

THE BOSMU MODEL: A DECISION SUPPORT SYSTEM TO CLASSIFY THE BEHAVIOR OF SOCIAL MEDIA USER

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ABSTRACT

BOSMU (*Behavior Of Social Media User*) is a model of customer intelligence to support the decisions of the company management. It is designed to find the right management actions in web/social environment to improve the web reputation, loyalty the prosumers and increase the brand value. It taxonomizes the level of interaction between the user and a company, and formalizes the lifecycle of the relationship prosumer-enterprise through the dichotomy Level-Action in order to generate the knowledge that represents the very value-added business.

The model is imbued in the historic nature of the Web, but it finds its widest application in the social network, considering the native traceability of the operations carried out in these "environments", and expects an indispensable and continuous action of "listening" by the company.

The BOSMU model has been successfully adopted by an Italian company in the southeast.

Keywords: social media marketing, customer behavior, social network, customer intelligence, business intelligence.

1. Scenario

There are three primary needs that the user tries to satisfy during navigation, namely:

1. the need for knowledge, born from the need to find on the Web the data to fill the informational gap, or the answers that the user is looking for. "Knowledge is neither data nor information, though it is related to both, and the differences between these terms are often a matter of degree... Confusion about what data, information, and knowledge are how they differ, what those words mean has resulted in enormous expenditures on technology initiatives that rarely deliver what the firms spending the money needed or thought they were getting" (Ackoff, 1989) (Syed & Shah, 2006). "Knowledge can be conceived as information put to productive use" (Scalera & Serra, 2014).
2. the need for communication, which induces the user to talk about himself and to transfer part of his life into the virtual world. The aim is to be able to tell to an unfamiliar and uninterested audience the "history", the "character", the "role" that one holds within the company. To fulfill this need, which is dictated by ego or narcissism or in other cases simply by the need to break the silence surrounding an unrewarding social life, it is not necessary to have a partner or a specific recipient. All you need is the perception of dealing with a potential audience. The idea of telling something is stronger than to know the identity of the recipient;
3. the need to report, which is the evolution of the previous need. When the one-way communication is no more rewarding, the user needs to involve others in his own world, making them part of his history.

Man is a social animal and needs to feel part of the society in which he lives, even though he often does not know the exact dynamics. The need to relate is typically intense, and it is not sufficient a single interaction to fulfill this need, and it is resurgent as it recurs at a distance of time. These two features make so that the need for relationship grows over time. The social prosumer surrounds himself with friends, then with acquaintances, and wants to get the attention of strangers. The circle of "friends" grows slowly and is gradually enriched with virtual relationships. Having many followers is an indicator to show the influence and importance of the prosumer within a social network.

Likewise, companies establish virtual relationships in order to increase their demand segment and meet new potential customers in social networks: nothing prevents these relations from turning into authentic and profitable relationships.

2. The BOSMU Model

Social networks intrinsically generate data, many data: "90% of the data existing on the planet have been generated in the past two years. And the volume of information is growing at a rate of 2.5 quintillion bytes per day" says IBM (IBM, 2014). Not surprisingly, the scientific research has coined the term "big data" and the processes to manage this huge amount of data are constantly evolving and aim to become ordinary tools for those companies that want to predict the evolution of reality, in order to foresee the likely future events. It is no longer sufficient to obtain information from this huge amount of data. Today the real value-added business is represented by the knowledge obtained solely through business intelligence models, as BOSMU.

The sudden evolution introduced by the social network force companies to face a new challenge. They cannot use social networks as mere shop windows, repeating the big mistake that they did with the first generation of the Web, when a set of extemporaneous initiatives culminated between 1997 and 2000 with what is universally recognized as the "bubble of the dot-com" (DeLong & Magin, 2006) (Ljungqvist & Wilhelm, 2003). Today, the common mistake is to manage through processes which leave aside the senders the various post which are generated in the social network environment.

The BOSMU model is user/content-centered, that is to say that it centers the methodology on both users, classified according to its behavior, and contents because from content the model classifies the creators, the prosumers within a taxonomy that shows the level of interaction they have reached with the company.

As a model, BOSMU provides a vocabulary of terms represented by the acronym SLLAM that indicate, written in the opposite direction, the typical places where commerce is to perform both in the real world and in the e-commerce environment (MALLS). As a twist of fate, in the center of the acronym there is the L of Listen as a will to emphasize the idea that listening is the basis of a successful implementation of the business model.

- **Skills:** it identifies the ICT professional profiles (Popolizio & Scano, 2013) needed for each level; as it will be seen and as it is obvious that it is, these can be more than one for each Level;
- **Level:** represents the historical moment in which a prosumer is in relationship with the brand;
- **Listen:** it is the fundamental action that the company must fulfill, as suggested by the Bosmu model in order to identify the prosumer level that is relating with the brand;
- **Action:** it is the intervention of the decision of the company as it is identified by the Bosmu model according to the activity of Listen;
- **Methods:** it represent the operational procedures to implement the action; there can be more than one for each level.

At this stage of modeling, less importance is given to Actions and Methods considering their level of variability due to the geopolitical context of the market in which the company operates. This decision has allowed to focus the attention, now totally neglected, to the listening phase aiming at identifying the degree of evolution of the relationship company-prosumer.

3. The BOSMU Pyramid

Graphically the BOSMU model is represented by a seven levels pyramid, each of which is defined by a verb that indicates the status of the prosumer. "The pyramid in dreams is a symbol of success, which often alludes to a goal to reach, to power and strength that the dreamer may find within himself and that allow him to move forward. It alludes to the need to give shape to one's projects and do not be afraid to focus to one's own desires" (Mazzavillani, 2013).

For the company, the pyramidal shape symbolizes the fact that its decisions will become increasingly more selective and numerically lower as you go up in level. However for the Web browser the pyramid shape indicates the relationship with the company that, becomes ever closer rising level, to the point that only a company fails to win his trust by meeting the need perceived in the first level.

3.1 Level "Meet": it all begins with a meeting

At the basis of the BOSMU pyramid model, there is the level "Meet" because "it all begins with a meeting". In this case, users have to decide who to meet and build relationships. The first meeting typically does not happen by chance, but is influenced by word of mouth and the experience of real-life friends. At this level, the prosumer is in a state of ignorance and dissatisfaction that wants to fill through the former acquisition of information and the subsequent use of a product/service. However, he is not yet aware of how and where to go to satisfy his needs, thus he needs to know. For this reason he often follows the advice of his entourage.

- **Listen:** Here is where marketers are introduced in the online community, inviting consumers to participate and creating a long term marketing asset. In this way they enter the information ecosystem of the consumer and cooperate with groups to create trends that may merge into unprecedented business opportunities. This requires quick reactions by the company in order to take advantage of trends, fads and fashions that needs to be contextualized in a model capable of classifying the state of the prosumer so that they are not extemporaneous. This requires the reading of all the content posted by users and disseminated in the Web in order to identify the type of latent, actual and incipient demand; this allows to have insights on the behavior of the consumer so to plan successful promotional campaigns.

“Every tweet, wall post, blog comment, and review is indexed by Google, Bing, and other search engines. A whole crop of technology companies are emerging to help marketers and companies make sense of this metadata in terms of influence and sentiment. Real-time conversations and posts may seem random, unreliable, or unmeasurable when in fact they can be quantified and analyzed” (Macy & Thompson, 2011).

“Companies, their advertising agencies, and marketers realize that social media also has the ability to provide deep insights rather than simply tallying how many consumers, friends, or followers have been acquired. Marketers need to leverage the vast amounts of behavioral data contained in the social streams for more accurate audience targeting and measurement” (Macy & Thompson, 2011).

- **Action:** The action aims at creating and consolidating a good web reputation. The web reputation is the key factor for a company, it is the image obtainable by analyzing public information in the web environment that concerns the company. It is, thus, the synthesis of the perception of products, services and people in a system of relations. The greater the reputation of a company is and its communication strategy will be more powerful and persuasive. Collecting testimonials, reviews and positive feedback can be useful to show users the important and influential role that the company plays in the industry/market.

Goethe wrote: "Behavior is the mirror in which everyone shows his true image". “Technically, the key role of reputation is independent from the presence of the company on social media as consumers are free to express themselves on the Net: however, having the web space for dialogue (pages on Facebook or Google+, Twitter account...) helps to circumscribe the perimeter where opinions can be expressed and tracked more easily" (Boscaro, 2012).

One of the main purposes of the use of new media is to strengthen the brand image. Companies must avoid building an artificial image, in order to avoid losing their credibility. They must, therefore, seek to characterize and differentiate. Authenticity always rewards.

Therefore, a firm must avoid the seven deadly sins of the image:

1. Vanity: looking at herself with too much pride without questioning;
2. Presumption: taking for granted basic elements in the construction of his image;
3. Arrogance: putting in an absolute manner over its competitors;
4. Ambiguity: when it builds his image in a non-original manner, trying to imitate the competitors and losing, by consequence, its authenticity;
5. Bullying: When trying to impose its values with strength and persistence also on potential customers who may not share them;
6. False: when presenting itself in a different way compared to the state of the facts and to reality;
7. Obsolescence: When the company image remains unchanged over time, rather than co-evolve with its history and with the outside environment.

People tend to trust organizations that are able to capture small, simple details of everyday life: this trust, if repaid, can turn into brand loyalty.

However, it is important to highlight that a disappointed or deceived consumer will tend to spread with greater persistence his negative experience to the point that the company will no longer be able to contain/control these "black stains". Black stains on the web spread with amazing speed and represent a danger for the brand. Each spot represents a fault of improper conduct, a defect, a negative feedback able to affect the image of the brand and its reputation. More obscure the stain is, more difficult it will be for the company to clean it up and regain confidence and prestige.

Brand loyalty provides the company the security of demand and creates barriers for new competitors; it can also push a customer to pay a higher price for the brand to which he is loyal.

"Companies that already are conducting reputation monitoring and competitive strategy initiatives know that both require listening and scouring the media for brand mentions, articles, and so on. If the information is accurate and favorable, it provides a positive base on which to build" (Macy & Thompson, 2011).

"For this reason, doing digital marketing means more and more to aggregate a community of customers who can express themselves, and also potentially 'defend' ourselves when facing inappropriate or unsubstantiated comments" (Boscaro, 2012).

- **Methods:** The operational modes expect the application of SEO and SEM techniques, and the creation of advertising campaigns declined in the manner provided in literature and the application of techniques of original content blogging. SEO and SEM techniques will invest the main pages of the company website (e.g. Who we are), in particular those that give a clear vision of the mission and the core business.

At this stage the advertising campaigns will not focus on the promotion of products/services business, but will aim at spreading the image of the company in the web. Due to globalization, which in this context means the adoption of techniques, methods and services that are increasingly similar among the various competitors, companies will need to highlight the communication of their values in order to adopt a strategy of diversification aimed at pushing the image of their products/services. It will be useful to support these techniques with an activity of blogging that immediately allows to associate the brand a "human identity".

- **Skills:** The level meet expects that the company knows the dynamics of digital communication, the various social networks, and knows how to measure and monitor the web reputation in absolute terms as well as in relation with the competition. Thus the following professionals must be involved:
 - Online Community Manager
 - Social Media Manager
 - SEO/SEM Specialist
 - Advertising Manager
 - Frontend Web Developer
 - Server Side Web Developer
 - Web Content Specialist
 - Reputation Manager

3.2 Level "Discover": knowledge starts from the pleasure of discovery

At the second level of the pyramid there is the verb "to discover" that is the chance of discovery. In this level, the user will discover the pleasure of the brand. Moved by the need for knowledge, he interacts with web 2.0 tools and in particular with social networks, contacting various companies, among which he will choose the one which will be able to respond quickly and appropriately to its demands. The pleasure of discovery leads the user to gather all the information useful to satisfy his need.

- **Listen:** The company perceives the need for knowledge of the prosumer by listening, that is to say managing his presence online; or through the identification of potential customers and social influencers. At this level, the company needs to manage the contacts received through social networks doing activities such as the timely acquisition of the data published on the social network of the company and that are also present on the personal profiles of the prosumer.
- **Action:** The action is the development of the Lead Generation; i.e. "the set of all the activities and initiatives of web and digital marketing aimed at generating a business contact (lead) interested in specific products and/or services" (D'ambrosio, 2013).
- **Methods:** The methods aim at generating leads in many ways and on many different channels. Search marketing, DEM, display advertising: all channels that produce trade to "landing page" and "squeeze page". A squeeze page is a tool of online marketing that allows to increase the number of potential customers, keeping them constantly informed about the business. These pages typically stimulate the user's interest through the provision of free services, gadgets, promotions, and so on... The target is to get the contact details from the user.

Unlike the previous level, companies will highlight the tangible and intangible characteristics of the brand through SEO and SEM techniques and will design and implement advertising campaigns through various instruments as well (e.g. Google AdWords, Facebook Advertising, marketing and display tools of re-marketing) that make the user "land" on the landing/squeeze page of the company website.

- **Skills:** To this purpose the following professional figures shall be involved:
 - User Experience Designer
 - Search Engine Expert
 - Advertising Manager
 - Frontend Web Developer
 - Server Side Web Developer
 - Web Content Specialist
 - Online Community MManager
 - Social Media Manager
 - SEO/SEM Specialist

3.3 Level "Discuss": no secret remain secret.

The prosumer, driven by the need to interact, talks with friends, acquaintances and strangers. This need is so strong that exceeds that of privacy pushing the user to share part of his private life, secrets, dreams and desires.

The communication concerns common interests, problems, or simply the events of everyday life. A consumer relating to a brand needs to fill information gaps.

- **Listen:** Through the activity of listening the company perceives the need for communication of the prosumer and the consequent gaps, that consists in identifying the areas of discussion relevant to the reality of the prosumer in order to "capture" those users which are interested in that topic/product/service. This is, of course, a task of cross social network.
- **Action:** The action is to become Social Influencer through the production of valuable content that can influence the opinions of others. The company, therefore, must know the interests not only of the target which it is addressed. The ultimate goal is to create a community around the company, in the broadest sense.
- **Methods:** The methods relate to the activity of engagement; they turn into instruments of one-to-one communication (e.g. chat, email and telephone) and into web scraping activities. "Web scraping (also called Web harvesting or Web data extraction) is a software technique aimed at extracting information from websites" (Schrenk, 2007). "Usually, Web scrapers simulate human exploration of the World Wide Web by either implementing low-level hypertext transfer protocol or embedding suitable Web browsers" (Vargiu & Urru, 2013). This technique allows to create a considerable economic added value because the recovering of social enterprise data pages in a web environment, allows their integration with the traditional structured data generated by OLTP (On Line Transaction Processing). This integration generates the data warehouse which is fundamental for the business intelligence system to support the company decision system.

"An 'engaged' audience is a must for any organization. But the commitment is a personal choice. People choose to 'engage' and these choices determine attention, sympathy, and finally purchases. [...] The Engagement requires an emotional connection between a brand or an organization and an individual. This emotional connection leads to action, perhaps in the form of Shares, Like or Tweet of the content associated with products and services: a preparatory (or following) action to the purchase. 'From the customer's point of view, the Engagement means the will to go beyond the mere utilitarian act to consume, to invest something in the relationship' explains behavioral economist Dr. Oullier. Neuroscientist Dr. Ramsøy adds: The Engagement is related to the will or ability to spend energy to get something, energy that is stolen from other commitments and relationships" (Minghetti, 2012).

Through the activity of engagement, the firm must exploit different platforms to interact with customers, creating a one-to-one dialogue. Customers are no longer passive recipients of corporate messages.

Engagement turns the consumer into the prosumer, involving him in the service provision and/or in the production of the product. The company system will change accordingly to the actual expectations and experiences that the prosumer will notify to the company.

Engagement does not mean to guess how many people the company will be able to achieve through its own channels and messages, but how much it will be able to be "human" in relations with potential customers. The engagement thus becomes a manner of behavior that the company must comply with when in contact with the target audience.

- **Skills:** To make web scraping and engagement activity the company will develop skills in the following areas: web content, principles and techniques of customer behavior, CRM treatable data management , together with those of its core business. Thus it will have to involve:
 - Online Community Manager
 - Web Content Specialist
 - Digital Strategic Planner
 - Knowledge Manager
 - Frontend Web Developer

3.4 Level "Feel": emotions become memories

"Feel" is the verb of the heart.

The consumer expects the product/service has a story, an added value able to excite emotions, feelings and memories. Companies must first reach the heart of the consumer, then strike his mind. The emotions and sensory perceptions in general must become thought and finally memory. Behind a brand able to be remembered, there is a successful company.

"Even though the companies decide the brand of a product, actually it is the consumers that decide the fate and value. It is in their mind that, [...], a brand takes shape, becoming in time a representation of reality, an image that summarizes knowledge and experience, affects attitudes, beliefs and behaviors to be, in some cases, mistaken for a concrete presence (reification), the visible face of something (business) otherwise invisible" (Kotler, Keller, Ancarani, & Costabile, 2012).

- **Listen:** The sensitivity of the company is shown through the process of sentiment analysis: this allows to quantitatively and qualitatively analyze the value of both comments posted in social environment and of various social signals.

"A company has an interest in measuring the sentiment born around its product and see if the customer's expectations are met. [...] The sentiment analysis, in fact, through the cross-use of semantic analysis, statistics and interpretation of written language, allows to get real time information about the direction and expectations of the target audience" (Kotler, Keller, Ancarani, & Costabile, 2012).

- **Action:** The action of the company must stretch to the story, or to the telling of engaging stories as in the art of storytelling.

"Storytelling is the art of creating through words, gestures, the use of body and voice modulation, the images of a story in front of a specific audience" (National Storytelling Network, 2000).

Every business, "tells an emotion because we all are consumers of stories" (Macchitella, 2013).

The uniqueness of the brand, its history and the way in which it is told represent an economic value of the company, able to generate "storytelling capital". The stories must be memorable, they must evoke unforgettable emotions and must generate membership and identification. "Talking about product details will never have the same effect a story will have about how a customer has used the product and how his life situation has changed! It is not the product to be bought, but the story behind it" (Herciu, 2013).

The stories state who we are: according to Andrew Stanton, the second most important commandment of the narrative is "Make me care" (involve me). In fact, only when the consumer feels as an integral part of history can fully appreciate the values and principles it represents. The narrative thus becomes a fundamental tool for a company that is willing to tell/build its identity and assert its brand.

"As Nielsen and Steve Krung state, the internet surfer is a quite distracted reader and emotional involvement is required if you want to make sure that he reads and follows all the instruction contained in the text (the famous call to action). Furthermore, the surfer is not inclined to read long, detailed texts, and if these do not have optical space it becomes difficult to understand at first glance what you are talking about" (Voigt, 2009).

Not all stories become famous; only the best ones, as for instance those that manage to surprise the reader, impress memory and are handed down by word of mouth. "Stories can survive the brand that created them and generate loyalty among consumers who see an icon in them" (Kartajaya, Kotler, & Setiawan, 2010).

- **Methods:** The methods relate to the production of images and video capable of arousing intense emotions in the prosumer. The emotional involvement will be greater the more the company will be able to stimulate the user through the social narrative of meaningful content for the target to which it is addressed.

A recent study (Khosla, Das Sarma, & Hamid, 2014) conducted by Aditya Khosla, Atish Das Sarma and Raffay Hamid, students in computer science at the Massachusetts Institute of Technology in Boston, shows the correlation between the composition, the colors and the subject to get a successful image on the social network.

The results of the study, which analyzed 2.3 million photos, show that photos with bras, skirts, bikini and tea cups have a strong impact on the "celebrity" of the photo. Even colors are fundamental so it is better to use bright and vivid colors as red or blue, or turn to a pale green or pink/fuchsia instead of tending to green and blue-gray.

Actually, the study provides a web-based tool to calculate the score, between 0 and 7, to be assigned to a photo. The video storytelling shall be designed according to the goals the company is willing to achieve: trade, conversions, link building, sharing, brand awareness increase. The creation of a video turns out to be the right strategic choice only when his message would lose its meaning if conveyed using different forms (e.g. Text or image).

- **Skills:** In order to retain the social prosumer classified "feel", the company it must have different media communication skills. Thus it should exploit the following skills:
 - Online Community Manager
 - Web Content Specialist
 - Storyteller
 - Digital Strategic Planner
 - Sentiment Analysis Specialist

3.5 Level "Think": *thought turns into persuasion*

"Think" is the verb of reason.

Digita il testo o l'indirizzo di un sito web oppure traduci un documento.

Only if emotions are transformed into thoughts and ideas, companies can hope to create long-lasting and profitable relationships.

Perceiving emotions can induce the user to take hasty decisions requiring a minimum commitment. When an emotional feeling is processed by the mind of the consumer, it can turn into a persuasion, into a thought, a vision or philosophy of life, strong enough to push him to do something more exciting and that requires a considerable commitment as the purchase of a product/service.

- **Listen:** Listening is a process of sentiment analysis in order to perceive the actual value of the comments received. It is fundamental for the company to detect the opinions of the social prosumers.

Unlike the sentiment analysis carried out for the previous level, the goal of level "Think" is to understand the most engaging topics and opinions that undermine the minds of the prosumers. While in level "feel" the company was interested in knowing the sensory and emotional aspects of its target, trying to discover which aspects of decision-making are related to the "heart" and therefore irrational, in the "Think" level the company is trying to grasp the logical and rational aspects that rule the purchase decision process.

- **Actions:** The actions of the company need the application of the principles of Marketing 3.0 through proposals for the solution to the problems having socio-cultural strong impact on the world.

"The companies that apply the 3.0 Marketing pursue profit with less anxiety and are more determined to give their contribution to the world, providing solutions to the problems of society" (Kartajaya, Kotler, & Setiawan, 2010).

"In Marketing 3.0, social initiatives should not be seen only as a tool of public relations or a way to contrast the critics for the negative effects of some company practice: on the contrary, companies should act as responsible citizens and treat social problems as behaviors intimately rooted in their business model. Companies can strengthen their impact evolving from philanthropy and marketing toward a deep commitment in the socio-cultural transformation. From the perspective of socio-cultural transformation, consumers appear as human beings in need for tools to progress along the Maslow pyramid" (Kartajaya, Kotler, & Setiawan, 2010).

- **Methods:** the strategies of Marketing 3.0 provide online and offline activities capable of engaging virtual communities in initiatives that go beyond the Web. Public relations, online and off-line press conferences, webinars are typical examples of initiatives that can be undertaken.
- **Skills:** The necessary skills for this level are:
 - Online Community Manager
 - Web Content Specialist
 - Storyteller
 - Digital Strategic Planner
 - Public Relations Officer
 - Sentiment Snalysis Specialist

3.6 Level "Share": Share to grow

Through the Web, people share interests, passions, places, dreams, stories and general information. The sharing allows users to gain greater awareness of their decision-making power and, consequently, the company can and should gain power by using the information that surfers share.

According to Jonah Berger, author of a new study (Berger, 2011) published in *Psychological Science*, a journal of the Association for Psychological Science, the sharing of stories or information depends, in part, on our excitement. When we are physiologically stimulated, for emotional reasons or otherwise, the autonomic nervous system is activated and this increases our inclination and our desire to communicate with others. In the study, Berger suggests that feelings of fear, anger or amusement increase our inclination to share news and information. These emotions are characterized by states of high excitation and activity, as opposed to emotions like sadness or contentment, which are characterized by low levels of excitement and a clear tendency to passivity and inaction.

Obviously, it is not only the emotions that affect sharing, but also the nature of the content published.

- **Listen:** The sharing requires a careful listening phase during which the company has to monitor and stimulate the shares through the production of contents relevant for the users. The sharing of content in a social network is done through the use of specific keys (e.g. Facebook share button or the retweet of Twitter).

It is essential for the company to identify the way in which the prosumer decides to get the contents on the Web and share them on social networks. Many companies have made efforts to include within their

corporate sites/blogs the "social buttons" in order to induce visitors to share the content with their friends on social networks.

"A search of Tynt¹, resumed on Business Insider², has revealed a way of working rather ... 'ancient'. [...] Only 18% of sharing comes from the use of the major social buttons: the remaining 82% of shares is made by the stainless copy & paste" (Tagliaerbe, 2013). Furthermore, Business Insider found that nearly 70% of sharing comes by email, a tool that never ceases to amaze marketers. "According to a study carried out in 2013 by ExactTarget³, 77% of consumers prefer to receive email communications through permission-based marketing" (Cosa, 2013).

"Permission marketing is the privilege (not the right) of delivering anticipated, personal and relevant messages to people who actually want to get them" (Godin, 2008). "The relationship on the web determines emotions, creates bonds, determines personal meetings, persuades, mould human behavior" (Vitale, 2012).

In the past, the communication strategies were based upon the concept that man is a rational being completely influenced by cognitive strategies able to demonstrate the convenience of purchasing a product/service. Today, recent studies in economic psychology agree that man is a rational animal, or rather that it has a narrow rationality. We realize, therefore, that the cognitive strategies are no longer sufficient and that companies need to focus on an emotional communication. The emotions are the key to success, even on the Web. The stimulus caused by the characteristics of the goods become more attractive, therefore, fundamental to the satisfaction of individuals and thus fundamental to the marketing management especially in the management of the policies of new products, segmentation and positioning, communication and promotion.

"It is possible to stimulate a person to purchase any good by referring to two basic needs: (1) need for differentiation (which stimulates the narcissism of people), (2) need for assimilation (that makes the person feel to be part of a group). The need for differentiation is a need that is satisfied if the person is treated as unique, unrepeatable, different from the others, in some special way. In general, people like to be considered unique, but not too much because, paradoxically, the person wants to feel part of a larger entity, being part of a group reassures people" (Vitale, 2012).

It is clear that psychology plays an important role in the context of social media. It is sufficient to say that to change the behavior of a target group it is possible to adopt many techniques of persuasion. Persuasion refers to all those elements of communication meant not to mislead the consumer, but to convince him a little more about his decision to purchase a product/service. According to B.J. Fogg, persuasion is "an attempt to change attitudes or behaviours or both (without using coercion or deception)" (Fogg, 2002).

- **Action:** The action of the company is based upon the use of persuasive techniques to convince the prosumer to take a purchase decision.

In this regard, the "weapons of persuasion" are well known in the literature: reciprocity, commitment and consistency, social proof, sympathy, authority, and scarcity, defined by Cialdini "technical acquiescence".

One of the most powerful weapons of persuasion is the principle of reciprocity. "The rule says that we must repay what another has given us" (Cialdini, 2013). The reciprocity generates a competitive advantage not negligible resulting from the rule of reciprocation. "All of us have been taught to honor

¹ <http://www.tynt.com>

² <http://www.businessinsider.com>

³ <http://www.exacttarget.com>

the norm, and we all know the social sanctions and ridicule that affect those who violate them. The labels we give these people are full of negativity: ungrateful, profiteer, parasite. Knowing the general dislike for those who take without trying to repay, it often happens that we go forward a bit in order to not be considered like them" (Cialdini, 2013). The strength of this weapon lies in the fact that the rule of reciprocity imposes debts that no one has solicited. the rule to be successful needs to be perceived as authentic and not as a tool for marketing purposes.

Also consistency is a very useful weapon for business purposes as it is a personal characteristic appreciated by society. There is an almost obsessive need to be and, more importantly, to appear consistent with one's own personal history, or with what you have already done. Being inconsistent denotes a negative personality trait and for this reason, in order to appear consistent, some people would be willing to act in a manner contrary to their real interests.

The social proof states that people, on average, tend to feel more valid those behaviors or choices that are made by a large number of individuals.

Sympathy, however, is normally used in hundreds of ways by complete strangers to force to accept their demands. It is based on factors such as a good physical aspect, the resemblance to one's way of living and thinking, compliments and flattery.

Authority, however, indicates that a person is willing to accept without objection a request if it comes from those who are identified and recognized as a subject endowed with power and influence. A qualification, expensive clothes and accessories are some of the elements that can label a person as an authority.

The shortage, however, is a weapon by which rare or inaccessible things are the most desired. "The opportunities appear to us more desirable when their availability is limited" (Cialdini, 2013). No coincidence that the most sought-after goods are those unique and rare.

- **Methods:** The six weapons of persuasion seen previously can be used by specific methods explained below.

The offer of a free sample to the prosumer is the typical method to exploit the weapon of reciprocity: it allows, among other things, to make known the quality of the product/service to the prospective buyer. In the Web, the principle of reciprocity can be achieved through coupons and special offers for the fan/follower of the company.

The principle of commitment and consistency turns into a challenge for the company that will try to push the user, who has committed at least to become a fan/follower, to assume a new role that is more challenging, the buyer.

The weapon takes the form of social proof through the "home" of a suitably redesigned corporate website, the ads and the like button that characterize most of the social network. For example, the greater the number of "likes" and friends who have already bought the product/service is, the more you will be tempted to make the same actions. Another example is given by the apps on social media that encourage the use of a particular product/service showing the names and often the faces of friends who already use them. Knowing that certain people buy a product, or have expressed an opinion or an idea shared, can greatly affect the future choices of the prosumer.

A method applicable to the principle of sympathy is represented by all those forms that allow to invite your friends to participate to certain activities.

The principle of authority is based upon the concept of web reputation that companies should try to build and defend. The greater the reputation of a company and its communication strategy will be more

powerful and persuasive. Collect testimonials, reviews and positive feedback is a useful method to show users the important and influential role that the company plays in the industry/market.

However, the best way to exploit the scarcity principle is to involve the construction of appropriate "call to action" (hereafter CTA). A CTA is an invitation to consumers to take detectable actions, typically a click on a graphic button. Through CTA, companies must suggest in usable and accessible way what the user should do on a web page, usually the landing page.

The landing page is the specific page that the visitor reaches after clicking a special link or advertisement. Often, this page shows content that are an extension of the advertisement or link, or the page is optimized for a specific keyword or phrase to "attract" the search engines.

There are two types of landing pages, called:

- Landing Page (Reference): it conveys important information to the visitor; These pages can also include texts or specific elements.
- Transactional Landing Page (Transactional): they push the user to accomplish a certain task (normally fill in a form on the web). This type of landing page, the most widely used so far, it is used to sell products, services or content.

The goal of a landing page is to make sure that many browsers (measured as unique users) arrive on the page and follow the invitation to make an "action"; the efficiency index is called the "conversion rate" (Conversion Rate).

The CTA must be distinctive, appear intuitive, communicate the benefits and solve the doubts of the consumers.

From a graphical point of view, it is possible to distinguish two types of "call to action": primary and secondary.

The primaries CTA generally have a warm color or otherwise differ greatly from that of the background, in order to attract the immediate attention of the surfer.

The secondary CTA have a color very similar to the background.

The "call to action" must be placed inside of a web page according to the law of Gutenberg which states that elements positioned in the lower right corner (above the fold) of the page appear closer to you and therefore are more easily noticed.

Finally, the texts should be motivating in order to prevent the possible objections of the user and meet the vocabulary expectations of the target (e.g. Amazon.com uses for the U.S target the CTA "Add to cart", while for the English target, Amazon.co.uk uses the CTA "Add to basket").

- **Skills:** The skills required in this level are:
 - Online Community Manager
 - Web Designer
 - Web Master
 - Digital Strategic Planner

3.7 Level "Do": a question of consistent choices

At the top of the pyramid is the verb "Do", the "doing" undertaken by the user that marks the success or failure of a business strategy.

The "Do" represents the purchase decision. The social prosumer, in fact, reached in the previous levels by the actions resulting from the model of customer intelligence, is converted into acquirer and buys the product/service.

At this level the prosumer knows the value of the brand that has conquered him. In addition, he has filled enough the gap of initial information and is ready to take part in the process of production of the product and/or service delivery.

After the purchase, the company must try to build an authentic relationship with the customer based upon two key elements: trust and loyalty.

- **Listen:** The act of listening involves the monitoring of online and offline sales. Actually, if online sales can be easily monitored, it is important for the company to be able to identify sales that took place in physical space (shops, stores, etc.) that have been affected by the various activities envisaged by the model BOSMU.

The company will also be able to observe the phenomenon of "abandoned carts" and lost sales, or the behavior of some prosumers that although arrived at the decisive moment, i.e. the purchase, have subsequently opted for a choice which is not consistent with the interest shown towards the brand in the previous levels.

- **Action:** The relationship prosumer-company does not stop with the purchase, but must be managed in the long term. Therefore, the company will implement a retention, i.e. retain the consumer, keeping alive and intense relationships of interactions in order to loyal him. Activities of retention will be meant to keep alive the interest that the customer has for the brand.

Furthermore, the company should always try to fill the cognitive gap that the customers themselves may feel in the post-purchase. For all consumers, in fact, it is essential to be sure to have made purchasing decisions consistent with their way of behaving normally.

- **Methods:** The operational procedures involve the use of questionnaires to monitor the degree of customer satisfaction as well as the evolution of his tastes and habits, and the use of communication tools for one-to-one communication (e-mail, dedicated telephone line, chat, etc..) to enable the customer to contact the customer care at any time for support and reassurance about the product/service purchased or intended to be purchased.
- **Skills:** The following professionals will be involved:
 - Customer Care Officers
 - Web Content Specialist
 - Online Community Manager
 - Social Media Manager

4. Conclusions

Since November 2013, the BOSMU model has been adopted by Italian company in the southeast, and the first results confirm the scientific validity of the model: from November 2013 to June 2014, the company recorded an increase in sales through its e-commerce site, 37% compared to the same period a year earlier and 29% compared to the seven months ranging from 1 April 2013 until 31 October 2013. The methods indicated by the model allowed the strengthening of the brand identity and brand awareness; in fact, the number of fans on facebook has increased over the same period by 284% while the followers on Twitter increased by 322%.

The methodology has been applied successfully on the Russian social network "vkontakte"⁴; quantitative data and percentages of increase recorded here confirm the validity of the overall methodology.

The adoption of this model has allowed the company to increase its influence online, namely the ability to have an effect on the behavior of a potential client in order to generate a direct or indirect impact on a specific business outcome. To this end, we used two indices to measure the influence of online enterprise, defined by many as social capital: Klout and Kred.

The company has recorded an increase in the index Klout from 12/100 to 67/100, not only due to the opening of new channels and social profiles, but also to the implementation of the model that has enabled the development of more effective communication which has led to a greater interaction among users. It was possible to measure two indices, based only on social channels Facebook and Twitter, through Kred: the Influence equal to 670/1000 and Outreach level equal to 4/12. Both indices show a good ability of the company to interact with their audience online.

Future developments of the model BOSMU, while being closely linked to the evolution of social networks, can not disregard the following steps:

- Definition of a model of data warehouse to manage Big Data generated from the perspective of Business Intelligence
- Definition of a model of Business Analytics in order to generate the right knowledge

These will help to provide the right answers to two typical needs of management companies; namely:

1. what technology is used to help provide the business need.
2. the need to get the most value out of information. This need hasn't been really changing in over fifty years (although the increasing complexity of the world economy means it's ever harder to deliver). And the majority of real issues that stop us from getting value out of information (information culture, politics, lack of analytic competence, etc.) haven't changed in decades either.

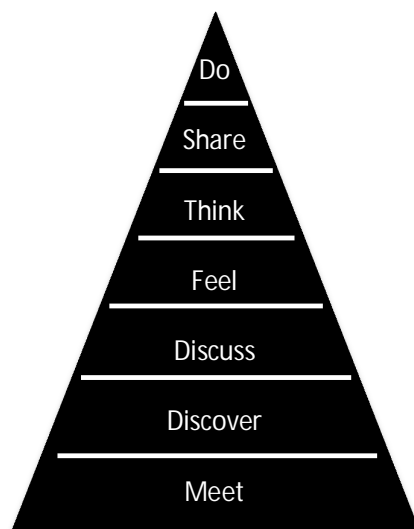


Figure 1: The BOSMU pyramid

⁴ <https://vk.com>

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