

Association for Information Systems AIS Electronic Library (AISeL)

AMCIS 2009 Proceedings

Americas Conference on Information Systems
(AMCIS)

2009

Potential of Web 2.0 Applications for Viewer Retention

Kirsten Mrkwicka

University of Goettingen, kmrkwic@uni-goettingen.de

Matthias Kiessling

University of Goettingen, mkiessl@uni-goettingen.de

Lutz M. Kolbe

University of Goettingen, lkolbe@uni-goettingen.de

Follow this and additional works at: <http://aisel.aisnet.org/amcis2009>

Recommended Citation

Mrkwicka, Kirsten; Kiessling, Matthias; and Kolbe, Lutz M., "Potential of Web 2.0 Applications for Viewer Retention" (2009). *AMCIS 2009 Proceedings*. 485.

<http://aisel.aisnet.org/amcis2009/485>

This material is brought to you by the Americas Conference on Information Systems (AMCIS) at AIS Electronic Library (AISeL). It has been accepted for inclusion in AMCIS 2009 Proceedings by an authorized administrator of AIS Electronic Library (AISeL). For more information, please contact elibrary@aisnet.org.

Potential of Web-2.0-Applications for Viewer Retention

The Case of Viewer Relationship Management in German TV Stations

Kirsten Mrkwicka

Chair of Information Management,
Institute of Information Systems
University of Goettingen, Germany
kmrkwic@uni-goettingen.de

Matthias Kießling

Chair of Information Management,
Institute of Information Systems
University of Goettingen, Germany
mkiessl@uni-goettingen.de

Lutz M. Kolbe

Chair of Information Management,
Institute of Information Systems
University of Goettingen, Germany
lkolbe@uni-goettingen.de

ABSTRACT

Digitalization and market deregulation have increased competition among German television broadcasters. To secure audience rates and advertising revenues, viewer retention presents an important success factor. By enabling personal relationships with an otherwise anonymous audience, the internet allows TV-stations to adopt Customer Relationship Management (CRM). Interaction and participation, driving forces of viewer relationships, represent key features of Web-2.0-applications. Based on a content analysis and expert interviews with TV-marketing representatives, this paper describes the status quo of Web-2.0-adoption by German free-to-air broadcasters and evaluates the applications' contribution to Viewer Relationship Management (VRM). Findings show that Web-2.0-adoption still has explorative character: TV-stations test applications with respect to technological possibilities and user acceptance, while copy-right-restrictions and missing benchmarks currently present obstacles. Offering a wide range of options to promote viewer retention, Web-2.0-applications are eligible to support VRM by collecting user data and enabling individual viewer services as well as direct communication.

Keywords

Customer Relationship Management (CRM), Web 2.0, television stations, Viewer Relationship Management (VRM), viewer retention

INTRODUCTION

Starting off as a conference title in 2004, the term "Web 2.0" has reached a high awareness level within the last years (O'Reilly 2005). As indicated by the annexed release number, it represents an enhanced version of the World Wide Web. By enabling user participation, Web-2.0-associated technologies and applications enjoy increasing attention in business practice, soon to reach mainstream adoption according to the hype cycle of emerging technologies (Gartner 2008). With interactivity and integration being two pivotal principles of Web 2.0, applications seem predestined to provide additional information about customer needs and strengthen relationships – particularly, because some of the platforms have already become an inherent part of everyday life for a majority of internet users (Fisch and Gscheidle 2008).

To television broadcasters Web 2.0 represents threat and opportunity at the same time: On the one hand, the web poses another rival in the competition for recipients and their attention. On the other hand, TV-networks employ the internet as an additional distribution and feedback channel (Sjurts 2005). Whereas television only allows unidirectional broadcasting of impersonal content, the internet facilitates development and stabilization of individual viewer relationships.

Driven by these specific challenges, TV-stations offer some of the most visited websites in Germany (AGOF 2008; IVW 2009). Consequently, there is reason to believe that broadcasters also lead the way with web developments. In order to educe strategic recommendations for German TV-networks, this paper tries to evaluate the different Web-2.0-applications in regard

to viewer retention. Up to now, only few articles exist on the general potential of Web 2.0 for Customer Relationship Management (CRM) (e.g. Möhlenbruch, Dölling and Ritschel 2007; Töpfer, Silbermann and William 2008). Focused on the German free-to-air television market, the following analysis has explorative character. Specifically, three research questions are addressed:

- Status quo: Which Web-2.0-applications have already been adopted by television networks?
- Experiences: How do television networks value the success of their present Web-2.0-activities? What sort of problems have emerged?
- Outlook: Which developments are expected to prevail in future?

The paper is structured in three sections: First, a theoretical part develops a model of viewer retention and further specifies Web 2.0. Second, findings of an adapted content analysis and semi-structured expert interviews with television managers are presented. Third, potential of viewer centric Web-2.0-adoption is derived from findings. Concluding, a summary highlights results and restrictions of the analysis.

THEORETICAL FOUNDATION

Viewer relationships

Relationship marketing strategies are not qualified equally for all products and services (Kotler and Armstrong 2006). Therefore, TV-market conditions need to be reviewed to develop a model of viewer retention.

Importance of long-term viewer relationships

German television broadcasters operate in one of the most competitive media markets worldwide (Bauer 2001): The number of stations and programs has multiplied since the mid-1980s due to technological advances and the market opening to commercial networks. Today, an average household receives 72 stations (AGF/GfK 2009b). As viewing time has only risen at a lower rate in the meantime (Reitze 2006), viewer demand has become a scarce commodity causing a redistribution of market shares: Since the 1980s, cumulated audience rates of the five biggest stations have diminished by one third in favor of smaller providers (AGF/GfK 1989, 2009a). Beyond intramediary rivalry, networks face competition with other media and leisure activities for their users' time and attention.

In reaction to saturated markets, interchangeable goods and individualizing customer needs, long-term relationships have gained importance in marketing during the 1990s (Berry 1995). In addition, uncertainty and complexity are inherent to television markets – broadcasters almost exclusively face fixed expenses while advertising revenues depend on audience rates (Siegert 2002). By contrast, program choices do not bear any risk for the audience. As media contents are credence and experience goods whose quality can only be evaluated afterwards, viewers only invest little effort in finding a suitable program (Comstock 1980). As a result, television networks are only able to establish psychological switching barriers. Specifically, viewer retention reduces audience volatility, thus, building up securities for broadcasters and advertisers (Krafft and Götz 2003). A loyal viewer tunes in to a broadcaster regularly and shows active interest in the TV-station (e.g. through feedback and recommendations). So far, viewer loyalty is promoted by a consistent program schedule and brand management. To manage viewer relationships individually, however, broadcasters have to use alternative channels – television only allows unidirectional transmission to a distant and anonymous audience (Siegert 2002). In addition to viewer clubs or interactive programs, the internet enables personal contacts and data collection.

Viewer Relationship Management as an integrated model for television broadcasters

CRM as an integrated concept to manage viewer retention has only played a minor role in media practice and academic research, up to now (Hitzfeld, Rennhak and Nickles 2006). Considering peculiarities of viewer-oriented CRM, Viewer Relationship Management (VRM) aims to establish and stabilize audience relationships by using modern information and communication technologies – including Web-2.0-applications (following Schwede 2000). Integration of viewer information in a cross-functional data warehouse allows VRM to analyze and derive audience profiles (analytical VRM), support viewer service (operational VRM) and synchronize individual communication (collaborative VRM). Aimed at a mass audience, selection and prioritization of viewers have only played a minor role for television stations, so far. Yet, viewer profiles enable a targeted allocation of means regarding supplementary offers and direct marketing.

Analysis and evaluation of VRM-measures demand a fundamental model of viewer retention based on behavioristic, economic and communication theories (Peter 1999; Rogall 2000): Satisfaction (target-performance comparison), habituation

(familiarity with program, patterns of TV-usage), psychological (identification and personal connection with a TV-station) and social switching barriers (influence of social environment) strengthen viewer loyalty; variety seeking (desire for change, alternative media or activities) presents a negative variable of recipient behavior. Product-oriented and structural determinants of viewer retention have been studied in connection with audience duplication (Cooper 1996): Based on telemetric data, findings show direct influence of product attributes (content positioning) and functions (needs addressed) on channel and program loyalty. Furthermore, several moderator variables have emerged – personal attributes, viewer availability, technological equipment (e.g. broadband internet, video recorder) and socio-demographic factors (see Figure 1).

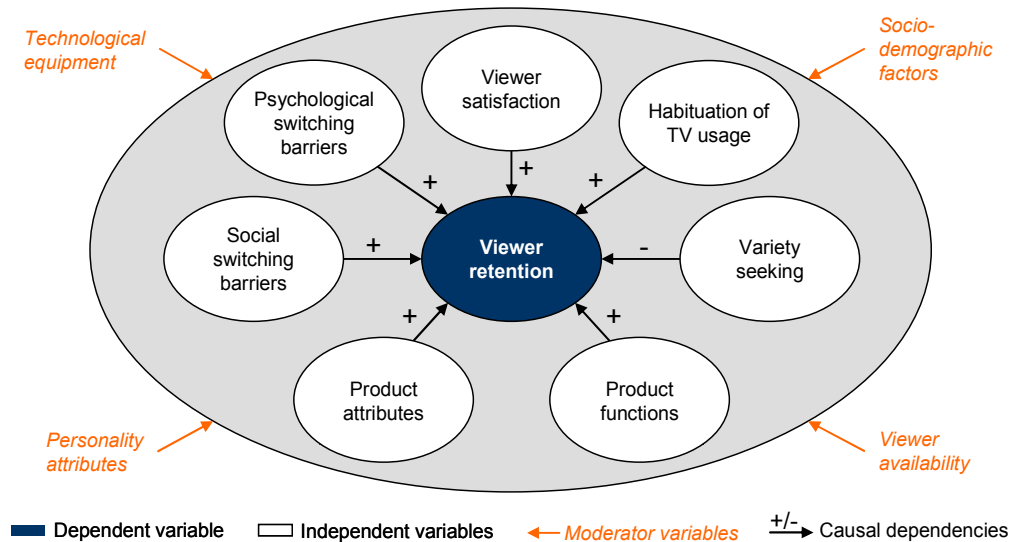


Figure 1: Model of viewer retention (based on Peter 1999; Rogall 2000)

Web 2.0

As Web 2.0 is a rather new phenomenon, the term and associated applications need to be defined. Furthermore, background information on user acceptance is required to evaluate the potential of the new platforms and features.

Definition

The term “Web 2.0” was coined by publisher Tim O’Reilly (2005) to emphasize a metamorphosis of the World Wide Web: Originally representing an inflexible information source, the ‘new’ web enables users to publish and evaluate content, socialize and communicate without any technical background (Kilian, Hass and Walsh 2008). This development has been driven by societal and technological advances: large-scale diffusion of broadband internet connections, reduced connecting charges and usability optimizations, e.g. Really Simple Syndication (RSS).

Despite its popularity, the term is controversial: The emergence of Web 2.0 does not coincide with any specific technical innovation; hence, the appendix and retrospective definition of previous versions are rather arbitrary (Hippner 2006). Moreover, central Web-2.0-elements such as interactivity, networking or user integration characterize a wide range of quite different technologies, applications and functions. An accepted scientific definition has not yet been found. Initially, O’Reilly (2005) explained Web 2.0 as an enabling platform for user participation. All further attempts largely agree on this general classification (e.g. Högg, Meckel, Stanoevska-Slabeva and Martignoni 2006). However, Web-2.0-platforms should not be reduced to intermediaries because they rely on user activity – due to network effects, the applications’ appeal correlates with the number of active users. Each contribution enhances the information saved in a specific network and its utility. Consequently, the aim to gather knowledge through interaction unites all Web-2.0-applications and succeeds to distinguish them from other platforms regardless of individual attributes. Following Högg et al. (2006), Web 2.0 can be defined as “the philosophy of mutually maximizing collective intelligence and added value for each participant by formalized and dynamic information sharing and creation.”

Web-2.0-applications

Due to the variety of Web-2.0-definitions, the number of associated applications differs. In accordance with the definition by Högg et al. (2006), the following applications have to be considered:

- **Weblogs:** Continuously updated websites with personal reports (Blood 2004). Constituent features include the option for readers to leave comments and cross-references. To keep track of updates, readers subscribe to RSS-feeds. Microblogs (e.g. twitter) are a special form with entries limited to 140 signs.
- **Podcasts:** Like weblogs, podcasts usually contain regularly published reports, yet, as audio or video files. Podcatchers, e.g. iTunes, support automatic download of subscribed podcasts, thus, enabling consumption independent of time and place (Haygood 2007).
- **Social networks:** Online communities, such as MySpace or facebook, enable members to set up profiles, upload files, interconnect with friends and send messages to other members (Kilian, Hass and Walsh 2008).
- **File sharing:** Platforms like YouTube enable users to upload, watch, comment, and rate videos or photos (Hippner 2006).
- **Wiki websites:** Using a simplified markup language, wikis allow users to contribute and modify content with their knowledge and experiences (e.g. online encyclopedia Wikipedia) (Stvilia, Twidale, Smith and Gasser 2005).
- **Social bookmarking systems:** With the help of personal tags, bookmarking systems facilitate storage of favorite websites. Saved online on platforms like Delicious, the link lists are also available to other users (Knappe and Kracklauer 2007).

Other applications sometimes associated with Web 2.0 include virtual worlds (Fisch and Gscheidle 2008; Stanoevska-Slabeva 2008) or game communities (Kilian, Hass and Walsh 2008). However, neither of them creates sustainable value through participation to fit in with the present definition.

Utilization of Web-2.0-applications

In 2008, two thirds of the German population surfed the web (AGOF 2008). In comparison, usage of Web-2.0-applications still ranges at a lower level and differs enormously: Whereas 60 percent of German internet users infrequently research on wiki websites and 51 percent watch videos on file sharing platforms, only three percent store their favorite websites in social bookmarking systems and approximately six percent use weblogs and podcasts; private social network services range at 25 percent (Fisch and Gscheidle 2008; Oehmichen and Schröter 2009). In general, one third of the German internet users are interested in contributing content. As to socio-demographic characteristics, 14-to-29-year-olds are overrepresented among Web-2.0-users.

RESEARCH METHOD

In order to capture the status quo of Web-2.0-adoption, a content analysis of websites and presence on external platforms is conducted. Objectives and experiences associated with the content are explored with semi-structured expert interviews.

Selection of TV-stations

In order to determine the potential of Web 2.0 for free-to-air broadcasters, not all 400 licensed stations (ALM 2008) have to be analyzed systematically. Relying on a critical mass of users, Web-2.0-activities are more likely to be found among popular TV-stations (Chan-Olmsted and Park 2000). Therefore, this study limits research to a sample of seven broadcasters: DasErste and ZDF (Zweites Deutsches Fernsehen), two nationwide broadcasters, Franco-German ARTE (Association Relative à la Télévision Européenne), another public transmitter, and private stations RTL (Radio Télévision Luxembourg), Sat.1, ProSieben and MTV (Music Television). Among these are the five foremost television broadcasters offering comprehensive programming: DasErste, market leader with an average share of 13.4 percent in 2008, ZDF (13.1 percent), RTL (11.7 percent), Sat.1 (10.3 percent) and ProSieben (6.6 percent). As niche broadcasters the other two stations reach significantly fewer viewers: ARTE (0.6 percent) is specialized in quality programming, especially culture and arts, and MTV (0.5 percent) primarily presents music videos, cartoons and reality shows (AGF/GfK 2009a). Due to common viewing rates, the five leading TV-stations offer a seemingly comparable sample. Other than the market share, audience composition and content are expected to determine online strategies. Funded by viewer license fees, public broadcasters face legislative restrictions – their web-activities are limited to accompanying television programs (12. RÄStV 2008).

Content Analysis

Content analysis is a method to describe communication characteristics reproducible (Weber 1985). Although applicable to websites, dynamic, complexity and volatility of web-based content present unique challenges to the technique (McMillan 2000). To guarantee comparability, the research method prescribes short survey periods; storage of data is impossible as many Web-2.0-applications generate webpages dynamically. Data for the present study was collected from February 13-15, 2009. During the statistical investigation a reasonable amount of time was spent to explore the TV-stations' websites and third-party-platforms. Findings of the expert interviews guided data collection.

The two objects of investigation demanded individual patterns of analysis: Stations' websites were contemplated using a two-step-model – if an application was present, its integration was examined in detail. Following the VRM-principles, referred content (e.g. station- or program-related implementation), options for interaction and participation were categorized for each Web-2.0-application. In order to evaluate and compare the success of different adoption strategies, user acceptance was recorded, e.g. number of friends and comments in the case of social networks. The unit of analysis was a broadcaster's complete website, defined as all HTML-pages containing the station's root web. In addition, related branded URLs (e.g. DasErste's news portal www.tagesschau.de) were studiedⁱ. Regarding third-party-providers, options for promotion and presentation differ greatly depending on the respective business model; therefore, broadcasters' official representations were analyzed for each platform separately. Investigation included network-independent and -shared Web-2.0-platforms with a comparatively high market shareⁱⁱ.

Semi-structured expert interviews

Content strategies and limited resources amongst other factors impact the potential of VRM-measures. In order to account for these moderator variables, head marketing managers of the seven TV-stations were asked for an interview. Altogether five personal meetings came about in December 2008, each lasting between 1½ and 2 hours. As the inquiry had sometimes been forwarded internally due to expertise and time constraints, interviewees represented different fields of responsibility and levels in hierarchy. Based on the theoretical foundations, topics to be explored were outlined and grouped into a framework of six sections beforehand: 1) personal and status information to rate the interviewees' background and responsibilities; general questions about 2) viewer retention and 3) Web 2.0 to highlight the significance of each concept for broadcasters; 4) experiences with the different applications; 5) overall potential to accumulate viewer data; and 6) numeric evaluation of applications regarding their potential for viewer relationships. Preliminary classifications of the stations' website and third-party-platforms provided a basis for discussion, particularly in the fourth and main section. In order to encourage the TV-representatives to share their experiences and opinions, questions were open-ended. Order and direction of topics varied as openness and flexibility allow new aspects to be brought up in semi-structured interviews.

Each interview was recorded and transcribed. In order to extract and compare relevant information systematically and unbiased, a qualitative content analysis was applied following Meuser and Nagel (1991); by paraphrasing each statement and extracting addressed topics, complexity was gradually reduced prior to categorization.

FINDINGS

A comparison of the stations' Web-2.0-adoption and -evaluation provides a first overview of the applications' acceptance. The potential for VRM is explored through application-specific assessment.

Overall Web-2.0-adoption and -evaluation by TV-stations

The content analysis of the selected broadcasters' websites shows that levels of Web-2.0-adoption vary (see Figure 2): Whereas all TV-stations offer weblogs and promote file sharing, only three provide communities or support social bookmarking. None of the seven have included wikis, yet. In general, these overall findings reflect the personal evaluation of the five marketing representatives: On a scale from 1 (very important) to 5 (unimportant), the interviewees have granted user generated videos and photos the highest mean rating in regard to viewer retention (1.9). Besides, podcasts (2.2) and social networks (2.8) have been considered important to strengthen audience loyalty. The lowest significance has been associated with wikis (4.3). Except for bookmarking, ratings do not coincide with the stations' present level of adoption.

Beyond implementation on the broadcasters' websites, third-party-platforms play a vital role: RTL and ProSiebenSat.1 (joint network), own social network services and video sharing websites. Public broadcasters ARTE and DasErste present themselves in independent social networks such as MySpace. ARTE, ZDF and MTV hold channels on YouTube or the independent German counterpart sevenload.

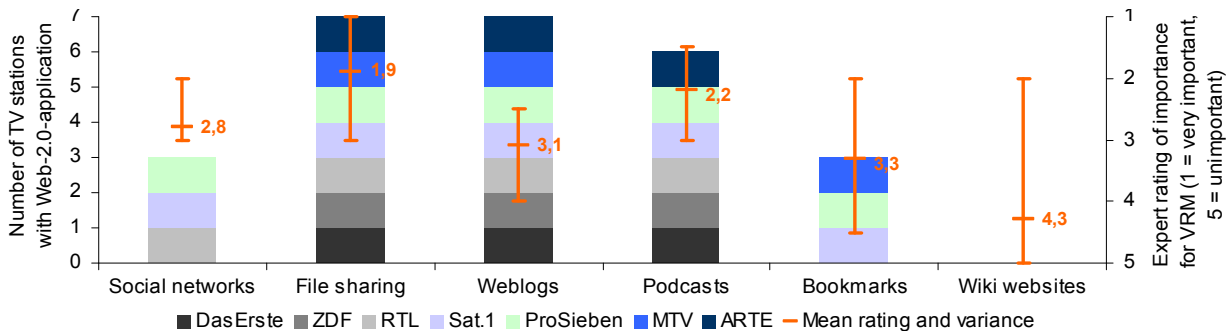


Figure 2: Web-2.0-evaluation and level of adoption on TV-stations' websites

The decision to adopt Web-2.0-applications involves different divisions – primarily website administrators, online and TV-editors, marketing and public relations officers as well as the management board in case of investments. According to all interviewees, regular meetings take place to coordinate responsibilities. Sometimes agencies or subsidiaries are assigned to supervise Web-2.0-activities. Performance is measured by website statistics and user activity. For private stations, the potential for commercialization ultimately determines allocation of means. Public broadcasters emphasize journalistic objectives; nevertheless, administration efforts and viewer acceptance still have to be well balanced.

Application-specific assessment

Different adoption-strategies have emerged for *weblogs* including use as a personal report of events such as music festivals or sports, as a fictive diary in serial formats or as a look behind the scenes by editorial staff, directors, actors, candidates or show-hosts. Considering the number of comments as a criterion of success, look-behind-the-scenes-weblogs stand out. Specifically, popularity of the blogger, personal as well as viewer-oriented posts and the prospect of influence provoke active user participation; for instance DasErste reaches up to 900 comments per post by announcing topics of a political talk show and Sat.1 has generated high feedback rates with a director's set-report of a popular action series (287 comments on average). The interviewees mainly commend the personal form and option for viewer interaction. Nevertheless, experience shows that audience composition and program attributes determine success as well as continuous input. In order to guarantee permanent support and moderation, DasErste has set up binding guidelines for editorial staff. External weblogs are not monitored systematically. Yet, some public relations officers inform possibly interested bloggers about upcoming programs. Through viral distribution of one viewer's post, ARTE for instance has generated up to 10,000 extra-visits for an online dossier.

Beyond traditional weblogs, four of the selected broadcasters 'twitter'. The service allows distribution of short messages to subscribers. Whereas pioneers ARTE and newscast 'Tagesschau' (DasErste) only redistribute their RSS-feed of program- and website-updates via twitter, microblogs are eligible for station announcements, program promotion and as an immediate and direct feedback channel. Critical interviewees point to currently limited user rates. ProSieben, however, has gained more than 400 'followers' within one week after registration in February 2009 and received nearly 300 replies in its first two weeks.

Podcasts, another frequently adopted application, are exclusively used as an additional distribution channel. Providing content on-demand, podcasts individualize TV-programming, thus, presenting a key possibility to enhance viewer retention. Legal restrictions, however, limit the offer. Publishing rights for contributions and materials used have to be negotiated for each channel separately. Consequently, self-produced programming dominates, particularly information broadcasts (circa one third of podcasts offered). Entertainment and fiction podcasts are mostly limited to program highlights and previews. With the success of internet-ready mobile phones, web-platforms become an attractive alternative. As content remains on the broadcasters' servers, rights are easier to control.

File sharing applications qualify both as an additional distribution channel and platform for user participation. All studied broadcasters offer media centers and invite viewers to post videos or photos – as part of competitions, castings or as citizen journalists. However, response rates not always live up to expectations as implicit quality and creativity anticipations restrain user activity. External file sharing platforms face copy right restrictions just as podcasts, yet, they reach visitors beyond a station's website. ProSieben and Sat.1 as well as RTL exclusively use their subsidiaries MyVideo and Clipfish. For most of their TV-shows separate channels exist, particularly for light programs. ARTE, ZDF and MTV offer trailers and clips on independent video sharing websites. Less than a quarter of the channels present exclusive information to incentivize visits; instead, external representations serve as teasers, e.g. ARTE generates 300 visits per month through its YouTube-channel. More than 80 percent of the channels link to the broadcasters' websites.

Social networks serve as viewer clubs: Since users have to register, socio-demographic and other indications enable individual member targeting. The three comprehensive private stations offer communities with user profiles, friends, chats, forums and mails. In addition, RTL launched a virtual community in 2008; in program-oriented online worlds, members can watch program highlights and interact via avatars. Contrarily, MTV closed down its community – members did not represent the target audience and moderation to prevent netiquette violations tied up resources disproportionately. For each station and popular programs numerous fan groups exist in external social networks. So far, however, broadcasters are not able to keep up with their dynamic: Although ProSiebenSat.1 and RTL own platforms, no official groups with periodic professional content are offered, yet. Among public broadcasters, ARTE is a precursor in social networking with official program- and station-related representations in facebook, MySpace and co-moderation of a former fan group in studiVZ.

None of the broadcasters offer *wikis* on their website. Interviewees relate the application's low importance to the challenge of finding a topic that sparks interest and participation. In respect to third-party-providers, online encyclopedia Wikipedia is granted great importance. Articles that cite and link to the stations' websites generate new visitors, for instance more than 86,000 entries refer to ZDF-websites.

Support of *social bookmarking* involves minimal effort but upgrades a website's pagerank in search engines and enables viral distribution of media content (e.g. MTV registers about 7,000 recommendations per month with 42 share-buttons). Besides MTV, however, only two other stations support social bookmarking on their sites. Reasons mentioned include low usage rates and the great variety of providers. Indeed, bookmarks saved on market leader Delicious do not show any significant influence of adoption, thus, suggesting integration of a range of options to share content including email-forms and content ratings.

DISCUSSION

Both content analysis and expert interviews show that Web-2.0-marketing still has explorative character. Yet, technical options, measurable user activation and broadcasters' experiences indicate that the applications promote interaction, integration, individualization and prioritization as key principles of CRM-measures (Diller 1995). Moreover, young and active viewers, primary users of Web 2.0, represent a highly competitive market segment for TV-stations. Consequently, all interviewees have agreed that broadcasters need to adopt Web-2.0-applications on their websites to strengthen viewer retention. In addition, representations on established platforms are mandatory to attract visitors beyond stations' websites. Therefore, marketing strategies and mix have to be redefined for TV-stations as a whole and each program.

Depending on their attributes, applications support the variables of viewer retention in different ways: Alternative distribution channels (podcasts, media centers and file sharing websites) enable usage independent of temporary needs (variety seeking) or constraints, hence, reducing volatility of TV-content. The greater autonomy promotes regular viewing and habituation to programs as well as websites. Variety seeking as the only negative determinant can be reduced by complementary incentives, e.g. highlights and exclusive information along with links to related content in social networks or on video sharing websites. Based on improved knowledge of audience structure and individual interests, targeted content and promotion enhance viewer satisfaction. Weblogs, microblogs and social networks qualify as feedback channels, allowing stations to react to criticism. Solidarity with broadcasters as psychological switching barriers can be built up with exclusive information and user integration. Furthermore, social networks provide a platform to meet other fans, thus, establishing social switching barriers beyond the viewers' immediate environment. Integrated share-buttons of social networks and bookmarking services support diffusion of popular content. Finally, all applications contribute to attract young and active viewers or rather retain them as most Web-2.0-users already spend more time surfing the web than watching television (Oehmichen and Schröter 2008).

Theoretical potential is limited by copy right restrictions, user acceptance and necessary human resources. In future, adoption costs might pose additional constraints as Web-2.0-providers adjust their business models to meet revenue expectations. To retain external representations for a sustained VRM, broadcasters need to position themselves as content providers. In addition, applications lack common performance criteria to ensure management acceptance. The consortium 'AG Social Media' tries to fill this gap with a scale that reports the level of networking and viral effects in addition to traditional reach units of web analytics. Present statistics show that Web 2.0 primarily qualifies for micromarketing – even popular TV-groups with up to 20,000 members in social networks are not comparable to viewer rates. Instead of focusing resources on dominant platforms, television stations need to bear in mind the "long tail" (Anderson 2007). Automatic features compatible with multiple platforms have to be offered in order to reach the entire web and reduce support expenses, for instance widgets or videos suited for integration in social networks and weblogs.

In general, effects of Web 2.0 on viewer retention depend on VRM-integration. Applications provide additional options for the collection of user data in case of member registration, analysis of (individual) log files and monitoring of user activity. Based on individual data and viewer profiles, Web-2.0-applications also allow targeted communication and support. So far,

however, VRM obtains only low priority because measures aim at long-term capitalization, success in terms of increased viewer rates is hard to measure and user acceptance of data handling poses a critical factor. Only two of the interviewees have access to a cross-functionally integrated database as a basis for comprehensive VRM and viewer centric adoption of Web 2.0.

Theoretical foundations and current levels of adoption give – ordered by the key principles of CRM-measures and assigned to the variables of retention – an overview of possibilities to strengthen viewer relationships with Web-2.0-applications. According to the interviewees' experiences and expectations, the potential of each possible adoption is rated, thus, providing a basis for strategic integration and allocation of means (see Table 1).

Variables of retention VRM-measures	Variety seeking	Habituation of TV-usage	Viewer satisfaction	Psychological switching barriers	Social switching barriers	Product functions	Product attributes
Individualization	Enable flexible usage: <ul style="list-style-type: none"> Podcasts Media center External file sharing websites 	Individual and related content recommendations: <ul style="list-style-type: none"> all platforms 	Personal contact based on Web-2.0-data				
Interaction	Interactive offers: <ul style="list-style-type: none"> Weblogs Microblogs Social networks 	Beyond TV-usage, Web 2.0 promotes content habituation and regular as well as more intensive visits to the website	Feedback channel: <ul style="list-style-type: none"> Weblogs Microblogs Social network services 	Behind the scenes reports: <ul style="list-style-type: none"> Weblogs Integration in production process: <ul style="list-style-type: none"> Wikis Contests with user generated content (file sharing) 	Opportunities for discussion: <ul style="list-style-type: none"> Social network services 	Offer content on different platforms to satisfy individual viewer needs <ul style="list-style-type: none"> Web 2.0 enables active media usage 	Position TV-stations as innovative content providers <ul style="list-style-type: none"> Reduce volatility of television content
Integration	User generated content: <ul style="list-style-type: none"> File sharing platforms 				Viral effects with facilitated recommendations: <ul style="list-style-type: none"> Social bookmarking 		
Selection and prioritization	<ul style="list-style-type: none"> Attract active viewers in Web 2.0 Address a young audience as primary users of Web-2.0-application Generate viewer data (social networks, individual log files) 						

VRM-potential of adoption Web-2.0-applications ● Very high potential ● High potential ● Moderate potential ● Low potential

Table 1: Overview of Web-2.0-potential to strengthen viewer retention

CONCLUSION

German TV-stations have identified the potential of Web-2.0-applications to increase viewer retention both on television and online – by supporting collection of user data, individual relationships, interaction and audience integration. Present adoption on broadcasters' websites and external platforms still corresponds to an explorative stage: Actions lack a common strategy as competencies are spread among editors, marketing, administrators and Web-2.0-subsidaries. Moreover, performance criteria to measure impact on viewer retention and integration in a comprehensive VRM-concept are needed; without veritable success, broadcasters are prone to only evaluate Web 2.0 as a source of revenue, possibly missing indirect effects on viewer rates and website usage as basis for advertising revenues.

This paper has presented status quo, experiences and future potential of Web 2.0 for viewer retention based on a content analysis of seven broadcasters' websites and external representations as well as expert interviews with TV-representatives responsible for online marketing. The explorative character of this paper highlights need for further research: The applied model of viewer retention deducted from CRM-research and audience-duplication-studies necessitates empirical verification. Moreover, results have to be confirmed for a larger number of broadcasters as well as other television markets. In order to fully understand the potential of Web 2.0 for viewer retention, long-term effects on a broadcasters' image and audience behavior have to be considered by including the viewers' perspective. Finally, concepts of VRM and integration of Web-2.0-data require further research.

REFERENCES

12. RÄStV (2008) Zwölfter Rundfunkänderungsstaatsvertrag. Vorlage zur Beratung der Ministerpräsidenten.
- AGF/GfK (1989) Daten zur Mediensituation in Deutschland, Frankfurt am Main.

3. AGF/GfK (2009a) Marktanteile der AGF- und Lizenzsender im Tagesdurchschnitt 2008 (<http://www.agf.de/daten/zuschauermarkt/marktanteile>).
4. AGF/GfK (2009b) Anzahl empfangbarer Programme 1993-2009 (<http://www.ard-werbung.de/180.html>).
5. AGOF (2008) Internet facts 2008-III (<http://www.agof.de/studie.583.html>).
6. ALM (2008) Datenbank TV-Programme/TV-Veranstalter in Deutschland (<http://www.alm.de/programmveranstalter/>).
7. Anderson, C. (2007) The long tail. How endless choice is creating unlimited demand, Random House, London.
8. Bauer, E. (2001) Die Erforschung der Absatzmärkte von TV-Sendern, in Dieter K. Tscheulin and Bernd Helmig (Eds.) *Branchenspezifisches Marketing. Grundlagen, Besonderheiten, Gemeinsamkeiten*, Gabler, Wiesbaden, 749-773.
9. Berry, L. L. (1995) Relationship Marketing of Services: Growing Interest, Emerging Perspectives, *Journal of the Academy of Marketing Science*, 23, 3, 236-245.
10. Blood, R. (2004) How Blogging Software reshapes the Online Community, *Communications of the ACM*, 47, 12, 53-55.
11. Chan-Olmsted, S. M. and Park, J. S. (2000) From On-Air to Online World: Examining the Content and Structures of Broadcast TV Stations' Web Sites, *Journalism & Mass Communication Quarterly*, 77, 2, 321-339.
12. Comstock, G. (1980) *Television in America*, Sage, Beverly Hills, CA.
13. Cooper, R. (1996) The Status and Future of Audience Duplication Research: An Assessment of Ratings-Based Theories of Audience, *Journal of Broadcasting & Electronic Media*, 40, 1, 96-111.
14. Diller, H. (1995) Beziehungs-Marketing, *WiSt Wirtschaftswissenschaftliches Studium*, 24, 9, 442-447.
15. Fisch, M. and Gscheidle, C. (2008) Mitmachnetz Web 2.0: Rege Beteiligung nur in Communitys, *Media Perspektiven*, 40, 7, 356-364.
16. Fischer, Benjamin (Expert Interview: 12-08-2008), Marketing Officer for Online-Communication and Cooperation at ARTE, Strasbourg.
17. Gartner (2008) Hype Cycle for Emerging Technologies (<http://www.gartner.com/it/page.jsp?id=739613>).
18. Haygood, D. M. (2007) A Status Report on Podcast Advertising, *Journal of Advertising Research*, 47, 4, 518-523.
19. Hippner, H. (2006) Bedeutung, Anwendungen und Einsatzpotenziale von Social Software, *HMD - Praxis der Wirtschaftsinformatik*, 45, 252, 6-16.
20. Hippner, H. and Wilde, K. D. (2002) CRM – Ein Überblick, in Hajo Hippner and Klaus D. Wilde (Eds.) *Effektives Customer Relationship Management. Instrumente - Einführungskonzepte - Organisation*, Gabler, Wiesbaden, 3-37.
21. Hitzfeld, M., Rennhak, C. and Nickles, D. (2006) Kundenbindung bei Fernsehsendern – Potenziale interaktiver TV-Anwendungen, in Carsten Rennhak (Ed.) *Herausforderung Kundenbindung*, Dt. Univ.-Verl., Wiesbaden, 211-220.
22. Högg, R., Meckel, M., Stanoevska-Slabeva, K. and Martignoni, R. (2006) Overview of business models for Web 2.0 communities, in Klaus Meißner and Martin Engelen (Eds.) *Proceedings of GeNeMe*, September 28-29, Dresden, Germany, 33-49.
23. IVW (2009) Online-Nutzungsdaten Dezember 2008 (<http://ivwonline.de/ausweisung2/search/ausweisung.php>).
24. Kempfer, Oliver (Expert Interview: 12-22-2008), Vice-Manager ProSieben Marketing, Unterföhring.
25. Kilian, T., Hass, B. H. and Walsh, G. (2008) Grundlagen des Web 2.0, in Thomas Kilian, Berthold H. Hass and Gianfranco Walsh (Eds.) *Web 2.0. Neue Perspektiven für Marketing und Medien*, Springer, Berlin, 3-21.
26. Knappe, M. and Kracklauer, A. (2007) Verkaufschance Web 2.0. Dialoge fördern, Absätze steigern, neue Märkte erschließen, Gabler, Wiesbaden.
27. Kotler, P. and Armstrong, G. (2006) *Principles of Marketing*, Prentice Hall, Englewood Cliffs, New Jersey.
28. Krafft, M. and Götz, O. (2003) Customer Relationship Management öffentlicher und privater TV-Sender, in Bernd W. Wirtz (Ed.) *Handbuch Medien- und Multimediamanagement*, Gabler, Wiesbaden, 337-363.
29. Kreyes, Thomas (Expert Interview: 12-09-2008), Secretary General RTL Television and Chief Executive Officer RTL Creation, Köln.
30. McMillan, S. J. (2000) The Microscope and the Moving Target: The Challenge of Applying Content Analysis to the World Wide Web, *Journalism & Mass Communication Quarterly*, 77, 1, 80-98.

31. Meuser, M. and Nagel, U. (1991) ExpertInneninterviews – vielfach erprobt, wenig bedacht. Ein Beitrag zur qualitativen Methodendiskussion, in Detlef Garz and Klaus Kraimer (Eds.) *Qualitativ-empirische Sozialforschung. Konzepte, Methoden, Analysen*, Westdt. Verl., Opladen, 441-471.
32. Möhlenbruch, D., Dölling, S. and Ritschel, F. (2007) Neue interaktive Instrumente des Kundenbindungsmanagements im E-Commerce, in Hans H. Bauer (Ed.) *Interactive Marketing im Web 2.0+. Konzepte und Anwendungen für ein erfolgreiches Marketingmanagement im Internet*, Vahlen, München, 197-214.
33. Oehmichen, E. and Schröter, C. (2008) Medienübergreifende Nutzungsmuster: Struktur- und Funktionsverschiebungen, *Media Perspektiven*, 40, 8, 394-409.
34. Oehmichen, E. and Schröter, C. (2009) Podcast und Radio: Wege zu einer neuen Audiokultur? Befunde zur Akzeptanz und Nutzung von Audio-on-Demand und Podcast 2008, *Media Perspektiven*, 41, 1, 9-19.
35. O'Reilly, T. (2005) What is Web 2.0? (<http://www.oreilly.de/artikel/web20.html>).
36. Osgyan, Verena (Expert Interview: 12-12-2008), Online-Marketing at DasErste, Nürnberg
37. Peter, S. I. (1999) Kundenbindung als Marketingziel. Identifikation und Analyse zentraler Determinanten, Gabler, Wiesbaden.
38. Reitze, H. (2006) Massenkommunikation VII. Langzeitstudie zur Mediennutzung und Medienbewertung 1964 - 2005, Nomos Verl.-Ges., Baden-Baden.
39. Rogall, D. (2000) Kundenbindung als strategisches Ziel des Medienmarketing. Entwicklung eines marketingorientierten Konzeptes zur Steigerung der Leserbindung am Beispiel lokaler/regionaler Abonnementzeitungen, Tectum-Verl., Marburg.
40. Schmidt, J. (2006) Weblogs. Eine kommunikationssoziologische Studie, UVK Verl.-Ges., Konstanz.
41. Schwede, S. (2000) Vision und Wirklichkeit von CRM, *Information Management & Consulting*, 15, 1, 7-11.
42. Siegert, G. (2002) Medienmanagement als Marketingmanagement, in Matthias Karmasin and Carsten Winter (Eds.) *Grundlagen des Medienmanagements*, Fink, München, 173-195.
43. Sjurts, I. (2005) Strategien in der Medienbranche. Grundlagen und Fallbeispiele, Gabler, Wiesbaden.
44. Stanoevska-Slabeva, K. (2008) Web 2.0 – Grundlagen, Auswirkungen und zukünftige Trends, in Miriam Meckel and Katarina Stanoevska-Slabeva (Eds.) *Web 2.0. Die nächste Generation Internet*, Nomos Verl.Ges., Baden-Baden, 13-38.
45. Stvilia, B., Twidale, M., Smith, L., Gasser L. (2005) Assessing Information Quality of a Community-Encyclopaedia, in Felix Naumann, Michael Gertz and Stuart Madnick (Eds.) *Proceedings of the International Conference on Information Quality*, November 4-6, Cambridge, MA, USA, 442-454.
46. Töpfer, A., Silbermann, S. and William, R. (2008) Die Rolle des Web 2.0 im CRM, in Armin Töpfer (Ed.) *Handbuch Kundenmanagement. Anforderungen, Prozesse, Zufriedenheit, Bindung und Wert von Kunden*, Springer, Berlin, 651-675.
47. Weber, R. P. (1985) Basic content analysis, Sage Publ., Beverly Hills, California.
48. Wolf, Torsten (Expert Interview: 12-11-2008), Head of Consumer Marketing at MTV Networks, Berlin

ⁱ ARTE: www.arte.tv; DasErste: www.daserste.de, www.boerse.ard.de, www.sport.ard.de, www.tagesschau.de; MTV: www.mtv.de; ProSieben: www.prosieben.de; RTL: www.rtl.de; Sat.1: www.sat1.de; ZDF: www.zdf.de, www.heute.de

ⁱⁱ Microblogging: www.twitter.com; social network service: www.facebook.de, www.lokalisten.de (ProSiebenSat.1), www.myspace.com, www.studivz.net, www.wer-kennt-wen.de (RTL); video sharing websites: www.clipfish.de (RTL), www.myvideo.de (ProSiebenSat.1), www.sevenload.de, www.youtube.com; wiki website: www.wikipedia.de; social book-marking: www.delicious.com