ENGAGEMENT: DEVELOPING AND MAINTAINING B2B RELATIONSHIPS USING SOCIAL NETWORKS

INTRODUCTION

Harvard professor and CEO of Medronics, Bill George, sums the social media transformation up thus: "Social networking is the most significant business development of 2010, topping the resurgence of the U.S. automobile industry. During the year, social networking morphed from a personal communications tool for young people into a new vehicle that business leaders are using to transform communications with their employees and customers as it shifts from one-way transmission of information to two-way interaction" (George 2010). Similarly, practitioners contend, "There's no doubt that social media is one of the biggest changes in the marketing landscape (and the business one in general). When it comes to tracking, measurement, and engagement prior to, during, and after the launch of a product or service, social media offers a great range of options" (Brown 2011).

While not dealing specifically with the notion of social media, Vargo and Lusch (2004) introduced the notion of service dominant logic as a concept for co-creating customer value across both goods and service firms in B2C and B2B markets. In a YouTube video, Lusch explicitly implicates social media's role in the transformation toward collaborative, co-creating relationships between customers and business (2011). Thus, deep collaboration and two-way communication underpin the concept of service dominant logic (Vargo and Lusch 2004; Lusch 2011). For instance, Proctor and Gamble connects external sources of innovation through its "Connect+Develop" program, with the goal of developing half of new products from outside their own labs (van Opstal 2009). Such crowdsourcing is a fundamental element of social media.

Increasingly, traditional B2B firms recognize the inherent service aspects of their businesses and the opportunities presented by adding service elements, such as maintaining a plant, to their traditional product-based offering. However, firms face other challenges in creating value. For instance, sales and lead generation costs rise every year. Finding cheaper methods to identify, qualify, and provide service for prospects and customers is one way to create value for the firm. And, social media, especially in conjunction with other inbound marketing efforts, encourages word of mouth and message amplification that create value by lowering marketing costs, improving firm influence, and de-commercializing communications (Kozinets et al. 2010). For instance, Wistia uses information gleaned from business users for targeted lead generation through customized email marketing, generating a 30% increase on conversion (Aquino, 2013).

Fueling the transformation toward social media are massive numbers of individuals and businesses using social networks every day. For instance, Facebook recently passed the 1 billion-user mark, with the largest increase coming from those over 40 years old (Vance, 2012). Facebook users post nearly 55 million status updates every day (Kissmetrics, 2012). Twitter has as many as 300 million users posting 340 million Tweets per day (Vuong, 2011) and even newcomer Google+ gained over a million users within two weeks while still in limited Beta testing and current estimates project 62 million users in 2012 (Golijan, 2011). Speculation that user numbers are seriously

inflated does little to discredit the pervasiveness and growth of these social networks.

Rapid expansion in social networks outside the US, such as QQ (in China), Netlog (much of Europe), and Mixi (in Japan) is also evident (Williamson, 2010). Recent civil unrest in the Middle East, the Arab Spring, fueled through social networks supports its universality and power to mobilize action (PRI 2011).

Drawn by huge numbers, social media marketing spending is growing rapidly, with estimates for 2010 of $3.3 billion and $4.5 billion expected for 2011 (Williamson, 2010). recent study of CMO's (Chief Marketing Officers) by Duke shows an increase in spending on social media to over 11% of budget this year and projects an increase to nearly 22% by 2017 (deBruyn 2013). Major players in social media marketing include large corporations, such as Coca Cola and Starbucks (with over 16 million Facebook fans each) and small local businesses that find mobile marketing and other social media both effective and affordable communication options. B2B firms find opportunities to use social media, especially blogging, as a tool to build connections. For example, one informant uses his company blog to attract prospect companies by highlighting their social responsibility efforts.

New business models must emerge to capitalize on the special characteristics of social networks and of participant's expectations in this new media (Hennig-Thurau, et al., 2010). Rather than broadcasting marketing messages to an increasingly indifferent, even resentful, audience, marketers must build engagement with consumers. Rather than talking at customers, marketers should talk with them; celebrate them (Lusch, 2011). Social media becomes merely a technology that facilitates engagement; sharing and connecting brands with customers and connecting customers with each other, providing relationships looking more like commercial friendships than arms-length transactions (Price and Arnould, 1999). Engagement between consumers and their relationships with organizations builds social capital and harnesses influence, creating a community satisfying both organizational and consumer needs by exchanging value for message sharing.

Consumer-generated content, loss of control, authenticity, and community reflect this new paradigm where consumer engagement is de rigour (Schau, Muniz, and Arnould, 2009). Not only do consumers create content, they determine which messages to share, either amplifying commercial messages or dampening them – a process fundamentally controlled through engagement with the brand, as will become obvious in a later discussion of sharing algorithms. Thus, firms must understand conventions practiced in a particular social space, provide incentives for sharing, and enable sharing to reach desired amplification. Rather than interrupting conversations on social networks as in traditional media, firms must find voice as an authentic member of the community to skillfully guide conversations toward organizational goals rather than dictating the conversation (Bernoff and Li, 2008). More importantly, social media marketers must understand and optimize rules and algorithms established within the social network used, requiring a deeper technological understanding than traditional media.

Questions emanating from this discussion include: 1) what is engagement in social networks; 2) why is engagement necessary to promote commercial interests in social networks 3) what actions encourage consumers to engage with commercial firms in social spaces; and 4) how should firms manage engagement in social spaces to optimize outcomes. The next section addresses these research questions as it identifies salient

aspects of the context surrounding corporate communication in the social age. Iterative evaluation of blog posts written by established industry leaders using a grounded theory methodology then identifies fundamental practices necessary to accommodate communicative preferences in social spaces and corporate communications that build engagement.

EVOLUTION OF COMMERCIAL COMMUNICATION IN SOCIAL SPACES

Social networks and social media are not synonymous. They also differ from brand communities and traditional media. Social networks are online platforms supporting interaction self-organized by users. Social networks feature privacy tools to manage connections and control sharing. Social networks, like Facebook, also manage connections and control sharing using Terms of Service that ban violators and algorithms designed to limit information overload by sharing posts and updates shown valuable through engagement with users. Therefore, users do not see every status update, only those posted by individuals and businesses achieving engagement from their networks. Firms must achieve engagement not only as a tool to motivate sharing, but to simply achieve visibility to users in their social network.

Social media marketing, on the other hand, employs these social connections as a channel for brand building mediated through the sharing behavior of users in social networks. Kaplan and Haenlein (2010, p. 59) define social media as "a group in Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user generated content". Without effective involvement of users in creating and sharing its message, a firm fails to achieve the amplification necessary for effective message transmission.

More than merely a transmission channel for advertising and public relations, effective social media goes well beyond these elements to include aspects of customer service, as well as brand monitoring and management. Richard Branson, founder of Virgin Group (2011), suggests the fusion of these elements in social networks reflects a fundamental change in the interactions between a business and its market. This shift allows more businesses to develop rich relationships with customers similar to those cited in the services literature (cf. Price and Arnould, 1999). Virgin exemplifies this shift through its social relations team, created to detect conversations in social networks and nimbly respond to opportunities represented in these conversations (Branson, 2011). In effect, social media transforms B2C relationships into C2B relationships that better reflect the reality that consumers now control the relationship, not businesses. B2B relationships become more collaborative and richer as more members operate as boundary-spanners and marketing messages are replaced by engagement (Lusch, 2011).

Just as marketing in social networks differs from traditional marketing, it is distinctly different from the virtual and brand communities that preceded them, thus requiring different tactics. For example, while virtual and brand communities provide social support and information exchange, they are commonly organized around a particular brand or interest, such as the HOG's studied by Schouten and McAlexander (1995) and the Star Trek virtual community studied by Kozinets (2001). Social networks look more like natural communities, revolving entirely around broad social interaction, with little concern for commercial activities except as they affect the individual. Instead,

social networks fulfill a broad social need to share life events, current events, pictures, and emotions with friends, family, co-workers, and other connections in an efficient manner that reaches the entire group rather than sending individual emails or texts to each individual separately. This information becomes a rich source of consumer insights and sources of influence for both B2B and B2C firms.

Social networks also involve conversations in real time, with new discussions quickly replacing old ones and multiple discussions occurring simultaneously. This synchronicity differs from virtual communities where conversations are threaded and archived. Firms must adapt their messaging strategies around the temporal nature of interactions on social media. Thus, firms wishing the widest audience reach must concentrate their posts when their target market is likely using social platforms and firms must monitor and respond to customer communications quickly, even during the evening and on weekends. And, unlike brand communities, conversations are not intermittent, bounded by community events such as HOG rallies; social networks are always on. Capitalizing on the technological and social nuances of communication in social networks underpins successful social media.

Analogous to a pinball game, "companies serve up a 'marketing ball' (brands and brand building messages) into a cacophonous environment, which is diverted and often accelerated by new media 'bumpers' that change the offering's course in chaotic ways," (Hennig-Thurau et al., 2010, p. 312). Companies respond with their own "bumpers" designed to reinforce the original brand meaning and achieve organizational goals. Missing from this metaphor, however, is acceptance that a social network does not need the firm for this pinball game, unlike in traditional media, and the firm is simply another voice in the milieu (Hoffman and Fodor 2010). And, negative word of mouth can have a huge impact on brand image. Consider, for example, the situation of Jeff Jarvis who blogged about Dell's poor customer service, causing a five point drop in customer satisfaction in a single year (Hoffman and Fodor 2010). In fact, user-generated content drives usage of social networks and interference by commercial interests is unwelcome. Consumers allow companies to participate in their social networks only to the extent they help them find the right products at the right price (Branson 2011).

Why the shift toward social media for commercial messages? "Social platforms are no longer add-ons to a business's communication budget; they should be central to its marketing strategy, and used in coordination with other marketing efforts," according to Branson (2011). In addition to vast numbers, social networks embed commercial actions within a community. Thus, social media reaches organizational goals by employing "creative and communications marketing aspects to enliven ideas, unite communities, and amplify stories" (Solis 2010).

Blending commercial and non-commercial expression reflects the reality that purchase behavior "is part of a social process.... It involves not only a one-to-one interaction between the company and the customer, but also many exchanges of information and influence among the people who surround the customer." (Rosen 2000; p. 6). Large numbers of consumers use social networks as a major source of information and influence. Fifty-six percent of users report recommending a brand they "Liked" on Facebook, for instance (Kissmetrics 2012). Potential acceleration of messages draws brands to social networks with the promise of viral communication, rapidly reaching millions of prospective customers with negligible transmission cost (Trusov Bucklin, and

Pauwels 2009). De-commercialization of messaging, through social network sharing imbues them with objectivity and builds trust (Kozinets, et al. 2010).

Additional factors argue for corporate use of social media. One study finds, for instance, consumers are more satisfied with retailers' Facebook pages than with the retailer's websites (Freed, 2011). Others argue the benefit of social media is segmenting consumers likely to spend more with the firm and developing relationships with this segment with highly customized messaging (Hird, 2011). Once segmented, social media marketing offers tools to optimize reach to likely buyers. The declining effectiveness of alternative communicative channels, such as television, also makes social media an attractive option (Rust and Oliver 1994).

Social media impacts ROI (Return on Investment) because people and businesses buy from those they like and social media helps build, maintain, and improve commercial relationships and this notion underpins the entire IMP research stream (Odden 2011). Supporting this, a study of nearly 2000 businesses using social media finds a large percentage of marketers achieve great results, with 85% reporting improved exposure through social media (Stelzner, 2010). Other benefits frequently include improving traffic to the firm's e-commerce site and building new commercial relationships (Stelzner 2011). More than half of respondents report leads generated through social media while 48% agree social media reduced their overall marketing expenses (Stelzner 2011).

Despite the promise of social media, B2B businesses use is low based on a study by Forrester (2007) showing only 37% of B2B firms using social media. Yet, Kho (2008) argues B2B opportunities likely outstrip those of B2C firms since personal interactions effectively build stronger relationships and firm credibility more quickly. Internal corporate social networks, such as those offered through ConnectBeam (and other providers) promise B2B benefits by managing internal social relationships, encouraging information sharing, and internal collaborations to solve business problems. B2B firms can also use social graphs showing interconnectivity between prospects, employees, and customers to identify potential influencers to move a prospect toward purchase (Kho, 2008). Salesforce.com offers integration with Facebook to bring additional insights to salespeople prior to a sales call, making these calls more productive. YouTube offers free hosting for B2B firms to demonstrate their products, providing installation instructions, and training videos that reduce the load on sales and customer service staff. Finally, Google+ offers Hangouts (now Hangouts on Air), replacing expensive collaborative meetings and training sessions with free video conferencing options.

Brands utilizing social media marketing without gaining engagement face diminished returns; however. For instance, firms autoposting to Facebook and Twitter receive 70% less engagement than other brands, which reduces message amplification significantly (EdgeRank Checker 2011). Thus, encouraging engagement is crucial for social media marketing success and achieving engagement is not easy. But, creation, management, and effective utilization of engagement in social networks is challenging. The next section discusses data collection and analysis related to solving this problem.

Method

This study adapted netnography 2.0 (Kozinets, 2006) to the context of business blogs. Although originally developed and used to study online communities of

consumption, Kozinets (2002) agrees the method is "agnostic as to application" (pg. 130). As an extension of ethnography, netnography uses publicly available computer mediate communication to uncover patterns of meaning. In this study, netnography was adapted for use in blogs (weblogs) as recommended by Kozinets (2006) and employed an iterative, grounded theory approach to evaluate blog posts among leaders in the social media marketing community. These leaders practice social media, provide insights on best practice, offer coaching programs, and write books on social media topics. Blogs, especially business blogs, are critical for understanding practice as they "form the digital library of our intellect, experience, and vision" (Solis 2010). Blogs are also increasingly more central and more social as blog posts are shared extensively in social networks (Sobel 2010). Rettberg (2008) suggests that blogs constitute a social network that is not only about the sharing of information, but also about building trust, friendship, and alliances.

Rather than forming a tightly knit community forum, such as bulletin boards, chat rooms, and others previously studied by Kozinets (1999), blogging communities are loosely organized around individual bloggers or a small team structured around specific topics. Although some blogs combine personal and business communication, the ones used in this study are business blogs, involving conversations primarily focused on technology and social media. Bloggers monetize their sites through speaking engagements, training, sponsorships, and/or on-page advertising, such as Google Adwords or banner advertising. Thus, bloggers engage in research, experimentation, and innovation to compete against other blogs for financial resources. They also closely scan blog posts from other bloggers to identify trending topics, discover new techniques, and guide content development. Blogs commonly contain a commenting feature allowing others to share insights related to specific blog post.Bearing in mind the levels of filtering necessary to remain manageable and ensure relevance with so much data available (Kozinets 2002), individual blog posts were identified using Google Alerts, an automated system using the Google search engine, which returns daily results based on keyword prompts – in this case social media, social marketing, social CRM, social media engagement, and Facebook marketing (as Facebook is the largest social network). Blog posts were included in the Alert by Google based on the algorithm used in determining organic search results. Thus, Google Alerts contained links to those posts most salient to the keyword entered, based on the website's authority as assigned by the Google alorithm, thus removing researcher bias in selecting posts. Google Alerts were collected for 4 months (at a rate of 10 for each keyword per day) resulting in 4760 blog posts.

Authority was a secondary criterion for considering blog posts for inclusion in the analysis. An Alexa website rank of 100,000 was used as an upper limit to ensure blog posts were from reliable sources. Alexa rank is based on traffic visiting a site, is readily available as a toolbar, and an objective assessment from the Internet community regarding the value of a website. An Alexa of 100,000 approximates the 100,000th most frequently visited website on the Internet, which is comprised of tens of millions of websites. Finally, individual blog posts were eliminated if they only discussed tactics in social media, such as HTML, Wordpress, tools, or automation (which is the antithesis of social media).

Supplementing these online narratives, participant observation was employed by maintaining a blog focused on social media – http://hausmanmarketingletter.com. Over

the course of eight months, posts were written approximately 4 times per week and extensive participation with high-ranking bloggers facilitated through this vehicle. Comments to posts from other internet users provided insights and validated emerging interpretations on engagement in social media, acting as a form of member check (Wallendorf and Belk 1989).

Social networks including Facebook, LinkedIn, Twitter were also linked to the blog to share content. Experimentation employing an interpretation of the findings emerging from this study allowed this website to achieve respectable results in terms of common metrics such as traffic (averaging approximately 200 visitors per day), page rank (3), and Alexa (320,000). Such involvement "internalizes emic meaning and allows the netnographer to speak with authority as a member who represents other members of that culture" (Kozinets 2006; pg. 133). I commonly Tweeted the link to each blog post representing my raw data, which also acted as a member check when Retweeted by my network of followers; Retweets averaged approximately 24 per week. Member checks help validate the findings, provide opportunities to develop additional insights, and give voice to the community (Kozinets 2006).

Part of participant observation involved contributing to blogs owned by other marketers. This allowed interaction across a broad range of marketers who may not maintain their own blogs, rather operating using other social media platforms such as Facebook and LinkedIn. Comments to these posts formed an additional data set for this project.

A final data source came through interviews with managers successfully employing social media and knowledgeable users. A total of seven such interviews were conducted, lasting between one and three hours and covered broad topics relevant to the success of social media in their business context. Interviews were transcribed and incorporated into the hermeneutic process.

Blog posts, including the verbatims contained in this study, were not only publically available, but were actively promoted by the authors of these blogs through Twitter and social bookmarking sites. Unlike netnographies involving consumer culture, where anonymity is commonly employed, netnographies of business entities neither expose vulnerability nor invade expectations of privacy. In fact, interviews and interactions with many of these blog writers reflected their desire to be identified in this manuscript. Hence, no efforts were made to ensure anonymity. Instead, to increase transparency and concomitant trustworthiness, verbatims were identified by the URL of the blog post and readers may read the entire blog post to validate my interpretation of the data (Wallendorf and Belk 1989). In contrast, anonymity was employed with informants to protect the privacy of the individual and their organization. To further enhance the trustworthiness of the data, member checks were conducted with many of the bloggers through comments on their blogs, many of which generated one-on-one interactions with the blogger or additional comments from other blog readers.

Data reflected three types of organizations; media firms focused on social media in general or specific aspects of social media (such as search engine optimization), news agencies focused on social media, and managers within organizations whose jobs involve a significant social media component. Blogs hosted by these organizations may reflect a single author who is an employee or executive in the organization, a group of authors in the organization employing a media model, or a mixed model of organization authors and

guest bloggers.

ENGAGEMENT IN SOCIAL NETWORKS
What is Engagement in Social Networks?

On the surface, engagement in social networks is relatively simplistic. Members of the network "like" posts, comment on them, or share them. Members can also choose to further engage brands by "Liking" them on Facebook, which transforms them into a fan of the brand or they can follow the brand on Twitter (on Google+ fans put brands into their circles). Taking these actions spreads the firm's message to others networked to the engaged user, thus amplifying the message. Wharton calls this earned messaging or earned marketing. But, engagement goes beyond these simple actions (Nahapiet and Ghoshal 1998).

Engagement in social media requires two-way communication. So, firms must focus not only on what they say on social networks and how consumers respond to these posts, but what consumers say both on the company's profiles and on their own. Thus, active listening and prompt response to consumers' expressions also underpins effective engagement. Using a social marketing paradigm, social media must build and sustain a relationship looking more like a real friendship; one that conforms to societal notions of friendship including self-disclosure, expressiveness rather than instrumentality, regular interaction, and reciprocity (Price and Arnould 1999). Engagement, then, must be authentic, looking more like a conversation between friends than a commercial exchange. Otherwise engagement becomes a "polite way of talking about audience, consumer demographics, and segmentation while seeming sensitive to Internet users, the culture, and their community" (Werry 1999; pg 6).

This post from Razorfish exemplifies sentiments from other informants:

> Engagement—just the mention of it can spark a visceral response from marketers, partly because no one has pinpointed what it really means. Let's get it out there: engagement is a messy, complicated idea—yet a critical one—because it gets to the heart of the relationship between consumers and brands. We know that it is valuable, but the how, what and why of it is ambiguous at best.

> Engagement in social media is different from traditional advertising and public relations because it emphasizes consumer-to-consumer interactions that amplify messages well beyond the potential of traditional word of mouth. Engagement also involves authentic relationships between the firm and consumers that look more like a real friendship than a commercial relationship. (http://liminal.razorfish.com/?page_id=13)

Thus, we find even highly respected practitioners find it difficult to define engagement beyond its congruence with friendships. Razorfish further supports the gap filled by this study in terms of both the criticality of engagement and the need for systematic study to discover what it is and how to do it well. Echoed in this post are issues raised earlier, specifically the importance of authenticity, of real friendship that

privileges consumer-to-consumer interactions rather than disruptive discourse that interrupts consumer efforts to socialize. The paradigm shift from traditional media to social media is also hinted in this post.

By the same token, engagement is much more than technology, although effective engagement requires an understanding of the technology underpinning social media. Understanding how messages travel through specific social media platforms, for instance, is critical for message sharing. Expertise in creating engagement tools, such as sharing buttons on blogs and RSS (Really Simple Syndication) feeds is also required. Understanding algorithms employed by Google and Facebook is also critical if marketers wish to enhance message reach. While tools and technologies enable engagement, message content creates engagement. Pam Moore clearly articulates this distinction in the following post excerpt:

> Too many think if they learn the tools and technology they got it covered. They couldn't be further from the truth. The most important aspect of social media is to understand the art, the environment and how you can fit in. It doesn't work like the days of traditional advertising where you push a message and expect to change thought via a cool ad, billboard or tv commercial. Instead you must not only find a way to become part of the community, build your own community, but also be able to successfully grab the attention of your audiences authentically and via relationships. Firms lack the understanding that social media requires engagement. They may have the mindset that they'll simply use social media as an additional venue for blasting noise, coupons and other commercial messages.
> http://socialmediatoday.com/pammoore/258004/2011-predictions-top-12-reasons-businesses-will-fail-social- media/

Moore echoes the criticality of engagement in social media reported earlier by Razorfish. Engagement marketing involves more than understanding computer and mobile technologies, apps, software, and computer language, just as traditional advertising is more than simply visual technology, music, video creation, and printing. Similarly, engagement marketing is not merely a simple combination of traditional advertising and public relations, with elements of customer service thrown in, as suggested by Branson (2011). Engagement in social media is a distinctly different type of communication supporting true relationships and requiring an approach privileging deep consumer understanding, support, and value extending beyond the exchange of commercial elements. Again, these elements conform to extant literature on commercial friendships (Price and Arnould 1999).

Focusing on the commercial interests underpinning engagement in social media, John links engagement not only to sharing messages, but allowing the firm to influence consumer behavior:

> Like you said, engagement is a tricky definition to understand. I think each person has their own interpretation of the word. Some may feel it is an interaction between two people, a company and consumer, etc. I think social media engagement goes far beyond the comments back and forth. Yes, dialogue between two people or companies, or a combination of the two is necessary to properly engage one another, [but] I think engagement in social media has more to do with what is being done to entice a

decision. Buy, or not to buy. Sign up, or don't sign up. I would have to say engagement in social media is the formation of a relationship with the intent to make a decision or form an opinion.   (John, online interview)

John really gets at the organizational rationale for creating engagement in social media – it translates into actions supporting organizational success, specifically ROI (return on investment). Hence, engagement must involve more than just a conversation and efforts to develop authentic relationships and should include subtle influence toward consumer behaviors that benefit the firm. That conversation must build brand recognition and positive sentiment supporting the hierarchy of effects that contribute to sales just as in traditional advertising (Bruner and Kumar 2000). The challenge is merging notions that social media marketing succeeds by using non-commercial communication with the need to drive consumers down this hierarchy toward purchase. Subtle use of influence (Cialdini 1993) and effective use of social capital (Putnam 1995) must also be part of a firms' engagement strategy to drive consumers toward buying decisions.

Thus, no single definition of engagement exists. Utilizing this discussion; however, the definition of engagement is social media appears to be: engagement in social media uses authentic communication to build one-on-one and one-to-many relationships that amplify firm messages by encouraging two-way communication and providing value to both the consumer and organization.

Why is Engagement Necessary to Achieve Organizational Success?

Informants share perspectives that success in social media first requires a firm that is social; where concerns for customers are not platitudes, but part of the DNA of the firm. Engagement requires firms where customers form the nexus of the business through engagement with the firm, its employees, and its brands. Brands that effectively build the authentic engagement and community identified earlier, achieve spectacular results. Consider this verbatim from an online interview with a B2B social media manager:

I don't like the word "engagement". Why even use it or define it, or write about it? Just write about why a business needs to participate in it. I was the marketing/social media director for the past 3 years for a technology company. I managed three websites, including one blog. My daily task was to write blog entries, provide quality content, analyze google analytics and update our twitter and facebook accounts. When you combine all the things I did, here are the results: - more unique visitors to sites - more time spent on sites - more leads generated for sales team - more positive content on google and search engines - significant increase of google indexing. - online brand creation augmented. Write about stuff like that...I would forget about making it more complicated or cerebral, like defining "engagement."(Mike)

So, engagement creates value for the firm that translates into improved market performance. Specifically, Mike's employer saw sales leads generated by their social

media marketing campaigns, as well as improved brand image. Social media effectively brought new visitors to the company's website both through sending them directly from links in social media and through increasing the amount of traffic sent to the website through the Google search engine using search engine optimization tactics (SEO). Panda and, more recent, Penguin updates to the Google algorithm weigh social media engagement more heavily than earlier versions of the algorithm (SEOMoz 2013). Since the Google algorithm determines the position of a website in query results and users select links closer to the top of the results, the impact of social media engagement on website traffic is critical. Google continues to tweak Panda and Penguin to ensure users find results valuable and increased emphasis of engagement in this algorithm is likely. Since B2B firms commonly gather information from brand website prior to making a buying decision, driving traffic is a critical step in the sales process.

Engagement effects message transmission on Facebook analogously, however, rather than determining position in organic search, the Facebook algorithm uses message engagement (liking, commenting, sharing) to determine whether a particular message appears on the Fan's news feed (basically a running list of interesting posts made by friends and Fanned organizations). Increased engagement keeps posts toward the top of the news feed, which also increases message exposure to users. Engagement also shares posts with members of your social network, creating message amplification. It is estimated that at least 70% of fans never return to the brand Facebook page so showing up in the fan's news feed is the only way brand messages are seen.

B2B firms use Facebook and other social media as a tool to not only amplify their message, but create demand for the brand. For instance, users share their registration for business training events, purchase of business tools, and other business-related purchases through sharing tools appended to sales pages on websites. Enhancing this opportunity, Facebook recently introduced a new social shopping feature –Buy With Friends -- allowing users to share purchases in their Facebook news feed, thereby alerting friends in the social network to the opportunity. Such sharing encourages purchase by friends. But sharing isn't the only interesting aspect of Buy With Friends — the feature will also let one user unlock a deal, making it available to their friends (Chiang, 2011)

Not only do engaged consumers amplify firm messages, they create them. Engaged customers aid in content creation when they film YouTube videos, post to blogs, write Facebook status updates, and post Tweets related to a brand (Hennig-Thurau, 2010). As an example, businesses create videos demonstrating effective use of Adobe Photoshop and other software that increases satisfaction with these products leading to more favorable word of mouth and increased intentions to re-purchase among businesses using the software.

User-generated content thus creates a cycle of engagement, changing the attitudes and behaviors of members of the social graph, while increasing the status and influence of the user and encouraging greater engagement (Hennig-Thurau, 2010; Werry, 1999). Couple this with the implied objectivity and credibility afforded peer feedback (Brown and Reingen 1987), and the solutions generated within a social network become much more valuable to consumers than the "simple aggregation of the knowledge of a set of individuals"(Nahapiet and Goshal 1998).

Business forums become an important element of a B2B firm's social strategy when businesses link their forums with other social media platforms to share questions,

answers, and comments. Smart businesses, such as IBM, carefully follow forum comments, adding their own to provide additional value to users (Kho 2008). Forums and other social media interactions provide additional value to B2B companies by providing inroads for future collaboration with participating firms, providing insights into the problems and decision-makers at the firm, and the ability to recommend additional solutions.

Moreover, engagement mediates the relationship between commercial interests and users by creating norms of reciprocity that predispose individuals to "cooperate, understand, and empathize" rather than "treat each other as strangers, competitors, or potential enemies" (Newton 1997, pg. 576). Repayment becomes a moral obligation to help others because "it is the right thing to do" (Wasko and Faraj 2000, pg. 68). Thus, network members who perceive value in their interactions with the firm repay that value with actions that benefit the firm, such as sharing the firm's message. Kozinets and his colleagues (2010; 86) refer to this transformation "from persuasion-oriented, market-generated, sales objective-oriented "hype" to relevant, useful, communally desirable social information that builds individual reputations and group relationships" as transforming commercial messages into social messages through not only communication of the message in the vernacular of the group, but creating a halo effect whereby the individual's social reputation transfers to the commercial message, much as a celebrity imbues a product with desirability.

Messages spread by fans de-commercialize them, creating favorable brand awareness within their connected network (Branson 2011). Much like traditional word of mouth, messages transmitted through friends appear objective, believable, and relevant to networked friends(Brown and Reingen 1987). Hence, the simple act of sharing not only amplifies commercial messages; it imbues them with favorable qualities likely to drive purchase.

Engaged social fans and followers also enact roles benefiting the organization – not only through transmitting information, but by advocating for the brand, answering consumer questions related to brand utilization, and defending the brand against attacks on social networks. Marketing Pilgrim provides an excellent example of enacted roles using the vernacular of a brand evangelist.

> Do you know VABeachKevin? He's a guy on Twitter who might answer your question if you're confused about a product from Omniture (a market automation software from Adobe). Funny thing is, he doesn't work for the company. He's just a guy who likes the product and likes to share what he knows. He's a brand evangelist and his word is worth more than ten tweets from a salesman on the company Twitter.
> http://www.marketingpilgrim.com/2011/03/turning-social-media-followers-into- brand-evangelists.html

Brand evangelists, much like the partial employees of Mills and Morris (1986), willingly provide valuable service to the brand without compensation. Evangelists aid decision-making, ease installation, answer questions, and provide support to customers and prospects. Again, as B2B products reflect increased complexity, the value of evangelist increases in this context. Evangelists are similar to marketing mavens; acting as the go-to person within a product category (Feick and Price 1987). Evangelists also

mold community attitudes, set community norms, and defend the company when other consumers voice complaints; thus, acting as more effective customer service agents than actual employees.

Engagement also builds social capital motivating a social network toward actions supporting the brand more effectively than peer expectations (Putnam 1993). Social capital is an intangible force that binds society and directs the actions of independent agents within that society (Etzioni 1996). Social capital and the currency it represents derive from every action on social networks from the value of content shared to the interactions supported when firms Retweet or Like posts created by their social graph to its response to customers (Solis 2010). Social capital enhances the brand's image and positive sentiments regarding the brand, as well as motivating purchase (Solis 2010).

How Can Firms Create Engagement in Social Networks?

Because social media is much more than a simple combination of marketing, advertising, public relations, and customer service, different strategies are necessary than those employed in traditional media. Engagement is the currency required in social media to generate market performance; engagement with consumers and between consumers is a means for encouraging creation and transmission of favorable commercial messages. Flowtown expresses this importance in building and energizing a firm's social graph – those individuals networked through the social platform.

A few years ago, it was sufficient for a website or business to merely belong to social communities like Facebook or Twitter. Joining these communities was, in and of itself, a major step to the next level of branding. Today, simple participation is not enough. True mastery of the social web now demands that a company or individual aggressively optimize their "social graph." This is the practice of deliberately maximizing one's presence in a user's social media activities, such as Facebook, Twitter, MySpace or blogs. The goal is to make one's blog posts, marketing messages and online communications as attractive and easy to share within these worlds as possible.

You must strive to seed relevant, useful links throughout the social web portals frequented by your target audience. While great content naturally inspires people to share it, do not stop there. Take the extra steps of making it convenient and simple for others to share your work, such as by including the now ubiquitous share links to Twitter, Facebook, Delicious and the like at the bottom of each page.
http://www.flowtown.com/blog/the-importance-of-social-graph-optimization#ixzz19LUaVdMW

As highlighted in this post, a successful social media marketing strategy rests on two related factors – 1) creating useful, valuable content and 2) sharing and facilitating sharing of that content throughout social networks. Using a social media marketing strategy, a firm creates a message; however, rather than transmitting it through traditional outlets, such as TV or radio, the firm creates content containing the message, such as a

blog post, a short video, or image that is uploaded to the internet. Importantly, these messages must contain value to users that does not involve commercial messages or inducements to purchase. Examples include advice, information, solutions, entertainment, or support. Message content should explicitly advocate for the brand only rarely and obvious commercial messages must be avoided.

In the simple case, consumers become aware of the message through either search or membership in the firms' social graph. Fans spread the message to their own social graph by Tweeting it, sharing it, bookmarking the message, or even liking the message. Using the concept of a social graph, messages cross-pollinate between networks. Facebook calls this viral sharing because amplification rates are staggering. Yet, viral messaging has serious dangers allowing negative sentiment to spread like wildfire through the social graph. Inept social media management, poor product quality, and a disconnect between what the firms says and what it does generate this negative sentiment.

Increasing awareness and social proof encourage consumers to begin engagement with the brand through becoming a fan, signing up for the brand's RSS feed, or following the brand. However, firms must provide value to consumers through these outlets, driving consumers to engage with them further. Overuse of self-interested communications and over- commercialization devalue content, leading fans to disengage from the firm, and may result in deteriorating brand value. Informants suggested a value to noise ratio over 80% is required to avoid declining brand value and ratios approaching 100% are necessary to see positive movement. Maintaining low levels of noise while still building engagement and moving consumers toward actions supporting organizational objectives takes significant skill. One informant, a social media manager for a chain of Mexican restaurants, shares both personal and brand-related information and discounts. Her strategy relies heavily on crowdsourcing and consumer involvement in aspects of the business. Not only does her engagement result in higher sales and increased brand loyalty, but, kept the firm from making The Gap's mistake when they changed their logo (Ellis 2010).

Empirical evidence suggests four content elements encourage consumer engagement: 1) learning/ cognitive; 2) social; 3) hedonic, and 4) status (Nambisan and Baron 2009). Additionally, Dholakia and his colleagues (2010) support the relevance of functional and social benefits in encouraging active participation in online networks. Both results mirror the general motivations for new media usage derived from uses and gratifications theory (Blumler and Katz 1974). Creating content providing these consumer values builds engagement, encouraging consumer involvement in a trusting, friendly, and rewarding relationship with the brand.

Consumers also engage with brands providing content as a means to repay the obligation incurred when they gain value from this content or as a means to deepen their relationship with the brand. As mentioned earlier, business customers might also engage with a brand as a means to build their own business, such as businesses providing videos on using Photoshop.

Commercial participation in social networks creates tension when commercial interests disrupt communal sharing (Kozinets 2010). His experiments tracking bloggers who posted reviews of free products show the intolerance of readers to promoted word of mouth; resulting in distrust and relationship damage. Quantitative results echo these findings, showing only mobile messaging is more heinous, with only 1% finding

advertising on Facebook and other social platforms acceptable (UTalkMarketing 2010).

Strategic use of the tension between commercial and relational aspects of social networks may actually fuel engagement, however. For instance, Chris Brogan, a leading social media expert, offered a webinar to help businesses optimize their Google+ experiences (Google+ is a new social network introduced by Google near the end of data collection). He charged $47 for the webinar and publicized it heavily on social networks and his website. A backlash polarized users, creating a firestorm of both criticism and support for his venture. Mr. Brogan employed the tension between commercial and communal interests and even fueled the firestorm by taunting detractors in subsequent posts. Conflict resulted in intense engagement with Google+ users that spread his message farther than likely without this conflict. An important element of his strategy employed humor, self-deprecation, and the ability to mobilize his community (his tribe) to his defense, likely determining the success of the strategy.

Used judiciously, this strategy is effective in enhancing engagement. Community members recognize the value of manipulating commercial/ community tensions, avowing to employ the tactic in future commercial endeavors. Diminishing returns are likely as more widespread use of the tactic creates increasing tensions. Once an inflection point is reached, tensions will erupt and further usage will generate negative results similar to those uncovered by Kozinets and his colleagues (2010).

Engagement is similarly ineffective when the fundamentals underpinning good marketing are ignored. Consider this from BusinessInsider:

FIRST: Deliver on the fundamentals of commerce. That's mandatory.
Don't think about Facebook if you can't deliver on the basics, which are: product, price, in stock, fast checkout, and fast delivery
(http://www.businessinsider.com/how-to-make-money-with-facebook-2011- 2#ixzz1DUbPARFr)

An example of appropriate B2B social media content comes from an informant, Josh. Josh's firm sells enterprise solutions to large corporations who purchase solutions every few years using an RFP (Request for Proposal) bid system. By creating content highlighting the achievements of target firms rather than his own brand, Josh builds social capital and attains top-of-mind recall. Josh reported the strategy results in lower costs than repeat sales calls while achieving comparable rates of return.

How to Manage Engagement

Social media is thus a tool effectively used not only to communicate with consumers, but listen to what they are saying. Social media uncovers naturally occurring conversations to identify problems before they occur and uncovers unmet needs. Effectively managing engagement on social networks is problematic. Managing engagement on social networks requires firms to be active, be humble, be interesting, be honest, and be unprofessional (Kaplan and Haenlein, 2010).

Using social media as another avenue for blasting public relations or advertising messages rather than engaging consumers can cause failure of the firm's online and offline marketing efforts and generate negative attitudes toward the company and its brands (Tikkanen, et al. 2009). Over-commercialization creates problems extending years

into the future as comments posted online last forever (Hoffman and Fodor, 2010). Informants echo academic prescriptions:

> In the old world of advertising, it was all about pushing the message to the masses so they would buy. There was never a second thought in this type of environment that the customer didn't want to hear the message. What's worse is that the advertisers never listened because they didn't have to. Now the advertising world has been turned upside down because of the engagement opportunities that social media offers its community members. The mistake advertisers make in not understanding social media is by thinking it's just another channel to push messages out to. When the marketing message is just pushed out, it will most likely get ignored. People in social media communities have become accustomed to engaging with like-minded people, making real connections and sharing their experiences, and they tend to bristle, ignore, and shun the marketing person who "doesn't get that."
> http://www.clickz.com/clickz/column/2095174/people-connect-marketed

Simply creating valuable content is not enough. The passage above highlights the importance of listening and responding to consumers. The two-way communication not only builds an authentic relationship looking more like a commercial friendship, it provides insights into how consumers live their lives, what is important to them, unmet needs, complaints, suggestions, and other aspects critical for sustained market success. Firms that provide too little value, disrupt online conversations, and fail to respond to consumer concerns, face serious consequences, as reflected in the passage above.

In fact, a social network presence can easily backfire for firms; providing a stage for disgruntled customers to complain about the firm and its products. Even firms without a social network presence find themselves criticized on these platforms. For example, consider the following from Adage:

> Tools like Twitter aren't some dream of customer empowerment, but rather the nightmare reality of the broken relationships between consumers and brands. Responding to online complaints is a tax that companies pay because of the chronic mismatch between what consumers expect from brands and what they ultimately get. An individualized response might momentarily bridge the gap, but it won't fix it.
> http://adage.com/cmostrategy/article?article_id=145996

Waiting for complaints and responding quickly in social media may not be enough. Being proactive in uncovering problems likely to impact negatively on consumers is the key to effectively using social media. Here's what Amy said in an interview:

> Social customer-relationship-management implementations have been focused on discovering customer complaints after they happen. Playing defense is so 2010. Social CRM should be about offense—providing messages that are socially enabled and can go viral so as to raise product awareness, establish meaningful relationships with customers, and gain insight into how they feel about a marketing message, new product

release, and so forth.

Thus, social networks are a two edged sword – as likely to cut the unwary as serve them. Engagement, however, may blunt the dangerous edge of the sword. Engagement builds an audience empathetic to a firm's apology for failed strategies and willing to amplify the apology. And, engaged social media fans defend brands when others criticize them.

Consider this example of listening in social media:
Instead of using social media to push traffic to your website, let the conversation unfold where it is. Imagine this. Stefano posts to his Facebook that he just had the most delicious cookie he's ever eaten. His friends comment and say, really, where can we get them? Stefano is probably going to answer them, but you come in as a representative of the brand and say here's a link to our website where you can find out all about our cookies, they're great, here's a coupon, yum, yum.
Now, there's a good chance that the conversation is over because your response looks like spam and it feels a little like you were spying on their private chat. (Even though Facebook is far from private.) Using the Watkins method, you could email Stefano and offer him a free box of cookies for him and five friends. Now Stefano himself is going to mention your generosity and ask who wants free cookies? Me! Me! Me! That conversation is going to continue and when everyone gets the free cookies, they're going to talk about it on their Facebook pages.
http://www.marketingpilgrim.com/2011/03/turning-social-media-followers-into- brand-evangelists.html

Engagement thus reflects a very different type of communication than employed in traditional media. Communication in social media is more personal and reflects one-on-one interactions. Rather than paid spokesmen, social media requires personification of the firm through its representatives and a willingness to let customers backstage.

Creating engagement is tricky, as firms attempt to share without over-sharing – for instance, Tweeting about mundane tasks like brushing your teeth. Sharing without being disingenuous or patronizing is a balancing act difficult for many firms to navigate. Consider the backlash on both social media and traditional news when a Chrysler executive Tweeted his frustration with Detroit drivers using profanity (Mashable 2011). Needless to say, Detroit drivers were insulted, resulting in damage to the brand's reputation in their own backyard. Asus incurred the wrath of women in their target market when they crafted an inept Tweet featuring the image of a woman more suitable for a men's magazine than a corporate social media post.

Building engagement also creates ambiguity within an organization, especially when multiple employees give voice to the organization, such as when employees contribute content without coordination with the social media managers. This garbles the message and potentially promises more than the brand can deliver to customers. Conflicts may also arise between factions embedded in traditional media and proponents of new media as to who can speak and what they can say. Consider this from a manager operating a blog in a B2B product company:

My colleagues view Facebook as something you do at home, or during your off- time, not something you do at work. In fact, it's the general consensus among my peers that if your people are accessing these types of sites at work, your employees must not have enough to do. I had to push for our professional Facebook page and I did it because our corporate buyers are getting younger and younger. If we want them to have a relationship with our brand, we have to be someplace they want to go. Right now, they go to sites like Facebook and Twitter to help them decide if our products have the personality they're looking for. It's a lot like dating. B2B marketer

Traditional marketers (and executives) find social media difficult to understand and see off-topic conversations unrelated to the brand as a waste of time. Traditional marketers resent interactions between other employees and customers and seek to limit these interactions. Yet, non-marketing employees might be the best tools for creating engagement with consumers. Toward this end, many CEO's now blog and Tweet, and employees are empowered to answer consumer questions when the questions fall within their area. For instance, an engineer might best answer a technical question posed by a consumer. Employees embedded in social communities might best represent the character and give personality to the firm.

As Kaplan and Haenlein (2010) mentioned earlier, being unprofessional is part of effective social media management and this is hard for old-line traditional media marketers to understand. Recognize that social networks ushered in a new world where customers are in control and the old rules functioning in traditional media no longer work (Hoffman and Fodor 2010). Customers now determine which content they will consume, how they will interact with the brand, and where they will interact with the brand (Hoffman and Fodor 2010).

An interesting corollary to this discussion is why consumers waste their time engaging with brands? For some, engagement provides a means to share their opinions, get redress for brand failures, or get questions answered. Others relish the micro-celebrity status acquired through mastery of social networks and their ability to create valuable content for users. Theseinfluencers exert significant control over users' attitudes and behaviors, as assessed by tools such as Klout and PeerIndex.

As we're seeing with services such as Klout and PeerIndex, our stature in the social web is based on our actions and words. Essentially, your "balance sheet" is available for anyone with a web browser to review, assess, and analyze. While this may seem trivial, progressive businesses are already factoring your stature into their customer index and your experiences may vary based on your social credit score (Solis, 2010)

Brands seek influencers related to their brand or leading tribes comprised of members of their target market. Influencers, much like the market mavens of Feick and Price (1987) or like group leaders on steroids, husband their micro-celebrity status and parley it into tangible and psychic rewards. Although, as we saw in the work of Kozinets and his colleagues (2010), capitalizing on influencers without reducing their effectiveness is challenging. Building community or a tribe following a leader is an effective tool for managing engagement. Firms spend significant resources identifying these influencers; isolating them for special offers and access.

Developing a movement around good feelings related to your brand is a great way to differentiate your business and have consumers championing your brand. Social media marketing is the act of telling stories that sell and stories that spread (Mueller 2010). Turning a group of people into a tribe requires shared interest and a way to communicate, both plentiful on social networks. Managing this tribe requires 5 conditions, according to Mueller (2010): 1) put as much emphasis on culture and brand story and the feel-good aspect of what you do as you put on what you sell; 2) brand from the inside out; 3) give influencers ways to interact with your brand and each other, offline and on; 4) hire people who get your culture and can help take it to the next level; and 5) show (don't tell) your tribe that you care and reinforce why they are gathered around your brand's campfire by sharing new stories. (Mueller, 2010).

Not only do these changes reflect a paradigm shift for marketers who must think and act in ways totally alien to their traditional marketing backgrounds, the organizational culture must change. Firms themselves must be social at their core. Bureaucracy and levels of management must give way to spontaneity and independence if social media managers are to be successful in this new world where responding quickly is equally important as the content of the message. Training takes on a new purpose in guiding social media managers and, in fact, all employees on proper social media practice.

DISCUSSION

Social media marketing is a new form of marketing, requiring different strategies and tactics if firms wish to harness the power of social graphs. Analysis of posts from leading social media marketers and interviews with informants define engagement as a tool for creating relationships with brands looking more like friendships than commercial transactions. Engagement is important because it underpins the ability of brands to amplify their messages, understand the wants and needs of their target audience, address the complaints and informational needs of their customers, harness the goodwill with customers to crowdsource solution, and for participative decision-making that reduces conflict over brand changes.

Firms create engagement by providing value to target consumers, such as information, entertainment, status, or hedonic rewards. But, firms must understand the technology that gives visibility to their messages and encourages sharing. Managing social engagement requires not only policy changes and training of individuals, it requires an organization that is social at its core. Social media is always on, meaning firms must operate their social media engagement during hours commonly not designated as working hours, including nights and weekends. Bureaucracy stifles engagement with its rules and channels of approval. Social media is too fast to wait for these channels.

Information flow is now multidirectional, involving interplay between messages from the firm filtered through the lens of the community in social space (Hennig-Thurau, 2010). As reflected by Kozinets and his colleagues (2010), communication in social spaces is often consumer-to-consumer and transmission in these networks is less the purview of commercial entities, than a function of consumer motivations to manage a social network and share commercial messages with this network. Hence, rather than advertising to captive eyeballs, as is commonly employed in traditional media, businesses must "buy" eyeballs by providing value to their communications in social media and

motivation to consumers to share this content. Examples include providing free branded content, such as the early release of songs (http://www.socialtimes.com/2011/01/kanye-west-and-jay-z-release-new-song-via-facebook/), hosting contests, especially when linked with causes, such as the Pepsi Refresh Project (http://www.refresheverything.com/), or enhanced creativity, such as Axe Ball Wash (http://www.youtube.com/watch?v=geKQ6mhNoXU). Caring, nurturing, and supporting your target market, as in the Dove Campaign for Real Women, is similarly effective in buying eyeballs.

Firms no longer have a choice regarding whether to use social media marketing. Their choice is now over HOW to use social media marketing. Even if firms determine they will not use social media marketing to build a community and enable engagement with customers and prospects, they must use social media as a tool for listening and monitoring what these important individuals are saying about the brand in their own social networks.

The influx of commercial interests in social networks designed to facilitate interpersonal communication will likely continue, based on spending numbers cited earlier. A major trend is managing spending more effectively. For instance, new tools for measuring Return on Investment (ROI) in social media are necessary as traditional measures of ROI likely lead to actions counter to success in social networks (Elliott 2011). Integration across social networks and integration between online and offline marketing efforts is also an important element in increasing ROI (Lichtenberg, 2010). New metrics must reflect the shift giving power and voice to consumers who are demanding control over their experience and ultimately control a company's brands (Elliott 2011). New metrics must also reflect the realities of influence in social networks by measuring the effectiveness of gaining viewers, transmission of the content via consumer-to-consumer communications, and change in brand image. Assessing listening effectiveness is also part of the new ROI (Lichtenberg, 2010).

Limitations

The biggest limitation of this study is the fast pace of change in social media marketing, how users and platforms manage these social spaces, and how quickly new tools arise in the industry. To ease this concern, data interpretations were validated informally prior to submission without detecting new posts contradicting findings in this paper.

Qualitative data collected from leading blogs and interviews with leading B2B users were extensive, but the concern regarding generalizability can not be completely dispelled. The internet contains a vast amount of data and likely insights exist beyond those discovered despite systematic data gathering.

Future Research

Social media research from an academic perspective is in its infancy and little is known about social media engagement outside of the few studies cited here and among practitioners. While the study highlights these practitioner insights, a more disciplined academic study is needed to fully understand the role of social media marketing within the marketing discipline.

This research established best practices for B2B firms hoping to employ social media marketing to increase ROI without building a conceptual model of relationships with other constructs. Thus, opportunities for future research exist based on this research. Obviously, the opportunity to go beyond the current study to find relationships between engagement and other marketing constructs, such as trust, status seeking, and others uncovered in this research. Uncovering the strength of these using quantitative data offers some prospect of valuable insights for firms.

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