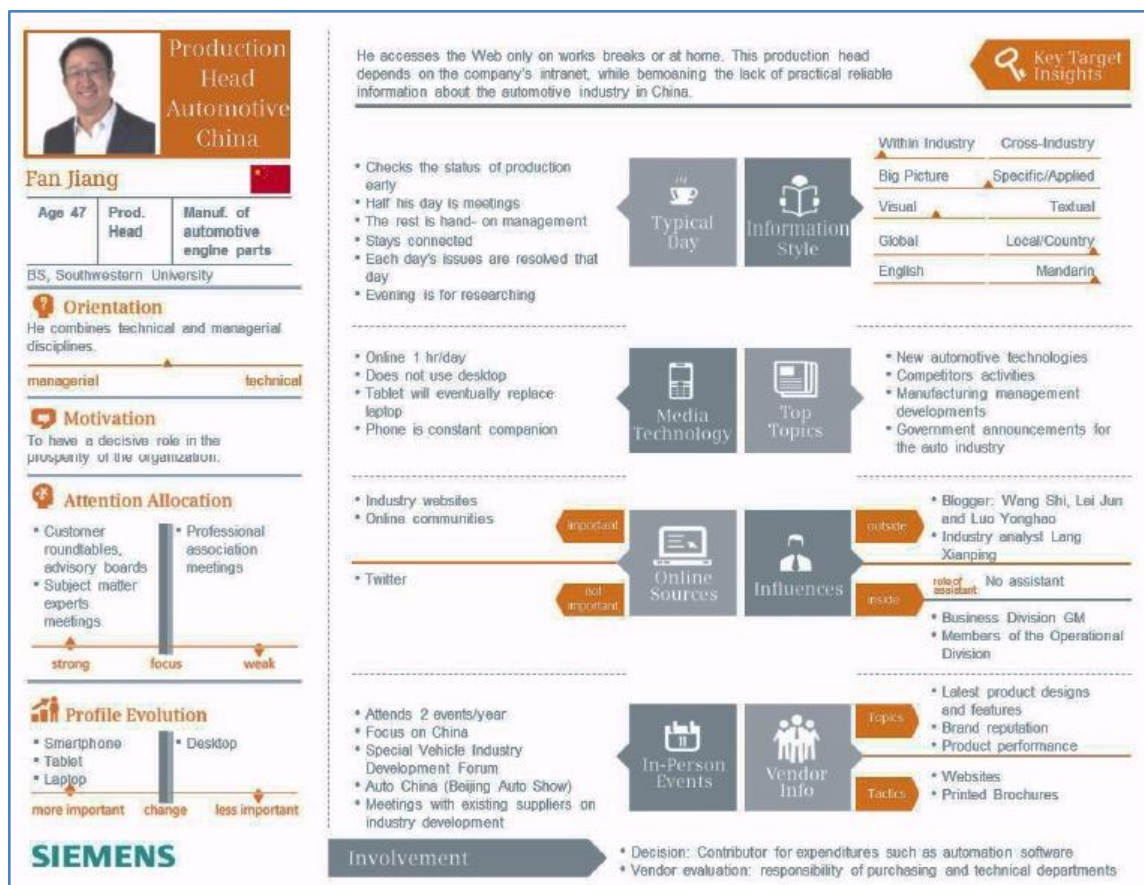


Figure 20: Persona snapshot (Source: Siemens internal)

The overview shows exemplary Mister Fan Jiang, production head Automotive, China. According to the collected information, he accesses the web only on work breaks or at home. Furthermore he depends on the company's intranet, while bemoaning the lack of practical reliable information about the Automotive industry in China. Out of this information it can be observed, that he focuses on new technologies and competitive news. He spends typically one hour per day online

on his laptop, focused on industry websites and online communities. Moreover he is visually oriented, within industry content in Mandarin. Through the persona development, *Siemens* is striving for a common and humanized understanding of customers and prospects. Persona profile types are composites of real people, who have been interviewed by *Siemens*. Furthermore these profiles uncover customer needs, challenges along the customer journey, motivations, buying behaviours and communication aspects. Beyond that, they are specific to selected countries, industries and organizations. The following figure shows the above-mentioned individual characteristics.

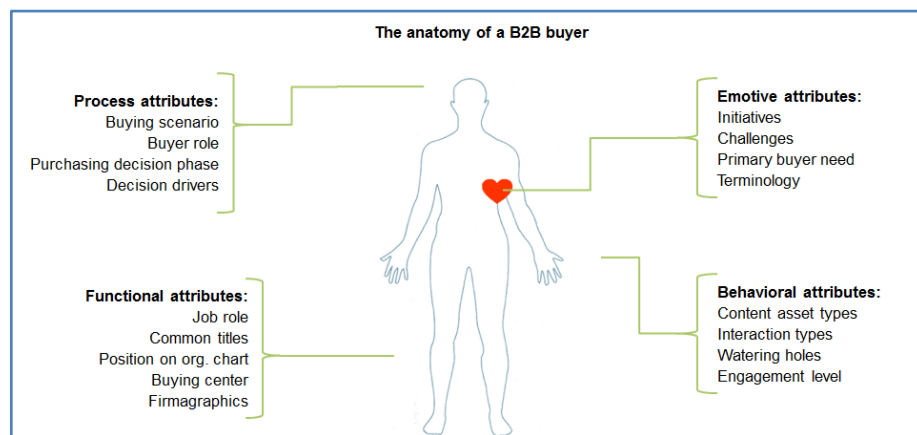


Figure 21: The anatomy of a B2B buyer (Source: *Siemens* internal)

The use of customer persona profile types can deliver impact across multiple dimensions, as it enhances customer satisfaction. Moreover it drives loyalty, engages customers and prospects earlier and more targeted, improves sales and retention, ensures resource efficiency and effectiveness, reduces costs as the right information is accessible at the right time, establishes shared understanding and closes collaboration between communication, marketing, sales and other departments.

Persona definition check list
1. Consideration of existing customers: Is the target group represented ideal- typically?
2. Which role does the person play within the company, wanted to become customer?
3. Which media, SoMe does the person use? Does the person have a technical affinity?
4. Which needs consist with regard to the marketer's products?
5. How can a first contact be realized?
6. How does the customer journey precede from the first contact to the contract sign?
7. What do existing customers order?
8. Which activities are realized by opinion leaders and multiplications with respect to the marketer?
9. What does the communication have to achieve to fulfil the customers' needs?
10. With whom does the customer interact and whose opinion is important for him?
11. What else should be known about the person or should be taken into consideration?

Table 3: Persona definition check list (Source: Referring to Hoffmann (2015), p. 141)

Customer persona profiles can be created by defining identified target groups more clearly, by following criteria: Industry, industry segment, continent, country, region, organization, type of organization, company size, specific company or brand, business unit or sector, role, job role, job level and buyer role. It is important to ensure that the target groups are relevant and distinctive, thereby persona profiles can be developed. *Manfred Bruhn* speaks about individual attributes, which are clustered into: Dialog-oriented-, psychographic-, general demographic-, socio-economic-, portfolio- and consume-analytic attributes and group-specific attributes (Bruhn, 2010, p. 232).

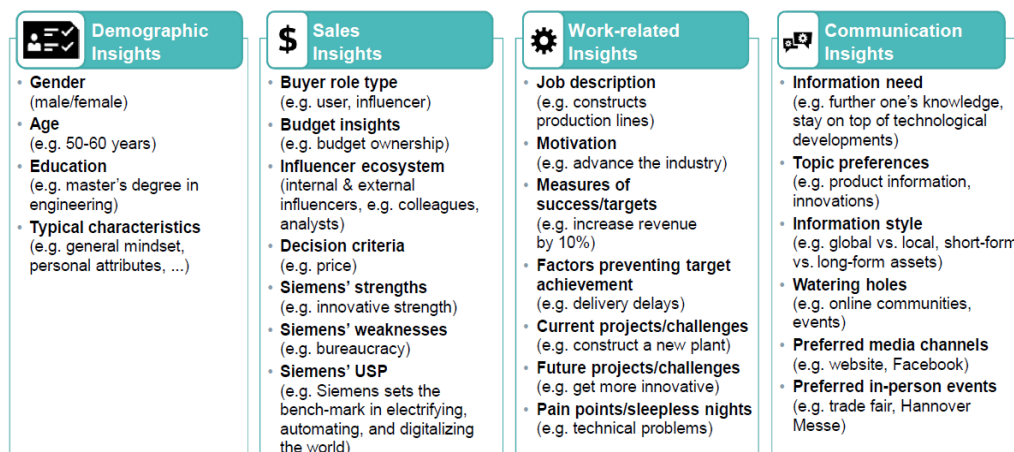


Figure 22: Categorisation of customer insights (Source: Siemens internal)

There are several methodologies for developing customer persona profiles: One option is the qualitative in-depth interview with *Siemens* customers. The main benefit of this method is that detailed, primary information about customer needs can be collected. Moreover there is the possibility of desk research by analysing

qualitative and quantitative customer data from diverse sources, such as *Philos* (*Siemens* internal CRM system), surveys and website tracking. This method provides first insights of customer requirements and makes use of existing customer data (big data) and represents as a result a benefit. Another possibility to develop customer profile types is gathering and structuring customer knowledge of *Siemens* employees within internal workshops. Due to secondary insight sources, profiles may differ from reality. The main benefit is that existing customer know-how is consolidated and helps to break silos for customers' sake. Afterwards it should be assessed if existing customer persona profiles within the *Siemens* internal guideline book *Brandville* already covers the available target groups. After having completed these tasks, the scope of customer persona profiles is defined. Subsequently the defined customer persona profile type should be named. That means finding a name that characterizes the group in the best way. The name has to describe the core motive, the central interest and the dominating expectations of the target group in a memorable and vivid way (Hartleben, 2014, p. 143). The following figure shows the individual steps of the customer journey and illustrates that the persona's role can change.

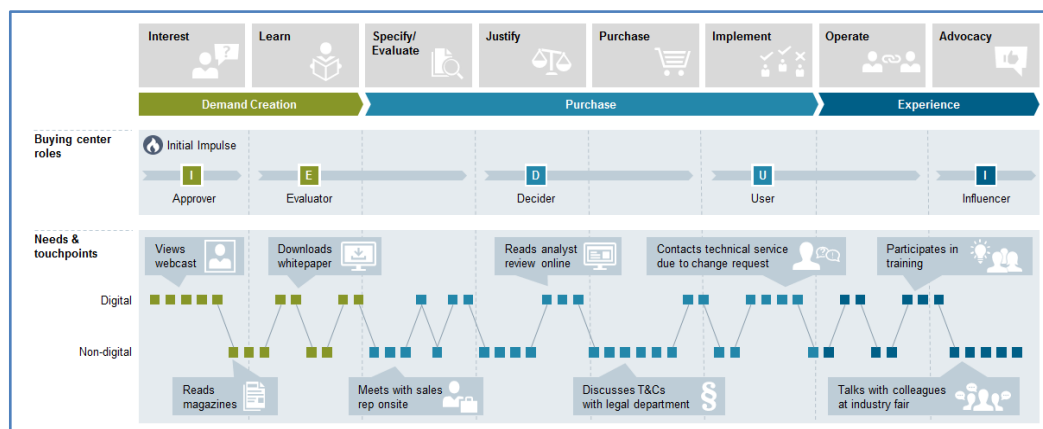


Figure 23: Evolving persona role along the customer journey (Source: *Siemens* internal)

Regarding optimization potential, customer-related activities should be mapped according to the outside-in-perspective, along the customer journey. Customer-related activities need to be matched with previously identified customer requirements. Fields of action need to be identified, if customer requirements are not yet met. After this step, ideas for optimizing the customer experience should be developed. Consecutively ideas for optimization can be developed and implemented. Examples are: Deriving recommendations for actions across functions (e.g. communications, customer service, marketing, sales and other

departments), developing measures for improving the customer experience and developing measures for an optimized use of touch points. In the case that customer requirements are met, moments of truth are ideally created and the success of optimization activities can be measured. After this step, the defined measures will be implemented. Subsequent to the consideration of the persona model, visitor numbers of previous *HM* will be analysed.

3.1.2 Visitor analysis of previous *Hannover Messen*

The target group share (business customer, potential business prospect and distribution partner) is an important key figure and provides insights about the quality of stand visitors regarding business potential. A target group share of 37% in 2014 means that about one out of three stand visitors is relevant for *Siemens*' business. 50% target group share in 2016 means that every second stand visitor belongs to the *Siemens* main target group. Low visitor shares however do not draw direct conclusions for business relevance. Visitor numbers vary from year to year, but this is not problematic, as long as the target group numbers (leads) remain stable. One indicator for the strong visitor discrepancy is the importance of the *HM* partner country's economic strength; the United States have been the partner country in 2016 and Poland in 2017.

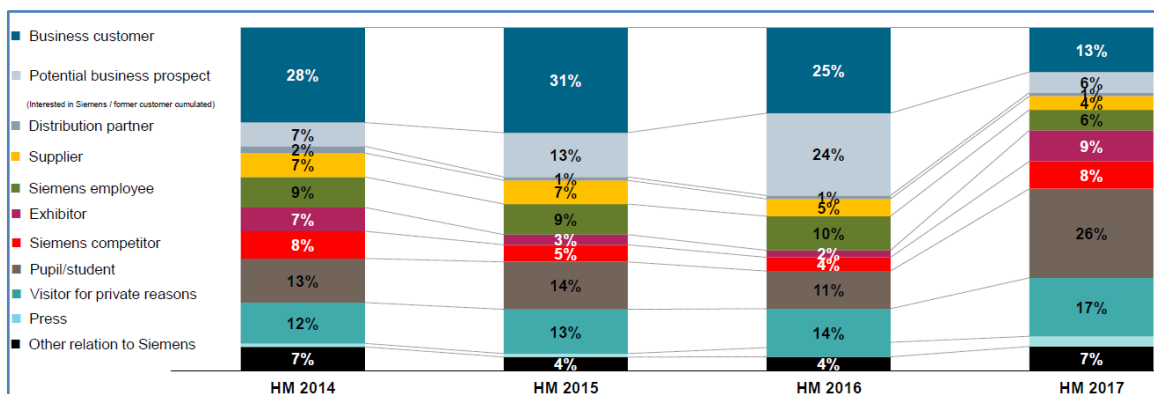


Figure 24: Detailed composition of *Siemens* stand visitors at *HM* 2014-2017 (Source: *Siemens* internal)

Business customers are composed of customers from the manufacturing and process industry, which always have been addressed by *Siemens HM* appearances. Customers from manufacturing and process industry are again divided into eight specific industries (Aerospace, Automotive, Chemicals, Electronics, Energy Management, Fiber, Food & Beverage and Oil & Gas). According to this statistic, the attendance of business customers as well as distribution partners to the *HM* has been varying during the last years; this change

has to be observed profoundly within the next years. There are several reasons for this fact: On the one hand side, customers and prospects are less allowed to travel because of budget restrictions as well as the effort (e.g. expenditure of time) to travel to the *HM*. On the other hand side, digital technologies enable customers and prospects to get information in a more convenient way. As an example for new technical possibilities, the above mentioned *Siemens* virtual booth tour enables customers and prospects to walk through the booth virtually. In addition, a comprehensive live media coverage (e.g. on *Youtube*, *Twitter*, *LinkedIn*, *Facebook* etc.) informs about the most important highlights of the *HM* in real time. Referring to statistics, despite of decreasing business customer, potential business prospect and distribution partner attendances, more companies decide to become an exhibitor at the *HM*. Another remarkable change is recognisable by the increasing number of pupils and students at the *HM*. The bottom line of these findings is that the quality of visitors is more important than the quantity. In addition, *Siemens* has to position itself in the market and has to show presence where its competitors are also present. Even if visitor numbers are declining, the importance of press releases about the *HM* is still strong. The press has a multiplier role, in this way it is important that *Siemens* continues to participate to the *HM*. In consideration of the stated visitor analysis, the communication objectives will be shown.

3.2 Communication objectives

Communication objectives are derived from marketing objectives (e.g. distribution degree, image, market share, price level, turnover etc.), which are oriented at the company objectives. Out of communication objectives, specific communication objectives for individual instruments are derived. Out of this, an objective hierarchy is built (Schweiger & Schrattenecker, 2017, p. 191). All objectives are based on convincing content. This content has to be spread via non-digital channels and digital channels (see chapter 4.5). The following figure shows the principle of hierarchy, which defines a structure for paramount and subordinated communication objectives, messages and instruments.

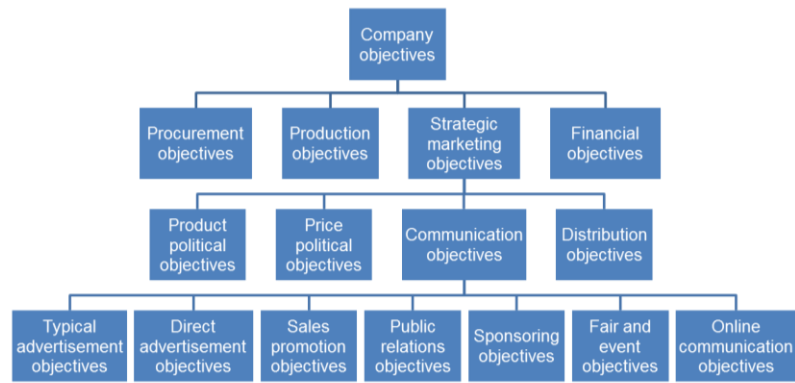


Figure 25: Hierarchy of communication objectives (Source: Referring to Schweiger & Schrattecker (2017), p. 191)

Regarding the classification of communication objectives, the *SMART* (Bell, Bishop, Edwards, Jackson, Manketelow, Mugridge, Pearcey, Robinson & Swift, 2016, para. 2) method can be used. The following table shows a SMART method checklist.

Abbreviation	Criteria	Useful questions
S	specific	What should be achieved? Which specific characteristic has the objective? Is the context taken into account?
M	measurable	Which KPI's are necessary to measure the objective? How is the objective measurable?
A	achievable	Is the objective appropriate, attractive and motivating enough?
R	result-oriented	Is the objective realizable? Can the objective be influenced by the communication team? Is it possible to achieve with current resources in the defined time frame?
T	terminated	Until which date the objective should be realized? Are there intermediate deadlines?

Table 4: *SMART* method checklist (Source: Referring to Bell et al. (2016))

The main objective of marketing communication is to influence the customer's perception in a positive way (Meyer de Groot, 2016, p. 81). First of all, the target group necessities have to be well-known and superordinate objectives have to be defined to be able to determine communication objectives (Hoffmann, 2015, p. 142). There are three levels of objectives. Meta objectives: General moral concepts (basic beliefs), company purpose, company objectives and marketing objectives. Basic beliefs represent a major part of the corporate identity (Becker, 2013, p. 665). "Strategic positioning is the starting point of a communication objective system development" (Bruhn, 2005, p. 142). Objectives need to be defined independently of target groups to be relevant for the entire company and brand communication (Bruhn, 2005, p. 141f). In order to define the communication

objectives on a communication instrument level, the definition of a communication objectives hierarchy has to take place (Bruhn, 2005, p. 142). The importance of the objective realisation is defined by the strategic relevance with regard to the problem solution. Whereas the operative necessity means that one objective has to be achieved to realize another one. As a result, objectives can be strategically important or operatively necessary (Leipziger, 2009, p. 95). According to *Nicole Zeiter*, it is helpful to define an overall objective and to define hierarchically sub-ordered part objectives and/or dialog-specific objectives and/or long-term, medium-term and short-term objectives (Zeiter, 2003, p. 61). Having this in mind, there are two to three different approaches to define communication objectives. After having seen an outline about general communication objectives, fair specific objectives will be covered within the next subchapter.

3.2.1 Objectives of the communication instrument fair

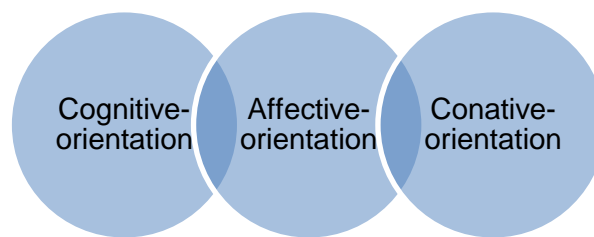


Figure 26: Target figures for fairs (Source: Referring to Bruhn (2014), p. 920)

In the context of fair participation, several fair political measures are primary arranged for presenting a range of services. With regard to this, the primary purpose is not selling the exhibited goods, it is rather the way the company presents or communicates its products or services. The contract sign itself happens more frequently after the fair. The medium fair has become a place of personal communication and exchange of specialized knowledge, instead of a pure place of purchases. Several fair objectives refer to psychological reactions and behaviours of visitors as well as behaviours, which can be identified after the fair (Bruhn, 2010, p. 194). Objectives can be classified in: Cognitive-oriented objectives, affective-oriented objectives and conative-oriented objectives. Cognitive-oriented objectives refer to perception, knowledge, memory and the understanding of offers and services respectively, which do not have direct effects on actions (Bruhn, 2010, p. 184). The fair appearance should influence visitor's perception of information. In addition, the knowledge of services, offered by a company should become better by personal conversations with the booth staff.

Emotion intensive stimuli let the visitor think about the fair if the fair is already over (Bruhn, 2010, p. 194). Regarding affective-oriented objectives, an emotional positioning and differentiation towards other brands has to take place by reason of increasing complexity and supposed similarity (Bruhn, 2010, p. 184). By using a specific booth design and show elements, a brand image can be established (Bruhn, 2010, p. 195). With a view to conative-oriented objectives, they refer to purchase- and information behaviour of customers and prospects. The aim is to encourage customers to buy new products (Bruhn, 2010, p. 184). These objectives refer to intentions that have to be activated by customers and prospects. At the same time, fostering existing customer relationships and acquiring new clients represent core elements of a fair. At this point, the booth staff has a key role (Bruhn, 2010, p. 195). Fair objectives can be divided into pre, during and post fair objectives. Pre fair objectives can be: Generating fame and image boosting and clarifying reasons to attend the fair. Relating to objectives, which are pursued during the fair, increasing or maintaining fame, satisfying customer expectations, improving the company's image and fulfilling customer's needs, generating awareness, differentiating from competitors, generating leads and realizing turnover, can be named. With respect to objectives after the fair, profit from awareness should be generated, fame and image should increase and overall customer satisfaction should be realized. Moreover cost reduction, turn over and benefit should be realized (Kirchgeorg & Springer, 2016, p. 468). Hereafter the precise communication objectives of the *Siemens HM* 2018 presence will be covered.

3.2.2 *Siemens communication objectives of the Hannover Messe 2018*

Clear communication objectives are necessary in order to have a clear direction and to measure success. They give guidance for the entire communication realisation. Five fundamental communication objectives are defined for the *HM 2018*. The following table shows the overall *HM* communication objectives, which are measured by KPI's (see chapter 5.2).

Overall <i>Siemens HM</i> communication objectives
Foster the positioning of <i>Siemens</i> as #1 choice partner in digitalisation of industry and energy business.
Make digitalisation more tangible, by presentations, vertical showcases and booth experience.
Increase perception of employees regarding <i>HM</i> as an instrument for business success.
Build up closer stakeholder relationships and inform (non-visiting) target groups about the event and <i>Siemens</i> offerings.
Support existing and generate new business opportunities through all communication activities.

Table 5: *Siemens* five overall *HM* 2018 communication objectives (Source: Own presentation)

These objectives are transferred by the *Siemens HM* motto, the core messages, the overall story and the industry specific campaigns. The overall communication objective is guarantying a successful, interesting and inspiring customer experience and delivering specific tailored information for business value according to the customer needs. Moreover *Siemens* has to be positioned as the digital leader in industrial production. In addition, conversion should be created and new business contacts should be established. Regarding the different channels within the *Siemens* communication mix, objectives can be clustered per channel. The customer is placed at the core of all communication activities; nevertheless the importance of press and employees cannot be neglected. Thus, the *HM* related communication activities are realized within following functions: Market communication (events, on-site activities, SoMe, website, etc.), press communication (press conference, press information etc.) and employee communication (intranet, *SSN* etc.). With respect to all external activities, the main goal is to position *Siemens* as the digital leader in the market. Regarding internal communication, motivation and commitment represent the main targets. Concerning the pre, during and post phase, specific communication objectives are defined:

Pre 26.2.- 22.4.2018	<ul style="list-style-type: none"> • Drive awareness to the <i>HM</i> and the <i>Siemens</i> participation. • Encourage different target groups to visit the fair. • Drive users to the landing page. • Drive users to download tickets.
During 23.4.- 27.4.2018	<ul style="list-style-type: none"> • Drive visitors to the <i>Siemens</i> booth at the event. • Engage users who are not able to visit the <i>HM</i> with in the event generated content. • Drive interested users to the landing page and create engagement.
Post 28.4.- 30.5.2018	<ul style="list-style-type: none"> • Engage users, who did not visit the fair, with <i>Siemens</i> content, based on their topic of interest. • Provide detailed and relevant information to users who visited the fair, in order to drive business. • Engage interested users with content on the landing page.

Table 6: Customer focused market communication objectives (Source: Own presentation)

To guarantee a successful fair communication, a clear focus on the most important objectives is indispensable. Out of these objectives a clear storyline is developed and in this way, the fair project team gets a clear orientation (Harbecke, 1996, p. 44). After having seen *Siemens* concrete *HM 2018* communication objectives, the communication strategy will be examined.

3.3 Integrated communication strategy development

The central function of an integrated communication strategy is the creation of a reference point for all communication elements in order to guarantee a uniform appearance. Generally, an integrated communication strategy can be seen as a partly binding guideline that gives orientation for all upcoming activities. Moreover it coordinates the task between involved parties. In addition, a communication strategy should be documented and accessible for all employees to guarantee credibility and acceptancy (Bruhn, 2009, p. 188).

3.3.1 Elements of an integrated communication strategy in theory

The integrated communication strategy represents the core of the entire integrated communication planning process, as it represents a common frame of reference (Bruhn, 2009, p. 188). Out of its core elements, rules can be derived. These rules concretise the relationship between strategic positioning, communication central idea for specific target groups as well as the different communication instruments and measures. Moreover the strategy gives instructions how to put these relationships into practice (Bruhn, 2009, p. 190). The next figure shows the core elements of an integrated communication strategy.

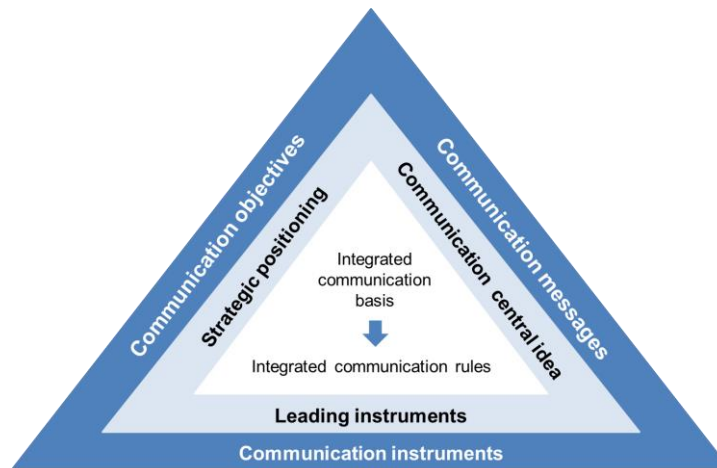


Figure 27: Core elements of an integrated communication strategy (Source: Referring to Bruhn (2009), p. 190)

The three core elements of the integrated communication strategy have following functions: The first element, the strategic positioning, represents the image that a company wants to transfer. It has to be realized independently from target groups in order to reach all target groups of the company. The second element is about transferring the strategic positioning into a communication central idea, which contains the core characteristics and services of the company. The third element is about the specification of leading instruments, which means that functions and tasks are allocated to communication instruments (Bruhn, 2009, p. 189). The core elements of the strategy consist of an objective-, message- and instrument platform. These platforms will be explained in detail. Relating to the objective platform, it is important to define a strategic position, a target group and targeted measures. The strategic positioning describes the paramount objectives of the overall communication and represents the starting point for the communication objective hierarchy (Bruhn, 2010, p. 117). Communication activities can be clearly defined by the definition of target groups and measures objectives. The strategic positioning represents the starting point of the communication objective system development (Bruhn, 2010, p. 119). After having defined the hierarchy of communication objectives, target group specific objectives have to be determined. Measures objective formulation represents an active part of the target group objectives realisation. The communication measures objectives refer to concrete communication instruments and measures (Bruhn, 2010, p. 120).

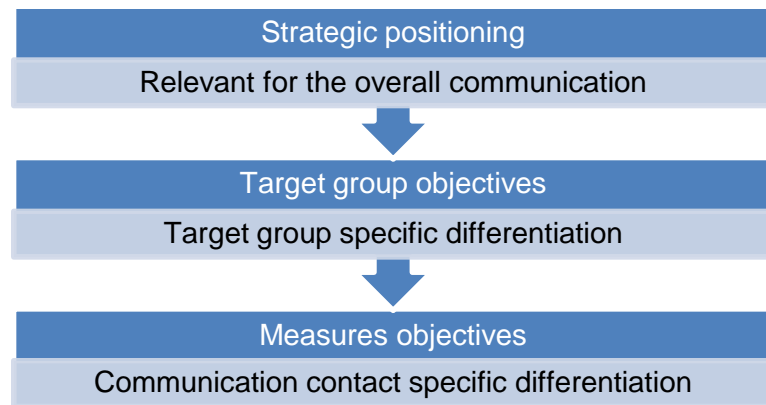


Figure 28: Hierarchy of communication objectives within the objective platform (Source: Referring to Bruhn (2010), p. 120)

From the message platform perspective, communicative guiding principles are relevant for the overall communication. The central meaning is differentiated according to defined target groups. Individual statements are differentiated according to communication contacts (Bruhn, 2010, p. 122f).

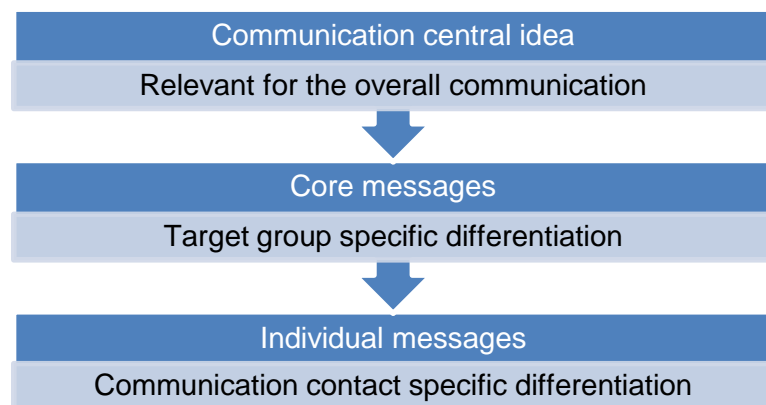


Figure 29: Communication messages hierarchy in the message platform frame (Source: Referring to Bruhn (2010), p. 122f)

With a view to the instrument platform, leading instruments are relevant for the overall communication, while its multitude has to be coordinated. Integration- as well as following- and crystallization instruments need a differentiation according to target groups. Communication channels are usually differentiated according to communication contacts (Bruhn, 2010, p. 125).

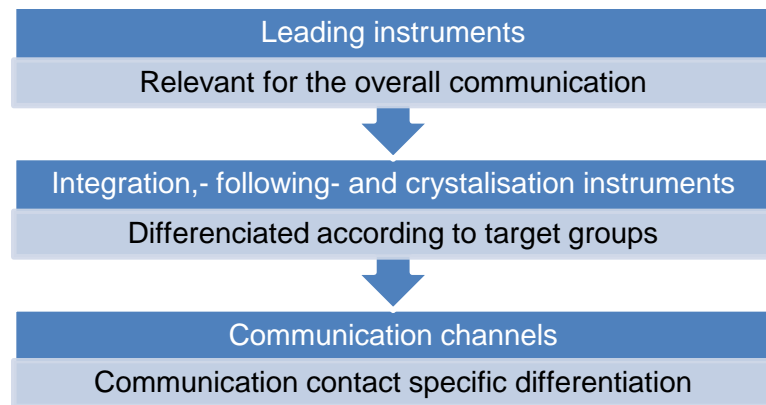


Figure 30: Means of communication hierarchy within the instrument platform (Source: Referring to Bruhn (2010), p. 125)

The following figure shows central questions, which should be answered within the communication strategy.



Figure 31: Strategy elements for individual communication instruments (Source: Referring to Bruhn (2010), p. 243)

The next subchapter gives an overview about the *Siemens HM* communication strategy.

3.3.2 Hannover Messe communication strategy in practice

Target groups at the *HM* have always been heterogeneous but they have never been that informed and demanding than nowadays. Hence a typical concept approach would not have been up-to-date. In former times, there was one leading campaign, which has been aligned to all target groups. Today *Siemens* is targeting several sectors individually but simultaneously (Aerospace, Automotive, Chemicals, Electronics, Energy Management, Fiber, Food & Beverage and Oil & Gas) under one motto with several core messages. As a result, a totally new

orientation with a purposeful communication has been developed. This strategy is exiting and above all perfectly fitting to the story line. For the *HM* 2018, a pragmatic campaign approach is realized. With regard to this, the chosen buzz word “*Digital Twin*” aligns all industries and represents actually *Siemens* current USP. With a view to the communication strategy, it comprises the target group definition (see chapter 3.1), the definition of objectives (see chapter 3.2), the company and service positioning, the definition of messages and the definition of the creative core idea (Schmidbauer & Knödel-Bunte, 2004, p. 107). The following figure shows the *Siemens HM* story architecture.

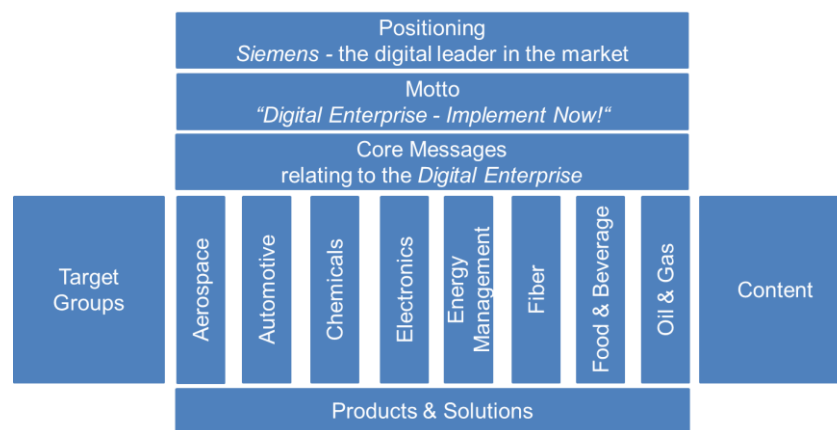


Figure 32: *Siemens HM* story architecture (Source: Own presentation)

Siemens shows its unique portfolio with high valuable content under the motto “*Digital Enterprise – Implement now!*”. Regarding positioning, the technical prerequisites for the implementation of the Industry 4.0 concept are linked to the *Digital Enterprise*: The combination of the virtual value chain and the virtual value added hardware and software. Only *Siemens* offers this consistency with the “*Digital Twin*” (from product/machine, through production to performance), which is also the creative core idea of the *HM* communication. Besides that, the presented value of *Siemens* products and services has to be easy to understand, unequivocal and its core benefits must be shown in a convincing way. In addition, further information about service and technology has to be given. Nevertheless providing people only with facts will bore them. In this way it is more important to show how the product or service will affect their daily working lives. In this way it is important to send the right message in terms of messages and visuals to the right target group, through perfect fitting media with the objective to realize the overall communication goals (Blakeman, 2015, p. 17). A good way to transfer messages is within a story line, where weak points and its solutions are shown. Desirably

customers or prospects consider buying a product or service after having seen a showcase or after having read about it. *Siemens* core messages for the *HM 2018* are following:

The technological prerequisites are in place: With implementation of Digital Enterprise solutions, users and consumers can now exploit the full potential of Industrie 4.0	<ul style="list-style-type: none"> - With the Digital Twin for greater flexibility at every stage of the value chain, from product to production to performance. - And with our world-leading automation portfolio. - Thanks to Digital Enterprise, our customers are already achieving greater flexibility, shorter time to market, higher efficiency and better quality today.
Our digital solutions can be deployed end-to-end in every industry and in companies of all sizes	<ul style="list-style-type: none"> - Siemens combines digital expertise with comprehensive industry domain know-how. - We will present examples from the domains of food and beverage, chemicals, automotive and aerospace at the Hannover Messe.
MindSphere is our open IoT platform, which is positioned worldwide by MindSphere World	<ul style="list-style-type: none"> - MindSphere 3.0 and our innovative portfolio for industrial communications open up new dimensions of connectivity. - Sidrive IQ: Unique IoT concept for the entire drive train.
Siemens continues to lead the way in cyber-security for industrial applications and infrastructures	<ul style="list-style-type: none"> - Our "Defense in Depth" portfolio with security products and services provides protection against current and future cyber-security risks. - Together with partners, Siemens has committed to clear rules and principles of data security in a Charter of Trust in 2018.
We will present specific examples of innovative production forms and structures at the Hannover Messe	<ul style="list-style-type: none"> - Siemens Industrial Edge Concept: Expanded on-site functionality and higher performance with complete data control. - Siemens Additive Manufacturing Network: Global, open marketplace for all players in the digital value chain of additive manufacturing.

Figure 33: *Siemens* core messages at the *HM 2018* (Source: *Siemens* internal)

Within the communication frame, the *Siemens* booth plays a key role as it brings the content in a tangible way to life. This can be exclusively guaranteed if the storyline is followed precisely (Harbecke, 1996, p. 72). In the end, a clear benefit regarding *Siemens'* products and solutions needs to be recognizable for visitors. With this in mind, product presentations have to be inspiring and communication possibilities with the booth staff have to be appealing. In former times the booth has complied the task to grab people's attention almost alone. Today only the combination with other channels is a contemporary form to realize a seamless customer experience. As a result, an integrated communication ecosystem is formed. Moreover due to circumstantial changes because of new technologies, the communication process is divided into pre, during and post communication, which is realized by offline and online communication measures.



Figure 34: *Siemens* booth architecture with specific industry courts (Source: *Siemens* internal)

The realization of the *Siemens* integrated communication concept will be shown in chapter 4.6. The next chapter deals with the topic of integrated communication in theory and in practice.

4 Integrated communication from a theoretical and practical point of view

Synonyms for integrated communication are holistic and orchestrated communication (Baetzgen, 2015, p. 7). Integrated communication is a process that consists of analysis, planning, realization and control. This process focuses on establishing a unity out of differentiated internal and external sources, to guarantee a consistent appearance of a company or reference object to the target group (Bruhn, 2005, p. 100). Tasks that have to be fulfilled within the scope of orchestrated communication can be derived out of the conceptual definition as well as objectives of integrated communication (Bruhn, 2010, p. 108). The integrated communication credo says that the whole is greater than the sum of its parts. It is really important that no medium loses quality because of another medium. Every single medium has to convince and fill people with enthusiasm by an isolated use, as well as in combination with other mediums (Crux, 2001, p. 23). In other words, the added value of integrated communication is not a result of merely added communication measures; it is the result of a harmonious interplay (Bruhn & Schnebelen, 2017, p. 478). In this way companies hope to realize communicative synergies through the application of integrated communication. Based on different communication measures, additive or raising communication effects can be achieved (see chapter 5.1). Thereby communication instruments are more efficient in a combined instead of an isolated use (Bruhn, 2005, p. 102). The use of integrated communication is based on perfectly tailored answers and messages, according to the target group needs. On the long run, a long-term relationship based on brand loyalty is desirable (Blakeman, 2015, p. 3). If all aspects are coordinated, corporate communication contributes to the social integration (Piwinger & Zerfaß, 2007, p. 52). Some guiding principles regarding integrated communication are: Becoming a customer centric organization, using outside-in planning, focusing on the total customer experience, aligning consumer goals with corporate objectives, setting customer behaviour objectives, treating customers as assets, streamlining functional activities and converging marketing communication activities (Schultz & Schultz, 2004, p. 50-67). Beyond that, integrated communication and cross media can be seen as complementary concepts, due to the fact that both concept aim to increase the communication effect. Both concepts have different approaches, thus they do not compete against each other.

Regarding these different focuses, the cross media concept concentrates particularly on the communication instrument, whereas the integrated communication concept focuses on content, time and formality. Apart from that, the target group within integrated communication is more broaden (Bruhn, 2009, p. 35ff). Hereafter forms and objectives of integrated communication will be described.

4.1 Forms and objectives of integrated communication

Regarding the conceptual enclosure of integrated communication, instruments and channels within integrated communication have to appear in a formal way. All messages have to be compatible and the timely sequence of its use has to be coordinated. As a result, a distinction between integration with regard to content, formality and chronology is formulated (Bruhn, 2010, p. 101). The following figure shows the three different directions forms of integrated communication.

Forms of integration		Object	Goals	Aids	Timeline
Directions of integration Levels of integration	Content integration	Thematic harmonization through connecting lines	<ul style="list-style-type: none"> • Consistency • Autonomy • Congruency 	Uniformity: <ul style="list-style-type: none"> • Messages • Arguments • Images 	Long-term
	Formal integration	Compliance with formal design principles	<ul style="list-style-type: none"> • Presence • Concision • Clarity 	Uniformity: <ul style="list-style-type: none"> • symbols/logos • Brand name • Font style • Etc. 	Medium-term to Long-term
	Chrnological integration	Coordination within/between planning periods	<ul style="list-style-type: none"> • Consistency • Continuity 	Timing	Short-term to Medium-term

Figure 35: Overview of integrated communication (Source: Bruhn (2009), p. 97)

The first type of integrated communication refers to integration with regard to content. The content-related integration serves to align thematically the content of particular communication channels and to illustrate the core objectives in a uniform way. At this point, connection lines between individual communication channels can be mentioned. Connection lines can be claims, arguments, messages, guiding principles, slogans and pictures (Bruhn, 2010, p. 101f). Content creates the preconditions for the orientation of all communication channels. This content has to be precise and concise in order to guarantee a cross-linked and consistent communication (Bruhn, 2009, p. 526). Due to the fact that people are exposed to uncountable information on a daily base, the brand has to be recognizable at first sight. Hence it is really important that all activities of a company have a matching appearance. Even today companies are afraid about laying down long-term and

even medium-term messages, as they fear to be perceived as monotone and obsolete. As a matter of fact, this part of all three forms of integration is the one that is most difficult to realize. Some variables are unpredictable and often do not take into account long-term goals and messages (Bruhn, 2006, p. 34).

The following type of integrated communication deals with formal integration. It is realized by formal design principles, which lay down e.g. colour and size of the brand logo (Bruhn, 2010, p. 526)/ (Piwinger & Zerfaß, 2007, p. 54f). Furthermore the communication platform, the tonality and the corporate design are defined in the frame of formal integration. With regard to the brand's colour, it has to be taken into account that colours evoke emotions. Therefore it is important to choose the company's brand colour carefully. *Siemens* company colour is based on a specific blue shade. "Blue is an earthy colour, signifying water, the sky and ice [...]. [It] is a relaxing and refreshing, youthful colour that supports make-believe ideas and intelligence" (Blakeman, 2015, p. 83). Fulfilling formal design principles guarantees a recognizable appearance and leads to higher learning effects of recipients (Bruhn, 2010, p. 103). Corporate-identity or corporate-design guidelines need to be fixed in writing, to ensure obeying the design principles on a horizontal (e.g. across instruments) as well as on a vertical level (e.g. across target groups). It is absolutely necessary to comply the defined design principles (Bruhn, 2009, p. 84). In this way the brand can be anchored in the recipient's consciousness (Bruhn, 2008, p. 18).

The third type of integrated communication is about chronological integration. In order to realize a successful overall communication, all communication instruments and channels have to be coordinated in terms of time. Only if a clear defined timeline is laid down, a successful overall communication can be guaranteed. In this way also synergy effects and saving potential can be realized (Bruhn, 2009, p. 103f). Learning effects from the recipient's side can only be put into practice, if a temporal continuity of company's activities is recognizable (Bruhn, 2010, p. 104). Over and above, credibility can only be achieved by continuity (Piwinger & Zerfaß, 2007, p. 55). With regard to communication measures, time limits have to be controlled precisely due to the fact that they have different lead times (Bruhn, 2008, p. 18).

With a view to integrated communication objectives, realizing synergy effects plays an important role. With regard to the effect phase, the paramount objective is realizing a combined communicational effect. By doing so, the company should differentiate unequivocally from competitors and send a uniform communication message (Bruhn, 2010, p. 95). In this way contradictions within the company's communication towards customers should be avoided (Wirtz, 2008, p. 249). This leads to higher communication messages acceptance and increases conversely trust in the company's products and services. External objectives can be called *psychological goals*, which are the most important ones (Bruhn, 2008, p. 16). Communicative synergies establish an integrated appearance, achieve better learning effects within the target group, differentiate towards competitors, increase brand value and build trust (psychological effects). Apart from that, they increase employee motivation, improve coordination and cooperation of all departments (psychological effects) as it fosters the sense of team work and finally reduce costs by avoiding duplication work (economic effects) (Bruhn, 2005, p. 102f). Examples for economic effects are: Internal decreasing costs of communication development campaigns and in best case, external increasing sales figures, profits and increasing market share (Bruhn, 2010, p. 95). A synergetic use of communication instruments can realise benefit-oriented or cost-oriented objectives. Thus an integrated approach of communication instruments might achieve better communication effects at consistent communication costs. It is also possible to achieve better communication effects by investing less money (Bruhn, 2005, p. 102). The strategic construction of company positioning that can be derived by company objectives, represents frequently the base of all integrated communication concepts. The difference however is the definition of objective and time frame, in which objectives should be realized (Bruhn, 2010, p. 96). The next subchapter gives a general overview about effective integration of communication measures.

4.2 Effective orchestration of communication activities

Communication instrument <i>Hannover Messe</i>		
Relevant communication channels (mediums)		
Corporate Webpage	Social Media	Nurturing

Table 7: Communication hierarchy (Source: Own presentation)

The entire power of an orchestra can only be displayed if all musicians play together (Schwarz, 2006, p. 10). The communication instrument represents, within the communication literature, the basis of all communication channel activities. The following subchapters will comprise the inter-instrumental as well as the intermedial integration of communication activities.

4.2.1 Inter-instrumental integration

In order to realize integrated communication on an inter-instrumental level, all communication activities have to be coordinated (Bruhn, 2009, p. 93). Communication instruments are: Media advertisement, sales promotion, fairs & exhibitions, direct marketing, sponsoring, event marketing, personal communication and public relations (Bruhn, 2010, p. 316). All instruments have to be orchestrated in terms of content, formality and time (Bruhn, 2006, p. 37) (see chapter 4.1). With regard to the functionality consideration, it consists of three analyses. The first one is the isolated functionality analysis for a positive enclosing. It deals with the challenge to detect which tasks can be solved by which instrument. The second analysis is called the integrated function analysis and examines, which communication instruments perform more efficiently if they are used simultaneously. The isolated functionality analysis for a negative enclosing represents the third analysis and says that a specific communication instrument is not able to solve specific tasks (Bruhn, 2006, p. 37f). In order to realize a successful integrated communication, *Manfred Bruhn* proposes the coordination of communication instruments, by classifying them in strategic and tactic instruments (Bruhn, 2010, p. 106, p. 523). A strategic meaning can be defined by having a middle or long-term importance. A communication instrument has tactical importance, if a short-term customer reaction is predictable. The classification of strategic and tactical instruments cannot be generalized because it varies from company to company. Nevertheless it remains to be said that generally high strategic importance is associated with media advertisement and public relations.

Direct marketing and sales promotion have rather tactical importance (Bruhn, 2010, p. 523f). Concerning functional and temporal relationships between communication instruments, a classification in function and time can be realized. Functional relationship types can be classified in: Complementary, conditional, competing, substitutional or indifferent (Bruhn, 2010, p. 524f). With regard to temporal interactional relationships, it can be differentiated into: Parallel, gradual, intermittent and superseding. Concerning communication instrument integration within the communication mix, a selected leading instrument gives clear guidelines of alignments in terms of time, content and formality of communication instruments (Bruhn, 2010, p. 106, p. 523, p. 526). In brief, inter-instrumental integration of individual communication instruments represents the requirement for a successful realized integrated communication. Exactly this integration is important to recognize the core message within all communication instruments. On an inter-instrumental allocation, the factual and temporal budget allocation is distributed on individual communication instruments (e.g. media advertisement, sales promotion, sponsoring, and public relations). Regarding inter-instrumental allocation, the instruments are assessed according to the degree they appeal customers in the best way and to which shares the budget should be distributed to the instruments. Different criteria help to realize this process. Criteria are: Function (informative or entertaining), way of presenting (text, picture or sound), concept (informative or emotional), situation, frequency (once or often), costs, target group reachability, range and much more (Bruhn, 2010, p. 313). After having covered the inter-instrumental integration, the intermedial integration will be set out.

4.2.2 Intermedial Integration

„The efficiency increasing implementation of new media needs a changed understanding of communication and public relations” (Pradel, 1997, p. 174). Intermedia selection is not only based on communication objectives, it is based on customer’s communication preferences (Kirchgeorg & Springer, 2016, p. 733). From an effective point of view it is really important to reach customers with the same message on different media channels, as a brand is perceived as bigger and more innovative if it is recognized simultaneously on different channels (Rothensee, 2015, p. 44). The main problem within the media planning process is assessing and comparing every single medium according to its performance, target group reach, as well as its influence on target groups. As performance

criterion only the extent of changed attitude, because of communications influence, can be considered. Not only one medium has to reach the entire target group (in terms of quantity). It is also important to which extent people accept the medium and which reaction is aroused by the medium (in terms of quality) (Hartleben, 2014, p. 272) (see chapter 5.1). According to this, an inter-media comparison is needed. Statistics show that no advertising medium is superior to others (Schweiger & Schrattenecker, 2017, p. 353). The effect differences are related to the quality of used advertising mediums. With respect to communication mediums, campaign specific decisions are needed. Moreover inter-media selection is about budget allocation of specific communication channels. Because of its optimization function, inter-media performance control is realized with regard to weakness identification. In addition, the inter-media performance control makes it possible to realize an inter-media comparison, which is about a success comparison between all communication channels. Success controlling can be seen as the precondition of inter-media comparison and the optimization of the entire communication mix (Kirchgeorg & Springer, 2016, p. 462). Subsequent to this subchapter, the next chapter will show the impact of digital transformation on integrated communication.

4.3 Integrated communication under influence of digital transformation

As the weighting of online and offline communication channel within the communication media mix has changed enormously, also *Siemens* focuses on digital media instead of traditional communication media within the *HM* integrated communication concept. 59% of the *Siemens HM* communication budget is spent on online advertisement. Given the fact that the importance of brochures and print media is declining, the importance of digital channels is steadily growing. Not only the communication channels have changed, also the way industrial firms communicate with their customers modified to the new state of the art communication possibilities (Karjaluoto, Mustonen, & Ulkuniemi, 2015, p. 703). „The preconditions for successful communication did not change, neither basic human mechanism behind. The media has changed” (Hoffmann, 2015, p. 75). Confirming this belief, the number of worldwide internet users as of January 2018, by region can be used. As examples, the number of internet users in North America amounts 320 million, in Central America 110 million, in South America 290 million, in Northern Europe 98 million, in Eastern Europe 215 million, in

Southern Europe 118 million and in Western Europe 175 million (Anonymous, 2018 g, p. 1). In addition, the number of social network users worldwide has risen from 0,97 billion user in 2010 to 2,62 billion user in 2018. The predicted number of users for 2021 is 3,02 billion (Anonymous, 2018 f, p. 1) (see chapter 4.5.2.2). With a view to the information research behaviour, the following figure shows the current business customer decision making process.



Figure 36: B2B decision makers use digital and social sources (Source: Own presentation)

Average B2B customers progress 57% of the purchase decision making process digitally, before engaging a sales representative (Adamson, Dixon, & Toma, 2012). 94% of B2B buyers conduct some form of online research before purchasing a business product (Barr, 2014, p. 4). 55% of B2B buyers say that they search for product/vendor information on SoMe (Pick, 2016, para. 2). In this way the customer journey funnel becomes narrower (Cole, 2015, p. 60). The next graphic shows which communication mediums will decrease and increase in importance. With a view to the importance of videos in 2020, they will get a gain, up to more than double of its importance in 2015. Regarding Apps, they will be three times more important in 2020 in comparison to 2015. Concerning the medium with the biggest loss in importance, brochures will experience downturns by 50% between 2015 and 2020.

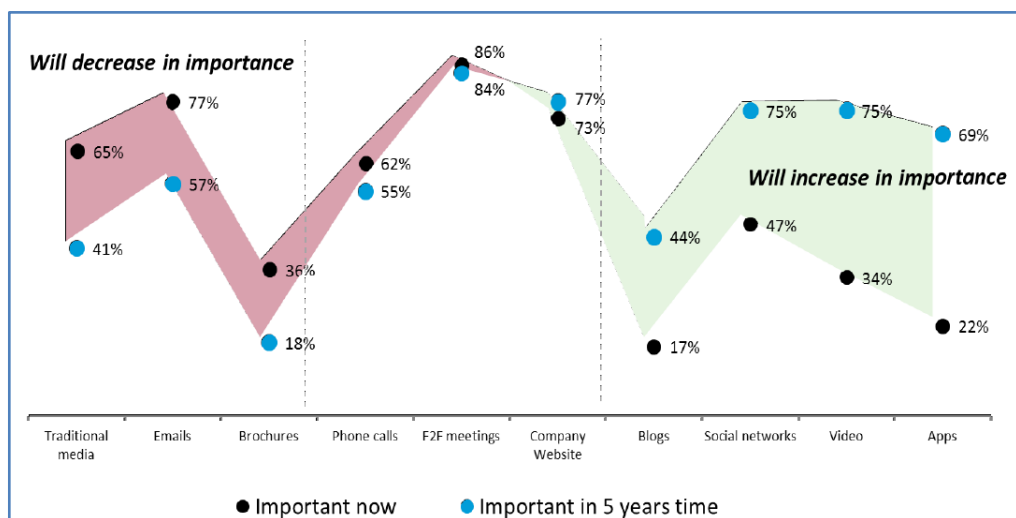


Figure 37: Digital communication shift (Source: Riggins (2015), p. 1)

We are in the transitional phase from digital immigrants (everybody who was born before 1980) to digital natives (everybody who was born after 1980) (Doppler,

2016, p. 115). The shift towards digital natives has aroused democratization within the business communication. In former times, content was exclusively company generated and thus controllable. Today it is the user, who generates content (user generated content) and the company acts as a moderator. This content cannot be controlled by the company (Doppler, 2016, p. 117). It is a matter of fact that the entire communication flow is changing. User generated content is becoming more and more powerful (Braun, 2006, p. 145). The customer is not only a recipient anymore; he is rather an interactive user of information (Weiler et al., 2012, p. 117). Individuals use their media power consciously or unconsciously to spread their opinion about products, brands and services. The number of individuals who comment, criticize, describe, compare, recommend and warn is uncountable. In this way, more and more marketing takes place out of companies' control (Oetting, 2006, p. 184). With this in mind, there are considerable changes in the communication field. In brief, there is a shift from B2B towards C2B. The explanation for this phenomenon is following: When everyone can get exactly the product he needs, in no time for a reasonable price, with the best possible quality, that is C2B. Digitalisation helps to fulfil individual customer demands through a complete new way of production for more variants and individual products. This enables new business models and services. As a result, the importance of direct communication becomes more and more important with regard to end customer communication (Wirtz, 2008, p. 252). With respect to the communication flow of typical advertisement and online marketing, the information is sent by the company towards the receiver. With a view to user generated content, the information stream is directed exactly the other way round and also conversions between customers are realized. Concerning offline and online direct marketing, as well as permission marketing, there is a two way communication flow between company and receiver (Braun, 2006, p. 145). The digitalisation of mediums is still going on and there is no end in sight in the near future. The medium landscape will become fragmented due to the fact that the range per advertising medium will sink. More and more mediums become interactive (Wiedmann, 2006, p. 161). Experts confirm that existing media are only replenished with electronic media, not replaced by them (Baaken et al., 2002, p. 186). With regard to the enormous boom of new communication channels and combination possibilities, big planning challenges result. Only if all channels are coordinated, an integrated picture of the company can be portrayed. According to this fact, integration with regard to

content, formality and time is indispensable (Langner, 2006, p. 228) (see chapter 4.1). The interactional relationships between people and brands have changed fundamentally as a result of digitalisation. The user decides which content he wants to see and if he shares it or not (Baetzgen, 2015, p. 8). Well-developed digital platforms lead to more efficiency, reduce risks and make the company more agile (Bonnet et al., 2014, p. 232). Nowadays customers make no difference between offline and online experiences. Moreover customers use to share good and bad feedback openly (Bonnet et al., 2014, p. 44). In the context of visibly increasing number of communication channels, cross media has the task to spread advertising messages on different communication channels. It combines several advertisement channels within one campaign. In this way the advertisement effect increases and the response possibility of customers increases at the same time (Wiedmann, 2006, p. 161). *Rainer Wiedmann* even speaks about a revolution in the online field (Wiedmann, 2006, p. 163). Cross media has to keep in mind the rules of content marketing, which is about producing, distributing and improving content to tell the company story in order to position the company and its products and services correctly in the market. In short, content marketing means defining, planning, establishing and sharing content. The company's success depends heavily from acts at the Customer Touch Points (CTP). CTP are all places, where customers and prospects interact with the company (Esch, Klein, Knörle, & Schmitt, 2016, p. 329). As a result, people already speak about an atomization of communication instruments due to the fact that they are nearly uncountable nowadays (Bruhn, 2006, p. 24). Taking into account that customer data can be analysed at any time, meanwhile customers have only temporary limited frequencies to assess the company appearance, it is really important to coordinate all company CTP's to guarantee a compelling appearance (Wirtz, 2008, p. 81f). As a result, *Thorsten Schwarz* emphasises that the inflation of CTP's represents the main problem of integrated communication (Schwarz, 2006, p. 10). Furthermore the rise of possible CTP's, especially digital ones, makes the decision process more complex and the danger of an inefficient budget allocation may increase. In addition, more and more touch points are out of company control (Puhmann, 2016, p. 312). Today *Siemens* focuses primary on online advertisement. Nevertheless Out-of-Home (OOH) advertisement takes still part of the communication mix.

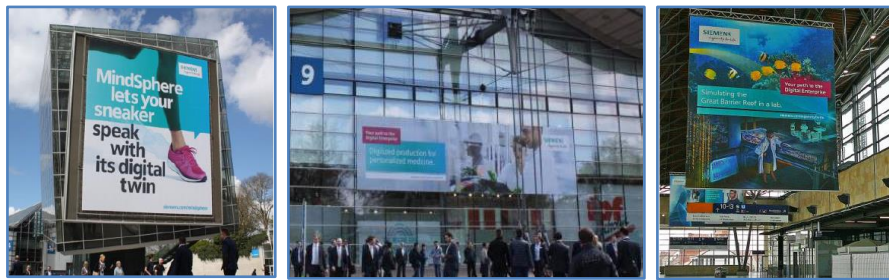


Figure 38: Examples of *Siemens HM* OOH poster (Source: *Siemens* internal)

The reason why OOH advertisement is still used in times of digitalisation is, that OOH is one of the few advertisement media that does not compete for audience attention due to the fact that consumers cannot evade to billboards on their way to work, e.g. on train stations and airports (Blakeman, 2015, p. 195). As a result of digitalisation, the following subchapter gives an overview about paid, owned and earned media.

4.4 Convergence of paid, owned and earned media

The *Siemens HM* market communication approach is composed of paid, owned and earned media.

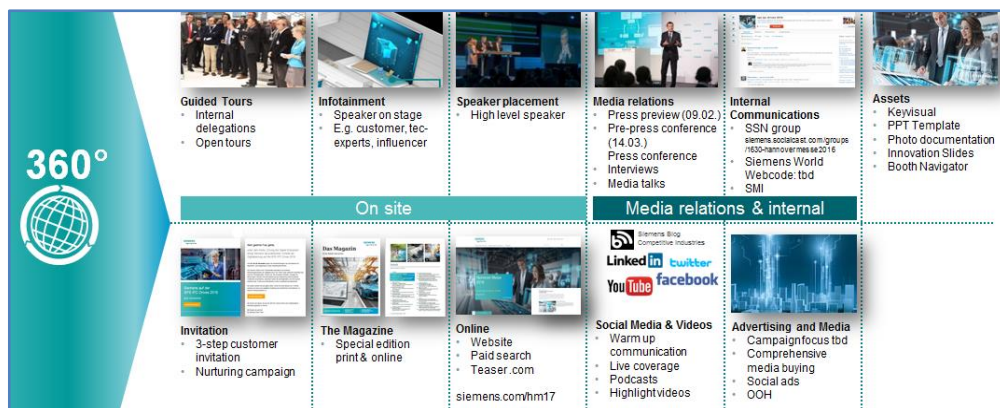


Figure 39: *Siemens HM* specific 360 market communication (Source: *Siemens* internal)

In the course of digitalisation, the differentiation between online and offline seems to be obsolete. Today the differentiation between paid, owned and earned media is more common. The next figure shows the interplay between the brand (controlling owned and paid media) and the customers and prospects (regulating companies' earned media). Regarding push-communication, the company (sender) tries to motivate the customer/prospect (recipient) (by a message) to buy a product or service. With a view to pull-communication, the customer or prospect (sender) tells (by a message) the company (recipient) what he expects from the brand or offered service.

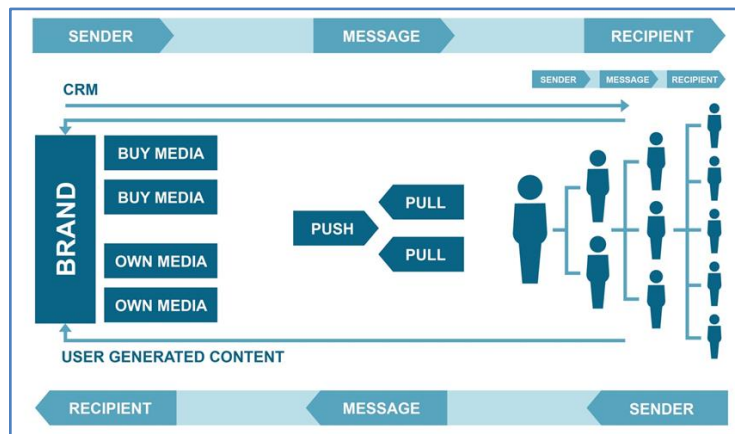


Figure 40: The (new) communication model (Source: Siemens internal)

The subsequent illustration gives an overview about the specifications of paid, owned and earned media categories.

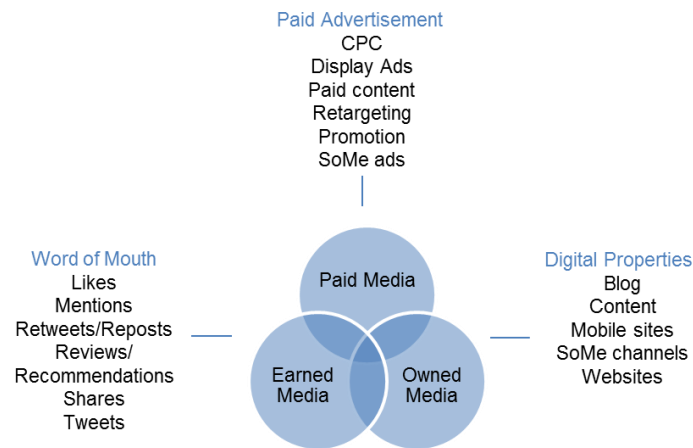


Figure 41: Targeted communication ecosystem (Source: Own presentation)

Hereafter, the targeted communication ecosystem will be described in detail. Reaching customers via traditional one-way communication (paid media) has become more and more difficult because of increasing media channel diversity (Rothensee, 2015, p. 41). The number of companies who invest in brand content, instead of paid media, is steadily rising due to the fact that touch points with a commercial character lead to reduced attention or even to avoidance behaviour on the part of customers and prospects (Baetzgen, 2015, p. 14). Only if owned media is based on good content (valuable and relevant content), it makes sense to invest budget to realize paid media. Examples of paid media within the *Siemens* communication mix are online and offline activities. Regarding offline media, OOH activities can be named. Print cooperation with magazines such as *Handelsblatt* or *Spiegel* are not realized any more due to budget restrictions (advertisement in newspaper and magazines are by far the most expensive advertisements). With

regard to online activities, *Siemens* invests in sponsored posts, Google advertisement, display ads and paid banner.

With a view to owned media, it is characterized by content marketing (Rothensee, 2015, p. 41). Owned media comprises the entire area of corporate publishing: All media and publications, which are written and edited by the company as well as communication platforms from third providers, e.g. *Twitter* and *Facebook* are also included (Hoffmann, 2015, p. 65). Regarding *Siemens* SoMe activities (see chapter 4.5.2) around the *HM*, they are planned within three phases: The warm up phase (before the fair), the live coverage phase (during the fair) and the wrap up phase (after the fair). During the warm up phase, many appealing contents like info graphics, press releases and videos are published on different online channels (*Siemens* homepage, *LinkedIn*, *SSN*, *Twitter*, *Youtube* etc.). Along the live coverage phase, real time videos are published. After the fair, all results will be brought together in order to analyse them. In this phase, posts about best of moments are published. It is important to mention that even owned media cause costs (conception, development and production).

Concerning earned media, the key word is conversion. “The question how much others speak about the company is decisively for the communicational and entrepreneurial success” (Hoffmann, 2015, p. 36). Due to the fact that information can be shared online, it has enabled everyone to publish its own opinion. As a result, people trust peers more than organizations (Karjaluo et al., 2015, p. 703). Earned media can be user generated content or information that is available to consumers within the press (Rothensee, 2015, p. 41). Earned media are media or publications that are not instructed by the company (e.g. press reports, blog posts, status messages, tweets etc.) (Hoffmann, 2015, p. 65). Earned media can only be developed where the company already invests strong communicational expenditures with content and recognizable customer benefit (Hoffmann, 2015, p. 66). In order to get a better impression about the digital communication channels that are used within the *Siemens HM* communication mix, the next subchapter will handle them in detail.

4.5 Closer examination of digital communication channels out of the *Siemens Hannover Messe* communication mix

„In digital times user have increasing expectations towards what they consume online and above all with what they interact” (Hoffmann, 2015, p. 157). Technology and other factors changed from scratch the way how consumers assimilate communications and if they want to assimilate it (Kotler et al., 2017, p. 696).

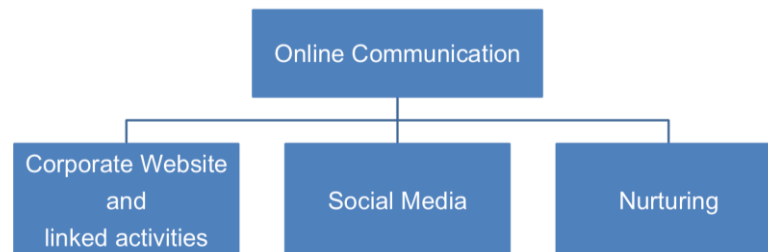


Figure 42: Selection of online communication instruments within the *Siemens HM* communication mix (Source: Own presentation)

To guarantee that the user community of defined communication instruments fits with the company target group, demographic-, socio-economic-, psychographic- and behaviour- characteristics, need to be compared. The affinity degree can be calculated by dividing the user community number of the communication instrument, who represent simultaneously the target group of the company, by the user community number of the communication instrument (Bruhn, 2010, p. 223). Moreover, the media choice is based on target group lifestyles; therefore integrated communication is realized in media vehicles, used by the target groups. Messages that explain the company's USP are transferred consistently and cohesively (Blakeman, 2015, p. 16). With the combination of different communication channels, different strengths are brought together and complete each other. The phenomenon of cross media is based on the fact that exclusively the combination of different channels is really profitable. The communication effect is higher if a customer or prospect gets information simultaneously over different channels (Wiedmann, 2006, p. 159). Companies who use multiple channels, have to realize an integrated experience. Realizing convenient omni-channel experiences demands change across front-end as well as the operational process (Bonnet et al., 2014, p. 42). Online communication is characterized by promptness (spreading and collecting information in real time), individuality (tailored information according to individual needs), internationality and ubiquity (no time or space restrictions), flexibility (ad-hoc adaptations as well as real time interaction),

multimediality (several senses can be reached simultaneously), selectivity (user can decide which information he wants to get), interactivity (feedback effects dialog-mechanisms), authenticity (user generated content as opportunity and threat) and profitability (specified target group appeal) (Schweiger & Schrattenecker, 2017, p. 151f). Digital communication is a new channel only from a technical point of view, in reality it is a new mind-set. Because of ever changing technical possibilities, a combination of push- and pull communication has been developed. Typical push-communication activities are (online) advertisement, banner and e-mail-marketing. In this way, the company is actively speaking to a specific target group. Thus, push-communication means that the initiative comes from the company (sender). During the last years, the information searching behaviour changed enormously (see chapter 4.3). Customers as well as prospects are searching for information within search engines, blogs, recommendation pages and SoMe platforms without companies incentive measures. This is called pull-communication (Schweiger & Schrattenecker, 2017, p. 151). With regard to an increasing SoMe activity, companies need to participate and listen actively to the conversions of their customers or prospects. To begin with the detailed explanation of the individual channels within the *Siemens HM* communication mix, the following subchapter starts with the explanation of the corporate website and accompanying activities.

4.5.1 Corporate website and linked activities

Typical online communication mediums such as websites have in common that they can reach a wide audience. The main objective of *Siemens* online activities around *HM* is placing relevant content (e.g. highlight videos) at the landing page in order to generate awareness about the *Siemens HM* participation, as well as to generate business contacts by high value content (e.g. free ticket download). Moreover conversion should be generated to other landing pages in order to deliver more detailed information. In order to improve the *Siemens HM* homepage performance, *Siemens* invests in Search Engine Marketing (SEM) that covers Search Engine Advertising (SEA) and Search Engine Optimization (SEO). SEA has the objective to promote the landing page with drive-to-measures and SEO aims to increase the website's visibility through unpaid results in search engines.



Figure 43: Homepage of the HM website 2018 (Source: Siemens internal)

The advantage of a website is that its visitors show real interest in the presented content due to the fact that they have searched the website actively. Nevertheless a website can only be successful in combination with other channels (Braun, 2006, p. 154). The seven c's for a successful website are: Context, content, community, customization, communication, connection and commerce source. The company's website as a unique touch point, where marketers meet stakeholders is out-dated for a long time. Social networks are more than supporting websites to direct people to the company's corporate website (Hoffmann, 2015, p. 63). Regarding search engines, there are two different types of possibilities to grab attention. On the one hand: Maintaining a good ranking position and on the other hand: Paid keywords. That means that the company's slogan can be placed in the first row within a search engine (Braun, 2006, p. 149). Search engines can reach precise target groups in the right moment. Moreover, search engines' efficiency is easy to control. SEO deals with the prerequisite of discoverability through search engines that are: Quantity, topicality and quality (informative URL's, precise keywords and tags) of the corporate website's content. Moreover links of the website with other websites are helpful regarding its visibility in upper rankings of search engines due to the fact that, the more a keyword or link has been searched, the higher it is ranked within the search engine (Schweiger & Schrattenecker, 2017, p. 154). SEA is completely different to SEO. SEA increases the traffic to the own website through digital advertising. The advertiser has to pay a fee (Cost-per-Click) to the publisher (e.g. Google), every single time a visitor clicks on the advertisement, placed on the search engine. This advertisement is highlighted in another colour; in this way people's attention is grabbed. The strength of banner is the capability to reach precise target groups. People who click actively on a banner show real interest. Click rates can be controlled easily by using cookies. But besides advantages there are also disadvantages. Banner might be perceived in a

disturbing way and besides this, they are only useful in combination with the website (Braun, 2006, p. 154). As people are tired of reading paid advertisement, banners might be perceived as annoying and subjective. The effectiveness of all efforts relating to the company's website can be monitored by using real time measurement dashboards. These dashboards show ranges and clicks, which allow realizing comparisons between yesterday and today as well as comparisons between previous fairs. After having got an overview about the importance of the corporate website, the relevance of SoMe channels will be set out.

4.5.2 Social media

SoMe can be specified in different categories. Within this chapter, following SoMe categories will be explained:

Micro media/ Micro blogs
Social Networks
Influencer
Multimedia sharing communities

Table 8: Extract of SoMe categories (Source: Own presentation)

SoMe has become an integral part of peoples private as well as business everyday life. 37% of the world's population is actively using SoMe (Blackburn, 2017, para. 2). In this way it is indispensable to integrate SoMe in the communication mix (Kilgour, Sasser, & Larke, 2015, p. 327). According to the fact that people exchange information about brands and products in real time, the impact of SoMe on peoples buying behaviour is remarkable strong. Within social networks obtained information influences heavily the resulting buying intention. It is confirmed that people built up trust to other consumers. The next figure shows the impressive numbers of regional active SoMe users worldwide:

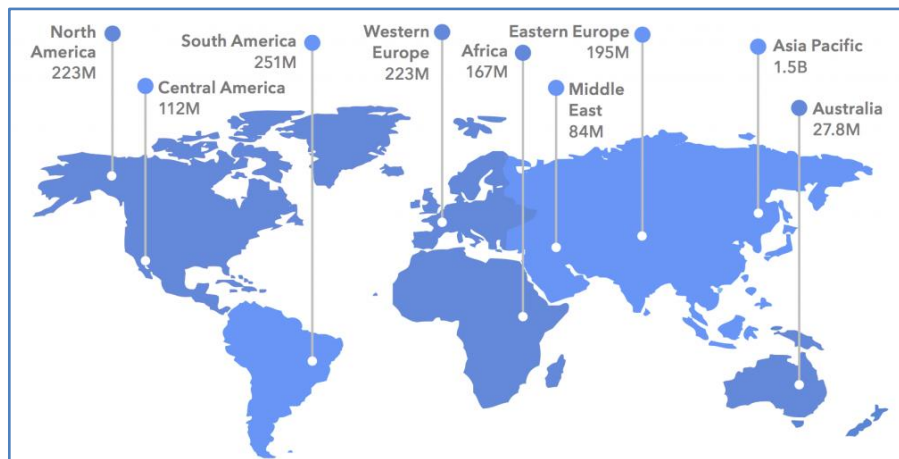


Figure 44: Regional breakdown of active SoMe users (Source: Blackburn (2017), para. 1)

“Social media can be a powerful force to reach large audiences with important messages” (Harris Lipschultz, 2018, p. 179). SoMe has despite of its use of new channels basically the same objectives like other marketing formats: Bridge-building with customers, acquisition of new customers, informing customers about new content and information, increasing the company’s fame, improving the company’s image, improving search engine results and realizing better return on investment (ROI) (Kolbrück, 2013, p. 106). SoMe has become really important because of increasing two-way communication demand. More precise, SoMe can be classified into the many-to-many communication due to the fact that SoMe is based on the principle of many senders and many receivers (Schweiger & Schrattenecker, 2017, p. 157). SoMe channels offer interactive platforms, where customers can take the role of internal stakeholders, while giving feedback about product and services (Blakeman, 2015, p. 124). SoMe are paid, owned and earned media at the same time. According to *Robin Blakeman*, SoMe can never replace company’s primary advertising vehicles but it is a powerful support vehicle, which represents a good opportunity to maintain and build up relationships that can engage visitors beyond brand performance (Blakeman, 2015, p. 259). Every SoMe channel that is controlled and supervised by a company represents owned media and every comment or every conversation about the company is called earned media. Besides this, SoMe advertisement measures represent paid media. Doubtless SoMe activities can exclusively work if they are based on good content. According to the *AUMA* fair trend about marketing mix instruments in 2018, companies use in average more than eight different communication channels. According to this statistic, the biggest growth rate can be recorded within SoMe

instruments such as *Facebook*, *LinkedIn*, *Twitter* and *XING*. In 2013 only 33% of the reviewed companies used SoMe whereas in 2018 already 61% used SoMe within their marketing mix (Hochheim & Neven, 2018, p. 17).

With regard to *Siemens*, employees publish content about product and solutions based on their expertise and experience on SoMe channels. These posts represent personal opinions and do not represent the entire company. The main target audiences are: Customers, prospects, business partners and influencers. The SoMe information flow is two way directed, that means that the receiver of the message can directly reply to the post. The ability to work with SoMe at *Siemens* is seen as a skill set, which is required to distribute content through social channels. "Only if SoMe experts can be successfully integrated in the overall communication, integrated communication in digital times can be managed" (Hoffmann, 2015, p. 81). Every single employee in the communication department should be able to use SoMe in a convenient way till 2020.

With a view to user generated content like blogs, vlogs (video blog), podcasts, social networking platforms and communities, the term "*social line*" can be used as a collective name (Wiedmann, 2006, p. 165). Besides consuming content, every internet user can also produce content. People can decide if they share their thoughts openly or only with a specific circle of people. One important aspect is that SoMe activities only have a limited controllability (Schweiger & Schrattenecker, 2017, p. 157). Advertisement on SoMe channels is more subtle than ordinary sender and receiver advertisement. Even private users can do advertisement for a company by writing positive comments or recensions about the company's product or service (earned media). From this point of view, brand awareness is setting up, what will be visible in terms of purchase behaviour (Bachmann et al., 2014, p. 316). Citizen journalism stands for the fact that audience members take on a quasi-journalist role. In this way traditional professional journalism news gatekeepers are changing (Harris Lipschultz, 2018, p. 80f). Regarding posts, they have to be published on a regular basis, have to focus on current events and need to be: Relevant, multi-medial, right in time, redundant, location specific, entertaining, informative, linked, striking, immediate, open, interactive, in compliance with the law, pointed and above appreciative (Pfeifer, 2015, p. 84-85). In order to guarantee a successful objective realization, a

correct channel choice represents the precondition. The following table gives a SoMe platform overview and classifies the *Siemens* audience.

Choosing the right social media platform						
	<i>Facebook</i>	<i>Twitter</i>	<i>Pinterest</i>	<i>Youtube</i>	<i>LinkedIn</i>	<i>Instagram</i>
Monthly active users	2.2 billion (Anonymous, 2018 c, p. 1)	330 million (Anonymous, 2018 e, p. 1)	200 million (Anonymous, 2018 d, p. 1)	1.47 billion (Anonymous, 2018 h, p. 1)	250 million (Aslam, 2018, para. 1)	800 million (Anonymous, 2018 b, p. 1)
<i>Siemens</i> reach	503,152 followers and 503,491 likes (Anonymous, 2018 r, p. 1)	138,400 followers (Anonymous, 2018 l, p. 1)	882 followers (Anonymous, 2018 i, p. 1)	99,902 subscribers (Anonymous, 2018 j, p. 1)	1,838,108 followers (Anonymous, 2018 m, p. 1)	79,400 followers (Anonymous, 2018 k, p. 1)
Purpose	Building relationships	News & articles; conversation	Scrap-booking	Search how to	News & articles; conversation	Building relationship ; conversation
Best for	Building brand loyalty	Public relations	Lead Generation	Brand awareness	Business development	Lead generation
Down-side	Limited reach	280 characters	Images only; very specific demographic	Resource intensive	Limited interactions	Images only

Table 9: Social media platform overview (Source: Own presentation)

SoMe communication is realized on online based platforms and characterizes interaction between companies and individuals (SoMe user), as well as interaction between individuals. SoMe communication can be active or passive. The paramount objective is exchanging information, opinions, impressions as well as experiences. Even the active participation on developing content, products or services can be realized through SoMe (Bruhn, 2010, p. 473). SoMe can be characterized based on different characteristics. SoMe communication is: Limited controllable, interactive, realizable through words, pictures, audios and videos, a form of personal and non-personal communication, addressed to a disperse audience, form of a public communication, but even a closed network, form of direct (sender and receiver) and indirect (message diffusion) communication, possibility of fast and cheap information diffusion, partly user controlled (user

generated content), based on internal and external communication mediums (Bruhn, 2010, p. 474f). Three types of SoMe communication applications can be identified. First of all, there are entertaining, reactive applications (e.g. video or picture platforms) (see chapter 4.5.2.4) where dialogs do not take place. At this point, interested users receive exclusively company specific content on an emotional level, which is virtually based. Moreover, there are interactive information-oriented applications (e.g. corporate web blogs), where interested users can satisfy their informational needs on an interactive and individual way. The problem of blogs is that it is mostly perceived as very static without enough possibility to exchange opinions. Moreover corporate web blogs are often perceived as very subjective due to the fact that companies write them. People tend to prefer neutral blogs. As a result, blogs are not in focus of *Siemens* communication channels and will not be analysed in detail. Besides this, there are service-oriented dialog applications (e.g. networks and micro blogs) (see chapter 4.5.2.1). There is the possibility to realize exchange relationships, based on real dialogs. These three SoMe communication applications can be differentiated again by using different criteria. The criteria are following: Interactivity, dialog, information, informational needs, object reference, activation, customer loyalty and application persistence (Bruhn, 2010, p. 475f). Regarding the SoMe communication appearance, „[b]asically the communication object, the target group as well as the communication message, define the choice of the communication medium” (Bruhn, 2010, p. 478). Appearing SoMe formats are: Weblogs, virtual networks, web forums, bookmarks, wikis, podcasts, videos and pictures, assessment portal, social networks, micro blogs, social picture networks and video-sharing-portals (Bruhn, 2014, p. 1044). It is possible to differentiate in active and passive SoMe strategies. The appearance of SoMe, as well as the content design of a message needs to be perfectly coordinated by keeping specific objectives of the integration in mind. Objectives can be realized by a combination of different strategies: Strategy of listening, strategy of influence, strategy of joining the conversion, strategy of activation and strategy of supporting (Bruhn, 2010, p. 490). Setting objectives and defining KPI's allows SoMe monitoring. SoMe key objectives are creating awareness and positioning the brand correctly in the market. KPI's that are helpful to check effectiveness are: Volume of buzz, brand mention, share of voice, reach and engagement rate (Sauermann, 2014, para. 4 - 8). In former times, SoMe activities have been restrictive within *Siemens*

guidelines. Today the *Siemens* SoMe appearance has changed completely. During the *SPS Fair* (European leading trade fair with focus on electric automation) in 2017, there has been realized a pilot project about SoMe usage: Booth staff was taught to post with their personal SoMe account. Internally a *Siemens* global SoMe community exists, which gives guidelines for employees how to write appealing posts. Besides this, SoMe workshops and trainings take place in order to motivate and enable employees. After the enormous success of the pilot project, the process is also implemented within other fairs as well as the *HM* 2018. Today it represents part of the communication strategy that employees use their private SoMe accounts to spread information about *Siemens*. The overall objective of SoMe activities around the *HM* is generating traffic to the *HM* webpage or linked product pages (drive-to-measures). Nevertheless it has to be mentioned that awareness is important, but conversion is still more important. In former times, only post and tweet quantity has been analysed, whereas today the main focus is on *retweets*, shared posts (repeating and transmitting information) and click rates. In other words the quantitative analysis is widened by the qualitative analysis. Within the next subchapter, information about micro blogs will be given.

4.5.2.1 Micro media/Micro blogs

A famous example for a micro blog is *Twitter*. The reason why it is called micro blog is that the user only has a limited amount of symbols for his message (a tweet has 280 symbols that even have a lot to tell). The available information on *Twitter* is spread really fast and reports in brief about current events. Individuals use *Twitter* to talk about their personal mental state, as well as their areas of interest whereas companies use *Twitter* to give short information about new products and services and to react to current topics (Kolbrück, 2013, p. 104). The importance of tweets can be categorized into four main tweet levels: Influence, popularity, engagement and trust (Harris Lipschultz, 2018, p. 25). *Siemens* uses *Twitter* with the objective to grow interaction with people, get in conversation with *Siemens* interested parties, drive visitors to the *HM* booth and generally increase the visibility of the company's presence at the *HM*. The following figure gives an example of a tweet appearance from one of the *Siemens* management board members.



Figure 45: Tweet from *Klaus Helmrich* during the *HM 2018* (Source: *Siemens internal*)

Current *Siemens Twitter* presences are: The *Siemens* global account (twitter.com/siemens), it focuses on corporate topics, A/B topics, and events. In addition there are local *Siemens* accounts (such as: twitter.com/Siemens_Spain) that represent *Siemens* within a given country or region. Besides this, there are global *Siemens* topic accounts (such as: twitter.com/Siemens_Energy) that cover topics on a worldwide scale. Twitter posts contain relevant content, in order to appeal *Siemens* interested parties and people who are interested but may not be able to attend to the *HM*. The objective with regard to live communication is creating the possibility to visit the event digitally, creating conversation opportunities with target groups and delivering valuable content to journalists, customers and prospects. Besides the live coverage on *Twitter*, there are also live interactions on other SoMe channels like *Facebook* and *Youtube*. The next subchapter sets out the importance of social networks.

4.5.2.2 Social networks

“Social networks are growing faster than any other communication medium in history” (Bruhn, 2014, p. 1051). Social networks are used in order to realize a target-group-specific-speech. With a view to the global social network penetration rate per region as of January 2018, North America is ranked first with a SoMe penetration rate of 70%, Northern Europe can be find on the second place with 66%. The global average social network penetration rate amounts 42%. *Facebook* is still the most famous social network – despite this year’s data abuse scandal (Anonymous, 2018 a, p. 1). The following figure shows a possible social network information diffusion scenario. It says that 1% of *Facebook* users are creating

content, 9% are sharing content and that 90% are consuming content. Assuming that 360,000 *Siemens* employees are active on SoMe and every employee in average has 130 friends on *Facebook*, the viral effect could be amazing.



Figure 46: Topography of social network participation (Source: Siemens internal)

There are different types of social networks. On the one hand side, there are networks like *Facebook* that are used for private matters as well as business matters. *Facebook* is about personal experiences and reports about leisure but also about professional events and highlights. *Facebook* is one channel for *Siemens* to transfer messages, but it is by far not that relevant than business social networks.

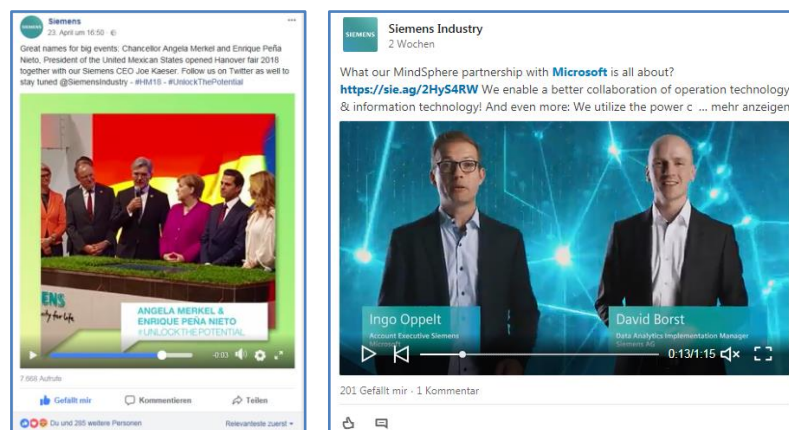


Figure 47: Example of a *Siemens Facebook* post (left picture) and *LinkedIn* post (right picture) at the *HM 2018* (Source: Siemens internal)

On the other hand side, there are networks like *LinkedIn* and *Xing*, which are used for business contacts. They are about thought leadership and large articles. “The rules of exchange on B2C networks can be transferred to the dialog on B2B networks” (Kolbrück, 2013, p. 102). For *Siemens*, *LinkedIn* represents one of the most important channels. According to the fact that many people do not want to combine private content and business content within one portal, *LinkedIn*

represents a platform for business and professional contacts. Already many companies are discovering the value of their corporate image on *LinkedIn* - and *Siemens* is no exception. With a view to *LinkedIn* groups, they revolve around common interests, usually related to careers or professions. They are excellent places for discussions on specific topics. There is the option of private groups and open groups for all *LinkedIn* visitors. In order to spread information about topics and products, *LinkedIn* offers good advertising opportunities. A variety of media, like slideshows, pictures, podcasts, documents and presentations can be uploaded. In brief, high-level information about *Siemens'* portfolio can be provided. The following subchapter explains the revolutionizing importance of influencers within *Siemens* SoMe communication.

4.5.2.3 Influencer

“Traditional influence is defined as the act, power, or capability of causing an effect in indirect or intangible ways. [Regarding digital influence, it can be described as]: The ability to cause effect, change behaviour, and drive measurable outcomes online” (Solis, 2012, p. 8). Considering influencer engagement from a holistic point of view, it is not about marketing, it is rather about discussion. Influencers have the ability to work in an efficient way with SoMe. It is based on leveraging own and external influencers to most effectively tell the *Siemens* story. Today influencer engagement tries to show how to create content marketing on SoMe platforms such as *LinkedIn*, *Twitter* and others. In this way influencer engagement is considered as a vehicle of content marketing. There are 3r's of influence that give orientation. Reach reflects the popularity, affinity as well as the potential impact of an influencer. Popularity, proximity and goodwill are indicators for the influencer's reach. Regarding relevance, it is about relationships between people that are based on specific subjects. Information can be widespread along these communities. At this point, authority, trust and affinity are reference points. Considering resonance, it is about the degree of interactivity concerning a specific topic. High resonance means high conversion rates. Guidelines at this point are: Frequency, period and amplitude (Solis, 2012, p. 10). Regarding the complex communication strategy, a part of buyers, also disseminators, opinion makers and recommenders have to be involved (Hoffmann, 2015, p. 140). People, who possess a high number of followers, have very popular accounts and they are potentially very influential. Messages that are sent from this account will likely

reach millions of users, e.g. on *Twitter*, where other users can spread (retweet) information. With regard to this estimation about influence, working with influencers can generate high impact on information perception and distribution (Harris Lipschultz, 2018, p. 25). Influencers can be searched by trends and topics (e.g. *LinkedIn* or *Twitter* influencers). A platform to do so is *Brandwatch Audience*, which is a professional tool to find and track influencers. Beyond that, there are plenty other tools available (*BuzzSumo*, *Google*, *LinkedIn* search, *Twitter* etc.) (Newberry, 2017, para. 9). With a view to the comparison between B2B and B2C influencers, there are big differences. The B2C sales process is typically a short, one-off transaction, in this way the reach of a B2C influencer is crucial. Regarding B2B processes, they are built usually on long-term relationships. This is the reason why relevance (thought leadership) of influencers is more critical to success. B2C influencers are paid according to their follower quantity (reach). This reach creates direct sales. Moreover B2C influencers often work exclusively as influencers whereas B2B influencers do this job a part of their real job and mostly do not earn money for talking about a specific topic or product (80-90% of all B2B influencers) (Naumann, 2018, para. 2). B2B influencers mainly talk about specific topics, products or services because they are personally interested in. This is one of the reasons why they are trustworthy. These types of influencers even have impact on utilities and governments. This explains pretty well why B2B influencers are chosen because of their network quality and not quantity (Naumann, 2018, para. 3). *Siemens* external influencers are experts in following areas: Data Analytics, Digitalisation, Industry 4.0 and Internet of Things. More than 50% of them are engineers, computer specialists or developers. Other influencers are usually economists. Almost all influencers are employees of *Siemens* clients or partners such as *Atos* and *SAP*. A part of external influencers there are also internal influencers that are categorized in: Executives, experts and employees.



Figure 48: Overview about some *Siemens* influencers (Source: *Siemens* internal)

The cooperation between influencers and companies represents a win-win-situation because both parties become thought leaders. Within the following sub chapter the importance of video and picture platforms will be described.

4.5.2.4 Multimedia sharing communities

“A video is worth 1,000 words” (Harris Lipschultz, 2018, p. 26). „Pictures and especially moving pictures can transfer the atmosphere of an event in the best and emotional way” (Böse, 2017, p. 461). The most famous platforms for pictures and videos are *Instagram* and *Youtube*. *Instagram* is a platform where pictures can be shared within seconds. These pictures can also be shared simultaneously on other social networks, as well as blogs and micro blogs (Kolbrück, 2013, p. 105). *Instagram* currently is worldwide really famous. Despite of *Instagram's* huge success *Siemens* still does not implement *Instagram* actively within the *HM* SoMe communication mix like *Facebook*, *LinkedIn*, *Twitter* or *Youtube*. *Pinterest* is also one channel, which is mainly picture based but it has not the same advertising effect than *Instagram*. Therefore it is not taken into account as a possible channel within the *HM* communication mix. *Youtube* is a platform where videos are published. These videos can also be spread like photos on *Instagram*. “Not every story can be told in *Graphics Interchange Formats* (GIF's) and *emojis* - but storytelling no longer necessarily means building a narrative with language as it did in the past. 60% of people today [are identified] as visual learners, which means that [they are] already lost by the third paragraph” (Coffe, 2015, para. 7). With respect to these circumstances, the definition of storytelling has changed. Moving pictures and videos have become an important element to evoke emotions and to increase the level of experience. *Youtube* has become the second biggest search engine worldwide (Smith, 2016, para. 4). In this way videos represent an important part of the interactive customer dialog. *Siemens* also implements *Youtube* within the *HM* media live coverage. There are live videos, highlight videos, open stage speeches, pitch presentations as well as booth presentations. The following figure shows an extract of a *Siemens HM* highlight video.



Figure 49: Example of a *Siemens HM* highlight video on *Youtube* (Source: *Siemens internal*)

It is important to implement a call-to-action in every video. In other words, the person who watches the video should become curious about what is coming next and should become interested in getting more information about the specific product or topic. Links from webpages to the video and the other way round, increase virility (Kolbrück, 2013, p. 154). Today nearly every webpage contains pictures and videos. It has become state of the art to include pictures within the own webpage and publishing videos on *Youtube*. Regarding videos, following facts can be measured in real time: Number of watching the entire video (how often watches a visitor the entire video), watching rate (number of starts watching the clip/number of page visits), cancellation rate (number started clips/number and complete watched clips), number started clips (information about how often a clip is started) and repeated clips (measurement of many times one clip is watched by the same person) (Hassler, 2017, p. 277). Hereafter the relevance of nurturing will be examined.

4.5.3 Nurturing

Nurturing can also be categorized within owned media. The *Siemens HM* invitation has to be adapted to the specific industry target group and their interests; therefore representative customer data (who attend to the fair, which field of interest does the person have, from which industry does the person come from, which job level does the person have etc.) are needed. The exhibition organiser *Deutsche Messe AG (DMAG)* provides relevant data (e.g. information about ticket registration). The collected data by *Siemens* and *DMAG* are sometimes not congruent, which has to be improved within the next years. According to the latest statistics, *HM* visitors are: Business customers, potential business prospects, distribution partners, suppliers, *Siemens* employees, exhibitors, *Siemens*

competitors, pupils/students, visitors for private reasons and journalists (see chapter 3.1). According to the diversified target groups, an invitation management process is applied. In the beginning, sales and region departments select customers for the *HM* invitation out of *Philos*, until mid-February. In the next step, communication departments send 60,000 invitation e-mails (save the date, main invitation, target group highlights and last information) to registered people within *Eloqua* (internal data base). In the following step, the communication department generates a list of registered customers out of *Philos*, which is available at the end of March. In the last step, the communication department publishes an invitation report about invalid e-mail addresses, delivered e-mails, e-mail openings and ticket registrations on *SSN*. The following graphic shows the roadmap of the *Siemens* internal *HM* invitation nurturing process.

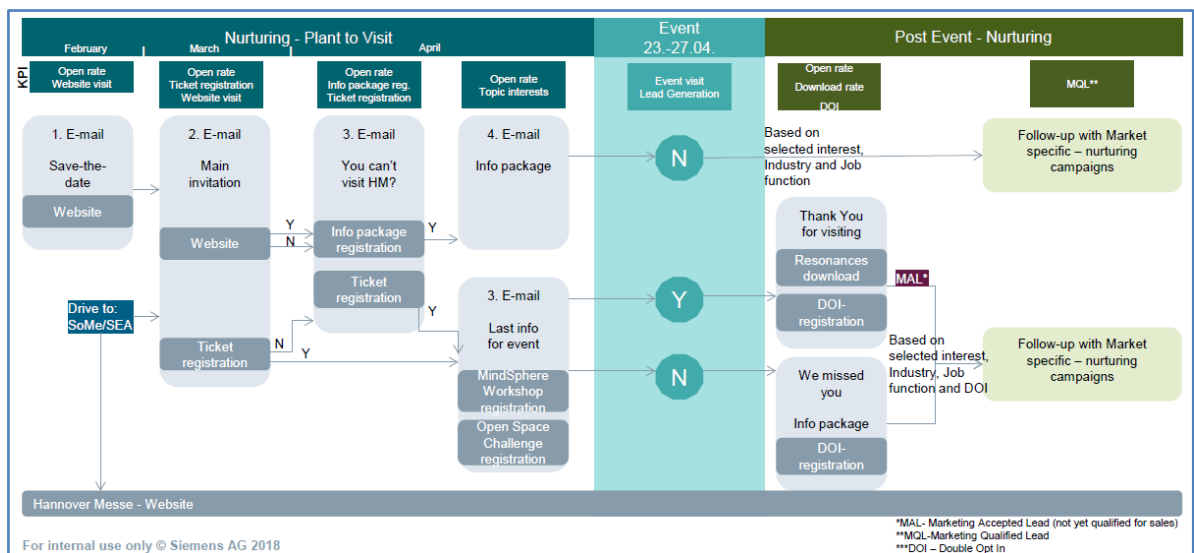


Figure 50: Customer-centric approach from invitation to follow-up activities (Source: Siemens internal)

Subsequent to the explanation of relevant communication channels within the *Siemens HM* communication mix, the *Siemens* communication concept tailored to the *HM 2018* will be proposed.

4.6 Integrated communication concept roll-out tailored to the *Siemens Hannover Messe* appearance

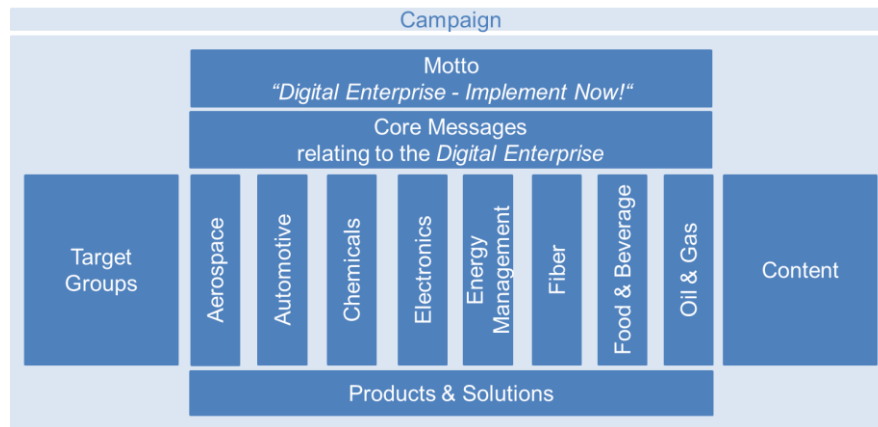


Figure 51: *Siemens HM* campaign, based on the story architecture (Source: Own presentation)

After having seen the target groups, communication objectives, the relevance of content and the growing importance of digital channels, the entire picture will be drawn by the implementation of a communication campaign. The *Siemens HM 2018* campaign is called “*The Digital Twin*”. Around the *Siemens* technological approach that reflects the virtual and real world, creative contents are widespread within different content hubs. Out of the eight targeted industries, *Siemens* defines six industries as most relevant ones: Aerospace, Automotive, Energy Management, Food & Beverage, Machine Building and Oil & Gas. Each of these six industries gets a personalized targeted address.



Figure 52: Industry specific communication messages (Source: *Siemens* internal)

As it has been explained in chapter 1.4, four main categories can be identified within the procedure of measure definition. First of all, measures have to be developed (problem analysis, assessment, structuration and coordination), a discipline of measures has to be selected (public relations, integrated

communication, traditional advertisement, promotion, direct marketing, event-marketing etc.), a time schedule has to be set up and a budget needs to be defined (Schmidbauer & Knödel-Bunte, 2004, p. 180). Communication measures can be structured by: Instruments, time, target groups, objectives, messages, regions and a mix of it (Schmidbauer & Knödel-Bunte, 2004, p. 182f). In former times, the main objective of all communication activities has been generating drive to the webpage (drive-to-measures), whereas the main communication objective today is creating conversion (ticket registration, booth visit, organic web traffic (unpaid traffic) and SoMe buzz). Messages are transferred over all communication measures around the *HM*. With a view to the fair participation processing, it is divided into three phases: Preparation, realization and rework (Bruhn, 2010, p. 458).

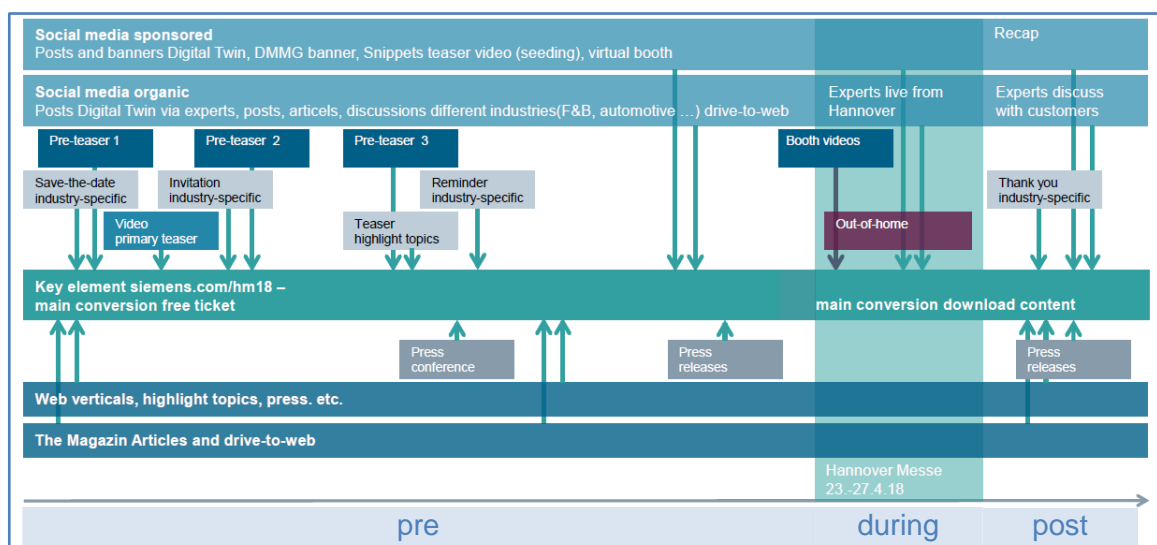


Figure 53: Overview communication channels and tactics (Source: Siemens internal)

The *Siemens HM* communication concept is based on channels out of the modified communication mix from previous *HM*. The timeline has its orientation on figures, based on experiences and learnings. In theory, a media strategy is based on communication and advertising objectives, specified target groups, content, budget and competitor strategies (Schweiger & Schrattenecker, 2017, p. 334f). Regarding communication conditions, target group analyses and research behaviour analyses as well as expectation profiles need to be done. Out of this information, typifications can be derived. In order to create a convenient media mix, a media analysis based on reaches, coverage and media usage has to be realized. After having structured the measures, they have to be selected (do the measures go with the target group? Are the measures supporting the

communication objectives? Do the measures fit with the positioning? Are the measures useful in order to transport specific messages? Can selected measures being combined with other measures? Are the measures cost efficient? Can the measures be realized in a specific time? After this step, the measures have to be clustered with respect to their importance. All measures have to be orchestrated in terms of content, design and time. Afterwards a budget planning has to be realized (Schmidbauer & Knödel-Bunte, 2004, p. 184). Due to budget restrictions, the media spending is mainly based on online media. Only two advertisements are printed (within *DB mobile* and *Messe Daily*). The two main media planning guidelines are: Selecting placements, that have dedicated *HM* sections/content and focusing on CPC buying methods, in order to drive engagement to the website and generate ticket downloads. The following table shows specific communication instrument appearances and communication channels during the *HM 2018*.

Communication instruments	Outward appearance	Communication channels
Media Advertisement Sales Promotion Public Relations Direct Marketing Sponsoring Social Media Event Marketing Personal Communication Fairs and Exhibitions	Out-of-Home-advertisement	Big Banner, Lift Ads, Billboards, Expo Cube, Advertising Tower, Giant Poster and XL Poster
	Print advertisement	Messe Daily, DB mobile
	Online advertisement	Teaser on <i>Siemens</i> Website, several online newspaper
	Search Engine Marketing	Banner
	Social Media activities	<i>Facebook, LinkedIn, Instagram, Twitter, Youtube</i> etc.
	On-site activities	Speeches and pitches
Inter-instrumental allocation	Inter-media selection	Intra-media selection

Table 10: *HM* specific communication possibilities (Source: Referring to Bruhn (2010), p. 309)

The following figure gives an overview about *Siemens* market communications around the *HM 2018*.

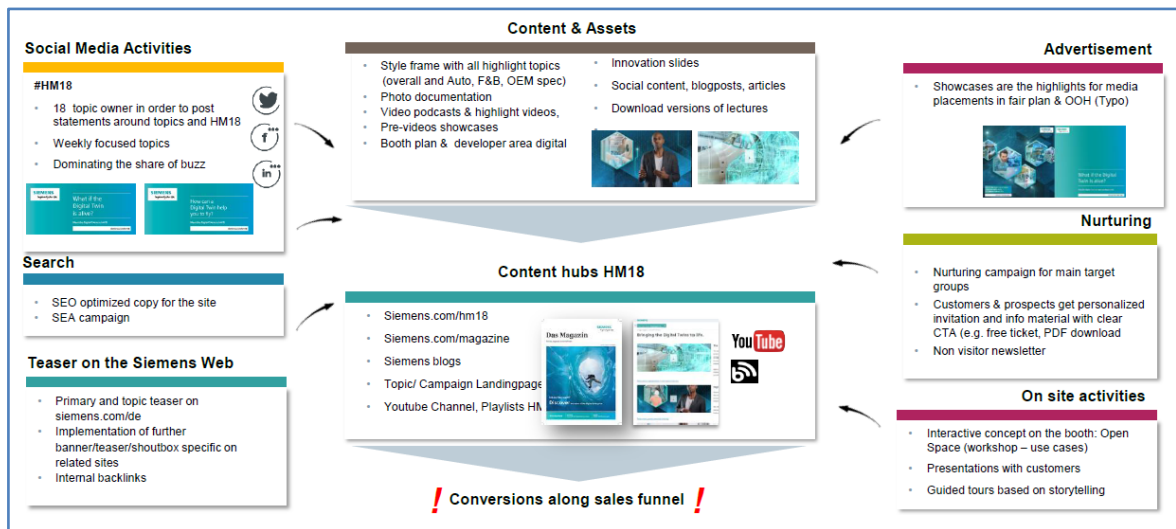


Figure 54: Overview market communication activities (Source: Siemens internal)

The *HM* content hubs 2018 are: Siemens.com/hm18, Siemens.com/Magazine, landing pages and the *Youtube* channel playlist 2018. The SoMe activities (see chapter 4.5.2) are based on a warm up communication concept with daily live coverage with podcasts and highlight videos (*Facebook live*, *LinkedIn*, *SSN*, *Twitter*, *Youtube* and generally Influencer communication). Videos are brought to social web to support the digital visit. Besides this, speakers and agendas are announced upfront. Topic owners post statements around different topics of the *HM* with the objective to generate a dominating share of buzz. Regarding advertisement, a targeted campaign with focus on digital media is realized. Besides this, media placements within the fair plan *Messe Daily* and the *DB mobile* magazine as well as OOH placements are realized. With a view to nurturing (see chapter 4.5.3), there is a multi-step nurturing campaign for the main target groups. 60,000 customers and prospects get a personalized invitation and information material with a clear call to action message (e.g. free ticket download). The planned *HM* on site activities are multifaceted. There is an interactive concept on booth with the *Developer Box* (where workshops and use cases are realized), daily lectures and panels, different live streams and guided tours based on storytelling. The teaser video on the *Siemens* website is a short film about the *HM*, which is implemented in different related sites with internal backlinks. Regarding search activities, there are SEO and SEA campaigns (see chapter 4.5.1). All activities are based on content and assets. The overall objective is generating conversion along the sales funnel. After this point, the budgeting follows consecutively. The combination of chosen media is about empirical values from

previous *HM*. Regarding media placements, the overall objective is generating broad awareness and brand building. The target groups are divided into three specific segments with the objective to drive engagement. These three segments are: Industries, decision makers (executives/c-level managers) and IT decision makers. The specific objectives are clustered into three different objectives per segment. Regarding industries, the objectives are generating broad awareness by professional titles and realizing engagement by show cases from relevant industries. In order to maximize conversion (e.g. ticket downloads, white paper downloads etc.) the customer journey among all target groups needs to be covered. With a view to decision makers (executives/c-level managers), the objectives are: Generating awareness with a broad reach by premium print advertisement and digital advertisement and placing engaging natives dedicated to target group needs. Moreover ticket downloads are strived. The objectives relating to IT decision makers are: Generating broad awareness with IT relevant placements, generating engaging content by cooperation and SoMe activities as well as obtaining a high number of ticket downloads. The following figure shows the budget allocation of the *Siemens HM* media mix.

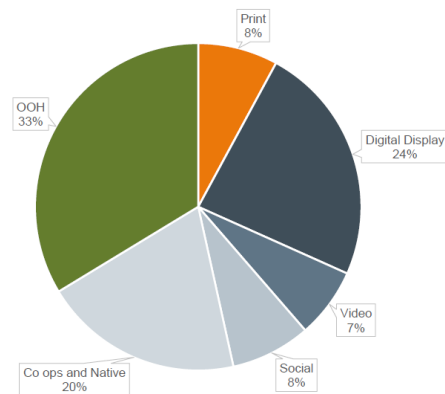


Figure 55: Media mix budget allocation (Source: *Siemens* internal)

OOH advertisement represents the highest share of spend, behind on-site branding, in order to increase the brand Top of Mind (ToM) and drive visitors to the *Siemens* booth at the *HM*. Digital display promotion is a combination of different targeting methods and fixed placements, which will enable *Siemens* to reach a significant part of all *Siemens* target groups and generate as many ticket downloads as possible. This is the most efficient and accurate way to target *Siemens* multiple target groups, with a relevant message. Co-op and native are about content distribution, to engage the target groups with *Siemens* content, before and during the fair, in order to raise interest and thus generate visits and

drive business. Some activities aim to engage the specified target groups with *Siemens* content and promote real time content, generated during the fair. Print advertisement aims to address the target groups and drives them to the *Siemens* booth when they are most receptive. Videos promote relevant showcases for target groups from different industries. The following table gives an overview of all media placements that are linked to the *HM* 2018, with a view to its category, objective and time.

Category		Medium	Objective	Time
Digital	Media news	<i>Ingenieur.de</i>	Awareness, ticket download and <i>HM</i> news	Pre/during fair
		<i>Handelsblatt</i>		Pre/during/post fair
		<i>Spiegel online</i>		Pre/during fair
	Display formats	<i>HM Webpage/App</i>	Awareness, ticket download	Pre/during fair
		<i>Permodo App</i>	Driving booth engagement and ticket downloads	
		<i>Aumago Webpage/ Light Reaction</i>	Driving awareness and call to action	
		<i>Heise online</i>	Creating awareness within IT audience regarding digitalisation	
	News-letter	<i>Konradin Industrie</i>	Driving awareness and ticket downloads with industry specific newsletter	Pre/during fair
		<i>Vogel Business</i>		
		<i>Media</i>		
<i>Weka Business Media</i>				
<i>Business AD</i>				
Native	<i>Outbrain</i>	Drive engagement and ticket downloads via content distribution	Pre/during fair	
	<i>IDG</i>			
	<i>Plista</i>			
OOH	<i>Ad, Tower, Banner, Billboards, Expo Cube, Giant Poster, Lift, Siemens branded Taxis, XL Poster</i>	Drive to the <i>Siemens</i> booth	Pre/during fair	
Print	<i>DB mobil</i>	Drive users to the <i>Siemens</i> booth	Pre/during fair	
	<i>Messe Daily</i>		During fair	
Social Media	<i>Facebook</i>	Drive engagement	Pre/during/post fair	
	<i>LinkedIn</i>			
	<i>Twitter</i>			
Video	<i>Unruly</i>	Driving engagement and ticket downloads	Pre/during fair	
	<i>Teads</i>	Video engagement for image clip in premium environments		
	<i>Youtube</i>	Driving traffic to the <i>Siemens HM</i> playlist		

Table 11: Overview of all *HM* media placements (Source: Own presentation)

With a view to industry target groups (Aerospace, Automotive, Energy Management, Food & Beverage, Machine Building and Oil & Gas), a precise targeting and fixed placement realization, within most relevant professional platforms is used, in order to address these specific and narrow target groups, when they are most receptive.

Print	
Digital	
Native	
Video	
OOH	
Social	

Table 12: Media placements specified for industry target groups (Source: Own presentation)

Regarding executives/c-level managers, a combination of awareness and call-to-action elements are put into practice. Moreover, video content promotion, article distribution (on broad reach titles) and on site presences are realized in order to drive to the *Siemens* booth.

Print	
Digital	
Native	
Social	
Video	
OOH	

Table 13: Media placements specified for executives (Source: Own presentation)

Concerning IT decision makers, a combination of targeted display and native content distribution is put into practice. A composition of specific titles, pinpointed targeting methods and fixed placements are realized, to ensure reach within the most relevant content environment by addressing IT decision makers and specifically those who have shown interest in cloud solutions.

Print	DB mobil MM DIE MESSE DAILY
Digital	PERMODO SPIGEL ONLINE Handelsblatt help online
Social	f in twitter
Native / co-op	plista Outbrain
Video	YouTube Teads
OOH	Deutsche Messe

Table 14: Media placements specified for IT decision makers (Source: Own presentation)

The next figure gives an overview about the media plan realisation categorized per medium and month.

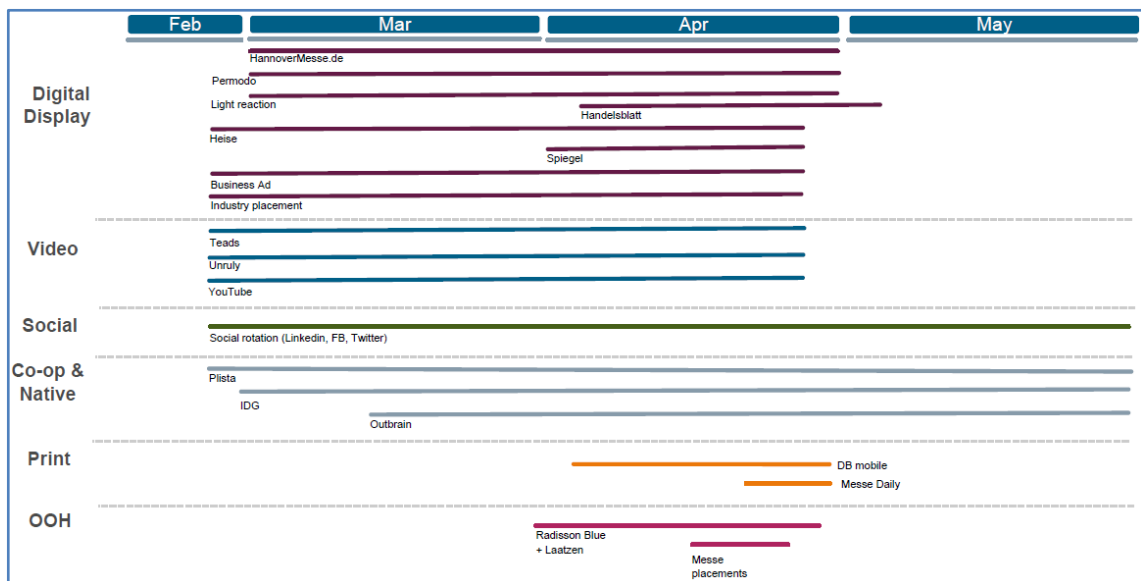


Figure 56: Siemens HM media plan (Source: Siemens internal)

The following chapter will cover the theoretical performance measurement of the Siemens HM integrated communication activities.

5 Theoretical performance measurement of the integrated Hannover Messe communication concept

„Despite of all benefits of the digitalisation there is no one and only integrated model to measure the performance of all touch points until today” (Rothensee, 2015, p. 40). Performance control and performance measurement can be realized with qualitative (subjective opinions) and quantitative information (e.g. downloads and visits) (Langner, 2006, p. 232f). Fairs that are order-oriented are easier to measure than fairs with a communicational function. Performance measurement information contains primary and secondary data from internal and external sources (Bruhn, 2014, p. 957f). The following table shows the origin of relevant performance measurement data.

	Primary data	Secondary data
Company internal sources	Information from booth staff. Information from business unit managers.	Data from accounting departments. Data from previous fairs. Additional internal data.
Company external sources	Information from booth visitors. Registered competitive exhibitor’s behaviour.	Statistics from exhibition cooperation. Statistics from market research institutes. Studies from professional associations. Brochures.

Table 15: Information sources of fair success controlling (Source: Referring to Bruhn (2014), p. 958)

Fair performance measurement instruments are: Visitor registration, visitor counting, visitor questionnaires, non-visitor questionnaires, eye tracking analysis, way-tracking analysis, mystery visits, inquiry management, booth staff questionnaire, competitor analysis, lead management, resonance analysis, turnover, cost analysis, sustainability effects, efficiency and effectiveness analysis (Esch, Langner, & Bruhn, 2016, p. 466-473). Efficiency (input-output-relation) means „doing the things right“ and effectiveness (output-oriented) means “doing the right things” (Gleich & Robers, 2016, p. 140). There are different types of performance measurement: Process control consists of checklists, network plans and methods to control organizational processing operations. With regard to effectiveness control, effects can be categorized in affective, cognitive and conative effects. Affective effects can be measured with rating scales. In this way it is possible to figure out if the visitor’s interest increases because of the booth design. To test the fair’s impact on the company’s image, the *image differential*

can be used. Cognitive effects can be measured with target group questioning about general perception of the fair's message. Therefore recall and recognition tests are used. Concerning conative effects, visitor behaviours as well as their intentions are analysed. As a KPI for visitor behaviour, quantity of informational conversations and quantity of demanded information material can be used (Bruhn, 2014, p. 962f). Efficiency control is about cost-benefit analysis. Communication activity costs are examined in comparison to the achieved benefit (Bruhn, 2010, p. 552). Several KPI's can be found within specific literature. One example is the fair contact cost, which can be calculated. At this point it is not recommendable to observe costs isolated as during fairs generated contacts are always more expansive than contacts that are generated differently (Bruhn, 2014, p. 964). Concerning process control, the correct realization of all activities in context of fairs is kept under surveillance. This refers to the entire organization (creation, conception, organization, coordination and realization of measures before, during and after the fair). At this point, the perceived communication (interaction quality) has a key function. One method to measure interaction quality is the *silent-shopper-method* (people pretend to be customers or prospects). With this method, the product overview quality and the booth staff communication behaviour can be examined. Another possibility represents the *sequential event method*, which is about identifying strengths and weaknesses of the communication process with regard to the perceived corporate image before, during and after the fair. Beyond that, there is the *critical-incident-technique* that gives the possibility to ask visitors for open feedback about whatever they experienced as positive or negative. Last but not least, the employee questionnaire gives the possibility to get internal subjective information about personal communication, product presentation, booth design and personal attitude towards communication quality with customers and prospects (Bruhn, 2014, p. 961f). Corporate communication can be measured by short- or long-term changed mind-set. It has to be differentiated between individual and collective changed mind-set, as well as acts of different target groups. Moreover, isolated or combined communication measures can be evaluated. At which point the performance measurement will be realized depends on predefined objectives (Porák, Fieseler, & Hoffmann, 2007, p. 538). Measurement dimensions can be based on different indicators: Target figure (quantitative and qualitative), timeframe (ex-ante or ex-post) and measurement orientation (inside or outside). To guarantee operation ability, the change itself has to be caused by a

communication measure. With respect to measurability, qualitative figures are easier to check. Within the communication field it is recommendable to analyse attitude referred figures (Esch, Brunner, & Petri, 2016, p. 114-115). Requests towards integrated communication success measurement are: Action orientation, accountability, completeness, continuity, institutionalization, operation ability, process-orientation profitability of the success measurement, relevance, reliability, transparency and validity (Bruhn, 2005, p. 186). There are four levels of communication performance measurement, which are listed within the following figure.

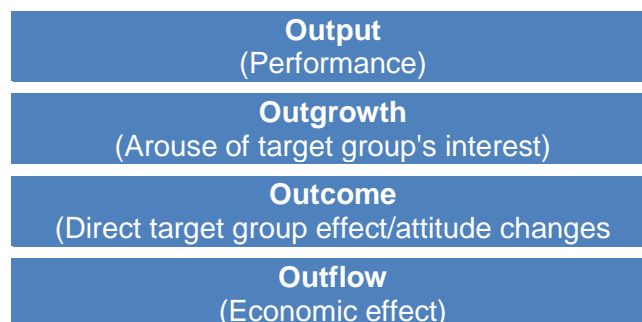


Table 16: Four levels of communication performance measurement (Source: Own presentation)

Output (performance) is about communication activity measurement: Analysis of possible entrepreneurial communication performance range. The results on the output level can only give circumstantial evidences. The outgrowth level deals with the question if the target group has been reached and if yes, it will be analysed if the target group understands the message. Apart from that, the target group's memory is tested. The outcome level (direct target group effect/attitude changes) focuses on communication effects: Retention of messages (effect on target group's knowledge, acceptance of cognitions), emotional-affective effects/assessment, (formation or change of attitude), influence on opinions and attitudes and overt behaviour (changed behaviour because of communication effects). It remains to be mentioned that perceptions and resulting effects are always subjective and measured by external people. The outcome level represents the centre of performance measurement because most communication objectives refer to the outcome level (Porák et al. 2007, p. 542). The outflow level (economic effect) examines the monetary effect of the outcome. At this point, the effect of communication measures on knowledge, attitude and behaviour of target groups, based on the monetary success of a company, is analysed. Output is the requirement of outgrowth and outgrowth precedes outcome. Logically outcome is the precondition of outflow. Outflow objectives and assessment criteria are

derivate directly from company objectives and company assessment criteria of capital markets (Porák et al., 2007, p. 540-542). Without systematic performance measurement, deficits within fair planning or realization cannot be covered. Without feedback, objective-oriented planning for continuous improvement, fairs cannot take place (Burmann, 2002, p. 93). Communication effects cannot be analysed in an isolated way, as the effects are results of complementary communication activities. The objective of performance analysis is an efficient budget use (Hosang, 2002, p. 99). The registration of fair benefit (effect) depends on fair objectives (Hosang, 2002, p. 104). "The communication success is reflected on the degree of reaching communicative objectives within focused target groups. This reach is mainly attributed to the use of communication activities" (Bruhn, 2010, p. 8). Hereafter KPI's for the *Siemens HM* communication performance measurement will be handled.

5.1 Communication effect

„The value of communication is its effect“ (Rolke, 2016, p. 27). Communication success and communication effect cannot be used as synonyms. Communication success considers the communication objective achievement based on good content with regard to cost-benefit ratio of communication. Communication effect takes all effects, which relate to executed communication measures, into account. In this way the communication effect represents part of the communication objective (Bruhn, 2005, p. 184). „The communication effect of fairs, especially the one with international quality or even world fair status, goes far beyond the immediate actors“ (Baaken et al., 2002, p. 97). The communication medium fair has a multi-dimensional effect hence it combines vividness and dynamic (Baaken et al., 2002, p. 99). A fair can only be successful on condition that it is implemented in the overall communication concept. If this is not the case, synergies cannot be used and the communication concept may fail (Clausen & Schreiber, 2000, p. 53). The main goal of communication measures is to develop current attitudes into new attitudes for every single communication phase. Attitudes consist of emotional and cognitive components. It is difficult to define precise activities that cause a specific effect in an isolated way, due to the fact that effects are the result of communication activity interactions (Hartleben, 2014, p. 152f). Communication effect analyses are put into practice by acceptance-, scribble-, recall- and other tests. During the campaign, taken decisions need to be

screened by proofing validity of marketing-mix factors, purchase relevant criteria and preferences. In brief, communication effect monitoring is indispensable. One aspect is the target group precision with regard to reach. The customer satisfaction can be measured, as well as changes within the image and resonance development. In addition, effect deficits can be revealed. After the fair, the communication effect can be identified by: Image analyses, attitude changes, target group penetration statistics, reaches, media resonance and success analyses. Out of this information, the degree of objective achievement, optimization potential and follow up activities can be derived (Hartleben, 2014, p. 296). With a view to customer experience, there is a seven step method to measure customer experience according to *Andreas Baetzgen*. His approach says that customer experience can be measured if the parameters are precisely defined:

1. Identification of most important customers
2. Prioritisation of customer experiences
3. Definition of customer experience metrics
4. Elicitation planning
5. Definition of customer experience metric objectives
6. Identification and elimination of customer experience problems
7. Release of findings within the company

Table 17: Seven steps to measure customer experience (Source: Referring to Baetzgen (2015), p. 90-108)

Communication effects can be measured by analysing communication results in relation to in advance defined KPI's (see chapter 5.2). Out of this comparison, the target achievement can be derived. Beyond that, visitors' perception of *Siemens* can be recognized by customer survey results. Within this survey it can be analysed if the realized communication has the desired effect that the target groups understand the sent messages under the motto "*Digital Enterprise – Implement Now!*". The following two graphics show an extract of the customer survey realized at the *Siemens* HM booth.

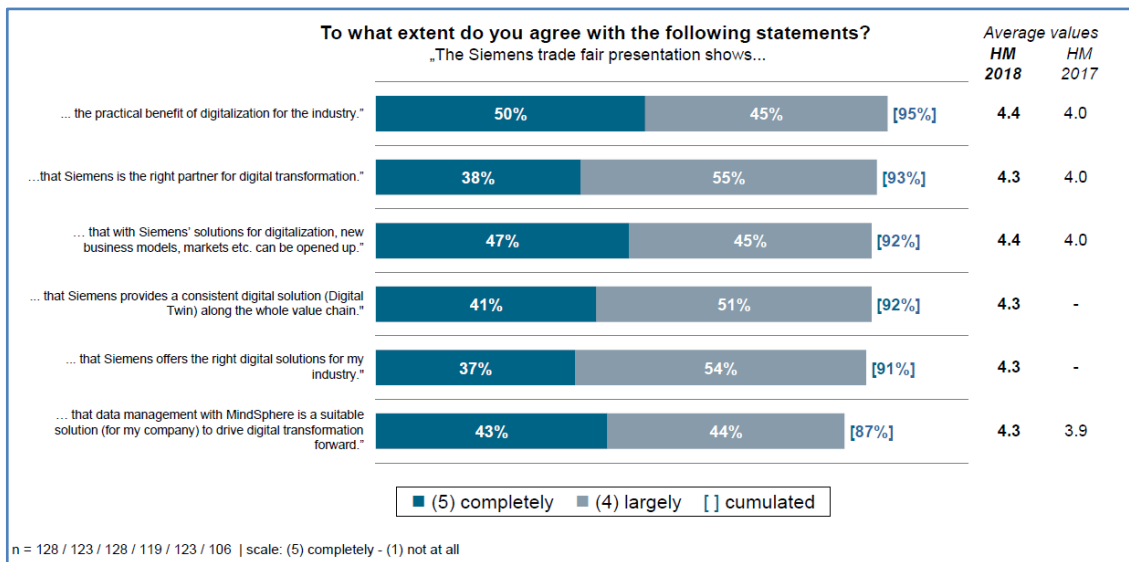


Figure 57: Extract of the Siemens HM customer survey 2018 (1/2) (Source: Siemens internal)

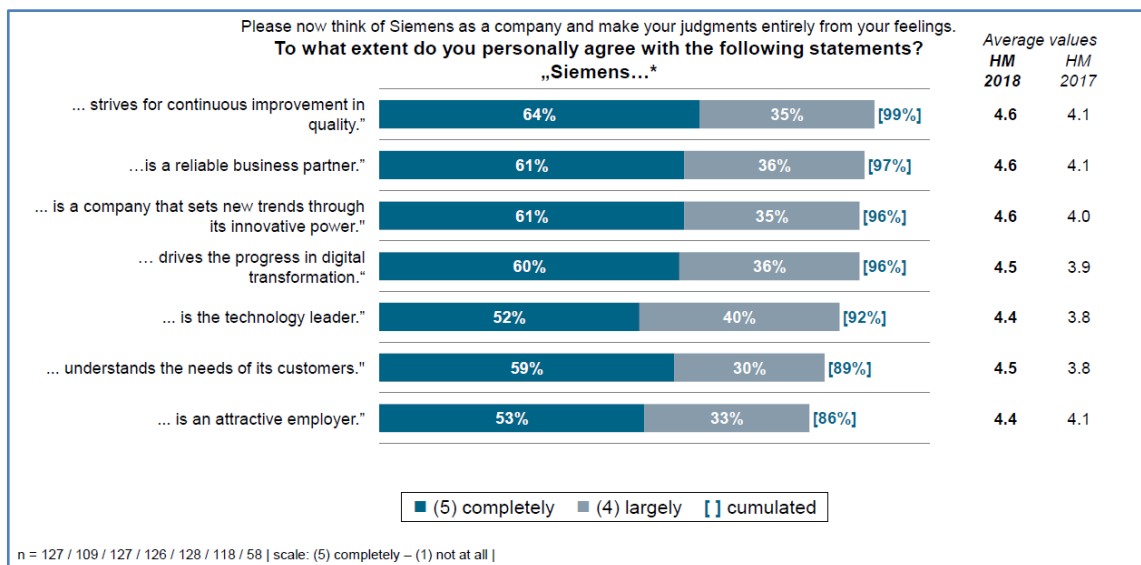


Figure 58: Extract of the Siemens HM customer survey 2018 (2/2) (Source: Siemens internal)

5.2 Performance measurement of Siemens Hannover Messe communication goals based on key performance indicators

Every single channel has to be analysed in terms of effectiveness and efficiency, for this reason, performance indicators are specified for each channel. The KPI's are categorized into: Siemens website, press, SoMe, employee communication, on-site event and demand generation. "The performance measurement of communication visualizes the interaction between communication measures and resulting effects and compares this with the communication objectives that have been defined in advance" (Porák et al., 2007, p. 538). Performance measurement can be distinguished in different communication functions: Public relations, investor relations as well as customer- and employee communication (Porák et al.,

2007, p. 535). Every single communication measure evokes effects. To measure means combining numbers and shaping characteristics. In order to detect communication effects, a theoretical fundament is needed. Hence it has to be defined how communication works and which effect it has (Lönneker, 2016, p. 285). Exactly these effects have to be measured and controlled by analysing the current situation of the own company and its environment. This control is mandatory to avoid capriciousness and coincidence (Porák et al., 2007, p. 535-536). Performance measurement stands for setting up and using several key figures, based on different dimensions (costs, customer satisfaction, innovation capability, quality, and time) to measure and evaluate efficiency, performance and performance potentials within the company (Gleich & Robers, 2016, p. 140). Most important instruments in the field of fair success controlling are: Lead Management, target group interviews, booth and competitor analysis, visitor numbers, analysis of visitor path analysis and mystery visits (Weiler et al., 2012, p. 191). The all in all success controlling is represented by the fair scorecard. According to *Robert Kaplan and David Norton* the scorecard is based on an integral key figure system, which takes all fair processes into account. It integrates all behaviour-, knowledge-, development- and attitudes aspects of all process involved people (Weiler et al., 2012, p. 232). The balanced scorecard (BSC) is able to show communication objectives, by integrating monetary as well as non-monetary target figures. In this way, the BSC helps characterizing the communication strategy (Gleich & Robers, 2016, p. 139). The four perspectives of a BSC are following: Giving a financial perspective (evaluation of the present company position) as well as a customer perspective (evaluation of the expected customer performance). Beyond that, the BSC presents a process perspective (evaluation of internal processes) and a learning and development perspective (employees, systems and processes evaluation) (Gleich & Robers, 2016, p. 147).

With regard to *Siemens*, there is a central platform, where communication controlling is concentrated. This platform is called "*Siemens Performance Measurement Hub*". A standardized process makes it possible for all project owners to generate perfectly tailored monitoring concepts out of individual communication objectives. The project setup classifies communication objectives and communication channels and gives beyond that, a definition of relevant target groups. After a project is compiled, the tool generates a matrix out of the indicator

cluster, which is tailored to the individual project objectives. One cluster can be e.g. customer satisfaction. Examples for this cluster can be the satisfaction with the booth, quality of consultation and completeness of received information as well as recommendation rates. Within the KPI generator, all indicators that are defined in advance as standard for every single communication channel are summarized (e.g. share of buzz in the field of SoMe, conversion rates for web pages or tonality within global reporting). Depending on project specific objectives and activities, the data pool can be filtered to relevant KPI's. The received overview can be used as briefing or discussion base for responsible analysts. If target figures are added, it can be integrated to the project planning. All data that are generated by *Siemens* employees and *Siemens* service providers are collected in the *Performance Measurement Hub*. Because of its standardized procedure, the information can be integrated directly into the data pool and can be converted into dashboards, which represent an easy way of checking what happens (e.g. visits, time spent, bounce rate etc.) on a specific channel (e.g. homepage) (Hassler, 2017, p. 78). External possibilities for collecting information are: *Adobe Analytic Dashboards*, organic traffic out of search engine results (e.g. *Google*, *Bing*, *Yahoo*, *Yandex* and *Baidu*) (Hassler, 2017, p. 117), derived by algorithms (unpaid) and *AdWords* (paid results) (Hassler, 2017, p. 117). Apart from that, social network dashboards are also available on *Twitter*, *Facebook* or *Google+* (Hassler, 2017, p. 143). Project owners can monitor channels separately according to their individual necessities. In this way project owners are able to give information about their project performance at any time. One advantage of digital dashboards is their fast availability through direct data transformation. Thus, time intensive presentation creations are dropped. Another advantage is the easy comparison: The implementation to the total data pool makes it possible to consider results along the historic course, to compare different projects with each other as well as to measure timeframes. Besides that, another positive aspect can be defined by data splits. The definition of dashboards makes it possible to filter by specific criteria such as individual target group questions. This leads to a more flexible data analysis, due to the fact that till today, most data analyses are standardized. Finished projects with reports, presentations and dashboards, as well as contact data of project owners, are saved in a project archive. To guarantee a uniform understanding, every term and definition within the *Siemens Performance Measurement Hub* is defined within a glossary. This glossary contains a project setup manual and besides this, KPI

The involved communication phases and analysis periods for relevant KPI's can be divided into: Pre communication (sustainability control), main communication (operational control) and post communication (outcome control) (Schmidbauer & Knödel-Bunte, 2004, p. 226). Out of the *360° performance measurement booklet*, three top indicators are chosen for every objective, in order to recognize the achievement of the set communication goals. In the following, the five key *HM* objectives will be categorized according to the levels of impact. The collected information needs to be related to the, in advance defined KPI's, to be able to recognize the achievement of set communication goals. Per objective, top three KPI's, out of the *360° performance measurement booklet*, are defined. Regarding the positioning/engagement level of impact, the objective to position *Siemens* as #1 choice partner in digitalisation of industry and energy business should be fostered. The achievement of this objective can be checked by analysing information derived from: Booth survey, press and SoMe results, before (individually starting point for each channel, beginning with the kick off), during (April 23.-April 27.) and after (April 28.- May 13.) the *HM*. The KPI concerning the booth survey is achieving $\geq 75\%$ approval of the key message among booth visitors, that *Siemens* is seen as driver for progress in electrification, automation and digitalisation and $\geq 50\%$ confirmation that *Siemens* is their first choice partner for business activities. The KPI referable to press is about media coverage, which means that *Siemens* will be the most visible company within the entire *HM* media reporting, compared to its relevant peers. The SoMe specific KPI is generating a top share of buzz with $\geq 30\%$ around the *HM*, compared to the main competitors on relevant SoMe channels. Making digitalisation more tangible, by presentations, vertical showcases and booth experience, in order to demonstrate the value of digitalisation to *Siemens* customers and to the society can be detected by booth surveys and press results during the main phase. The KPI for the booth survey is defined as $\geq 75\%$ of the booth visitors will perceive *Siemens* as a company that creates lasting values and that in average 75% approve the defined digitalisation related key messages. Moreover, the booth visitor should show high interest ($\geq 35\%$) and satisfaction ($\geq 80\%$) with the vertical showcases and the stage program as well as the overall fair presentation ($\geq 80\%$). Regarding press results, the KPI is defined as that $\geq 50\%$ of *HM* related press coverage will contain at least one of the digitalisation key messages and that $\geq 90\%$ of the relevant articles will receive a positive or neutral tonality. Increasing the perception of employees and

especially the fair staff, regarding *HM* as an instrument for business success and strengthening the identification of fair staff with *Siemens* ownership culture (especially in terms of behaviour) can be calculated by staff surveys and employee communications during the pre and main phase and even the post phase. The KPI's for the staff survey are defined as follows: $\geq 80\%$ of the fair staff will feel well informed about the main messages. $\geq 90\%$ of the fair staff will have conversions with customers and document them as contact/lead. $\geq 75\%$ of the fair staff will be satisfied with quantity of conversions and $\geq 70\%$ with the quality of sales requests. The KPI's for employee communication are: $\geq 5\%$ more *SSN* topic group members than in 2017 and ≥ 500 entries to the *HM* relevant focus topics and achieving $\geq 8,000$ views per article on *HM* related content in internal global online news (opening news etc.). With a view to visibility/awareness level of impact, the objective is building up closer stakeholder relationships by driving vertical target groups to the event and web entities. Informing (non-visiting) target groups about events and *Siemens* offerings (and appeal them to contribute to the conversation). This objective can be quantified by booth surveys, online and press results during the pre, main and post phase. The KPI's for the booth survey are: Achieving $\geq 60\%$ share of decision makers, $\geq 25\%$ of the booth visitors become *Siemens* initiated aware of the fair presence and $\geq 20\%$ will use a *Siemens* channel for the preparation. KPI's regarding online activities are: Directing unpaid visitors to the fair website, generating $\geq 18,000$ ticket orders and achieve $\geq 40\%$ fair website visits with conversion. The KPI relating to press is achieving ≥ 700 articles in international media. Concerning business impact, the objective is to support existing and generate new business opportunities through all communication activities by converting generated contacts into leads and become first choice supplier regarding the Digital Enterprise, PaaS and all related offerings. This can be measured with data from demand generation, online and SoMe results, within the pre, main and post phase. The KPI's for demand generation are following: Achieve $\geq 50\%$ share of MQL's and $\geq 25\%$ average unique open rate for invitations sent (E-mail Marketing). KPI's for online activities are: Realizing ≥ 500 contacts with valid opt-in *Eloqua* subscription form (necessary declaration of consent from the customer/prospect side because of the GDPR) and $\geq 25,000$ ticket exits. Regarding SoMe the KPI is defined as obtaining ≥ 50 contacts with valid opt-in *Eloqua* subscription form. The following tables show the *Siemens* internal 360° communication performance scorecard in practice as well as a list of

communication targets. The *Siemens* internal *360° communication performance scorecard* extracts general KPI's out of the communication target tables and specifies and adapts them to the current fair.

Focus: Internal View						
	Level of Impact	KPI	Standard Siemens target	HM 2018	HM 2017	Trend to 2017
Website	Awareness Visibility	Bounce-Rate	≤ 50%		43%	▲ ±xx%
	Positioning Engagement	Time Spent	≥ 02:20 min		03:56 min	▶ ±xx%
Press	Awareness Visibility	Conversion rate	≥ 10%		44%	▼ ±xx%
	Positioning Engagement	Penetration of focus topics (share of all articles containing at least one focus topic)	≥ 60%		86%	±xx%
Social Media	Awareness Visibility	Tonality press coverage (five-step intensity scale from "positive" to "critical")	≥ 80% (fairly) positive		92%	±xx%
	Positioning Engagement	Ø Impressions per tweet/post (Twitter/ LinkedIn/ Facebook/ YouTube)	≥ 35,000 – 85,000		83,858	±xx%
Employee communications	Awareness Visibility	Engagement rate	≥ 0.20%		0.25%	±xx%
	Positioning Engagement	Ø Views per related article during fair via Global news	≥ 6,000		8,280	±xx%
On-Site / Event	Awareness Visibility	Fair staff satisfaction (on a scale 1-5)	≥ 4.2		4.4	±xx%
	Positioning Engagement	Share of relevant target groups visiting the booth (Visitors for professional reasons)	≥ 50%		30%	±xx%
Demand generation	Awareness Visibility	Reason for visiting Siemens booth: Personal invitation	≥ 20%		16%	±xx%
	Business Impact	Ø Approval rate for defined fair specific core messages (on a scale 1-5)	≥ 3.9		4.0	±xx%
	Business Impact	Performance of E-Mail Marketing (Average unique open rate in %)	≥ 20%		22.5%	±xx%
		Share of marketing qualified leads	≥ 35%		62%	±xx%
		Share of contacts (without Siemens employees and education) who ordered tickets and valued opt-in	≥ 60%		---	±xx%
Focus: External View						
Press	Positioning Engagement	Share of Coverage press (in comparison to the main competitors)	Among Top 3		Top 1 with 36% (Top 1 compared to 5 competitors)	±xx%
Social Media	Positioning Engagement	Share of Buzz in social media (in comparison to the main competitors)	Among Top 3		Top 1 with 30% (Top 1 compared to 12 competitors)	±xx%

Table 18: 360° communication performance scorecard (Source: Siemens internal)

Legend: ■ >95% target achievement ■ 95% to 80% target achievement ■ <80% target achievement
▲ ≥ +10% variation to HM 17 ▶ +9% to -9% variation to HM 17 ▼ ≤ -10% variation to HM 17

<p>✓ Foster the positioning of Siemens in Digitalization of industry and energy business.</p> <p>Target category: Positioning Engagement</p> <p>Fair presence Target achievement</p> <p>Ø 75% of target groups agree that Siemens drives progress in digital transformation [target: Ø 75%] 100%</p> <p>Press</p> <p>With 36% share of Coverage Siemens dominates international press in relevant topic area [target: TOP1 in topic area] 100%</p> <p>Social media</p> <p>With 30% share of Buzz (social media) Siemens dominates the discussion in relevant social media channels in comparison to its competitors. [target: TOP3 in topic area with ≥ 20%] 150%</p>	<p>✓ Make "Digitalization" more tangible, by vertical showcases and booth experience, in order to demonstrate the value of digitalization to our customers and to the society.</p> <p>Target category: Positioning Engagement</p> <p>Fair presence Target achievement</p> <p>79% of the booth visitors perceive Siemens as a company which creates lasting values as pioneer in digitalization [target: ≥ 75%] 105%</p> <p>Ø 78% of target groups agree to the 6 defined digitalization related key messages* [target: Ø 80%] 98%</p> <p>35% of the booth visitors show high interest in showcases, stage program, Mindsphere lounge, guided tours or lecture program [target: ≥ 30%] 117%</p> <p>90% of interested booth visitors are satisfied with the visited lectures of the stage program regarding content and quality of presentation [target: ≥ 80%] 113%</p> <p>90% of the booth visitors are satisfied with the fair presentation [target: ≥ 80%] 113%</p> <p>Press</p> <p>54% of the HMI related press coverage contain digitalization as one of the key topics [target: ≥ 50%] 108%</p> <p>92% positive or neutral tonality of HM 17 related press coverage [target: ≥ 80%] 115%</p>	<p>✓ Build up closer stakeholder relationships by driving them to the event and web entities. Inform (non-visiting) target group about event and Siemens offerings.</p> <p>Target category: Visibility Awareness & Positioning Engagement</p> <p>Fair presence Target achievement</p> <p>58% of decision makers among the booth visitors [target: ≥ 60%] 97%</p> <p>26% of the booth visitors became Siemens initiated aware of the fair presence – 16% personal invitation; 10% Siemens internet presence (for Hannover Messe) [target: ≥ 25%] 104%</p> <p>24% unique open rate for invitations sent (E-Mail Marketing) [target: ≥ 20%] 120%</p> <p>Online</p> <p>87,000 visitors on fair website [target: 120.000 visitors] 73%</p> <p>43,8% fair website visits with conversion [target: 13% conversion rate] 150%</p> <p>18,801 ticket orders [target: 16,000 ticket orders] 118%</p> <p>Press</p> <p>706 articles in international media [target: 500 articles] 141%</p>
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● >95% target achievement ● 95% to 80% target achievement ● < 80% target achievement

Table 19: Siemens HM target achievement guideline (1/2) (Source: Siemens internal)

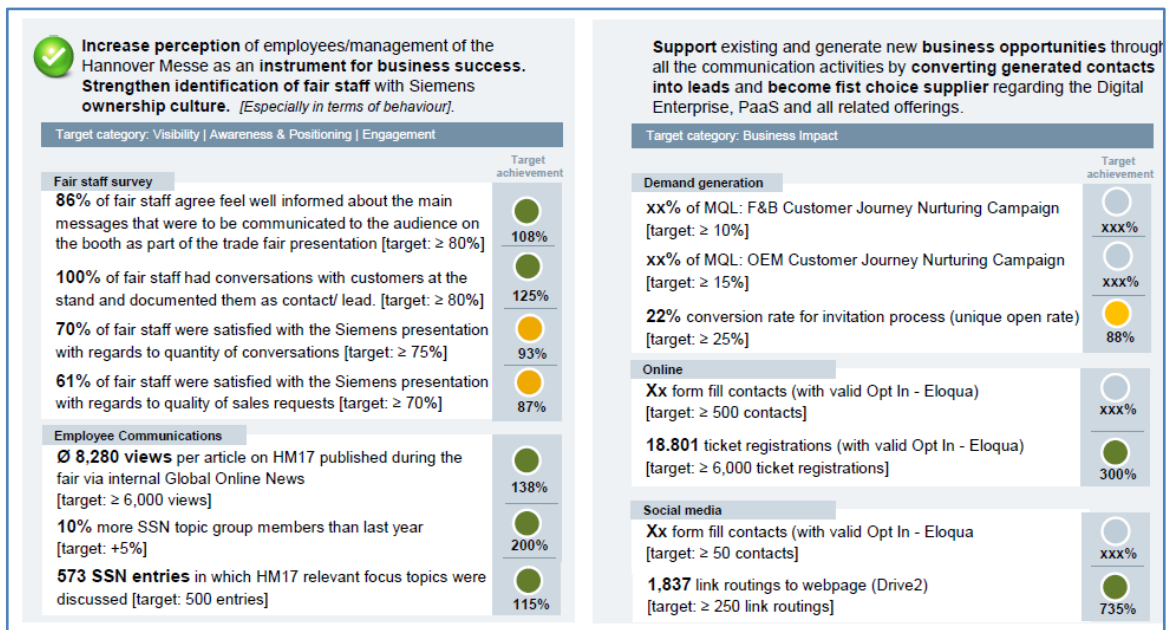


Table 20: Siemens HM target achievement guideline (2/2) (Source: Siemens internal)

After having get an overview about Siemens HM specific KPI's the next chapter deals with lead management and its function within the theoretical performance measurement.

5.3 Lead Management

In connection with the exposed communication outcome and outflow level, this chapter deals with the importance of lead management concerning business impact. The lead management process can be divided into four main parts: Strategy development, lead-generation (inbound-marketing), lead-nurturing (marketing automation = individual interest automation) and completion of contract/purchase and order (CRM) (Schuster, 2015, p. 31). Key figures regarding lead management are: Inquiry, MAL, Marketing Qualified Lead (MQL), SAL, Sales Qualified Lead (SQL) and finally the closed business. The lead management process comprises lead-scoring that stands for prospect assessment and lead routing, which implies the lead handover from marketing to sales, followed by lead nurturing, which means developing a prospect further to sales maturity (Schuster, 2015, p. 32). In general, leads have to be targeted within 48 hours after they have been collected. A conversion to *Philos* has to follow directly. The sales team should contact the interested person quickly, to avoid getting cold leads (Weiler et al., 2012, p. 212).

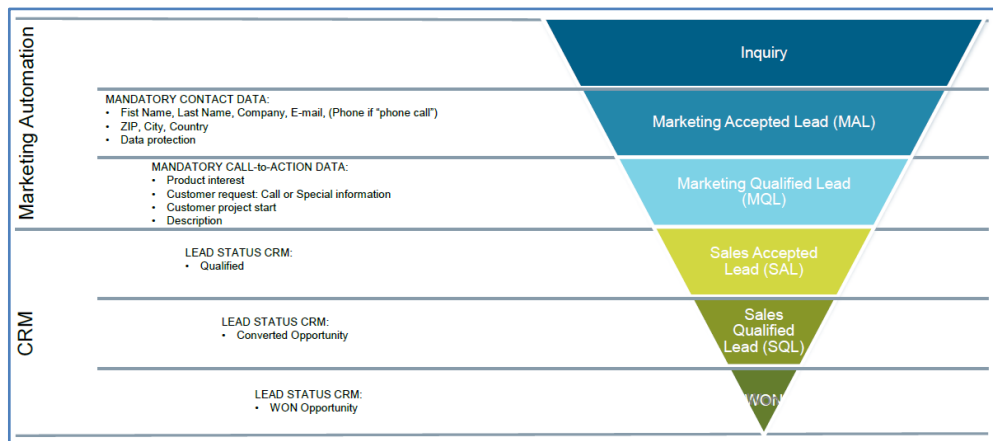


Figure 61: Lead qualification funnel definitions – fair (Source: Siemens internal)

In the US, lead-sheets are already replaced by the electronic version of *badge scanning*. Every single visitor information sheet is scanned and the information is immediately available to the exhibitor (Weiler et al., 2012, p. 214). This is not possible in Europe because of the European law system. Regarding legal aspects of lead management, personal data management has become more regulated with the new European *GDPR* (see chapter 1.1.1) entering into force. It is clearly defined that collecting, saving and processing personal data is only allowed with the declaration of consent (double opt-in) of the affected person. Regarding lead management handling at *Siemens*, the process is based on generating content, based on online and offline demand and achieving awareness. In the next step, leads should be generated, in other words, customer and prospect data will be collected, based on online activities. In case of a qualified lead, the lead will be nurtured with detailed information. This is important to get to know at which point the customer wants to talk to a sales representative. *Siemens* is working with two different tools. *Eloqua* and *Philos*. Within *Eloqua* the contact qualification toward MQL takes place. The scoring program of the definition of MQL is not yet finally developed. In this tool, information from digital communication, e-mail marketing, registration documents and tracked active data are stored and categorized regarding relevance. Based on *Philos* information, customers are invited consecutively to the *HM* since five years. As an example for the current scoring program, customer's registration for a whitepaper or information package is weighted with 50 points, the download itself with 40 points and the e-mail opening with 10 points. 100 points qualify the lead to a MQL. The question behind all this is what can be measured and how the single steps should be weighted. The recent threat is passing non-relevant leads to the sales team and generating more work,

which finally results in vain. *Philos* starts with SAL and contains data of existing customers. Qualified leads are enriched with explicate and implicate information. Explicate data are: Name, company function and job-level. Implicate data are about customers field of interest according to its surf behaviour, budget authority and date of planned investment. The following table shows an example of categorising leads with the *B.A.N.T* method (Schuster, 2015, p. 146). The following table shows the information that are considered within the *B.A.N.T* method.

B	Budget: Does the contact person have budget control? Is the financial situation of the prospect interesting for the company?
A	Authority: Which role does the person play within the Buying Centre?
N	Need: Does the prospect need an immediate solution and is the company able to deliver this?
T	Time: When does the purchase should take place?

Table 21: The *B.A.N.T* method to categorize prospects (Source: Referring to Schuster (2015), p. 146)

Out of this information a categorization into A, B, C and D leads can be made.

Lead class	Customer request	Customer project start	Routing to sales
A	Appointment or call	< Three months	Yes
B	Appointment or call	> Three months	Yes
C	Information request	Not yet defined	Yes
D	All others such as general information (e.g. brochure)	Not yet defined	No

Table 22: Lead qualification matrix and routing to sales representatives (Source: *Siemens* internal)

Out of this information, sales representatives decide which prospects are relevant for them (e.g. only investments >20.000€). The current lead management process consists of following steps:

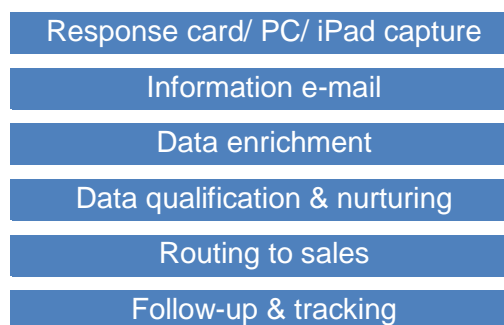


Table 23: *Siemens* lead management process based on learnings (Source: *Siemens* internal)

Within the step of response card/ pc/ iPad capture, the customer's or prospect's interest is captured as well as its contact data and its opt-in for e-mail

communication. In the step of information e-mail, the resonance process is about sending an e-mail information package tailored to customer's or prospect's interest within 24 hours. Regarding the data enrichment step, lead routing takes place. Existing and new customers are filtered in order to match their interests with an assigned sales organisation and person. In the step of lead qualification and nurturing, leads will be qualified to SQL's and telemarketing qualification for selected new prospects takes place. The next step is about routing leads to sales. At this point, sales representatives receive enriched data (priority, customer history and *B.A.N.T.* information) about existing customers and lead managers receive enriched data about new customers (prospects). In the last step, the follow-up and tracking step, additional nurture campaigns are realized with the help of marketing automation dashboards. Resulting business opportunities are collected within *Philos*. Subsequent to the definition of *Siemens HM* specific KPI's and the lead management process, the following chapter exposes a recommended course of action.

6 Recommended course of action and conclusion

After having realized a literature examination about current integrated communication research as well as having analysed the current *Siemens HM* communication approach, findings will be summed up and a recommended course of action will be formed.

6.1 Recommended course of action

First of all it can be highlighted that the majority of activities within the *Siemens HM* communication module has been planned and realized in a convincing way. Within the bounds of possibilities, *Siemens* communication alignment has consequently rotated by 180°, in order to meet the market needs, evoked by the digital transformation. Nevertheless, for specific parts of the communication approach, ways of improvement can be formed and current deficits are pointed out.

With a view to the target group approach, the *Siemens HM* communication execution is currently oriented to: Industries, executives/c-level managers and IT decision makers (see chapter 4.6), which is worthy of improvement. In order to achieve a better customer and prospect approach, one proposition is to cluster customers and prospects more precisely and to take into account more factors such as: Industry, current market growth of the specific industry, employee functions and information about channels, where the future addressed person gets information from. In this way, it might be interesting to broaden the profile of IT decision makers by their specific profiles that include motivations and needs. In order to modify the current customer approach, the persona concept can deliver more valuable insights about relevant target groups. Because of resulting information, targeted communication is much better possible and content can be aligned with the target group specific needs and media usage. As a result an orchestrated approach can be realized.

Another point concerning target groups is the target audience development of Mindsphere. Due to the fact that the Internet of Things (IoT) business and the relating target groups, especially developers, become more and more relevant, it is more important to target these interest groups more specifically. As these people represent a new target group for *Siemens*, information needs to be

collected. Out of this, strategies, about creating awareness and position *Siemens* as a high value software partner with the result to drive business together, have to be developed.

With a view to paid, owned and earned media, a strong integration of different channels is identifiable. As it has been explained within chapter 4.5, *Siemens* relies on orchestrated communication by combining a wide range of channels. *Siemens* already has identified the need of reaching customers and prospects via SoMe (see chapter 4.5.2). *Siemens* currently focuses on: *Facebook*, *LinkedIn*, *Twitter* and *Youtube*. As SoMe are extremely dynamic, it is really important to monitor trends and to detect new channels and new formats. *Instagram* for example is currently on everyone's lips. *Instagram* represents a good possibility to spread content within precisely tailored stories. One recommendation at this point is to extend the SoMe coverage by putting more effort in the multimedia sharing community *Instagram* and implementing it as an integral part within the communication mix. As content formats have to fit to the expectations of specific media user groups, information about target groups' current preferred channels can be extracted from persona profiles in order to reach target groups more precisely.

Concerning the huge success of influencers because of its authenticity and credibility (see chapter 4.5.2.3), *Siemens* employees and especially booth staff need to be trained in order to spread *Siemens* relevant content via SoMe. Employees need to understand that new communication models are partly disrupting traditional ones. Employees should be taught about this development and need to be empowered how to use SoMe efficiently. Talking about theory is not enough anymore; people need to know how to put the theory into practice. As a matter of fact, some employees fear necessary changes because of missing clarification and explanation of crucial changes. In this way it is really important that *Siemens* employees learn together how to use SoMe in a convenient way in order to get ready for the age of digitalisation.

Regarding direct marketing, it represents an important activity within the *HM* integrated communication ecosystem, hence customers and prospects are invited to the *HM* via e-mail. The current nurturing process (chapter 4.5.3) is really logic

but one aspect that could be improved is the way how the e-mails are processed. Today *Siemens* is able to record e-mail open rates up to 21,3%, which is already good. As a matter of fact the e-mail opening depends on the personal involvement. In this way, the subject line of the e-mail has to be appealing. Often, subject lines are too monotonous or simply not perfectly coordinated with the target group needs. In this way, eye catching slogans are indispensable. In order to adapt e-mails better to the different target groups, AB testing is recommendable. Two different e-mail slogans can be used with the same e-mail content. Afterwards it can be compared which e-mail slogan leads to higher opening rates. It remains to be said that higher e-mail opening rates can lead to higher conversion rates (ticket download) which means that probably more people attend to the *HM*.

The overall *HM* communication is based on the *Siemens* B2D approach that aims to position the brand in the market and to generate new contacts (leads), which finally realize business impact. In order to realize a seamless customer experience within the integrated communication approach, *Siemens* is already taking the right path. The overall recommendation can be subsumed within this sentence: "The best time to join the digital change has been for a long time latest now" (Hoffmann, 2015, p. 43). Subsequent to the recommended course of action, the conclusion and outlook will be given.

6.2 Conclusion and outlook

Previous findings show that integrated communication has a positive impact on the daily work routine at *Siemens*. Only if all employees act in concert, the result will be crowned by success. The applied way of integrated communication within the *Siemens* communication module has shown the need and the effectiveness of it. Employees stayed motivated and appreciated by feeling informed at the same level as their colleagues are. Without this integration, the entire *HM* communication planning process could not have been worked. By increasing numbers of relevant digital touch points due to the digital transformation, integrated communication is that important than never before. As a concomitant feature, information sovereignty shifts to the customer. C2C as well as C2B interactions lead to higher conversions. An increasing number of followers have an enormous impact on the company's communication activities and even company's reputation and awareness. Because of lacking ability to control user generated content deeply,

the company's appearance needs to be consistent at every single touch point to guarantee its recognition value (Puhlmann, 2016, p. 313) (chapter 4.1).

When online communication measures came up, there have been some thoughts about the possibility that they might overtake face-to-face measures. Despite ongoing digital communication formats, fairs remain an indispensable part of the communication mix, as fairs can be seen as multifunctional and multi-sensual platforms of transactions and meetings (Kirchgeorg & Springer, 2016, p. 460). In spite of new technologies, regarding the realization of virtual fairs, they will never replace real fairs completely, due to the fact that personal contacts cannot be replaced by virtual appearances. In times of 3D and 4D as well as the entire digital revolution, one of the exclusive advantages of fairs is still the personal customer contact, the high level of innovation density and the sector overview (Weiler et al., 2012, p. 40). For this reason, physical attendance cannot be replaced by any technology. At this point it remains to point out that exclusively the combination of offline and online communication measures can lead to successful results (Crux, 2001, p. 18). Within chapter 3.1 it has become clear, that an efficient communication, without coverage losses, demands a homogeneous target group definition. The communicational speech of sighted targets can only appeal to needs, expectations and wishes, if they have been classified accurately and transparently in advance. A paradigm shift from product centricity towards customer centricity (chapter 1.1.2) is required in order to manage the today's marketing and communication challenges. A standardized knowledge about customer journey is the true centre of customer obsession. Only who follows accurately the expectations of its customers can persist in the market. As it has been described within the thesis, predictive analytics enable companies to satisfy customers more easily.

The thesis has shown that digitalisation is everywhere and that it is disrupting and asking everyone to change. Therefore, integrated communication will become more and more important, particularly with regard to meet the challenge of multi-channel-communication complexity. It has to be accentuated that an extensive integrated communication planning is necessary, to be able to respond convincingly to the digital transformation within the field of communication. Joe Kaeser already said in the course of vision 2020: "If you want to set the course,

you can't be guided by what others have done. You've got to anticipate changes and seize the opportunities they provide" (Kaeser, 2014, p. 5).

Implementing these words into current work processes, demands *Siemens* to take a pioneering role. In order to move with the time, *Siemens* needs a new mind-set with regard to the shift from the product- to the customer view. Beyond that, employees need to understand that all activities need to be orchestrated, in order to draw one big picture – *Siemens* as the number one reliable partner, with its ingenuity for life promise. Highlights for different business units can of course be set, but exclusively in a supporting and not in a contradictory way to the superordinate company promise. Only if all involved employees within the communication department (and all employees of the entire company) internalize this fact and purely live this change by adapting facts according to market demand and customer expectations, *Siemens* can persist successfully in the current globalised and digitalised world.

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Appendix

Further information about selected media referring to chapter 4.6

Medium	Mechanism	Format	Targeting method	Rational
Ingenieur.de/ Handelsblatt	Co-branded banner on ingenieur.de and Handelsblatt will lead to the <i>Hannover Messe</i> Special of the respective sites. Within the <i>Hannover Messe</i> specials <i>Siemens</i> banners will lead to the landing page.	Co-branded banner as run of site, <i>Siemens</i> banner (mobile and desktop) within <i>Hannover Messe</i> specials	Placed in-between the latest news of the <i>Hannover Messe</i> no additional targeting is needed and the environment of Executives, engineers and the <i>Hannover Messe</i> topic itself ensures an effective reach within the TG.	Despite the focus on engagement and performance for <i>Siemens</i> it is still important to be visible within premium environments during the <i>Hannover Messe</i> and also reach executives and general business decision makers. People who cannot make it to the fair also stay up to date on the <i>Hannover Messe</i> specials on ingenieur.de and Handelsblatt.
Spiegel	Netzwelt and Wirtschaft channel rotation on Spiegel complements the news-all-rounder. With the topics of the <i>Hannover Messe</i> 2018 Netzwelt and Wirtschaft are relevant channels for <i>Siemens</i> .	Billboard, Mobile Content Ad	Channel targeting: Software/IT, Economy/Companies	Additional to Handelsblatt and ingenieur.de, Spiegel reaches a broader target group including politicians, small to medium enterprises and the general public interested in IT and business topics.
Deutsche Messe AG	The <i>Hannover Messe</i> Website is solicited frequently before and during the campaign, which is why placing content on the website and the mobile version is of high relevance for <i>Siemens</i> . Sponsored	In-App Highlight Kachel as a special placement only shared within two other advertisers, Logo in floorplan and list of exhibitors, Sponsored article on hannovermesse.de	There is no targeting implemented as the app and site is just about the <i>Hannover Messe</i> and its exhibitors.	Being present on the most important online platform for <i>Hannover Messe</i> visitors as the main exhibitor just goes hand in hand with the overall <i>Siemens</i> strategy.

Deutsche Messe AG	article teaser appear on homepage in rotation, on the news site in a list. Article has to be delivered by <i>Siemens</i> .			
Permodo	App advertising with highly engaging creatives on mobile phones based on high quality data-driven targeting.	Full screen Interstitials Awareness high-engaging HTML 5 banners, bought by impressions Full screen Interstitials + Mobile Ad bundle Engagement GIF or JPG banners, bought by clicks.	Keyword and audience targeting, as well as targeting people who visited relevant fairs and events in the past, ensure reaching the very specific target group.	With a mixture of bought clicks and bought impressions it is possible to use the well trusted engagement driver also for realizing a great performance with regard to ticket downloads.
Aumgao/Light Reaction	Light Reaction is a programmatic network booking system. Depending on the targeting it displays advertisements adjusted to the target group on their own network. The targeting takes place on Aumago. Aumago provides user-based online advertising data for business target groups.	Ad bundle (Skyscraper, Medium Rectangle, Head banner) Half page Ad + Billboard	Programmatic using Aumago data base to target business TG: Automotive industry, Mechanical Engineering, Food, Nutrition, Process and Automation Technology, Management.	Aumago B2B data allows <i>Siemens</i> to target people from very specific industries with standard banners. The cost-benefit relation is great for engagement campaigns with the right call-to-action.
Heise	Topic rotation on the Heise online network to create interest in the IT topics and generate ticket downloads.	Billboard Rotation	IT topic rotation without targeting but only running on relevant channels within the Heise online network.	As MindSphere and digitalisation are still main topics for this campaign, it is recommendable not leaving out an IT focused network to reach our target

Heise				audience on the most important touch points.
Unruly	Different targeting methods, in combination with various optimization possibilities, will enable: Drive ticket downloads, by optimizing based on CTR Optimize against completed views	A combination of In page format, in-stream, and in article.	Unruly customer audience includes different targeting methods: 1.Environmental targeting, enabling to generate views amongst various segments, based on their interests and content consumption 2.Emotional targeting, to address users who are likely to respond in a certain way to <i>Siemens'</i> videos Bespoken TG –based on pre-defined attributes.	Enables reaching the defined segments with video content that is relevant for them in order to drive engagement.
Teads	In-read video format embedded within publisher content for video engagement in a very affine environment. Works with seamless video integration in contextual environments and approaches users that are interested in the <i>Hannover Messe</i> .	1 st part optimizes towards CTR, booked by three seconds view to drive users to the ticket download. 2 nd part optimizes towards view through rate to engage the user with the video. Shifting budget between both parts to ensure most efficient allocation.	Industry and keyword targeting, as well as targeting mobile IDs that were collected at previous events visited by our target audience.	Video always is an engaging placement and in this case follows both goals: Getting the TG interested in visiting <i>Siemens</i> at the fair and downloading the ticket.
Youtube	Generate engagement on the <i>Siemens YouTube</i> channel and drive traffic to	Skippable re-Rolls (30 seconds)	The targeting on Youtube is divided into following parts: 1. Demographic targeting	High quality and informative video material should be shared within the target audience on YouTube, not only

Youtube	the <i>Siemens Hannover Messe</i> playlist.		<ul style="list-style-type: none"> 2. Geo-targeting 3. Verticals (e.g. trade fairs & industry shows, food production, manufacturing) 4. In-Markets (e.g. hosted data & cloud storage, business technology) 5. Affinity (e.g. business professionals) 6. Keywords 	to invite people to the fair but also to share interesting content during and after the <i>Hannover Messe</i> .
Social media channels	Social rotation within the key social media channels, to enable optimization between best performing channels and best performing posts and make use of the various targeting options.	<p>Additional to promotion of owned posts (link ads, video ads, etc.) according to editorial plan, it is recommendable:</p> <ul style="list-style-type: none"> 1. In Mailing to be send out to the main target audiences with a call to action for ticket downloads 2. <i>Twitter</i> Moment directed to invite all target audiences before the fair and to share highlights from the fair during and after. 3. <i>Facebook Canvas Ad</i> 	Depending on the diversity of the target audiences that should be addressed on social media it is recommendable to set up different targeting categories for each channel, similar to last year.	Due to the general buzz on social media during the <i>Hannover Messe</i> , it should be one focus point within this campaign to earn engagement on these platforms.
Outbrain	Native content distribution, using editorial look and feel,	Native articles promoted via drive elements	Outbrain offers an algorithm which works based on the	A mechanism that enables targeting of different TG, engaging them with

Outbrain	<p>in relevant content environment, in order to distribute owned <i>Siemens</i> content.</p> <p>Engage with relevant content to:</p> <ol style="list-style-type: none"> 1. Increase interest amongst relevant TG prior to the fair. 2. Distribute detailed content to relevant TG to drive business, after the fair. 	(picture + content)	following targeting methods: Contextual, interests based, behavioural	the relevant content specifically to them.
IDG	A comprehensive cooperation with one of the most relevant platforms to address IT decision makers, including different components, to address all of the campaign's objectives.	<p>E-newsletter (35,000 users)</p> <p>sponsored post (min. 3,000 views),</p> <p>premium display (billboard with 600,000 impressions)</p>	<p>The IDG networks itself, is a platform with relevant content for IT enthusiastic.</p> <p>Nevertheless, within this already targeted environment, IDG will address specifically: IT decision makers</p> <p>Users with interest in Cloud</p>	A relevant content environment, that offers the combination of awareness, call to action and engagement with 3 rd party content.
Plista	Native advertising and content distribution for engagement and performance campaigns on CPC basis. Native content will be placed in-between editorial recommendations on thousands of premium news-and special-interest-sites.	<p>Native recommendation ads: Focus on ticket downloads.</p> <p>Native content distribution: focus on content sharing</p>	Data-driven targeting technology analyses user based on their online behaviour, builds relevant clusters, identifies great performing environments and content and delivers the content within fitting contexts to the target audience.	CPC buying model in conjunction with data-driven targeting ensures high engagement with the ads and most likely the landing page.

Statutory declaration

„I assure that I wrote the master thesis independently and that I did not present it for other examination purposes. Furthermore I declared all used sources and I marked all literal and general sense quotes.“

Nuremberg, 4th July 2018

Location, date

A handwritten signature in black ink, appearing to read 'J. Seifert', is written over a horizontal line.

Signature