



3rd World Conference on Technology, Innovation and Entrepreneurship (WOCTINE)

A Review of Digital Brand Positioning Strategies of Internet Entrepreneurship in the Context of Virtual Organizations: Facebook, Instagram and Youtube Samples

Yagmur Sacide BAHCECIK<sup>a</sup>, Senem Seda AKAY<sup>b</sup>, Ali AKDEMIR<sup>c</sup>

<sup>a</sup> *Beykent University, Institute of Social Sciences, Department of Business Administration, Istanbul, 34433, Turke*

<sup>b</sup> *Beykent University, Institute of Social Sciences, Department of Business Administration, Istanbul, 34433, Turkey*

<sup>c</sup> *Arel University, Faculty of Economics and Administrative Sciences, Department of Business Administration, Istanbul, 34295, Turkey*

---

**Abstract**

In the new century, the rapid transfer of information and the lack of time and physical limits by increasing the importance of information technologies, the organizations have changed the way of doing business. In this context, the field of activity where the virtual organizations formed by the expert organizations coming together and working on the internet is the trade done over the internet. The entrepreneur who wants to create differences can choose internet entrepreneurship for reasons such as low initial capital requirement, low operating expenses and access to broad markets. Virtual organizations are looking for new value-added strategies for internet entrepreneurial activities. Influenced by this change, internet entrepreneurs had to differentiate their brand positioning strategies in order to benefit from opportunities. The aim of this paper is to explain the entrepreneurship model which is new entrepreneurship model and to explain the digital brand positioning strategies of virtual organizations by giving examples from youtube, instagram and facebook. It is expected that the theoretical approach of this study will be supported with subsequent field studies and will give a direction to the researches.

© 2019 The Authors. Published by Elsevier B.V.

Peer-review under responsibility of the scientific committee of the 3rd World Conference on Technology, Innovation and Entrepreneurship

*Keywords:* Internet Entrepreneurship, Virtual Organizations, Brand Positioning, Strategic management

---

\* Corresponding author. Tel.: +90 555 832 4800

E-mail address: [yagmur.akay@gmail.com](mailto:yagmur.akay@gmail.com)

## Introduction

Today, the concept of “internet entrepreneurship is being discussed. The speed, communication, and reliability of communication technologies coupled with marketing strategies increase the profitability of businesses around the world. In this context, every website established should be considered as an organization. Existing job opportunities are growing with the use of electronic media and especially internet technologies in trade and business relations. Sales of marketed products have become easier; advertising, brand positioning, product promotion, pre-sales and after-sales support and similar channels have become more effective in electronic environment. Internet and e-commerce not only provide opportunities for existing businesses, but also create great opportunities for new entrepreneurs who want to start a business.

Internet entrepreneurs need to implement important strategies in order to exist in a virtual environment and to continue their organizational activities. They pay sufficient attention about important strategies such as brand expansion, developing new brands and digital brand positioning.

Digital brand management enables to have direct interaction between internet entrepreneurs and customers as never before. Successful organizations use social media, website content and even mobile applications to expand their brand awareness, interact with their target audiences and increase their reach.

Digital brand positioning is a strategy related to how the organization wants to be perceived in the eyes of its important stakeholders according to the area it is in and the value it provides. Strong brand positioning clearly identifies the key target audience and specific needs that are important for virtual organizations.

In this study, descriptive analysis method was used. In this context, the conceptual definition and characteristics of entrepreneurship and internet entrepreneurship and their importance for virtual organizations are examined in the theoretical part. In the second stage, the importance of digital brand positioning strategies within the structure of virtual organizations of internet entrepreneurs is mentioned.

In the analysis section, an evaluation was made on the sites that are still the trend in the world and which publish information in different forms on the internet. Limitations of this study; facebook, instagram and youtube sites.

### 1. The Concept and Importance of Entrepreneurship

It is very important for the definition of entrepreneurial activity to be made correctly, that the valid indicators of entrepreneurship can be collected and compared among countries, and that analysts and decision makers have a better understanding of the factors that affect the value and form of this activity, productivity and richness and contribution to employment, and its results and effects.

The concept of entrepreneurship has been developed since 1730, when it was first used, with the contributions of various economists, and in 1934 Joseph Schumpeter associates entrepreneurship with “innovativeness and has become close to its generally accepted meaning. Schumpeter defines entrepreneurs as innovators who implement entrepreneurial change in markets. There are 5 indicators of the defined interventional change: 1. Introducing a new (or improved) product to the market, 2. Developing a new production method, 3. Creating a new market, 4. Making a new source of input available, 5. Reusing business management processes Configuring / organization [1]

There are many definitions of entrepreneurship and entrepreneurial concepts. In addition to being an economic value generation, entrepreneurship is a concept that is closely related to social, cultural, economic and political dynamics both in terms of the environment in which it occurs and the innovative mobility it creates. Entrepreneurship is the subject of the branches of science such as psychology and anthropology as well as business,

economics as it is essentially human and human group and communities. One's perspective, attitude and character affect entrepreneurship. According to Schumpeter, entrepreneurship also affects the needs of individuals such as acceptance and status in society. Entrepreneurship is also associated with society's perspective, value judgments, and the cultural structure and traditions of society. Production, new investment, tax payment, employment, etc. parameters are related to economy and economic development. The environment in which it belongs, and the cultural environment also affects entrepreneurship. [2]

There is an important consensus that entrepreneurship is a combination of many personal characteristics. In general, entrepreneurs are independent, risk-taking, innovative, taking measures against uncertainties, evaluating opportunities to achieve, and having proactive personality traits. However, there is no capital concept in these characteristics. However, it can be an entrepreneur who owns capital, but can be an entrepreneur even if it is not a capital owner. [3]

The use of the concept of entrepreneurship in today's sense is related to the dominance of the capitalist mode of production. This concept's entrance to literature takes place in 19th and 20th century. According to Baptiste Say, the concept of entrepreneur is the person who brings together all the factors of production and manages to produce a product that is thought to be valuable and risk the profit for its profit. Say's entrepreneurial definition is based on the principle of having both risk-taking and management skills. [4]. In order to be successful in entrepreneurship; it is very important to act in accordance with the risks and continue the management activities effectively.

### 1.1 *Internet Entrepreneurship*

The development of technology in the new century has led many systems to intertwine with technological processes. Entrepreneurship in the traditional sense has also started to be influenced by new technologies. In particular, internet and internet tools have become an important medium for entrepreneurs.

Entrepreneurs must monitor the opportunities created by environmental trends and changes. Entrepreneurship is very important at the national level as well as at the individual level. Entrepreneurship is the cornerstone of economic growth and development; It also promotes innovation and creativity. As a result of the development of internet-based technologies, entrepreneurs had the opportunity to expand into new markets. It can be said that the rapid developments in information technologies have a positive effect on the entrepreneur. For information-based economy, information and data processing technologies play an important role and provide competitive advantage to economies. The source of this competitive advantage encourages entrepreneurs to own businesses of all sizes. [5]

The European Union defines Internet entrepreneurship as “creating or developing economic activities or social benefits in ways that cannot exist without the Internet, by taking risks, combining creativity and / or innovation with healthy management, outside the core business areas of new or existing organizations. [6]

With the development of internet channels in recent years; entrepreneurship has started to be realized not only at the enterprise level but also through individual websites. One of the most important characteristics of individuals engaged in entrepreneurship activities through the internet is that they are creative and different from other individuals. Because it is necessary to be creative to create a different option within such a wide range of products and services. [7]

For internet entrepreneurship, individual creativity is very important. Because internet entrepreneurship, unlike corporate entrepreneurship; it also includes individual thinking and acting.

When internet entrepreneurship is examined from the perspective of entrepreneurship ecosystem, it is seen that the existence of an internal market with the infrastructure and competence to receive the products and services offered is necessary for the formation of internet enterprises. The size of this domestic market directly affects the ease of entrepreneurs' access to capital and the growth rate of enterprises. [8]

### 1.2 Difference of Internet Entrepreneurship from Other Entrepreneurships

Internet entrepreneurship has three important differences from other entrepreneurs;

- Low initial capital requirement
- Low operating cost
- Access to broad markets and targeted audiences[8]

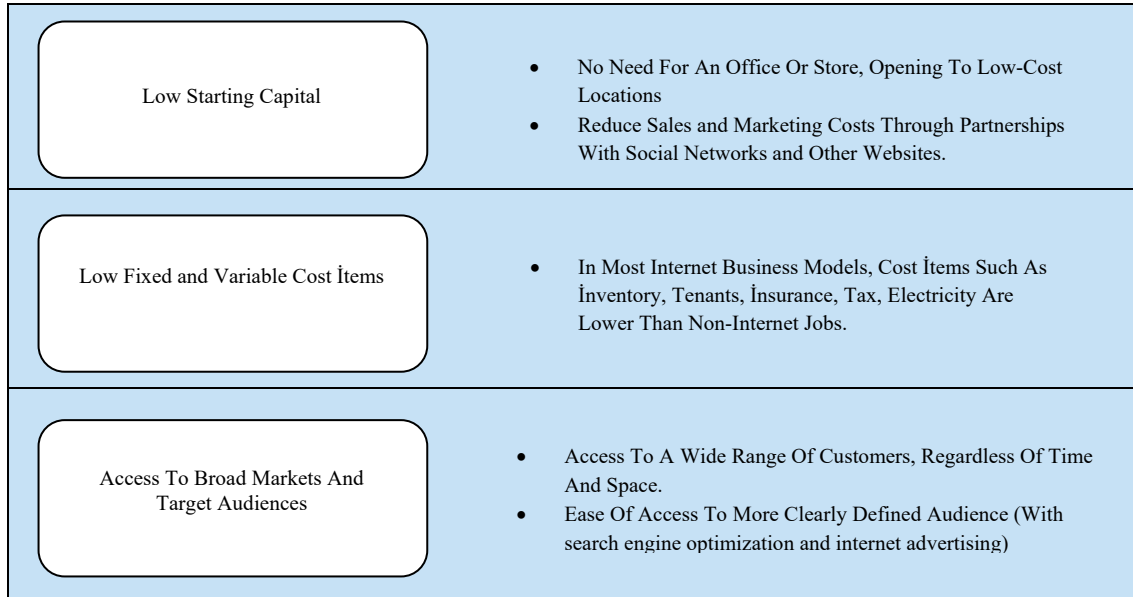


Figure 1 Contribution of the Internet to entrepreneurship [8]

- Low initial capital requirement,

Operating capital is a factor that prevents or forces many entrepreneurs to start a business, as it requires financing. The initial capital consists of fixed costs, rent and general expenses, sales and marketing expenses, personnel costs and inventory expenses. In the case of Internet businesses, the initial capital is lower than in other areas, due to the fact that a physical office or store is largely not needed or the required office or store is more cost-effective. In addition, sales and marketing costs may be lower than those in the physical environment. Testing and marketing costs for products or product demand (launching, branding spending) is advantageous because it is more cost-effective or variable, such as the use of social networks and marketplaces, partnerships with other sites, and search engines..

- Low operating costs

After the initial stages, the operating costs of the internet organizations may be in a lower cost structure. The fact that the cost items such as inventory, rent, insurance, tax, electricity, etc. are not present at all or are low in the works carried out on the internet allows the operation costs of internet entrepreneurship to be lower. As an example, the main operating expenses of an internet store operating in the retail sector and the physical store abroad were compared. It can be seen that the retail store has an advantage of 14 points compared to the physical store due to the low rent requirement.

- Access to broad markets and targeted audiences

In addition to the advantages created by the Internet on the expense side, it also has significant advantages on the revenue and customer acquisition side.

Besides being a cost efficiency tool, internet has many advantages of increasing the percentage of income and number of customers. Also internet provides the entrepreneurs a source which reaches via search engines to the mass volume of targeted customers free of place and time. In addition to broad mass transportation, the opportunity to reach the target audience with variable cost is possible with internet marketing (search engines, local marketing).

Because of these three factors, the internet provides a very suitable environment for entrepreneurship and allows entrepreneurs to test and grow their ideas at low costs.

## 2. Virtual Organizations

As the developing technologies and the internet are the fastest way to reach the consumers, organizations have changed their models and management in recent years. Virtual organizations are the form of cooperation of various organizations in the market to ensure their continuity in the rapid development of the internet.

A virtual organization is defined as an organization that does not need to gather employees at a certain place and time, where the enterprises in different places can take part in the production of a product or service, and constantly communicates with the information and communication technology facilities and provides goods or services to its customers like a single organization. [9]

### 2.1 General Characteristics of Virtual Organizations

In order for an organization to be virtual, it is necessary to have interactive working and space independent work. In the process of having these features, it is foreseen that it is necessary to utilize various communication technologies and social media in the digital media at the highest level.

The general features of the virtual organization are as follows [10]:

- Their ability to meet customer demands is high. They can return quickly.
- Employees do not have hierarchical titles.
- It is based on knowledge and expertise.
- They are capable of adaptation.
- There are no unnecessary processes. So businesses focus on what they do best.
- They specialize in evaluating opportunities.
- They achieve high efficiency at low cost.

### 2.2 Virtual Teams

Teams formed in traditional organizations are in a different formation in virtual organizations. Virtual teams, which are a component of virtual organizations; Information technology platforms and internet portals, are the central functions of the development of products and services that add value to new virtual consumers. [11]

It is the developments in communication and information technologies that make virtual organizations, virtual teams and virtual workplaces possible. After creating virtual teams, Internet entrepreneurs develop various strategies to increase the best awareness of their products or services in various virtual channels. In this context, different strategies are developed in order to locate the brands created in virtual environments.

### 3. Digital Brand Positioning Strategies

The formation of the concept of media starting in the second half of the 19th century, it has rapidly integrated with the social error by developing in the electronic field. Media; with the emergence of new inventions in economic, social, cultural and political conditions and serving to a mass industry, it gained its present appearance under the name of ‘digital revolution after intense capitalization. [12]

Virtual organizations that operate in a digital environment create digital content with the virtual teams they create.

There are various contents that digital content should possess. Sincerity: Because the information is very difficult to control in the digital environment, the content that has been created has to be sincere. Consistency: It is important that the content presented in content distribution channels is consistent with each other. Thus, confidence in the brand is increased. Creating value and creating a lifestyle: Brands should create value and create a lifestyle with the content they create. This leads to brand loyalty. Awareness-raising: Digital content, which has the characteristic of attracting attention with its original structures, has positive results for the brand. The brand can create a unique style. Education: As the content contains more or less information, it can be said that the content educates the consumer. Emotion: Digital content that can benefit from various consumer needs, such as purchasing and meeting needs, offers content in line with these needs. Clarity: The message to be conveyed to the target audience and followers should be very clear and understandable. Up-to-date: Presenting up-to-date content can not only affect the attitude towards the brand, but also develops a sense of trust towards them, and it is possible to create awareness with content that contains accurate, up-to-date information. Allowing the consumer to contribute to the content: Web 2.0 technology enables users to be included in the content and allow them to contribute to the content, thus strengthening the emotional link between the brand and the people. [13]

In general brand positioning is the work of creating a permanent and special place for the brand in the minds of the consumers identified as the target audience through marketing and advertising. Positioning is the starting point for building strong awareness among competitors and gaining competitive advantage. Brand positioning is the entire process of taking place in the minds of customers. [14] In literature, the following methods are used as a basis for product positioning; Positioning that emphasizes product characteristics, positioning based on price-quality relationship, positioning that emphasizes the use of the product, positioning that emphasizes the product class, positioning that emphasizes product users, positioning with competitors, positioning with cultural symbols [15]

Internet entrepreneurs develop various strategies to increase the demand for their products in the market. The increasing use of the Internet in the last 20 years has made it compulsory for organizations to brand the products or services they create and position the brands they create in the market in order to provide competitive advantage.

Understanding the brand, enriching people's perceptions and attitudes towards the brand; can help strategies, contribute to a differentiating brand identity, lead the communication effort, at the same time create brand value. [16] For this reason, in the positioning process, brand strategists must be able to perceive the brand to consumers, tell their strategies and policies to differentiate the brand from its competitors, and have strong intuition and competence. Only in this way can the brand be positioned with the right strategies in the targeted market. The added value elements of brands provide the benefits for customers to purchase. [17]

With the developing technology, organizations have started to diversify their brand positioning strategies in digital environments because the product and service are presented at the same time. Just creating the product and adding brand value to it is not enough. At the same time, strategies to increase the awareness of the product or service created and to extend the product life in the market and to solve the problems that will be faced after sales are of great importance.

The provision of various products and services on the internet at the same time requires payment at the same time. Payment systems such as virtual cards, Paypal, 3 Pay micro payment system, 3D secure system, Pay U have forced banks and private associates to innovate in order to exist in virtual environments. Entrepreneurs of virtual

organizations have had to develop different strategies for digital platforms. Virtual organizations develop branding strategies by identifying how they want to be perceived in the eyes of important collaborators according to their field and value.

A strong brand positioning in the digital environment defines which needs of the targeted consumer audience can be met by the brand. Virtual organizations, established in digital environments, develop strategies on how entrepreneurs can effectively manage this audience for consumption after identifying the target audience, how it can provide continuity and meet differentiated consumer demands. In addition, various strategies should be developed for security, protection of personal data, and the elimination of technological and operational problems encountered after shopping. In this context, even if they have their own sites from various social media environments, the brand develops strategies to talk about the brand and keep in mind.

The created digital brand positioning strategy necessitates the use of social media tools and various activities for these channels.

## 4. Social Media

Nowadays, the virtual organizations' positioning themselves in the market, their efforts to hold on and gaining the competitiveness power make it necessary for them to use the opportunities offered by digital media. In literature studies, social media is often referred to with web 2.0 technology. The reason for this is the structure of web 2.0 technology based on web.1.0 technology that enables users to actively participate in the internet environment. [18]

Lon Safko (2010) pointed out that the meaning of social media is determined by the concepts created by the users and defines social media as a set of tools used by organizations to reach existing customers and target groups. The concept of social media and technologies provide the opportunity to reach customers, target groups, communicate and establish relationships in a way that builds trust in organizations offering goods or services. [19]

### 4.1 Social Media Tools

#### 4.1.1 Facebook

The most popular example of social networks today is Facebook, which was founded by Mark Zuckerberg in February 2004 for Harvard University and is spread around the world. Established under the name “Thefacebook site, the site was first made available to other universities in the state of Boston and then to Canada and other US universities. [20] Facebook is a social network that aims to allow people to communicate with other people and exchange information. Nowadays, internet entrepreneurs share their own organizations in order to benefit from this social network.

Facebook Business advises internet entrepreneurs on how to share on their Facebook page and how virtual organizations can achieve their goals.

#### 4.1.2 Instagram

Instagram, which is the most widely used social media channel, is actively producing and managing content. Founded in October 2010 by Kevin Systrom and Mike Krieger primarily for iOS (iPhone-iPad). [21] Facebook

acquired Instagram in 2012. Instagram, a photo and video based social media tool, allows users to express themselves through personal sharing and create their own content. Initially based solely on photo sharing, Instagram has become a social media platform with a broader door.

Internet entrepreneurs use Instagram to reach their consumers.

**Bio Section:** “Bio is located at the top of the Instagram profile. This section contains basic information about the brand. When the target audience looks at the brand's Instagram profile, it indicates in what field the brand does business and how they will reach the brand. This is the first part of the brand and the first part to introduce the brand.

**Associating an Instagram account with other social networks:** Integrating social network accounts with each other is one of the best ways to increase the number of followers and interaction. Facebook or Twitter accounts are integrated into Instagram to reach a wider audience.

**#Hashtag usage:** The concept of hashtag, which we know through Twitter and entered our lives rapidly, continues to maintain its place with Instagram. Hashtag's is the most important factor in reaching the target audience in the fastest way by identifying the issues that the photos we share in Instagram are relevant and enabling the brand to receive more likes and followers.

**Correct visual sharing to the right target audience:** The Internet entrepreneur uses Instagram effectively to ensure that messages represent their brand identity and corporate culture accurately and effectively, with images they share their brands with.

**Organizing an Instagram campaign:** Brands seek to organize a variety of campaigns to increase their attractiveness in Instagram. Photo contests created by requesting users to vote for their favorite photos and determining a winner among them are the most used brands in Instagram. [22]

#### 4.1.3 Youtube

Three American businessmen Chad Hurley, Steve Chen and Jawed Karim founded Youtube for entertainment. It was then purchased by Google. [21]

Virtual organizations use viral marketing in order to be in the mind of the consumer via Youtube and to position their brands on digital. Viral marketing is the result of messages surfing the Internet. E-commerce, groups, communities and messaging; These are the tools used by companies to improve their promotion activities. [23]

## Conclusion

Today, the emergence of the Internet and the use of social and organizational transformation has increased with each passing day. All traditional processes are virtualized through digital platforms. This transformation necessitated the presence of entrepreneurs on the internet in order to ensure their continuity in the market. The borders that disappeared thanks to the Internet made a new entrepreneurial trend compulsory. Internet entrepreneurship provides entrepreneurs with various advantages and disadvantages. Internet entrepreneurs are structured in a different way from the classical organizational structure. Other organizations are in cooperation. It is not possible to reach the consumer in the internet environment and provide satisfaction by satisfying all their desires in a single way. Therefore, organizations combine with other organizations to form virtual organizations. Virtual organizations create various content in digital environments through virtual teams. Brand positioning strategy is transferred to digital environment by virtual teams and differs from classic brand positioning strategy. The reason for this is social media. Thanks to the Internet, listeners, viewers and readers meet on a single platform. The concept of social media based on interaction, redefining communication and shaping its framework has led to a new dimension of the relations between brands and



consumers. In the process of digital transformation, the way brands interact with their target audience has also started to change. Thanks to social media platforms such as Facebook, Instagram and Youtube, brands have the opportunity to reach new and different target audiences outside their target audience.

Facebook, Instagram and Youtube, the social media platforms used today, provide a digital marketing environment for brands. Through these channels, consumers have the opportunity to see what they are talking about without intermediaries and establish one-to-one relationships with them. They can follow the first reactions related to the products or services they have developed and make their own products and services in line with the user comments. One of the most important points that differentiates brands from their competitors is how the brand positions its products in the digital environment in order to ensure the satisfaction of consumers who have difficulty in choosing between product and service options.

Digital brand positioning strategy is an element affecting the consumer's decision making process. For virtual organizations that position their brands expressing market power, it is important to create a positive thinking in the minds of the target audience and to ensure retention in mind. Virtual organizations that want to take part in the minds of consumers can share the messages they want to give through social media with consumers. These applications, which differentiate the product or service from the consumer point of view and make it easy to remember, provide important opportunities for virtual organizations and internet entrepreneurs in terms of digital brand positioning strategies.

In this research, the relationship between internet entrepreneurship and digital brand positioning strategy is tried to be explained. In this context, moderator of virtual organizations has been used as variable.

This study is expected to constitute a new ground in terms of theoretically being addressed, supported by subsequent field studies and giving direction to the studies to be carried out.

## References

- [1] Ahmad, N. & Seymour R., (2008) 'Girişimci Faaliyeti Tanımlamak: Veri Toplamayı Destekleyici Tanımlar'
- [2] Akdemir Ali, (2015) 'Kavramsal Temeller' Editör: Prof. Dr. Ali Akdemir 'Girişimcilik Ve İş Kurma', İçinde, Ankara, 2015, S. 7-19.
- [3] Titiz, T. (1994) 'Girişimcilik', İnkılap Kitapevi, Ankara.
- [4] Binks, Martin.-Vale, Philip (1990). Entrepreneurship And Economic Change, Mcgraw-Hill Book Company.
- [5] Bakırtaş, Hülya Ve Tekinşen, Ali (2006). "E-Ticaretin Girişimcilik Üzerindeki Etkileri." Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, No: 16, 125-138.
- [6] Ozan Yildirim ,Emrah Başer (2016 ) 'İnternetin Girişimciliği Kapsamında Değişen Enformasyon Siteleri Üzerine Bir Değerlendirme' Global Media Journal Tr Edition, 6 (12) Bahar/Spring 2016 (175,176 )
- [7] Avrupa Komisyonu, Avrupa'da Girişimcilik Araştırması, (2003) :(6)
- [8] Türkiye Cumhuriyeti Kalkınma Bakanlığı, Bilgi Toplumu Stratejisinin Yenilenmesi Projesi , İnternet Girişimciliği Ve E-Ticaret Ekseni Mevcut Durum Raporu 10 Nisan 2013 (13, 14 )
- [9] C. Handy,( 1995) 'Trust And The Virtual Organization' Harvard Business Review May-June 1995
- [10] (Koçel, T., (2015), İşletme Yöneticiliği, Beta Basım Yayım Dağıtım A. Ş, İstanbul)
- [11] Yılmaz, Huseyin. (2004 , İşletmelerde Sanal Takım Modeli Ve İşletmelere Sağladığı Yararlar, Verimlilik Dergisi(1)

[Http://Dergipak.Org.Tr/Verimlilik/Issue/30738/332190](http://Dergipak.Org.Tr/Verimlilik/Issue/30738/332190)>)

[12] Ali Büyükaslan, Ali Murat Kırık, (2015) “Sosyalleşen Olgular” Sosyal Medya Araştırmaları 2, Konya: Çizgi Kitabevi, , S.79,80

[13] Dilek Penpeçe, (2013) Dijital İçerik Pazarlaması , Adana: Karahan Kitabevi, 2013, S. 62-65

[14] ([Https://Pazarlamaturkiye.Com](https://Pazarlamaturkiye.Com))

[15] Arli, E. (2012) ‘Konumlandırma Stratejilerinin İşletme Performansı İle İlişkisi: Liman İşletmeciliğinde Bir Uygulama’102-103

[16] David Aaker, 1996, ‘Building Strong Brands’, (New York: The Free Press), , S.8..

[17] Lisa Wood, (2000)“Brands And Equity:Definition And Management”,Management Decision,38, (9), S.662-669

[18] Alexander, B. (2006). ‘Web 2.0: A New Wave Of Innovation For Teaching And Learning?’ ‘Educause Review, 41(2), 32

[19] Safko, L. (2010) ‘The Social Media Bible: Tactics, Tools, And Strategies For Business Success’ John Wiley & Sons.

[20] Phillips, S. (2007) ‘ A Brief History Of Facebook’. The Guardian, 25

[21] Umit Sanlav, (2014) ‘Sosyal Medya Savasları’, İstanbul: Hayat Yayın, 2014, S.80-81

[22] Tekbıyık, G., S., (2017) ‘Digital İçerik Yönetiminde Görsel Kullanımının Marka İletişimine Etkisi’,İstanbul Ticaret Üniversitesi Yüksek Lisans Tezi, . 37-38

[23] Helm, Sabrina (2000). ‘Viral Marketing-Establishing Customer Relationship By ‘Word Of Mouse’’. Electronic Markets 10 (3): 158-161.