Master's thesis
The different uses of social media in e-marketing

Supervisor :
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Co-supervisor :
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Feras Asha
Thesis presented in fulfillment of the requirements for the degree of Master of Management

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KNOWLEDGE IN ACTION

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Executive Summary

The popularity of social media is getting bigger and bigger. Social media became an important element of the marketing mix these days. Executives as well as managers are trying to identify the uses of social media in electronic marketing and how these media can serve their business in the best possible way.

A lot of scholars have found that social media can affect business in a general way and also in achieving specific objectives. Our research took these things one step further and is based on case studies we took from international well-known cases and from Middle East cases . We used two ways to compare these international cases and Middle East cases.

First we compared the features of these social media campaigns with the scholars' ideas and we found that social media really help companies and people to change political situations , to engage with customers , to create traffic on media , to get more known and that they affect the sales.

 Secondly we compared the social media campaigns described in terms of media usage based on two major criteria: the stage in the consumption process and the type of information spread through social media . We found that most of the information used on social media was emotional in nature. None of the campaigns used only rational information, but some did use a combination of both types of information. The rational information itself was mostly of a secondary nature. Finally we drew a model of social media used according to the two criteria we have used in our analysis.

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Chapter 1   Introduction

In this chapter we will shortly situate the problem of our dissertation within the stream of social media development and describe the different research questions we want to tackle, as well as the methodology we will use to investigate these.

1.1.   Problem Statement

The use of social media is taking an ever increasing part of the life of human beings during the last years. The trend is radically changing the traditional way of marketing in these days. In the U.S.A., nearly 90% of all Americans adults between 18-29 years, 77% of adults between 30 and 49 years of age, 51% of all adults between 50 and 64 years and 35% of the adults of 65 years or older are using social media according to Pew Research data from 2015. On average 65% of all Americans adults are using social media (Andrew Perrin and Pew Research Center, 2015). Ahearn and Rapp (2010) stated that customers are increasingly going to social media to get information about products and companies, for comparing them on different levels, particularly price and finally when buying them. Online sales are clearly part of the customer's activities nowadays (Ainscough, 1996)(Rodriguez, 2012).

Companies are adapting to this. They use social media tools to interact with customers about their brands, listening to their ideas and giving them input about what is to come and what uses can be made of their products. Thus they try to enhance customer relationships and create more brand awareness and increase loyalty among customers and stimulate buying intentions. Thus they are using social media in their campaigns to build their brands into stronger ones (Mangold, 2009) (Weinberg, 2011). The social media campaigns set up are different in nature but may have the intention to influence one or all of the different levels of customer knowledge and activity with regards to products and brands, as clearly described in most marketing textbooks: they influence awareness, create positive feelings and incite positive attitudes towards the brands, improve the image and finally get customers into the buying mode, thus clearly turning positive attitudes into puchase intentions and purchases (Drèze, 2003) (Manchanda, 2006).

They thus create customer equity through these e-marketing campaigns as they are often called. It is important to note however that many campaigns do not directly want to influence the sales level of products and brands. They may not be capable of doing so as sales are situated at the back end of the customer awareness and buying intentions scheme and moreover e-marketing campaigns are

mainly communication tools. Traditional communication tools are evaluated on their communication results only (Hennig-Thurau, 2010) .Yet current research does take mostly the impact of e-marketing on purchase intentions into account. It does not focus particularly on the impact of social media campaigns on building of brand loyalty and attitudes. It is our intention to fill part of this gap and to look at all the communication steps that precede the sales process and can be influenced by social media.

1.2. Research Questions

It is, as stated, our goal to investigate the impact of social media on the different steps of the customer relationship building process. We will also look at the difference between the different types of social media that companies may use as the wealth of choice is part of the complicatedness of this type of marketing. This leads to a number of research questions, we want to address in this dissertation. They are :

- What is the role of social media marketing in a successful Marketing campaign ?
- How can companies create brand awareness using social media ?
- When and where is the use traditional marketing less efficient than the use of electronic marketing tools?
- Which type of social media are used and for which specific purpose during the process of building brands and customer relationships ?
- Which type of media should best be used in such a social media campaign (ex: images , videos , sounds , text, blogs, cases, imaging via Instagram, messages or videos via Facebook....) ?

1.3. Methodology

We want to address the research questions on the basis of real life cases as most of our questions are of a qualitative nature. Two types of cases will be used to do so.

First we will go through a number of famous international cases available via internet sources. We will investigate what was the goal of the campaign, which type of social media the company used, how they did it and what the results were on communication level. Most of these cases are situated in the Western world.

Secondly we will investigate some real life cases from the Middle East and try to answer the same questions about them. We use this distinction because it allows us to see whether there is a cultural impact (which most sources don't think is present as social media are global media) and to check whether the conclusions we could draw from the internet cases are still valid for our real life cases.

In this way we will from two different angles try to answer our research questions, which will give us a more robust answer to them.

Chapter 2   Literature Review

In this chapter we will shortly review some research about social media and their impact on the communication between customers and marketers. After clearly defining social media and user generated content, we will depict the importance of social media in our society from a marketing point of view, more specifically with regards to business-to-business situations and the communication between companies and their customers and vice versa. The impact of social media on innovation and the sales process will be clearly indicated as well. We end the chapter by indicating how social media can be used by companies through a number of international cases.

This chapter is relatively general in nature and serves as a starting point for the definition of the research questions and methodology in the next chapters and the comparison with the Jordanian cases as well.

2.1. Social media

2.1.1. Definition of social media in marketing terms

Kaplan and Haenlein (2010) describe social media as ''a group of internet based applications that build on the ideological and technological foundations of web 2.0 and that allow the creation and exchange of user generated content. Ellonen, Kaisa, and Kosonen (2010) state that ''Social media are those told or specific applications capable of facilitating communication among buyers and sellers in a real to near real-time, two-way, interactive and conversation-like fashion''.

2.1.2 Different uses of social media in business

Social media is now an integral part of everyday life (Zhu, 2015). The rapid growth of web-based platforms has significantly modified the nature of human activities , habitats , and interactions (Tiago, 2014). People are using social media for many uses. Some people see social media as a way of making their messages heard and positively impacting humanitarian causes , environmental problems , economic issues , or political debates (Beirut, 2009). Social media are also a popular method to communicate among students in Saudia Arabia (Alwagait, 2015) . Furthermore the digital dimension allows individuals to share knowledge , entertain each other , and encourage dialogues between different cultures (Budden, 2011). Customers are also increasingly turning to social media

to get information about products and companies (Ahearne, 2010), while marketers can use social media to create a digital linkage with their customers through the digital space (Tiago, 2014). Social media contain both the channels and the content spread through interactions between individuals and organizations (Kietzmann, 2011).

2.1.3 The growing adoption of social media

The use of social media is widespread, yet differences between segments of the market exist.
The general figures are impressive. In china the adoption of social media for business communication is driven by the fact that the Chinese population is rapidly adopting mobile internet use, with 464 million citizens accessing the internet via smart phones or other wireless devices (yum, 2013) . In the U.S.A., nearly 90% of all Americans adults between 18-29 years, 77% of adults between 30 and 49 years of age, 51% of all adults between 50 and 64 years and 35% of the adults of 65 years or older are using social media according to Pew Research data from 2015. On average 65% of all Americans adults are using social media (Andrew Perrin and Pew Research Center, 2015).

The adoption is growing more rapidly within the younger population than with older people though. Young people are more considered to be the innovators in the adoption curve of new products and services. They continue to be among the heaviest users of social media compared to the other segments of the market (The Nielsen Company , 2010). Furthermore the population of social media users is getting ever bigger and the use is getting more intense. Social media reach 82% of the world's internet population aged 15+ and represents the largest part of individuals' internet usage. Nearly 1 of every 5 minutes is spent online globally (comscore, 2011). Bondar states that the rapid growth of consumer adoption of social media is expected to continue in the foreseeable future (Crittenden, 2010).

2.1.4. Social media in the B2B market.

The previous figures refer of course to the individual use of the internet. But social media adoption has also steeply increased in a business-to-business context as well. The use of so-called content marketing is becoming important in the b2b sector. The internet is becoming more important for B2B- customers in their purchasing decisions. This has motivated B2B-sellers and marketers to create

digital content that leads potential buyers to interact with their company (Järvinen, 2015). The 2012 social media marketing industry report found that ''59% of industrial marketer are using social medial for six hour or more each week '' (Stelzner, 2012).

Social media definitely allow more and more intense conversations between B2B companies and their buyers. Social media conversations are interesting to B2B companies in generating ROI (Moore, 2015). According to a recent survey, as many as 86% of B2B-marketers in North America use content marketing tactics as a strategic marketing approach and 47% have a dedicated content marketing group in their organization (Handley, 2015). Knowledge gained from social media refers to information, which has the potential to create value for an organization (Tomas, 2003). Customers are becoming better connected to companies , more knowledgeable about products selections and more powerful in buyer-seller relationships through increased use of social media (Agnihotri R. e., 2015).

2.1.5. Social media facilitate and change the interaction with customers

The customers' increased need and willingness to use social media allows companies to reshape and facilitate the communication process with their customers and vice versa, both in B2C and B2B markets. The social Web indeed represents a paradigm shift in marketing communications—indeed, communication as a whole.

According to Tom Seymour and others, social media are a phenomenon that has changed the interaction and communication of individuals through the world. Social media have played a vital role in transforming business and communications between companies and individuals (Tom Seymour, 2011). Social media have indeed become the new communications paradigm for company to consumer message delivery (Mangold, 2009). The rise in social media, is transforming the ways in which individuals and businesses search for information and interact with each another, (Dennis, 2009) The use of social media facilitates interaction between firms and their customers (Avlonitis, 2010). Nowadays social media are a major player in most people's business lives and a lot of things in businesses based on it. (Tom Seymour, 2011). User-generated content (UGC) is a rapidly growing vehicle for brand conversations and consumer insights. The growth of online brand communities, including social-networking sites, has supported the development of UGC (Gangadharbatla, 2008; Christodoulides, 2012). The use of consumer generated content in social media context has

dramatically changed the way in which customers plan and use products (Buhalis, 2008; Gretzel, 2006)

2.1.6. Importance of social media for marketing

Marketers recognize the importance of digital marketing and thus they invest significant financial resources in its development and implementations (Weinberg, 2011). Enhancing their brand position and equity represent the organizational goals they want to achieve via social media (Barwise, 2010). Digital media not only enable and improve communication process (Tiago, 2014), they are also a cost effective method for marketing activities (Paridon, 2009). Social media are important for business marketing as they help in generating business exposure , increasing traffic , and providing marketplace insight (Stelzner, 2012). According to the Tom Seymour and others social media are not just a place to market the products or services but they are also the place to solve customers' problems and interact with them (Tom Seymour, 2011). The difference between past and present is that online communication ''social media'' tools allow customers to respond to firms (Mangold, 2009). Social media encourage awareness and conversation while indirectly adding a sense of immediacy to conversations and requests in a ''pull '' environment (Rodriguez, 2012) .
Social media thus represent a very important marketing and communication tool for companies and help people to solve their problem through increased and two-way interaction with the companies.

In this, the impact of social media on the consumption process of goods and services is very important. Many research has been performed, but mainly with regards to consumer products and services. Yet the results may be representative for a B2B context as well. According to Kaplan and Haenlein 2010 organizations and individuals can engage with customers via social media (Kaplan, 2010)

Several research studies have been executed with regard to the impact of social media in consumption. (Parra-López, 2011) state that most research attempts to describe the role of specific social media and their trustworthiness in the consumer planning process. This impact of social media can be seen at different levels of the consumption process: website reviews increase customer confidence in their decision making process, reduce risk and assist in making decisions about destinations and accommodation (Yoo, 2008).This information seeking and creating and risk reducing process has been observed before, during and after the actual consumption (Litvin, 2008).

(Cox, 2009) pretend that this use is however more present during the planning process than during the other stages in the consumption process.

Other research has focused on the credibility of the different sources used in consumption processes, whether social or traditional media. Mack et al. (2008) and Cox et al. (2009) found that traditional word-of-mouth and information sources are considered as more trustworthy than electronic word-of-mouth. However, the more people use social media themselves and are active in it, for instance in blogs, the more they have trust in the user generated contents (Technorati, 2010; Cox, 2009; Mack, 2008). Yoo et al. (2009) found that reviews by official instances are still rated as more trustworthy than other sources within the social media sphere. Finally there is some research on the impact social media have on customers' choices in. Vermeulen and Seegers (2009) indicate that exposure to both positive and negative reviews enhances the trustworthiness of the information when having to choose between alternatives(Vermeulen, 2009).

2.1.7. Social media and their effect on sales process and innovation

In this part we will mention some previous research about the effect of social media on the sales and innovation process. With the availability of social media , sales organizations are able to use ''pull'' strategies (Rodriguez, 2012). Social media bring several benefits to companies such as online sales opportunities and market research and customer support possibilities (Ainscough, 1996) . According to Google's ZMOT (zero moment of truth) consumers take 30-45 days to make a purchase decision for a new account or loan products for instance. During this time, they check 10.8 different online resources , making it imperative that banks have a solid online presence (ZMOT, 2012). Social media positively affect brand innovation and act as a moderator between knowledge acquisition , market orientation and brand innovation (Nguyen, 2015). Agnihotri, Raj et al.(2015) stated that active use of social media allows sales people to engage with customers. They pretend that this will ''encourage customers to interact, establish a relationships and engage with them'' and help the sales people to strengthen their communication with customers . Furthermore they added that sales persons' use of social media enhances the sales person's overall information and communication with customers. The use of social media also positively impacts informative communication, which in turn encourages the salesperson's responsiveness. In the other words social media use will indirectly impact customer satisfaction as the link will be mediated by information communication (Agnihotri R. e., 2015). Sheldon, Elliot, Kim, and Kasser (2001) added that they drew extensively on prior literature to summarize 10 needs that are satisfying to human nature and better served by social media use:

autonomy , competence , relatedness , physical thriving , security , self esteem , self actualization , pleasure-stimulation , money-luxury and popularity influence . (Sheldon, 2001)

2.1.8. The popularity of social media

Tim Weber (2010) explains : ''These days, one witty tweet, one cleaver blog post, one devastating video forwarded to hundreds of friends at the click of a mouse-can snowball and kill a product or damage a company's share price.' In this section we will review the types of social media and their popularity. Pierre et al. (2012)stated that social media content comprises text, pictures, videos, and networks and classified the social media websites based on content as Blogs, Micro Blogs , Picture Sharing Websites , Video Sharing Websites and Networks. We will review them in them here. (Pierre, 2012). Furthermore Jan et al. added that consumers are using these social media tools to create, modify, share and discuss contents (Kietzmann, 2011).

2.1.8.1. Blogs

Blogs are websites owned and managed by individuals who keep regular postings on events as a kind of diary. Blogs may include text, graphics , videos and links to other blogs or web pages and are usually presented in reverse chronological order (e.g., Wordpress) (Pierre, 2012). B2B marketers who use blogs receive 67% more leads than those who do not (Allen, 2015).

Wordpress is one of the examples. Wordpress is a blogging website launched in 2005 by Matt Mullenweg and Mike Litte. Wordpress welcomes more than 409 million people viewing more than 15.5 billion pages each month . Users publish about 41.7 million new posts and leave 60.5 million new comments each month . 25% of all websites globally use Wordpress in more than the 120 languages that Wordpress blogs are written in. (Wordpress, 2015; Smith, 2015)

2.1.8.2. Micro Blogs

Micro blogs are social networking services that enable users to send and read very short messages where the user may only use a limited number of characters in the message (e.g. Twitter) (Pierre, 2012).

Twitter is the best example. Twitter is a Micro Blog launched in 2006 by Co-Founder Jack Dorsey . Twitter has 320 million monthly active users , 1 billion unique visits monthly to sites with embedded tweets . 4300 employees around the world work for Twitter. It has 35 offices around the world and it is supported by 35 languages. Celebrity tweets are an effective tool for lesser-known brands looking to quickly capture the attention of a large audience (Saint Joseph's University , 2012).

2.1.8.3. Picture Sharing Websites and applications

Picture Sharing Websites allow users to store , share and view images on the websites. Instigram is the best known among them. (Pierre, 2012)

Instagram is an online mobile photo sharing lunched in 2010 by Co-Founder Kevin Systorm , Instagram sold to Facebook officially in September 2012 . It is available in 25 languages and one of the most popular websites in the world. It has more than 400 million users , more than 80 million photos are shared everyday on Instagram. Furthermore 90% of Instagram users are younger than 35 years old. (Blog Instagram, 2015; Smith, 2015; Instagram, 2015)

2.1.8.4. Video Sharing Websites and applications

Video Sharing Websites permit users to upload , share and watch videos on the website.

YouTube is the best known one. (Pierre, 2012) YouTube is a video Sharing Website and application at the same time launched in 2007 by Chad Hurley and Steve Chen. YouTube has over 1 billion users. Local versions exist in more than 70 countries . The ability to navigate YouTube exists in a total of 76 different languages. Almost one-third of all people on the Internet use YouTube and everyday people watch hundreds of millions of hours on YouTube and generate billions of views. (YouTube, 2015). According to Mielach 2013 Americans spend nearly five hours per week on average on Youtube . (Mielach, 2013)

2.1.8.5. Networks

Networks are services on which users can make virtual relationship with people and add friends , send messages and update personal profiles.

Facebook is the best example (Pierre, 2012). The company headquarters are in California U.S.A. The website was launched on 2004 by Mark Zuckerberg and his friends in Harvard College . Facebook is the most popular social media site: 71% of internet users are on Facebook . Their mission is to give people the power to share and make the world more open and connected , According Facebook's official website as of September 30, 2015 there are 1.01 billion daily active users on average and 1.55 billion monthly active users. There are 1.39 billion mobile monthly active users . Approximately 83.5% of our daily active users are situated outside the US and Canada and 11,996 employees work for the company. 90% of luxury brands are on Facebook as for 2010 (l2l2 think tank 2010)(14). (Facebook, 2015; Maeve Duggan, 2015). According to Mielach 2013 the average of American users spend almost seven hours per week on Facebook . (Mielach, 2013).

2.2. Examples of Marketing Campaigns (Case Studies) on social media

As a matter of comparison with the cases we will describe from the Middle East region and in particular from Jordan in Chapter 4, we describe a number of well-known international cases as well. They are taken from websites and articles all over the world.

2.2.1. Share a Coke campaign by Coca Cola Company

Coca Cola company is a soft drinks company producing a lot of non-alcoholic drinks under many brand names.   One of them, Coca Cola, was introduced in 1886. It was the start of the company, founded by pharmacist Dr.John S. Pembeton in Atlanta U.S.A . Today daily servings of Coca Cola are estimated at 1.9 billion units globally. (Coca Cola Company , 2015)

Coca Cola has very powerful and creative campaigns on social media. We choose the **"Share a Coke"** campaign by Coca Cola Australia. This campaign had a huge success on global markets (even outside Australia) and it was one of the best campaigns of the summer of 2011.

In the of summer 2011, Coca Cola wanted a new big boost in the increasingly competitive market of Australia and get Australians to sit up and notice Coke more. Campaign objectives were to increase consumption of Coca Cola over the summer period and let Australians talk about Coke and refresh the Austrialian market and raise the awareness of the brand. Coca Cola allowed the printing of 150 of the most popular Australian names on the bottle's wrapping with "share a coke" click, thus replacing the Coca Cola name for the first time since 1886. (Coca Cola Company, 2015; Wunderman Company, 2015; Moye, 2014)

Specific channels were used . Television and radio helped them to reach 30% of the population. Outdoor digital signs got the attention of the Australians as well. Radio was used to get the attention of the people used to listen to the radio while driving (150 custom names were sung in songs to get their attention). Mobile media through SMS and MMS next to Facebook for sharing virtual cans with friends and feedback were promoted. YouTube was involved to put the videos and share them everywhere . (Wunderman Company, 2015; Coca Cola Company, 2015; Moye, 2014)

The results of the campaign announced by Coca Cola are tremendous:
- 870% increase in Facebook traffic and the Facebook page attendance grew with 39% .
- 12,020,000 earned media impressions .

- 76,000 virtual coke cans shared .

- 378,000 custom ''coke'' can printed .

- 7% increase with young adults consumption.

- 5% more people were drinking coke .

- Sales transaction grew by 3% .

- Volume increased by 4%.

- 412,792 stories in users news-feeds.

- Number one most talked about Facebook page in Australia . (Wunderman Company, 2015)

2.2.2. Hunter Shoots a bear by Tipp-ex Company

Tipp-ex Company produces a correction fluid and was founded by Batte Nesmith Graham in 1951. In 1997 the "Societe Bic" (The well known Bic company) acquired Tipp-ex .

Tipp-Ex has produced a creative campaign called ''Hunter Shoots a Bear '' to promote a product, the online whiteout pocket mouse. The campaign got a huge success and created a lot of traffic on social media of which we will talk in details.

In august 2010, Tipp-ex wanted to promote its online white out pocket product. The campaign objective were to build a consumer relationship with the product through a unique digital experience .

They came up with interactive videos with unlimited possibilities "made by Tippexperience" . The story started with a bear and a hunter and they kept asking the viewer to hunt the bear or not but both options always led to the same outcome. People could write and rewrite what they wanted the hunter to do with the bear as many times as they wanted directly in the title of the video and get the video response, the outcome remained identical. It is as if you can eternally wipe out errors, mistakes, what you wrote, anything, as with the product of Tippex. The possibilities of such a "game" are infinite (BicWorld, 2010).

Specific channels they used were YouTube to engage viewers through a unique digital experience because their campaign was based on videos . Engaging meant also reposting on Facebook, talking on Twitter about it and so on.

The results of the campaign announced by their offical video are as follows:
- More than 46 million views on YouTube.
- More than 1 million shares on Facebook .
- More than 220,000 tweets .
- 60,000 online articles .
- Became one of the top 10 brand channels on YouTube .
- 3.2 million Euros earned in media coverage.
- Increase of 30% sales in Europe .
- The campaign hit 217 countries around the world .
- Average brand exposure was 5 minutes . (Tipp-ex, 2010) (BicWorld, 2010)

2.2.3. Create Now campaign by Adobe

Adobe is the global leader in digital marketing and media solutions. The company was founded in 1982 by John Warnock and Charles Geschke .

Adobe® Creative Cloud™ & CS6 online launch show – in a few hours

In April 2010 Adobe launched a campaign called '' Create Now'' as a part of a larger campaign launching the creative Cloud Suite 6 (CS6) as a product. Adobe held a scavenger hunt around San Francisco. Participants had to pick up puzzle-pieces from under the balloons that the company had located around the city and take them to the Adobe Head quarter location. Tips and product information were shared on Foursquare , Twitter and Instagram and the winner got 10,000$ and life time membership to the creative cloud by Adobe .

Campaign objectives were to promote the launch of Creative Cloud suite 6 (CS6).   Channels used were thus Facebook (30 days of giveaway promotion) and Foursquare , Twitter and Instagram to help participants in playing the game and to get extra traffic on social networks about their new product (creating awareness). Local media such as television and radio of course joined in, not only to promote the game, but also to distribute the tips needed to get to the balloons and to cover the final prize distribution. These last media were not the original plan of the campaign but couldn't be kept away once the game was on as they wanted to cover the event.

The results of the campaign were staggering:
- More than 14,000 new fans on the Facebook page .
- More than 32 million impressions on Facebook .
- More than 3,800 people were incited to participate in the game and more than 30 million impressions on Creative Now Hashtag were received .
- More than 3 million visits to adobe.com by social media during the game. (Adobe, 2015) (Moth, 2013)
- Enlarged media coverage through radio and television.

2.2.4. The beauty inside by Intel and Toshiba

Toshiba is a high technology company that offers a lot of products around the world such as power systems, electronic devices and components . Toshiba was founded in 1875 by Ichisuke Fujioka . Intel in turn is the largest semiconductor producing company in the world. They are innovative in microprocessors and were founded in 1968 by Robert Noyce and Cordon Moore.

In 2012 (Intel and Toshiba, 2013) Toshiba and Intel launched a joint campaign called '' The Beauty Inside '' . It was a YouTube video series of 6 episodes to tell people that they should look at the inner beauty in people and products. The story centered on a man who wakes up as a different person as seen from the outside in the morning and tries to engage the fans of the story by sending their feelings and videos via webcam. The series also put some of the fans inside the series for instance those who send a message that people should also look at the inner of a person and thus at the inner specifications of a Toshiba laptop. It is not just about the design or the shape, it is about inner beauty and performance.

<u>Campaign objectives</u> were to refresh the ''Intel Inside'' idea for the world for Intel processors and to promote the new ultrabook for Toshiba . The <u>channel used</u> it was Youtube because it is the most suitable channel for video series on social media .

<u>The results</u> of the campaign were:

- More than 70 million views on YouTube .
- More than 26 million interaction via social media .
- 97% approval on YouTube.
- 300% increase in sales during the campaign .
- Almost 66% increase in brand perception for Intel on Facebook during the campaign .
- Almost 40% increase in brand perception for Toshiba on Facebook during the campaign . (Toshiba, 2015) (Intel, 2015) (Intel and Toshiba, 2013)

2.2.5. Do Us A Flavor By Frito-Lay

Frito-Lay is a snacks producing company founded by Herman Lay at 1961. it has a lot of brands and types of snacks such as ''Cheetos , Lay's and Doritos'' and its one of the Pepsico Family companies. (FritoLay, 2015).

<u>In 2012</u> Frito-Lay created a nice campaign called '' Do Us A Flavor '. They wanted to engage their customers to choose what would be the next potato chips flavor. The winner would be chosen on Facebook for his/her creation. The aim was of course that people could be recognized as good cooks and having nice ideas by all the sharing and by the voting on Facebook . They put a very high price to convince everybody to join the prize is '' 1 Million dollars" or 1% of the 2013 net sales for the winning product ''. People created their own ideas, selecting ingredients and a well-known Chef , Chef Simon gave them recommendations. (Digital Strategy Consulting, 2014).

Campaign objectives were to increase customer engagement with their brands by co-creation of a product. The channel used was Facebook to help people in sharing and getting recognized. The company used image content at most because it served the campaign objectives best . (fritolay, 2015).

The results of the campaign were:

- Over 3.8 million people across 14 countries submitted their ideas through Facebook .
- Almost 955 million organic Facebook impressions were created.
- 1.2 million new fans on the Facebook page of the company .
- Almost 12% increase in sales . (Frito-Lays, 2013)

2.2.6. YouDrive By Mercedes-Benz Company
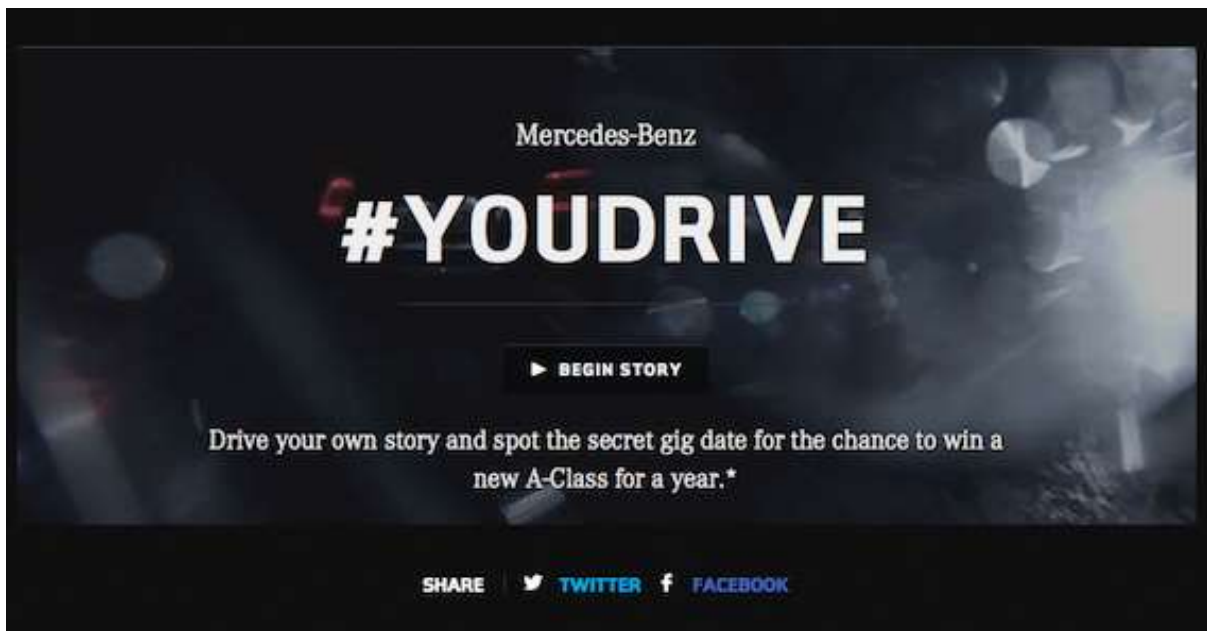
Mercedes-Benz is a well-known German automobile manufacturer. Its products are known to be luxury cars, the smaller as well as the larger models. It also produces busses and trucks. The company was founded officially in 1962 by Daimler-Benz (Mercedes-Benz, 2015).

In 2012 Mercedes-Benz created one of the best campaigns in that year called '' YouDrive''. This campaign combined TV with Twitter in a very creative way to let the viewers of the commercial communicate with one another and with Mercedez-Benz and to get more of their attention while they were watching TV .

The company created a TV commercial as a story driven by viewers using Twitter to steer the action. The story was told over three different follow-up commercials. Viewers used Hashtags to drive the action. Finally one single show arose, that was aired over the TV channels. The involvement of the viewers went through twitter. The most tweeted follow-up became the follow-up of the story during the next commercial break, thus creating the story., that was thus steered by the viewers.

The main campaign objective was to launch the new A-Class car to a younger audience. The second objective was to push young active social people to communicate with the campaign managers through the tweets. Channels used were TV to air the commercials and Twitter to let the people decide what they wanted to happen in a tweet by using the hashtags. Facebook reinforced the power of the hashtags. The content used most were videos because it served the campaign perfectly.

Finally because it was all about videos the different story parts also appeared to be very much visited on <u>YouTube</u>.

Certainly the enormous interest in the video story that evolved created traffic on the website of the company and demands for information with the dealers so that the campaign according to the company created active leads and referrals for the new A-class cars.

<u>The results</u> of the campaign were:

- YouDrive Hashtag appeared 103 million times on twitter .
- YouDrive Hashtag appeared 30 million times on Facebook .
- 740,000 Website visits .
- 95% completion rate on trailer views .
- 237,000 video views on YouTube .
- Brochure requests up to 140% .
- 77,000 New leads .
- Age of Mercedes-Benz enquirer 10 years younger than previous average .
- After the launch , the A-Class Car represents 6.2% of the UK hatchback market for instance, a doubling compared to before (Mercedes-Benz UK, 2015) (Digital training academy, 2014) (Maxus global, 2015).

2.2.7. We Run Paris by Nike company

Nike is an American multinational company that is working on the design and selling of sports products around the word. It was founded in 1964 by Phil Knight and Bill Bowerman. Nike invented the 10K run city attack more than a decade ago and while running sportswear is the core of Nike's business they wanted to invent something special to be even more special among several competitors, such as Adidas and Puma (Nike , 2015).

In 2011 they designed a running campaign on Paris called '' We Run Paris''. They linked contestants radio frequency identification timing chips to the runners Facebook accounts in order to share how they feel during the run, what the starting time and ending time was and what the split times were. All of these happened automatically through an update of their status without writing or even touching their mobiles.

The objectives of the campaign were to attract the young generation of runners and to be the most visible race in Paris and to be special among the other races happing in Paris every-year. Channels used Facebook though the contestants radio frequency identification timing chips. The contents they used most was text messages because it was just updating the status of the runners while they were in the race.

The results of the campaign were:

- More than 100,000 Fans on Facebook .
- Almost 34% increase in runners under 25 years of age .
- 72% new runners , who had never before run a 10k race .
- 5000 entries sold out in record time (Razorfish, 2015).

Chapter 3   Research Design and Methodology

In this chapter we will indicate which methodology we will use in our research in order to collect the required information. We will mention the objectives of the research, the research approach, the unit of analysis and the difficulties encountered, as well as the interview guide that will lead us through the interviews with experts in companies on social media marketing in Jordan.

3.1. Objectives of the research

This research will attempt to examine how social media marketing is used in Jordan. Since … is a very recent phenomenon and not many companies actively use it. Moreover starting a survey to the customers of those companies in Jordan from Belgium would have been very difficult as we could only have started this with help of one of those companies and they preferred the customer data to remain secret. Thus the research questions mentioned in chapter 1 were therefore somewhat too large. Our focus will be on the perspective of the companies and not on the customers,

The first main objective of this research is consequently to check if and how social media marketing is effectively implemented in Jordan and in how far in several companies the right circumstances are created to start this new type of communication. This research also wants to look into the problems which have an impact on a companies' decision to implement social media marketing. This is the second objective of this research.

3.2. Research Methodology and Approach

There are several types of research (qualitative and quantitative, objective and subjective, deductive and inductive). Each of these research methods needs a different set of tools and techniques for the purpose of data collection.

Our research was qualitative in nature. It will explore issues and answer questions by analyzing and making sense of unstructured data. It will focus as on "discovery, insight and understanding".

Moreover our research will be inductive in nature. An inductive approach usually moves from very specific information or idea to its wide or general application in contrast to a deductive approach

that starts with the big picture and narrows down with a very specific topic or information. Since this research focuses on implementing new technologies and newly designed communication devices to the public, this research falls within the inductive Approach.

There are two types of data we collected and used in this research. Primary data were gathered using structured interviews with selected companies in Jordan while secondary data were collected from journals, books and other official publications, as well as from websites and official information sources. They were used in the presentation of the types of social media used in marketing in Chapter … and serve as a point of reference and comparison with practice in Jordan. The reason for this choice is very simple. As we want to investigate how social media marketing is used in Jordan, it is quite logical that we needed to look for answers to this type of research question by asking the companies themselves how they manage it.

By using these two approaches we hope to enhance the research intensity, validity and reliability, although it is difficult to attain this goal in a personal qualitative interview, where some subjectivity in the interpretation of the gathered data will always be present.

3.3. Data collection

The most important data (directly related to the subject of our research) were collected using interviews that were designed to understand the uses of social media in Jordan and how social media effect business in Jordan. Thus our unit of analysis was a company. The interviews were conducted with selected people in a high position because they were considered to be knowledgeable. However, they also had to be directly related to the research area and have qualified and accurate information about it.

We only conducted interviews in two stages. We first contacted with Miss Saja Esmail, the digital marketing consultant of My Social Company in Jordan/Amman, a digital marketing consulting company. She gave us more general information and directed us to a number of contacts in different companies, indicated in the sample section of the chapter, which we interviewed separately. We chose for this approach as in a more collective environment, which the Jordanian society is, willingness to answer to interviews is much larger if you possess an "entrance ticket" via a well known friend.

As the author of the dissertation resided in Belgium during the research process, it was impossible to really triangulate the results by comparing the answers of different people involved in the contacted companies and with documents present in the company. This would only have been only possible if the author would have traveled back home, which would have been an expensive option and not helpful for the following of the courses and making exams in Belgium.

All the interviews were skyped and recorded and later analyzed.

3.4. Study Population and Research Sample

3.4.1. Study population

In this chapter we will review We first made an interview with one social media company ''My Social Company ''in Jordan. The digital marketing expert, Miss Saja Esmail then guided us to four companies who were willing to share information with us about some of the e-marketing campaigns done by them. We insert information on "My Social Company" as well as on the interviewed companies in the next section. Moreover we will review one of the well-known campaigns, which won several prizes in Middle East, namely the KAFA Case in Lebanon.

3.4.2. The Research Sample

This section contains information on the companies that cooperated in our research and one company of the famous campaign .

3.4.2.1. KAFA (Enough) Company, Lebanon

KAFA means Enough in Arabic. KAFA is a nonprofit organization fighting against the violence and exploitation in Lebanese society seeking, more particularly trying to influence society in giving women equal rights and in creating a society that would not tolerate any violence against women or exploitation of them. The KAFA Lebanon organization was established in 2005 (KAFA, 2015). The campaign is a famous one, which won several prizes in the Middle east for its contents, aims and strategies.

3.4.2.2. My Social Company

"My Social Company" was established in 2015 by the very talented Miss. Saja Esmail. The company aims to serve both companies and individuals with high quality multimedia solutions, which includes web services (design and development), digital marketing solutions (where they take care of the online presence of their customers and provide marketing solutions), PR services, multimedia services, reputation and brand management solutions and SEO. In short, this is about anything you might need to take your business to a better online brand level and to deliver your message via e-media in a creative way.

The company guarantees customer satisfaction by providing Grade-A technologies and pays attention to the finest details in every single project they handle. In doing so they enable companies to reduce their costs on resource management. Their expert employees are specialized in updated technology that ensures better quality for their clients. Finally they also provide a level of continuity to the customers by reducing the operational risks in creating a better image on the market. The company is very flexible in bringing in new talents or extra personnel according to the customer's demands.

"My Social Company" guided us to more than one customer to explain the objectives, different stages and results of some of the e-marketing campaigns created together with "My Social Company". Miss.Saja Esmail, the founder of the company first send the guideline of our interviews to the managers in the selected customer companies and reviewed the results together with us.

3.4.2.3. ZIY Online Shop , Jordan

ZIY is a Jordanian based shop selling exclusive fashion collections for fashionist and trendsetting women. ZIY Shop was founded in 2014 and was actually an expansion of the previous **Farah Shop**, a fashion shop named after the founder Farah. The reason was that on several business trips Farah had observed that the products sold in Farah shop were only of mediocre quality compared to what she had seen in the US Europe and Turkey. Finally, because she observed that she herself and many of her customers and friends were doing a lot of their shopping online . Thus ZIY became an online store. ZIY Shop started working with My Social Company in august 2015.

3.4.2.4. Dental and Dermatology Center X, Saudi Arabia

Center X asked us for privacy reasons not to mention their name explicitly. They are situate din Saoudi Arabia. The dental and dermatology center was commissioned in april 2013, after being licensed by the Ministry of Health (MOH) and accredited by CCHI as a health care provider offering dental and dermatology services. It is a high class clinic with a professional staff and doctors located in KSA. They started working with My Social Company in may 2015.

3.4.2.5. Farah Online and offline shop , Jordan

Farah online shop is a family owned business founded on 2007. They started their business on the basis of referrals of some customers and by contacting people personally. Farah shop provides elegant and high quality bridal and evening dresses. All items are made in the UK or the USA and are situated in the high quality and high price range. Nowadays Farah shop is one of the well-known shops in Jordan in this business. Farah shop started working with My Social Company in Feb 2014 with the aim of enhancing their online shop experience and to increase sales through their website .

3.4.2.6. Funjan Café and restaurant , Jordan

Funjan Café and restaurant is a new café founded at 2014 in Amman, Jordan on Mecca street. It is a cozy and elegant restaurant offering hot and cold soft drinks , shesha (narghilah smoking) and some simple dishes . Nowadays Funjan Café and restaurant is well known café in Jordan although they worked with ''My social company '' for six months only.

3.5. The interview

In this section we indicate the major questions that guided us through the three interviews. That is why we call this an interview guide. Our source of inspiration are the research questions indicated in chapter 1.

1. Can you give me introduction about the company ?

2. When did you start with social media marketing for this company ?

3. Which campaigns did you put on track?

4. Which are the campaign objectives?

5. Which strategy or strategies was or were followed ?

6. Which content did you use most ? (e.g. Images , text , videos …….)

7. How did this content serve your campaign strategy ?

8. Which social media channel/s did you use ?

9. Why did you use them?

10. What are the major results of the campaign ?

11. Are you satisfied from the results ?

    a. if yes, why ?

    b.   if no, what was the problems , and are you anyway satisfied ?

There is a clear link with the research questions put forward in the first chapter. We indicate this as briefly as possible and to indicate why we asked them.

- Q 1 + Q 2 : These questions were asked to gather general information about the company, to give us insight into what type of business they are in and to get more data on their acquaintance with social media marketing, which also helps in getting to know how experienced they are and which results they expect and obtain.

- Q 3 + Q 4 + Q 5 : These questions are asked to obtain information about specific e-marketing campaigns done by and for the company , including the campaign objectives, the strategy followed to execute this campaign and obtain the results required. These questions will help us in measuring the results of the campaigns and in answering research question number 2 ("How do companies create brand awareness using social media?")

- Q 6 + Q 7: These questions will give us information about the contents used in the campaign and on how this content serves the campaign strategy. They are related to research question number 5 ("Which type of media should best be used in such a social media campaign (ex: images , videos , sounds , text, blogs, cases, imaging via Instagram, messages or videos via Facebook...."?)

- Q 8 + Q 9: These questions will give us information about the social media tools used in the described campaigns and why these tool were chosen and not other ones. These questions will answer question number 4 among the research questions ("Which type of social media

are used and for which specific purpose during the process of building brands and customer relationships" ?)

- Q 10 : This question will inform us about the results obtained through these campaigns and compare them with the strategy and the objective of the campaign. This will help us to make a comparison of what we have from secondary cases and will also help us to address the first question of the research questions ("What is the role of social media marketing in a successful marketing campaign" ?)

- Q 11 : Finally, this question has as objective to know whether the companies are satisfied with the social media marketing campaign and consider it as effective. It will help in answering question number 3 of our research questions ("When and where is the use traditional marketing less efficient than the use of electronic marketing tools"?)

Chapter 4   Results and Findings

In this chapter we will first indicate the e-marketing campaigns the sample companies have been conducting. We will indicate the objectives of the campaign, the strategy that was followed, the major digital channel used, the contents portrayed and the results. In a second section we will compare the results and see whether they match with the campaigns taken as example in the literature section. We will also try to indicate whether some results can be drawn from this comparison with regards to which digital media are best used in which situation.

4.1. Results of the different campaigns

4.1.1. No Law No Vote Campaign By KAFA(Enough) Company

KAFA is as previously indicated a nonprofit organization fighting against the violence and exploitation in Lebanese society seeking, more particularly trying to influence society in giving women equal rights and in creating a society that would not tolerate any violence against women or exploitation of them. The KAFA Lebanon organization was established in 2005 (KAFA, 2015).

In 2014, the Lebanese parliament was meeting to pass several laws on some of the issues the organization was fighting for. Not all parliamentarians were in favor of these new laws. Three days before the meeting of the parliament KAFA decided to do something to affect the decision making process in parliament in favor of the '' Domestic violence law ''. They came up with idea that people would only vote for a parliamentarian if they were supporting the proposed laws. "People will only vote for you if you vote for our law". They used Hashtag ''NoLawNoVote'' asking ordinary people, thus voters, to soak their thumbs in red ink and post it online using the Hashtag on both Twitter and Facebook to make pressure on parliament . Moreover KAFA wanted to make people in the Lebanese society more aware of the problem of Domestic Violence and the unacceptability of it.

Campaign objectives to let the parliament vote against Domestic Violence and to approve the new laws and create awareness for the problem itself. They used Facebook and Twitter to create traffic. The content was simple: they used just images because the idea of the campaign was based on images. But local television and radio joined in when covering the parliamentary debate.

Because the campaign actively referred to the website of the organization, its case stories and statistical information on the problem of domestic violence in Lebanon (and in the world) were also very instrumental in actively engaging people and creating more thumbsharing on Facebook and Twitter. So much more channels were actually involved than originally planned, creating a better coverage and more interest in the activities of the organization.

The results of the campaign were:

- More than 20,000 thumbs Shared .
- Almost 700% increase in conversation about the topic .
- Almost 350% increase in comments on their Facebook page and on the website.
- 1.7 million USD in earned media coverage on radio and television.
- The law was passed : domestic violence now leads to a jail sentence (KAFA, 2015).

KAFA thinks that active support for the activities of the organization will also substantially increase over a longer period but doesn't have data on that issue.

4.1.3. ZYI Online Shop

The campaign objective of the ZYI Online Shop were "to get known and trusted" and finally "to acquire customers". The reason is that ZYI Shop was a new venture indeed. The trust issue was a specially important one as in the Jordanian market an online shop inspires less trust to customers when they don't have a cash on delivery system of payment which for the high class fashion goods was less feasible and thus not present.

In order to achieve this goal, ZYI Online shop used specific contents. These were mostly images because of its fashion products, but also showed people what they were talking about and what other customers experienced when being a customer of the store. The images worked very well, as was told to us since they are the best way to raise brand awareness and show the items sold. The pictures and stories of customers also inspired trust that ZYI was using the best way to deliver the items.

The shop of course has a website offering the assortment to customers, but the use of it was enhanced by social media marketing. Several strategies were used to build knowledge and trust among prospective customers and to get better known indeed. They were:

- Once a day , that is with very large regularity and high frequency posts were put on social media platforms to make the brand active and to create initial existence on social media platforms.
- The content was catchy and interesting to stimulate attention of the audience while browsing and to let them spread the message. Word-of-mouth was actively stimulated to influence more people than the initial viewers.
- People were stimulated to post their own pictures with the fashion articles they had bought and telling their experience. This served as stimulus to incite friends to do likewise and created referrals.
- There was active cooperation with those who were influencing other people by reposting their photo's and engaging them in the campaign on the digital platforms used.
- The platforms used for this campaign were mainly Facebook, Instagram and Whatsapp.

a. Not only Facebook ads were used to the targeted audience. Facebook was also used because it is the most frequently used social medium in Jordan and because it boosts the referral program easily. Moreover by using it actively in the way described, the ads on Facebook create extra value as well.

b. Instagram was mainly used because of the medium they wanted to use most, being pictures. Instagram was very instrumental to ZYI shop in delivering images and posting ever new pictures indeed.

c. Whatsapp served as a tool to increase knowledge about the answers to frequently asked questions (a section also present on the website).

- Special services and actions were announced on the social media platforms, such as:
  a. Free return options to inspire more trust to people that if they didn't like the product they could send it back with zero charge .

  b. Sale on selected items every now and then, to attract price driver customers.

  c. Free shipping on selected days , to encourage the people to buy.

  d. Recommending items via posting a "weekly trend".

- Shopping was made easier by linking each item to the website of the company. This was done through adding a "Shop now" button to the Facebook page. Customers could thus shop directly from Facebook.

- In line with this, a Whatsapp number for more help or answers to questions was also created.

- On the other social platforms, customer were aided in solving problems by creating how-to-content, offering exclusives that would make their lives easier and listening/responding to them.

- Lately the company also created a fashion blog on their website for more tips and fun and to engage people even more with them.

The results of this multichannel digital marketing campaign are measurable and large. We indicate them for the end of October 2015, that is after only three to four months.

- Almost 709% growth of the likes on the Facebook page (from 7000 to 49,681)

- Almost 900% growth of the followers on the Instagram page (from 200 to 1802)

- Almost 3000% growth on sales through this campaign (from 100$ per month to 3000$ per month)

- People in Jordan now know ZIY brand and they trust their products.

- Content analysis indicates that FYI is considered to have customers with a very classy presence online who share their thoughts and believe in fashion. They seem to be people who care about fashion a lot.

When asked whether she as a company founder and owner is satisfied, Miss Farah said :   '' Yes, I'm totally satisfied, because we managed to transfer a very new unknown brand to a popular one in Jordan. We also raised the sales with a very high percentage and made our client happy and 100% satisfied.'' Miss Sasja Esmail completely agreed with this.

4.1.2. Dental and Dermatology Center X

Center X had a very clear <u>objective</u> when launching together with "My Social Company" its e-marketing campaign. It wanted to   " Get trusted by clients and get clients for the Center" as a first and primordial objective. A secondary objective was to ''focus on branding and having a very classy online presence ''.

The company used mostly images and video's for <u>the contents</u> of their social media campaign. These showed the center, talked about medical facts and gave tips for dental health to engage customers to interact with the pages used and posted by the Center. If text had to be used, images supported them, whereas for the video's they mostly showed Doctor's working at the Center talking about their job, dental and skin health and the role of the Center in it. The Doctors had to portray the high class online presence of the Center. The major reason why images and video's were used is engagement of customers as "Studies show that images create more engagement than text and video's more than images". So both the video's and the images served the purpose of the campaign very well indeed.

The contents were spread via a clear strategy. It contained the following elements:
- The campaign used mainly <u>Instagram</u> and to a lesser degree <u>Twitter</u> as social media platforms.
  a. The platform mainly used for the campaign was Instagram. The reason is double. Due to geographical issues, Instagram is not only the most widespread social medium in KSA, it also has the largest audience. Moreover it can both serve photo's and video's what was needed to execute the strategy of the campaign.

b. Twitter was used as a secondary medium only because of the because of most of businesses is accounted for in KSA and in this country a Twitter account is more common than other social media. It was a logical business choice.

- Twice a day content was posted, which is a <u>very high frequency</u>.

- Mostly however these were <u>Instagram ads.</u>

- The contents had to be exclusive and catchy and moreover interesting and fact based. Thus <u>tips</u> about skin and dental health care and <u>medical facts</u> about treatments were the most useful messages posted.

- The <u>role of the Doctors</u> of the Center was central in the messages, not only in the video's showing them to explain a number of things, but also in a specific weekly post on Instagram entitles: "Ask the Doctors", where people could ask the Doctors for advice or confront them with some problems they experienced and get instant answers from specialists. It is part of the "Listen to the audience" policy used in the social media campaign.

- Collaboration with some influencers to post the Center's photos and videos was if possible stimulated.

- <u>Special contents</u> was also regularly used on the social media networks used, like for instance:
    a. Sale or discounts on selected services every now and then.
    b. Running contests: Where the winner could win a full package of their services.
    c. Covering events and important meetings in and outside the Center with their participation on these social media.

Again <u>the results</u> of this campaign prove to be impressive:
- Almost 53% growth in sales at dental department
- Almost 80% growth in sales at dermatological department
- Almost 800% growth in Instagram account followers
- Almost 220% growth in Twitter account followers
- The Center proclaims to have now a very sophisticated presence on all social media platforms after five month of campaigning, but this is more difficult to prove.

It is also less clear whether the campaign has intensified customer delight as this might also be the result of excellent services at the center itself, but the company is convinced the campaign has contributed to it.

4.1.4. Farah Online Shop

Farah shop is a family owned business that started working with ''The social company '' in February 2014 and sell high quality bridal gowns and evening dresses. The campaign <u>objective</u> of Farah Online Shop was ''To develop a good relationship with their customers and build more brand awareness''.

In order to achieve this goal, Farah Online shop used <u>specific contents</u>. These were mostly images because they are offering elegant and high quality dresses for weddings and other events and customers are only willing to consider buying anything when the can see what they buy. The online contents also must attract customers to come to the offline store to see more and different pieces. Customers want to check the items and try them on to trust that it is really what they like before buying. The images worked very well since they are the best way to create an elegant and high quality online presence and develop good relationship with the customers. Also images are helpful in increasing brand awareness with online customers.

The shop of course has a <u>website </u>offering the assortment to customers and because not everybody knows the website the company choose social media to stimulate website visits and raise brand awareness. To achieve the objectives of the campaign they put number of <u>strategies </u>in place.
They were :

- When Farah Shop started they first were selling to friends and personal connections. <u>Posting once a day on a social media</u> created a platform to make the brand more active and let the customers interact with the Shop as well as to attract new customers.
- Catchy and interesting content had to stimulate attention of the audience while inciting them to browse and letting them speak about the brand.
- <u>Collaboration with social media influencers</u> was actively stimulated to achieve reposting of Farah dresses and assortment on their account. Thus they tried to stimulate referrals to the webpage of the company by <u>offering something special of news value</u>. This had to increase traffic on the webpage and attract new customers.
- Offering sales at end of every season such as November sale period was also promoted on the social media platform. It had to motivate their customers to buy and attract those who are price seekers and thus obtain more sales .
- The platforms used for this campaign were mainly <u>Facebook and Instagram.</u>
  - a. Facebook was used because it is the most used social media tool in Jordan and because <u>Facebook ads</u> boost the potential to target our customers. Moreover

Facebook easily engages people actively and thus creates more referrals to the webpage .

b. <u>Instagram</u> was mainly used because of the images they used. By the time it became famous in Jordan furthermore they were taking advantage from the excellent Instagram of customers who were happy as well . Thus Instagram served as a kind of "happy case story" page.

- <u>Special services and actions</u> were announced on the social media platform, such as:
  a. Free return options to inspire more trust to people promising them that if they didn't like any product they could send it back with zero charge.
  b. Sale on every end of season such as in November.
  c. Recommending items via posting a "weekly trends".
- Shopping was made easier by linking each item to the <u>website </u>of the company. This was done through adding a "Shop now" button to the Facebook page. Customers could thus shop directly via Facebook.

<u>The results</u> of this multichannel digital marketing campaign are measurable and large. We indicate them for the end of January 2015, which is only eleven months after the start of the campaign:

- Almost 396% growth of the number of fans on the Facebook page (from 50,000 to 198,000)
- Almost 960% growth of the number of followers on the Instagram page (from 250 to 2400)
- Almost 37% growth in online sales.
- Farah shop now is one of the well-known shops for wedding dresses and people trust the quality of their offer.
- They have a very elegant and high quality online presence.

When asked, both the campaign director Miss Saja Ismail as well as the account manager of Farah Shop say they are extremely satisfied about the results they got from managing the Farah Social media campaign, mainly because the feeling exists that all the objectives were clearly reached: "Yes, I am totally satisfied because I achieved my goals and made the client happy and satisfied".

4.1.5. Funjan Café and Restaurant

Funjan Café and Restaurant it is a new café founded at 2014 in Amman on Mecca street. It is cozy and elegant restaurant that started working with '' the social company ''in January 2015 for a period of six months only. The campaign <u>objectives</u> of Funjan Café and Restaurant were ''get trusted and get customers ''.

In order to achieve this goal, Funjan Café and Restaurant shop used <u>specific contents</u>. These were mostly images a and videos to get traffic and attention of the audience. The videos and images were suitable contents to gain people's interaction and attention and to show them that the place is an new place to be with a most elegant and cozy design.

They had nothing to offer online. They just wanted to convince people to visit their café and gain customers who will develop later a loyal attitude. Thus the company chose social media to convince customers to visit them, increase the customers base and get loyal customers. To achieve these objectives the campaign put number of <u>strategies </u>in place.
They were :
- Regularly (once a day) they posted an ad on social media platforms to make their page active and get as much attention as they could.
- They used <u>Facebook ads</u> and boosts to target their selective audience and focus on their market segment.
- Catchy and interesting content had to stimulate the attention of the audience while inciting them to browse and letting them speak about the brand.
- They supported this by arranging <u>tweet ups</u> in the café and by inviting some Jordanian celebrities to create more word of mouth and stimulate the attention of people .
- Special offers on a chosen day every week were made (Sunday Fun-day): 10% off on the bills every Sunday for women to stimulate women to visit the café on Sundays, which is a weekday in Jordan. Normally the café would then probably be empty.
- They also shared health tips on their media and highlighted some information about specific dishes, like its origins and its special ingredients .
- Contests were organized to stimulate traffic on the page such as : guess the dish and win 20% discount on your bill .
- They created e-points cards and stimulated customers to collect points to get a discount in their café .

- Engaging their customers with the place was done by special events such as a light night (they hired a photographer to take a pictures of the customers and share them on Facebook on specific nights).

- The platform used for this campaign was mainly <u>Facebook :</u>
    a. Facebook was used because it is the most frequently used social media tool in Jordan
    b. The Facebook ads and boosts helped them in targeting specific market segments of the audience.
    c. Facebook easily engages people to be active with the page and helps in creating word of mouth and can be used to highlight specific events organized at the Café and Restaurant or organize specific games and contests.
    d. Also more rational information such as health tips can be easily distributed and thus each the target audience.

- <u>Special events</u> were announced on the social media platform, such as:
    a. Sunday Fun-day : its event every Sunday they giving 10% discount for the women .
    b. Light night : they get photographers to take photos for the customers and the place on special nights and share it on Facebook .
    c. Contests to convince people to interact with the page such as : guess the dish and win 20% discount .

<u>The results</u> of this Facebook digital marketing campaign are measurable and large. We indicate them for the end of June 2015, which is only six months after the start of the campaign:

- Sunday became the peak day instead of Thursday .
- Almost 315% growth of the number of fans on Facebook page (from 6,000 to 19,000). Spreading awareness was thus certainly realized
- Helped in building credibility and familiarity of the brand .
- Generated positive word of mouth .

When asked, campaign director Miss Saja Ismail if she was satisfied about the results she said that she certainly was: "because I was able to transform a new restaurant into a popular one in Jordan". She reached her goal also added that the owner of the café was so satisfied and happy from the results he got just in 6 months that he is still considering follow-up actions.

4.2. Comparison of the social media campaigns with scholars' ideas on the effects of social media campaigns

A lot of scholars announced in articles that social media can affect business in a general way and also affects in achieving specific objectives. In this section we will take some of their ideas and compare them with our campaigns.

People and organizations can make their messages heard and have a positive impact or even change political situations by using social media, as happened in the KAFA Lebanon case. KAFA used social media to change a political situation and put pressure on the Lebanese parliament to change their mind and vote for the proposed ''Domestic violence law'' . This campaign proved that social media can change a political situation and make people's messages more positive and more readily heard. Furthermore more people in Lebanon now see social media as a way of making their messages more than ever heard and believe they can make a difference and have a positive impact on humanitarian causes, environmental problems, economic issues or political debates (Beirut, 2009)**.**

Apart from that in commercial cases all aspects of the process which leads customers from awareness to final sales in different ways can be affected: from awareness about launching ideas and products, via increased interest (traffic on media), preference (engaging customers) to final sales (offline and online).

Companies can achieve their goals through social media tools as we saw in all of our campaigns, although these goals might e quite different. If we compare for instance the Toshiba and Intel case that used social media to promote the new ultrabook product of Toshiba and refresh the Intel inside idea and Funjan Café and Restaurant case that used Facebook to help them in getting trusted on the Jordanian market and get more customers we can see the difference. Barwise (2010) supported this when he stated that social media are capable of enhancing brand positions and equity and representing the organizational goals such as launching new products and creating awareness when companies want to achieve them. (Barwise, 2010).

Social media tools can help in increasing traffic and in getting to be known as we can notice in both international case studies and Middle East case studies addressed, such as for example the Hunter shoots a beer campaign by Tipp-ex company that created a lot of traffic via Facebook and YouTube and got their product well-known through social media and the ZYI online shop case in which the company created a lot of traffic to their website through Facebook and Instagram and also got well-known on the Jordanian market. Stelzner (2012) supported this idea by stating that social media are

important for business marketing as they help in generating business exposure , increasing traffic , and providing marketplace insight (Stelzner, 2012) .

Social media tools can finally help organizations in engaging their customers with their products such as happened in the We run Paris campaign by Nike company . They actively engaged their customers through linked contents on   radio frequency identification timing chips to the runners Facebook accounts to share the information automatically while running without typing on their Facebook . Furthermore it is clearly noticed in the YouDrive campaign by Mercedes-Benz that they engaged their audience with the TV ads while asking them what they wanted the driver of the car to do in the next commercial and the audience interact with them through voting on Twitter. In the Middle East cases we can also notice that in Funjan Café and restaurant case they engaged customers by announcing to have contests in order to convince them to interact with the page on Facebook . Kaplan and Haenlein (2010) said already that organizations and individuals can engage with customers via social media (Kaplan, 2010) and these ideas are thus confirmed by our cases.

Most international and Middle East campaigns also prove that social media campaigns can have a direct effect on sales. The Do Us A Flavor campaign By Frito-Lay increased the sales almost 12%, the Hunter shoots a beer campaign by Tipp-ex company the campaign raised sales by 30% in Europe and The beauty inside by Toshiba and Intel sales increased 300% during the campaign. In the middle East cases we saw that ZYI online shop got an almost 3000% increase in sales through this campaign and that the Dental and Dermatology Center X achieved 53% growth in sales at their dental department and almost 80% growth in sales at their dermatological department. Ainscough (1996) predicted that social media would bring several benefits, amongst others sales opportunities and market research and customer support possibilities (Ainscough, 1996). This idea is largely supported by most cases.

Social media can finally help to create a deeper link between your online shop or product and your customers. Farah Offline shop created a social media campaign to help them in selling online next to selling offline through making a linkage between their website and social media. Tiago (2014) stated that marketers can use social media to create a digital linkage with their customers through the digital space (Tiago, 2014) and proves to be right.

4.3. Comparison of the social media campaigns described in terms of media usage

In this section we will compare the campaigns described both on the international market in Chapter 2 as well as in the Middle East in the previous section of this chapter on the basis of a number of criteria. Two major criteria are used: the stage in the consumption process and the type of information spread through social media. With regard to the stage of the buying process we have used the major model described in marketing literature, namely awareness, interest, desire and conviction and purchase. We will always indicate this stage on the basis of the objectives the campaign wanted to reach. With regard to the information disseminated we have made a distinction between rational and emotional information.

Figure 1 compares the international campaigns, whereas Figure 2 compares the campaigns described in the Middle East Region.

Figure 1 Comparison of the international campaigns

Company	Stage in the consumption process based on campaign objectives	Type of information spread through social media	Social media used in the campaign
Coca Cola Australia	Raise awareness of the brand Increase sales	Emotional	Facebook YouTube Television Radio
Tipp Ex	Create awareness for a specific product	Emotional A bit rational (results of the product)	YouTube Facebook Twitter
Adobe	Create awareness for a new product	Emotional	Foursquare Twitter

			Instagram Radio Television
Intel and Toshiba	Create awareness and liking of the cooperation of both companies	Emotional Rational (importance of internal structure of a product)	YouTube video series
Frito-Lay	Create awareness, like and try new flavors of the products	Emotional Rational (advice)	YouTube Expert advice (Chef)
Mercedez-Benz	Create awareness and liking for a new product	Emotional	Facebook Twitter YouTube Links to websites and dealers
Nike	Create preference for brand	Emotional Rational (information on performance)	Facebook

All of the described international campaigns were mainly centered on creating awareness for either a product or a brand and some wanted to go one step ahead by creating preference (Nike) or increasing sales (Coca Cola). Most of the information used on social media was emotional in nature. None of the campaigns used only rational information, but some did use a combination of both types of information, like Tipp-Ex, Intel, Frito-Lay and Nike. The rational information itself was mostly of a secondary nature.

What is important is that when more advanced stages in the consumption process are addressed, the most commonly used media like Facebook, Twitter and YouTube are used in a different way (as a throughput to websites for instance for Facebook, but also using a series mode in case of YouTube).

The more rational appeals are used, the more other media are involved like expert advice (Frit-Lay) and links to websites containing rational information like data sheets on products (Mercedez-Benz).

The use of radio and television seems to be there, but in a matter that these media are never considered to be of first importance at all, but may be very helpful during the course of the campaign to be used indeed (Adobe) In these cases we think the social media campaign itself becomes a kind of event to be covered specifically by the nature of these media.

The observed relations may be due to the nature of the products we were looking at, being mostly consumer products with a high emotional value. Another sample could thus have given other results.

Figure 2 Comparison of the Middle East Campaigns

Company	Stage in the consumption process based on campaign objectives	Type of information spread through social media	Social media used in the campaign
KAFA, Lebanon	Influence vote in parliament Create awareness for a social problem	Emotional Rational	Facebook Twitter Radio Television Links to websites containing case studies and data sheets and statistics
ZYI Online shop, Jordan	Create awareness and get customers	Emotional	Facebook Instagram Whatsapp Links to the website

|			with special offers
			Customer blogs
Dental and Dermatology Center X, Saoudi Arabia	Create awareness and get customers	Emotional Rational (advice of doctors)	Instagram ads with data and statistics Twitter
Farah Online and Offline Shop, Jordan	Crate awareness and increase sales	Emotional	Facebook ads Instagram Links to website
Funjan Café and Restaurant , Jordan	Get trusted and increase sales	Emotional Rational (health tips and info on dishes and ingredients)	Facebook

Contrary to the international cases, there are two Middle East cases that do contain much more rational information (Dental and Dermatology Care Center X and KAFA). Since in those cases the importance of disseminating information to the public and supporters and to potential customers, links to websites are actively used in order to let people have access to important case studies and data about the cause being defended (KAFA) or the activities being promoted (Center X). In all other cases there is more similarity with the international cases, although in the ZYI Online shop case customer blogs or links to them are also actively used.

Thus in general the campaigns in the Middle East and Internationally accessed are thus pretty similar and yield similar results with regards to the media used. Yet the Middle East cases are somewhat more diversified as not only consumer products are involved in the sample (Dental and Dermatology Center and KAFA Lebanon). This larger diversity leads to observations of blogs and data sheets used for rational information more often, which was only partially visible in the international cases. The other strategies used and media addressed are mostly very comparable.

We have then tried to draw a model of social media used according to the two criteria we have used in our analysis. This analysis is shown in Figure 3. The Figure is subdivided according to our two major criteria: the stage of the buying process the customer is in (from the very early stages of simple

awareness about the product to the stages much closer to actual buying) and the type of information spread (from rational to emotional). They form the axes of the Figure. The horizontal axis talks about the stage of the purchase the customer is situated in. On the left hand side customers should get more information on the products to be bought and are still in the search and awareness stage of their consumption process, whereas on the right hand side they are moving slowly towards actual interest and purchases. The vertical axis is an axis indicating the type of information spread by the chosen social media. In the lower part of it, the information is rational, whereas in the upper part the information contains emotional elements.

Figure 3 Preliminary model of use of social media in marketing campaigns.
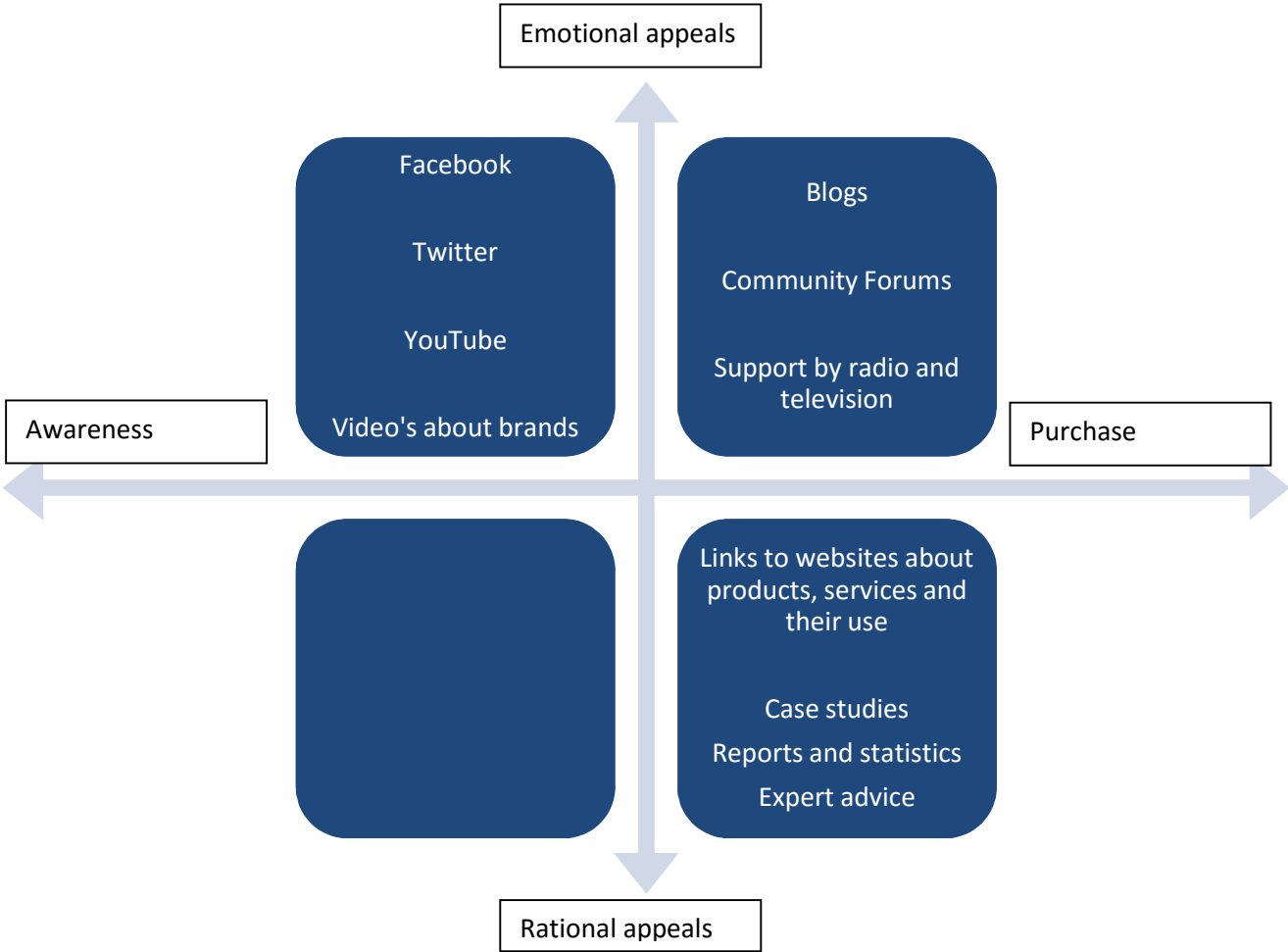
The observed patterns are quite logical. The closer the case is situated to the real purchase (or support) stage in the buyer process, the more information is needed by the customer and thus the

pallet of media used increases or is completed by expert advice, links to websites and case studies showing the positive results of an eventual purchase. But at the same time, the emotional aspect of the purchase is not forgotten so that radio and television support and blogs are come into play.

The more traditional social media such as Facebook, Twitter, Instagram and YouTube are all used mainly to increase awareness about the product, the brand or the cause on hand and use all kinds on contents like pictures, video and text messages to their advantage. This is also comprehensible since these media have a large coverage and are capable of actively involving customer to incite others to follow their example and also get closer to more knowledge about the product or brand.

We did not observe use of rational information in the awareness creation stage for companies and products in our two samples and presume they are less common. We think articles, press coverage about something new and so on will be more used in this quadrant, but cannot be sure about it.

Chapter 5 Conclusion, limitations and suggestions for further research

In this chapter we will review our major conclusions and implications for management. We will also indicate which limitations this study has. On the basis of these limitations we will indicate which directions further research on the matter can take.

5.1. Major conclusions

Social media campaigns can, as seen in our cases, influence all aspects of the purchasing process of customers from creating awareness about launching products to finally creating sales online both as well as offline, just as scholars have predicted in several articles.

We furthermore drew a model of social media used according to two criteria we used in our analysis: the stage of the buying process the customer is in (from the very early stages of simple awareness about the product to the stages much closer to actual buying) and the type of information spread (from rational to emotional). This analysis is shown in Figure 3 above. The horizontal axis talks about the stage of the purchase the customer is situated in. On the left hand side customers should get more information on the products to be bought and are still in the search and awareness stage of their consumption process, whereas on the right hand side they are moving slowly towards actual interest and purchases. The vertical axis is an axis indicating the type of information spread by the chosen social media. In the lower part of it, the information is rational, whereas in the upper part the information contains emotional elements.

The more awareness has to be created the more Facebook, Twitter and YouTube are used, the more sales are to be supported, the more blogs, forums and other media support is necessary. For rational appeals links to websites, case studies and expert advice should be used more as content.

5.2. Implications for management

The major implication for management in both companies and organizations not wanting to achieve commercial success is that social media are communication media to be used throughout the whole purchasing process of the customers. But they should be aware that specific media have specific impact are better in conveying specific contents as our model in Figure 3 explains.

Moreover they should also think about social media as a complex form of communication that needs constant attention and creativity as through the speed of dissipation of messages new ideas must constantly be tried out and proposed to be effective. This necessitates not only the use of several media at the same time, but also the support of different actions to engage customers as well. When previously scholars were talking about an "integrated communication approach" for the traditional media to be effective, this is even more the case for social media campaigns.

5.3. Limitations of this research

This study comprises only five case studies on social media marketing in the Middle East, which we could only compare with seven cases from international sources that contained enough data. The five case studies have all been based on skype and tape recorded interviews with the general manager of the case companies and with the CEO of the social media marketing consulting company that creatively developed them. I believe that a personal interview at the premises of the company would have generated better results because we could have reacted more directly than via skype on answers and data presented to us. This was due to travel costs and time restrictions not possible.

I assume furthermore that these general managers and the consultant interviewed are very knowledgeable about the topics they were questioned about. But I am certain that if we could have interviewed more than only these people regarding those company cases we would have been more certain about the stated facts. Interviews with a marketing manager or with the account manager of the consulting company as well as with some customers would have been particularly enlightening in that respect.

This signifies that not all the normal measures researchers use to make case based research more reliable could be undertaken. By not talking to more than two people person in each case company we did not get insight into the effects of these social media campaigns more deeply. We could moreover not compare the obtained data with documents and records in the company to verify the exactness of the answers either and to verify whether our interpretation of the results matches their feelings and ideas.

For these reasons we need to be very careful when interpreting these data and may certainly not generalize them . The number of cases is too small and the verification of the data too limited to do

so, although we have some confidence in the results.. At best we can thus pretend that this is a preliminary study into the topic of which social media platforms are used and for which reasons in the different stages of the customer's buying process. More, deeper and more pointed case research is needed to develop a better understanding of this process.

5.4. Implications for further research

Further research should take the limitations stated above in consideration. This signifies that the best way to go forward is:

- To use real life interviews in only a few companies to develop more specific hypotheses on the nature of social media strategies used in different situations and for a range of different types of products that is more diversified than ours.

- To execute a proper verification of the data obtained by looking into company documents and talking to several involved people, more particularly the marketing people and many customers.

- To go further on the conclusions of these cases to develop a more quantitative approach to verify the preliminary scheme we have developed in the last chapter.

This future research should also link the obtained results to the performance of the companies involved in the research, on general, marketing and financial levels. Our research did observe some key data but nothing more.

It would also be interesting to investigate whether the observed data are valid for different types of companies, such as large and small companies for instance and whether differences really exist. Both types of companies pose real obstacles to case based research though. In smaller companies, the nature of the data might be very limited and not always comparable as only a few or one person will be responsible for the social media campaigns. We therefore already used also the view and perspective of a consultant being involved to be more sure about our results. Multinational corporations on the other hand might have a multinational management team. In that case only studies that take also the interrelated influence of mother and daughter companies into account will be fruitful and a large number of people might have to be interviewed.

We would advise future researchers to try to keep cultural influences in the answers of the managers involved in this type of research to a minimum. So the limitation to one region of the world is

certainly a thing to be kept and learned from our research, although we did not find significant differences between the international and Middle East cases in our sample.

Another advise is that if such research is considered to be interesting, the specific research interests of the researchers involved should be multi-disciplinary. At least someone interested in IT-related topics should be involved next to someone interested in marketing as a research subject. The interpretation of the technical data would become much easier

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