



Addis Ababa University
Collage of Business and Economics
School of Commerce
Marketing Management Post Graduate Program

THE ROLE OF SOCIAL MEDIA IN THE MARKETING COMMUNICATION MIX:

(Practices of Selected Restaurants in Addis Ababa)

**A Thesis Submitted to the School of Graduate Studies of Addis Ababa University in
Partial Fulfillment for the Award of the Degree of Master of Arts in Marketing
Management**

By: Alemayehu Simeneh

May, 2016
Addis Ababa, Ethiopia

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This is to certify that the thesis is prepared by Alemayehu Simeneh, entitled; The role of social media in the marketing communication mix: Practices of Restaurants in Addis Ababa in partial fulfillment of the requirements for the award of the Degree of Master of Arts in Marketing Management with the regulation of the University and the accepted standards with respect to originality and quality

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Declaration

I, Alemayehu Simeneh, hereby declare that this thesis has not been accepted under any degree and is not under process for submission for any degree in any qualification other than the one the Masters of Arts in Marketing Management at Addis Ababa University college of Business and Economics, school of commerce. I also declare that this work is the result of my own research, except where identified by references and free from plagiarism of the work of others.

Signature

May, 2016

Letter of Certification

This is to certify that Alemayehu Simeneh has carried out his thesis on the topic entitled —The role of social media in the marketing communication mix: Practices of Restaurants in Addis Ababa. This work is original in nature and suitable for the award of Masters of Arts (MA) in Marketing Management.

Dr. Negi Rakshit (PhD)

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ACRONYMS

SMM	Social Media Marketing
SM	Social Media
IMC	Integrated Marketing Communication
MCM	Marketing Communication Mix
WOM	Word of mouth
eWOM	Electronic word of mouth
MARCOM	Marketing Communication
FB	Facebook

ABSTRACT

The Role of Social Media in the Marketing Communication Mix: Practices of Selected Restaurants in Addis Ababa

Different approaches and experimentation of Social Media and traditional marketing communication has been observed in Social Media Practices of some restaurants in Addis Ababa. This study thus, intends to identify the position of Social Media in the Marketing Communication Mix, the challenges and opportunities presented by Social Media and how Social Media can be effectively implemented in organizations.

A description mixed research method is used. This is done through using a survey study of the Restaurants in Addis Ababa. From study, the researcher uses 30 managers from 30 restaurants, which were selected using purposive sampling. Data collection instruments used in the study is questionnaires and Observation. Findings indicate that Social Media is neither an additional element in the Marketing Communication Mix nor it has replaced the traditional mix elements but it should be integrated in the Marketing Communication Mix with each of the elements.

Index Words: Social Media Marketing, Social Media, Marketing Communication Mix

CHAPTER ONE

INTRODUCTION

Social Media, a system which allows consumers to engage, collaborate, interact and share ideas and information, can play a significant role in the Marketing Communication Mix (Mangold & Faulds 2009; Kaplan & Haenlein, 2010). Despite its potential for contributing to the Marketing Communication Mix, practitioners and marketers are uncertain how to position it in their business and how to use each of the Social Media applications (social networks, blogs, micro blogs, and virtual communities) and measure its success. There appears to be confusion on the position of Social Media in the mix (Parent, Plangger & Bal, 2011; Weinberg & Pehlivan, 2011; Kietzmann, Hermkens, McCarthy & Silvestre 2011). In an effort to regain customers' attention and to take advantage of the new media, some companies are using traditional marketing strategies on Social Media. Some companies experiment with each of the Social Media applications to gain attention. Some on the other hand, observe and learn how best to use Social Media. To address the skepticism, experimentation and possible misuse of Social Media and traditional marketing communication, this study seeks to identify the role of Social Media in the Marketing Communication Mix (Advertising Sales Promotion, Public Relations, Direct Marketing and Personal Selling) and whether it can be regarded as an additional element of the Marketing Communication Mix or whether it has replaced the traditional elements.

1.1. Background of the Study

Technology advancement has brought a number of dynamic changes in every area of human activities. Among these changes communication technology has been amazingly changing and bringing so much impact on how people are interacting and making decisions. For instance, due to the recent innovation of social media application called podcast, anyone can have an online radio transmission station without having fulfilled any physical or legal requirements. Accordingly, marketing communication is one of the areas that have been impacted more recently due to the emergence of social media platforms in the digital context. (Valeecha & Reza, 2013)

Thus, the social media phenomenon has brought a new type of marketing called social media marketing. (Baur, 2012)

In today's marketing communication environment, social media is becoming one of the most interesting areas of practice. One notion is that social media usage trend has showing a surprising growth statistics in its every aspect. Based on the trends within 2014 Global digital snapshot internet penetration will be more than 50% of the world's population during mid to late 2016. The numbers in new 2015 report suggest that this growth show no sign of slowing anytime soon.

Other research conducted by the 2014 Global web index indicates that the social media users has reached 2 billion people with an average usage rate of 2 hours and 25 minutes per day using different social networks.

Recently researchers and practitioners are paying more attention to it. Therefore, this figure in general shows the Social Media is not the future but it is already in service now.

The other notion is that, the low cost of social media marketing as well the quantum of user information that is available contributed towards making social media marketing big business.

(Mangold & Faulds, 2009)

However, despite its huge potential and relevance to the marketing communication, it has also brought a challenge how to effectively utilize with in other marketing communication mix. (Kaplan & Haenlein, 2010)

In contrast to the mass media marketing tactics, social media marketing allows companies to connect with potential customers on a level never thought possible. (valeecha and Reza, 2013)

As social media marketing is in an infant stage only very few studies are done so far to explore social media in the marketing context. Thus, the role of social media in the marketing communication mix is yet to be studied in the Ethiopian context.

Ethiopian restaurant industry has been growing significantly over the past few years. According to concise consult 2015 feasibility study Addis Ababa is becoming one of the most strategic cities for many countries as well as international institutions due to the reason that Africa Union resides here. In addition, recently Addis Ababa cited by

Emerging Cities Outlook Index as one of the 10 most favorable place to be visited. [/http://www.atkearney.com/](http://www.atkearney.com/) Moreover, international hotel & restaurant brands are now entering into the industry. Accordingly, the restaurant sector is among the top largest user of social media for marketing communication next to the Media and IT sector. (Dawit, 2014)

While observing some of the social media pages of the companies, the researcher could be able to see good practices as well in this sector, therefore, this sector is chosen for this study.

1.2 Statement of the problem

As Social media and hence social media marketing in Ethiopia is at its early stage, there are only few companies at this time that use social media as marketing communication tool. According to the student researcher's preliminary assessment, it's also learnt that there is a sign of ambiguity among practitioners as to how to incorporate it and put it into practice with the traditional marketing communication mix. Moreover, it is identified that the Ethiopian Restaurants are using different ways of applying Social Media as a marketing mix tool.

This research argues that in order to fully benefit from social media for marketing communication it requires for companies to have a clear position on the role of social media in the marketing communication mix, the opportunities & challenges it generate, and how it should be incorporated and applied.

As social media marketing is in an infant stage in Ethiopia only very few studies are done so far to explore social media in the marketing context. Thus, the role of social media in the marketing communication mix is yet to be studied in the Ethiopian context. This further suggested the need for a research to explore the role of social media in the marketing communication mix within the context of Ethiopian restaurants which implement social media marketing.

1.3 Research Objectives

1.3.1 General Objectives

The main objective of this study is to identify the position of social media within Ethiopian restaurants marketing communication mix

1.3.2 Specific objectives

1. To distinguish the opportunities as well as the challenges that exists in using social media by practitioners in Ethiopian restaurants business context
2. To determine the role social media marketing should play in the marketing communication mix
3. To identify best ways of implementing social media marketing in selected restaurant businesses

1.4 Research Questions

1. What position do the social media have in the marketing communication mix of selected restaurants in Addis Ababa?
2. What are the challenges and opportunities that exist in using social media as a marketing communication mix?
3. What strategies are used to implement social media marketing?

1.5 Scope of the Study

This study tried to investigate the role of social media in the marketing communication mix of Ethiopian restaurants. As there are many types of social media platform and it is at early stage in the country the study was limited to the very known types one i.e. Facebook, LinkedIn, Tweeter,

You Tube, and few others up on investigation. Moreover, as there are also many types of marketing communication tool, this study was limited to the common ones. Regarding the geographical area this research was limited to restaurants that reside in Addis Ababa.

1.6 Significance of the study

Marketing has been studied well in Ethiopian context by different individuals until now. However, regarding Social Media and Social Media Marketing, there are so many gaps for scholarly research. It is also important to understand its role and trend in the Ethiopian context to fully benefit from the opportunity it presents and to tackle the challenges at this early stage of development. Therefore, it is under this context that the research tried to address what type of role the social media has to play in the marketing mix of Ethiopian restaurants. Moreover, the research aimed to identify opportunities as well as challenges that exist in using social media in the marketing communication mix in Ethiopian context.

1.7 Organization of the Paper

The first chapter involved in introduction including background of the study, statement of the problem, research questions, and objective of the study, significance of the study, scope of the study, research design and methodology and organization of the paper. The second chapter focused on literature review which is related with the subject matter from different sources. The third chapter focused on the data presentation, analysis and interpretation of the research study. The last chapter will present conclusions and recommendations based on the facts found on the research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

New Communication channels based on Internet technology has emerged following the advancement of Communication technology which brought about encouragement to new approaches in the management of the marketing mix. It just becomes a new phenomenon that companies can connect with customers in a way that could not be thought before through what is being called “Social Media”. A lot of efforts have been made to provide an overview of all the relevant literatures related to the subject of interest. This chapter mainly demonstrated marketing communication and its application in social media. Moreover, an overview is made regarding social media platforms along the different categories in a detailed manner.

2.2 Marketing communications

One of the most widely used definitions of marketing communication (MARCOM) was developed by Rossiter and Bellman (2005) who defined it as “marketer-originated messages, placed in various media, their purpose being to sell the brand by showing it, saying things about it, or both, in a manner that establishes the marketer’s desired position for the brand in the minds of target customers.”The above definition brings out the idea that messages sent by the marketer are controlled and developed by the marketer using various channels of communication.

Mass communication was at the heart of marketing communications from the Industrial Revolution through until the last quarter of the twentieth century (Egan, 2007). As Egan enlightened, mass communication was challenged because marketers become more interested in employing the one-to-one marketing as two major changes of direction are in effect. These changes were development of relational marketing and the advancement of technology that aided marketers to analyze and target individual consumers. This lead us to realize the importance of understanding the relationship between digital communication and traditional communication in the old media; for example, TV, radio,

newspapers, magazines and billboard ads, the communication model was and is one-to-many compared to the one-to-one or many-to-many communication model in digital media, like blogs, social networks, wikis and every form of viral marketing campaign (Frey and Rudloff, 2010).

The best consideration nowadays for a company-to-customer communication is the one-to-one or the one-to-many model (Hoffmann and Novak, 1996). These models speak of a monologue in the old media and a dialog in the new media, because of the interactivity of social-network and forum users. Resulting from this, the goal in traditional media was branding by convincing the customer of a strong brand. In contrast the digital media is about communication with the potential customer or user in a dialog to create interest by using a pull strategy. In addition it can be said that it is a supply-side thinking communication in the old media compared to a demand side thinking in the digital media, where “customer pull becomes more important” (Chaffey, 2009). Besides this, in old media communication, the customer is a target in comparison to the digital media communication where the customer is a partner, by answering surveys and product rankings” (Chaffey, 2009). It has to be noted as well that mass communication (one-to-many model) is not completely dead as many big companies are still effectively applying mass advertisement. Both types of communications have their own qualities and drawbacks and marketers employ them whenever they are appropriate.

2.3 Marketing Communication Mix

The Marketing communication mix consists of five diverse fields of communication channel:

advertising, personal selling, public relations, direct marketing and Sales promotion

2.3.1 Advertising

Advertising is a one way, non-personal and planned paid promotion or message aimed at influencing the attitude and behavior of a broad audience about a product or a service (Frey & Rudloff, 2010). Advertising is the tool within the marketing communications mix with the largest reach. It includes all types of media like television, radio, print, online advertising and any kind of ad which is meant to stimulate visual or verbal senses of the target audience. Advertising has almost no geographical boundaries and therefore

reaches the largest amount of customers while generating the lowest per-head costs in the MARCOM. But also other sources of advertising in public places like billboards, public transportation vehicles or even restrooms are used as advertising space. Even the most unlikely places are used as a space for placing ads in order to make the customers aware of the brand, company, or a certain product. However, since it is a one-to-many type of communication, biased and low in credibility, consumers have lost trust in it. According to Mangold & Faulds (2009), consumers have become more educated and want to control messages they receive. This has led to the current shaking up of the advertising industry.

2.3.2 Personal Selling

Belch and Belch (2013) defined personal selling as a form of person-to-person communication in which a seller attempts to assist and/or persuade prospective buyers to purchase the company's product or service or to act on an idea. Unlike advertising, personal selling involves direct contact between buyer and seller, either face-to-face or through some form of telecommunications such as telephone sales. Personal Selling differ from most other forms of marketing communication because the message moves directly from the marketer to an individual member of the target audience, providing an opportunity for interaction and modification of the basic message to address specific target audience concerns (Percy, 2008).

Personal selling provides extraordinarily good support in order to inform customers about new products/ services as well as a close connection between the company represented by the company representative and the customer. On the other hand, personal selling is the most expensive segment of the MARCOM mix and the most formidable form of marketing communication. Being able, as a company to sell personally to customers and improve the relationship between the company and the customers will generate a large benefit for the company regarding the customer relationship management. The reason for business to perform is to satisfy the needs of customers and therefore each company has to evaluate the future needs and desires of its target customers. The best solution for evaluating the needs is via personal contact with the customers, because through performing like this, companies get the necessary

information from the source, which actually creates the demand. Within personal selling there is one top priority, which should be the attitude for each company performing this kind of marketing communication. This attitude is “the customer comes first”. This means the company is adapting its products/services according to the demand created by the customer and does not try to create demand for the customer by selling them products the company thinks the market demands.

2.3.3 Public Relations

Public Relations is a proactive and reactive management function used to evaluate public attitudes, identify the policies and procedures of an individual or organization with the intention of executing a programme of action to earn public understanding and acceptance (Johnston & Zawawi, 2009).

PR is an essential part of the marketing communication and has high importance in bigger organizations than small companies (Frey and Rudloff, 2010).

Kunczik, 2002 indicated that companies can communicate PR via different channels, like sponsorship, interviews, charitable events, financial reports to shareholders, factory tours or lobbying just to mention a few. PR will help companies get closer to their customer by providing additional information and revealing more information than the company actually has to.

2.3.4 Direct Marketing

Direct marketing is a management concept, a multi-level communication and distribution tool (Hesse, Kraft & Peters, 2007). It is accountable, interactive and used to ensure direct response from customers (Percy, 2008). A Direct Marketing campaign accesses huge recorded databases to build profiles of potential customers and provide valuable marketing information for effective direct targeting. It involves activities like direct mail, telemarketing, database management, direct response ads through the direct mail, the internet and various broadcast and print media (Belch & Belch, 2003, Hesse *et al.*, 2007). Direct Marketing is divided into two elements, namely building a quality database over a long period and cost monitoring and controlling. The controlling elements indicate that there is much control given to the marketer as opposed to Social

Media which puts control in the hands of the consumers. Scholars suggest that the main aim of direct marketing is to stimulate the targeted audience to take a now action, and create an individualized customer relationship (Hesse, *et al.*, 2007, Percy, 2008).

The difference between direct marketing and advertising is that the company reaches out for their target customers without any intermediary channels as they are used and required in advertising in order to get into contact with customers. The different components of promotional tools used in direct marketing can be split up into direct mailing, catalogues, inserts and coupons, online marketing as well as telemarketing. If performed correctly direct marketing is seen as one of the most effective marketing communication tools, because the company creates in the long run valuable relationships with its customers, who are always well informed about changes or additional products/services in the portfolio of the company.

The objective of direct marketing is to support the customer in a purchase decision by making them aware of new products or just to remind them about a demand, which is not yet distinct. On the other hand, there is also a negative side to direct marketing as a marketing communication tool. It is an unsolicited advertisement, which is nowadays often seen as annoying by the general public. The same holds for telemarketing and direct marketing via e-mail, which is seen as spam or an invasion of privacy and often has the contrary effect for the company. Therefore, companies should handle the direct marketing tools with caution in order not to upset their customers and weaken the relationship between the company and the customers (Mullin, 2002; Nash, 2000).

2.3.5 Sales Promotion

Sales promotion refers to marketing and communication activities that change the price/value relationship of a product or service perceived by the target, thereby generating immediate sales and alters long term value. (Schultz, Robinson & Petrison, 1998). To initiate instant sales or specific purchase, sales force and consumers are given incentives that result in tangible and non tangible benefits (Belch & Belch, 2003; Percy, 2008; Mullin & Cummins, 2008). However, Schultz *et al.*, (1998) posit that one disadvantage of sales promotion is that it does not change the opinion of the buyer about the product but rather initiates immediate or short term results. Marketers however

misuse sales promotion in Social Media through posting promotions and not engaging with customers.

Sales promotion is one of the more simple tools within the MARCOM mix and is an essential part of the marketing communication for all types of companies. The objective of sales promotion is to deliver an incentive for the customer to buy the product. This incentive is normally delivered by providing free goods, gifts, discounts, coupons or samples. Everything that adds additional value to the actually purchased products is seen by the customer as a benefit and therefore appreciated by the customer. Customers have shown that they are willing to pay a premium for real value and service, which can easily be influenced by sales promotion. ((Belch & Belch, 2003)

Belch and Belch (2013) alleged that the marketing mix is now considered to be six as interactive media is becoming one of the major promotional-mix elements that modern-day marketers use to communicate with their target markets. Interactive/Internet marketing is becoming imminent as technology advances in the communication technology and it led to the growth of interactive media particularly internet. Interactive media allow for a back-and-forth flow of information whereby users can participate in and modify the form and content of the information they receive in real time. The Interactive media allowed users to perform a variety of functions such as receive and alter information and images, make inquiries, respond to questions, and, of course, make purchases. Internet has changed not only the ways companies design and implement their entire business and marketing strategies, it is also affecting their marketing communications programs. Companies develop their own websites to promote their products and services. Moreover, because of its interactive nature, Internet is a very effective way of communicating with customers. Many companies recognize the advantages of communicating via the Internet as it will allow direct interaction with customers (Belch and Belch, 2013).

The development of modern marketing communications has led to a shift towards an integrated communications approach which is assimilating different promotional tools rather than separately planning on each tool. Integrated marketing Communications

(IMC), which will be discussed further in the next topic, is a unified way of using promotional tools to create a communications' synergy (Semenik, 2002).

2.4 Integrated Marketing communications

A taskforce from the American Association of Advertising Agencies (the “4As”) (cited in Belch & Belch, 2003) developed one of the first definitions of integrated marketing communications: a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communication disciplines— for example, general advertising, direct response, sales promotion, and public relations—and combines these disciplines to provide clarity, consistency, and maximum communications impact.

Marketing communications must become more integrated the various elements of promotion devoted to informing, persuading and inducing action from a range of target audiences must be studied, analyzed, planned and implemented in a coordinated and effective manner'. The fundamental principle of IMC is that it takes a holistic approach to communications and drives an organization to consider the total impact of all of their communications activities at any one time (Egan, 2007). Schultz and others note that the process of integrated marketing communications calls for a “big-picture” approach to planning marketing and promotion programs and coordinating the various communication functions. It requires that firms develop a total marketing communications strategy that recognizes how all of a firm's marketing activities, not just promotion, communicate with its customers (Belch and Belch, 2003). Many companies have adopted this broader perspective of IMC. They see it as away to coordinate and manage their marketing communications programs to ensure that they give customers a consistent message about the company and/or its brands. For these companies, the IMC approach represents an improvement over the traditional method of treating the various marketing and communications elements as virtually separate activities.

Belch and Belch (2003) emphasized on the importance of IMC by outlining the very relevance of integrating promotional tools. They noted that by coordinating the marketing communications efforts of a company, one can avoid duplication, take

advantage of synergy among promotional tools, and develop more efficient and effective marketing communications programs. By doing so, a company can maximize the return on its investment in marketing and promotion. They also believe that the move to integrated marketing communications reflects an adaptation by marketers to a changing environment, particularly with respect to consumers, technology, and media.

2.5 Social Media

Social media refers to internet and mobile-based social networking platforms build on the foundations of web 2.0 that allow users to produce, consume and exchange information, socialize and interact with each other, share opinions and content, it involves building of communities or networks and encourages participation, engagement and content creation. (Chaffey, 2013; Charles worth, 2014).

Kaplan and Haenlein, (2010) also defined Social media as a group of Internet-based applications such as blogs, social networking sites, content communities, collaborative projects, virtual game worlds and social worlds that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user generated content. There are some scholars who used the term Social Media interchangeably with the term Web 2.0 (Constantinides and Fountain (2008); Safko and Brake (2009); and Kaplan and Haenlein (2009).

A social media is an interactive website providing information, while at the same time the content can be somehow influenced. This process can be fairly simple by asking for a person's opinion or a rating, or rather complex. The complexity of this interaction between the website and the users is almost unlimited and provides a two-way communication channel for users. The term social media combines wikis, social bookmarking, social networking, social news and social photo and video sharing. But each website, which allows a two-way communication between users, is also categorized as social media site (Frey and Rudloff, 2010).

2.6 Social Media Marketing

Social media is currently one of the most important toolkits existing in digital marketing communications. Social media helps companies to spread messages easily to millions of people.

Frick (2010) states that, “When you share content on social profiles and your network of friends in turn share it as well, the potential for reaching huge numbers of people with little effort and in a small amount of time could be construed as a tangible business transaction, at least in terms of its marketing potential. According to Bax et al., many businesses are using social media as a core part of their marketing activities. (Bax et al, 2013) Dunant emphasizes that social media tools are used by businesses as a means of achieving marketing objectives, communicating new products, special offers and sales, building customer loyalty and providing real time customer service. (Dunant, 2014) Today, 92% of marketers consider social media of high value and importance to their business, and wish to master effective social tactics and audience engagement in social media.

User-generated content is a fundamental aspect of social media marketing. Furthermore, viral marketing is feature of social media marketing, serving as “word-of-mouth”, “buzz” and referrals, as customers pass on the messages to peers, spread the word around networks and invite other users to take part in commenting, discussing or sharing content or links. (Chaffey and Smith, 2013) Viral marketing can be thus viewed as a promotional mechanism that builds traffic (Bax *et al.*, 2014). A company can use viral marketing tactics to its advantage by encouraging users to share information, spreading interesting ideas and images, clever or creative messages, special offers, announcements or invitations (Chaffey and Smith 2013). As the concept of word-of-mouth is dual, it involves both positive and negative aspects; the challenge for marketers is to manage and capitalize on the positive aspect of word-of-mouth (Bax et al., 2013).

2.7 Social Media Platform

The evolution of social media is really fast and so are the updates of social platforms. The number of these platforms is still rising and the popularity of each platform depends

mainly on the country or rather geographical location (Augustine, 2014). Many Scholars have developed different classification of social platforms. For this particular study, Dave Chaffey's (2012) Social media platform classification has been selected. Chaffey has identified six main types, based on their primary function.

2.7.1 Social Networks

Social networking sites are applications that enable users to connect with each other. Users create personal information profiles, invite friends and colleagues to have access to those profiles, and send e-mails and instant messages to each other. These personal profiles can include any type of information, such as photos, video, audio files, and blogs (Kaplan & Haenlein, 2010). Facebook, LinkedIn, Twitter and Google+ are some of social networking sites which are now being widely used by different users around the world. Today, Facebook has more than 1.5 billion active users, and Twitter has more than 316 million users (Facebook.com). These networks are tools for companies to reach customers.

Face book is the world's leading social network platform that allows to find and connect with friends, new and old acquaintances, colleagues, and family. According to Clapperton (2009), Facebook was possibly the site that got social networking moving. It has more or less coincided with the social media revolution and is today the largest social network site to date in terms of numbers. It also has the most features useful to the social media marketers. (Zarrella, 2010) Face book marketing enables business to reach and engage customer audience, boost online presence, raise brand awareness, track actions and measure performance and as a result, drive or increase online sales. (Facebook.com) According to a recent research conducted by Technorati Media in 2013, consumers follow brands on Face-book to learn about products and services (56%), keep up with brand-related activities (52%), promotions (48%) and to provide feedback (32%). (Charlesworth, 2014).

Twitter: a popular social network service that allows users to connect with people and share ideas and information instantly (Twitter.com) Although some people post real-time updates about their lives, it can be very useful for marketers to tweet about new content, offers, and news, as well as respond to questions from other users. (Zarrella, 2010, p.

39). Twitter provides an opportunity to grow business by creating and managing Twitter presence, sharing information, growing a follower base, generating user interaction, gathering real-time market intelligence, finding leads, driving website traffic and building relationships with customers, partners and influencers reaching potential customers through Twitter Ads. (Twitter.com) Most companies can be on Twitter as it is easy, cost-effective, requires very little investment of time, and can quickly prove worthwhile in increased buzz, sales, and consumer insight. (Zarrella, 2010, p. 31).

LinkedIn: is another type of popular social networking sites with the focus on professional life where users are invited to publish CV and establish professional contacts and connections. The owners of paid accounts can search for professionals within specific career area and with specific characteristics. This site is useful for job seekers and recruiters, for consultants or vendors (Skeels & Grudin, 2009).

This social media platform is currently the most valuable for the company. It provides a wide range of professional networks where getting connected to a person means gaining an access to personal contact information such as e-mail and phone number, which creates the opportunity for further communication. LinkedIn was named to be a significant channel in the marketing communication. It is a platform appropriate for getting new contacts and partnerships, developing and reinforcing relationships (Amerian and Pisarava, 2012). LinkedIn provides solutions for small businesses to find the right people, connect with a broad range of contacts, establish and expand a network, find and join groups, drive new business relationships, stay in touch and follow up with important connections, build brand reputation through a strong and optimized profile, engaging and quality content, e.g. regular up-dates, posts, active dialogues, create buzz through sharing, recommendations and referrals, follow other companies, relevant channels and influencers, keep track of visitors, and also find and hire right talents with the recruiting tools (Amerian and Pisarava, 2012).

Google+: launched in 2011, this social networking tool is growing in importance; however it is not yet well managed by most marketers (Social Media Examiner). Accounting for 540 million active users monthly in 2013, Google+ quickly became the third largest social network. (The Social Media Hat) Google+ allows registered users to

create and customize profiles with information and photos, create and organize “circles” of people, enables users to read the updates and posts of people in the circle, find and meet people that share same interests or get suggestions, they can join communities, follow “hot” topics and discussions, create and share posts and messages with attached pictures, photos, or links, plan events (plus.google.com). For business purposes, Google provides “Google+ Pages” and “Google My Business”. “Google+ Pages” enable companies to connect with fans through “Pages” profile and users can follow company pages. (Wikipedia) “Google My Business”: is a service that helps build relationships, have conversations and acquire a loyal fan base, it is a place where customers can like, recommend, rate, review, post and share content across the web. It connects business with customers by putting company info on search, Google Maps and Google+ for the customers to find and get in touch with the company quickly, easily and accurately. (google.com/my business) The slogan summarizes its main purpose “Finding your people. Get your business on Google for free”.

2.7.2 Social sharing

Image and audio-visual content hosting services allow posting, sharing, commenting. Video marketing has been rapidly growing in recent years to become an absolute must in digital marketing communications (Charlesworth 2014).

YouTube: is now the most popular video-sharing platform in the world. YouTube allows billions of people to discover watch and share originally-created videos. YouTube provides a forum for people to connect, inform, and inspire others across the globe and acts as a distribution platform for original content creators and advertisers large and small.” (youtube.com) Private individual and large businesses have used YouTube to grow audiences. (Wikipedia) The results of research by Technorati Media in 2013, show that YouTube users engage with brands to learn about products and services (61 percent), keep up with brand related activities (41 percent) and provide feedback (23 percent) (Charlesworth 2014).

Instagram: is one of social sharing sites that can enable people to share pictures and videos. Its distinctive features include a picture/video taking option, photographic filter tools to transform and edit photos before posting them, geo tags with geographical

location coordinates, and connection to other social networks. According to Smart brief media, 2014 most businesses use Instagram in conjunction with other social channels, automatically pushing Instagram photos onto Twitter and Facebook. The integration makes it possible to run contests and reward customers for sharing Instagram photos with their friends on other social sites.

Pinterest: web hosting service for visual discovery, collection and storage, enables photo storing and sharing, and requires registration. (TheSocialMediaHat) Pinterest allows users to

“discover and save creative ideas from around the web with one click” (Pinterest.com) (Wikipedia) Businesses can create pages to promote their companies and products online, include data, information and even prices, serving as a “virtual store front” for a company. (Wikipedia) According to Salesforce, Pinterest has become a key part of corporate digital marketing strategies, and driving sales more effectively than other forms of social media.

(Wikipedia) A tool called “Rich Pin” is available for companies to enhance the customer experience; it allows adding extra details to the Pins, including extra information, such as app, movie, map, product or article. (Pinterest for Business, on business.pinterest.com) Pinterest Analytics allows keeping track and evaluating Pin profile and website performance. (business.pinterest.com) .Small businesses use Pinterest to spread the word about new products and engage customers in visual conversations. Owners can set up free business accounts and verify their websites, adding “Pin It” buttons to their sites to make it easier for customers to share their favorite products (Smart brief media, 2014).

2.7.3 Social customer service

Online quality service and expertise operations that a company provides to its customer to advise, support, help and deal with any questions related to company, product, brand or services. Social customer service has to be adapted to the needs of social media and its audience: it is an interactive communication process, a dialogue that takes place between the company/brand and its customers, usually initiated by the customer. It represents an excellent opportunity for the company to deliver value, satisfaction and

add-on benefits to the customer, provide positive customer experiences, influence and reinforce a positive brand perception. (conversocial, 2016)

According to information available from their website (Conversocial, 2016) the social customer service has three stages of evolution:

- 1) a simple marketing and publishing function in social media, redirecting customers to traditional service channels,
- 2) early adoption of social customer service, with a small team of social agents that help customers through engagement, and
- 3) a customer service channels with a fully-resourced contact center with integrated processes, technology and analytics.

Own support site: having a support team, a helpdesk and own software solution, ideally integrating Facebook, Twitter and other social media platforms with company's helpdesk to be able to monitor the inquiries, complaints and discussions and react to them timely and directly. An online chat is a useful and efficient tool.

Customer service application: an innovative solution to serve customers effectively, provide superior customer experience, enables direct reach, quick response and solution.

Social networks: Facebook, Twitter, Google+ and LinkedIn are important tools for customer service, requires multi-channel monitoring and management.

Get Satisfaction: customer community platform for delivering technical and customer support through customer interaction and engagement, with embedding and configuring options and management tools. (Conversocial, 2016)

2.7.4 Social blogging

Blogging is an easy to use, flexible and powerful digital communication tool aiming at sharing true values and innovation with the world through personal publishing. (Bax *et al.*, 2013) A blog is a type of content management system (CMS) that makes it easy for anyone to publish short articles called posts (Zarrella, 2010). They are wide open and ready to interact with all kinds of people. Blogs let customers know what your business is about, and they create a space for customers to tell you exactly what they are thinking about (Wright *et al.*, 2010). Every company with a website should have a blog that

speaks to its current and potential customers as real people. Blogs are not the right place for corporate-speak press releases; they should be conversational in tone. Blogs also enable executives to improve the transparency of their companies (Kaplan & Haenlein, 2009). Listening to customers' blogs is an important part of growing a business, because it gives your business a window into what the customers think about the company (Wright et.al, 2010). The latest Social Media Marketing Industry Report reveals that blogging holds the top spot for future growth plans and investments for 68 percent of marketers (Social Media Examiner, 2016). There are four major blogging options available for marketers.

Company's own blog: Chaffey and Smith suggest to publish brand related, regular, meaningful and on-topic posts, act in a natural and human way, follow a publication schedule, include calls to-actions for the customers, such as polls, ratings or surveys, encourage participation by inviting to comment or to give feedback, posting useful links, e.g. website or forum pages, invite readers to subscribe and receive latest news and updates. (Chaffey and Smith, 2013)

WordPress: a free blog tool, a publishing platform and a content management system. This platform is widely used to create websites, but has become popular blogging software, used in over 60 million websites (Wikipedia). WordPress is completely customizable, and users can choose thousands of plugins, widgets and themes. (wordpress.org) WordPress is also a hosting service that allows users to get started with WordPress-based blog in a matter of seconds, provides resources like forums and mailing lists (wordpress.org) The platform has integrated link management, search engine friendly structures and provides other structural features and standards which makes it recognizable in web publishing. (Wikipedia, 2016).

Blogger: blog publishing and hosting service, Google's publishing tool for sharing text, photos and video. Uses Google+ profile or a pseudonym for identity, allows to connect with readers, who can share and recommend brand content on the web and on Google+ (blogger.com). User can create and edit own blogs, share posts, photos or links, and follow other blogs in the "reading list". Blogger users can choose from various templates and customize them.

(Wikipedia) Google Toolbar has an integrated feature “BlogThis!” that allows Blogger users to post links directly to their blogs. (Wikipedia) Blogger has some limitations on content storage and technical aspects. User accounts are limited to 100 blogs, but there is no limitation in the number of posts. (Wikipedia, 2016)

RSS feeds: RSS stands for “rich site summary” and uses web feed formats to publish new web content updates, such as blog entries, news headlines, alerts, audio and video (Wikipedia). RSS feeds allow syndicating content, managing and customizing feeds (www.rss.com). It allows staying informed, save time and ensuring privacy. (www.whatisrss.com) A popular way to access content is via a feed reader application, but feeds can be also delivered to email (Wikipedia. 2016).

2.7.5 Social bookmarking:

Social bookmarking follows the concept of adding a page to “favorite bookmarks” in the browser, but involves more options. (Ryan, 2014) The bookmarking platforms, or social media submission sites, allow users to tag and share content, save bookmarks to favorite web resources, categorize tags and labels, make comments and have discussions, and share them online. (Ryan, 2014) The content is actively submitted and shared with online community for rating or “voting” with the aim of achieving higher rankings and visibility by appearing on the site’s homepage. The visibility and the content achieved through rankings and discussions ultimately result in driving traffic to the ranked site. (Ryan, 2014) According to Ryan, social bookmarking platforms provide valuable information about consumers and offer insights into consumers’ minds, what they find compelling, popular and appealing, and why. In turn, companies have to contribute equally to brand building and establishment of reputation and trust by being involved in discussions and posting relevant and interesting content. (Ryan, 2014) Having a beneficial brand perception in the community, the platform represents an effective tool for increasing online presence and boosting traffic.

Reddit: the largest entertainment, social networking and news website for registered members to submit and organize content and vote on text posts and links. (Wikipedia) 174 million registered users in 2014. (Wikipedia, 2016)

Stumble Upon: “A giant collection of the best pages on the internet. Connecting people to great content” (www.stumbleupon.com), bookmarking web service that finds and recommends suited web content, including web pages, photos and videos, to its registered users. About 30 million registered users (TheSocialMediaHat, 2016).

Delicious: “Discover, share, and organize the hottest links online”, a web service for storing, sharing, and discovering web bookmarks ([delicious](#), 2016).

Digg: “Digg delivers the most interesting and talked about stories on the Internet right now” (www.digg.com), a news aggregator with optional registration, can share content with other social platforms, like Facebook or Twitter (Wikipedia, 2016).

2.7.6 Social rating:

In social rating platforms, web users are encouraged to write comments and own experiences about products and services that are made public and can reach very large audience. (Charlesworth, 2014) There are many benefits from online review publishing. For instance, reviews can be used as additional content to attract visitors to the website, or customer feedback can be part of the product presentation for service providing sites. (Charlesworth, 2014) A website can also provide a built-in rating, recommendation or approval function for the product or service, for instance an image of thumbs or stars or any other images that associate with the website to reinforce personalization. (Charlesworth, 2014) An overwhelming benefit of writing a review is that user-submitted reviews are often well informed and trusted by others.

(Charlesworth, 2014)

Yelp Inc.: web-based urban guide and social networking site, publishing user reviews and crowd sourced recommendations about local businesses, with pages providing local information.

(Wikipedia, 2016) Yelp is “the best way to find great local businesses” (yelp, 2016) the platform gives ratings, provides user reviews on different businesses, and has discussion arenas in a local language. Businesses can add listing information and special deals

(Wikipedia, 2016). Yelp Inc. provides training services on responsible response to reviews to small businesses and hosts social events for reviewers. (Wikipedia, 2016)

Trust pilot: online consumer review driven platform for e-businesses. Users are invited to share their online shopping experiences and ratings, so that customers can make smarter and more informed purchasing decisions. As Trust pilot summarizes, they are “serious about bringing consumers and companies together”. The platform allows companies to collect reviews, get direct feedback from the customers and build on credibility, popularity and transparency.

(trustpilot, 2016)

2.8 Social Media Marketing strategy

Social media is quickly evolving and there are many opportunities for businesses to take advantages of and create a strategy that will involve employees, customers, and possible customers (Arminen, 2010). Social media offers a possibility to create competitive advantage by including social media in the marketing plan and by creating a unique model that will not be easily copied. (Mustonen, 2009)

It is difficult, if not impossible, to make the right decisions and undertake the right actions without a proper plan or a strategy. It is not enough knowing that digital marketing has a great potential with a wide range of available tools, and that by using these tools, a company can achieve online success. Recent research data shows that 46 percent of organizations do not have a digital marketing plan or strategy, and according to Dave Chaffey, they are missing opportunities and encounter challenges (SmartInsights, 2016). Therefore, the use of digital marketing tools has to be structured and well planned to be effective, and having a set of priorities, goals and a roadmap of planned activities will support digital marketing efforts (SmartInsights, 2016).

Planning of a social media strategy should commence by answering questions what, who, and why. Questions regarding the site’s objectives, visitors, and reasons for entering the site should be answered to guide the social media strategy (Charlesworth, 2009). The business or marketing objective of a social-media strategy can be improving customer satisfaction, promoting additional products and services to existing customers, expanding into new markets, encouraging word-of-mouth marketing, recruiting new

employees, evolving company branding and positioning, reaching a specific target market more effectively, changing the message for a particular market, attracting new customers, improving customer retention, building market share or brand awareness, new product introduction, or setting a marketing objective based on an event such as a product launch. Two or three objectives should be the basis for a social-media marketing strategy and decisions should be made according to these. A company's social media strategy should accord with the brand image and positioning but a social-media marketer should, however, take risks and not only apply the same strategies from the offline world to the social web (Shih 2009, Weber 2009, Zarella 2010). When planning a social media strategy, there should be a clear understanding of the customer profile and the environment. The company should know its target audience and determine what type of relationship is wanted, based on what the target audience is prepared for. The plan should have a long-term perspective and a clear objective of what the company wants to be accomplished over time and what content is needed nowadays and in the future. (Li & Bernoff, 2008; Weber, 2009)

The objective of all social media in a business context is to engage people, which then lead toward a desired action or outcome. The four primary approach strategies to engage people with social media are communication, collaboration, education, and entertainment. For people to join and stay in company social-media communities there need to be some benefits for these users.

The company can help people or provide them useful information, a friendly or exclusive atmosphere, direct access to the company, etc. Everything that causes the company to be interesting, unique, different, and special are the key benefits. (O'Keefe, 2008; Safko & Brake 2009) After social media marketing objectives have been defined and there is an understanding of the audience, the next challenge is to integrate these objectives, how social media will benefit the company, and what social platforms, social content and social interactions would provide the support needed and uphold the existing marketing program (either complement, change or replace specific elements of marketing) (Evans, 2008).

Other strategic questions to consider are, for instance, if the social-media marketing could disrupt the current business practices, the business model, or competitive advantages, or how the company could benchmark, analyze, compare, and quantify the impact of social-media marketing in key functional areas (e.g. marketing and sales, product and services development, customer support, inventory management, logistics and operations, recruitment and training, partner and supplier relations). Examining what competitors are doing on the social web might help in designing an excellent social-media strategy. By learning what the competitors are doing well and what not so well it is possible to encounter what can be done better and discover something that has not yet been done. (O’Keefe, 2008; Qualman, 2009; Shuen, 2008)

Before entering the social media it is important to understand the medium and get a sense of the rules and customs, and of who the influential people are. It is good to research also what people already are talking about the company, its products, and the competitors to know what is happening at the moment on the social web regarding the industry. (Zarella, 2010, 185)

To determine which channels of social media to use for the brand, the company should know where the customers are online as there are many social-media communities. After this has-been identified, the next matter is to identify whether the culture of these social media channels support the brand positioning and how the company wishes to be perceived. The organization should also be sure to have the resources of time and money to commit to social media. Then it is essential to have or develop a reason for belonging to the community.

Finally, the organization should be willing to take risks. If all these issues can be completed successfully, the company is ready to enter the social web. (Tuten 2008, 27)

With thousands of social networking sites it might be easy to become distracted. Participation in social media should be carefully selected as it is not possible to be active on numerous social networking sites. It is better to be active in a few social networking sites and have quality presence on these instead of setting up accounts on several different sites. A company should decide on which social media sites to participate, through which social media channels it can be most helpful, and on which sites its

customers are to design a targeted social-media marketing strategy. Especially in the beginning it is good to focus efforts on one or two sites where the company's most valuable audiences spend time. Many marketers concentrate their efforts on Facebook and MySpace because of these sites' extensive reach and tools available for advertising. However, each site has its strengths and weaknesses, unique culture, and demography, and the company's product niche and target audience should conduct the decision of where to invest (Scott, 2010, Shih, 2009).

For building trust in social media there are several signals that can either encourage or discourage people to associate with the company. First, the design of a website, a MySpace page, a Twitter page, etc. needs to look professional and trustworthy. Having only a basic template without special styling and editing is not impressive. Also if there is no content on the pages, barely any subscribers, no comments or bad quality comments, etc, people are more likely to depart the site. (Brogan & Smith, 2009, 83-84)

Also nearly every social media marketing effort can be integrated with at least one other part.

For example, it is possible to connect a Face book page with a Twitter account, YouTube videos can be embedded on a blog or a Face book page, new blog posts can be automatically sent to Twitter, or a "Notes" page on Face book can be set to automatically receive posts from a blog directly into Face book. All social media marketing efforts should collaborate. Also users of one media are probable to be users of other types and so it is sensible to invite those who interact with the company on Twitter to join the company page on Face book or MySpace.

It is also important to promote new social-media efforts within the existing channels(company blog, email newsletter, Twitter, etc.) Including the company website because in that way consumers, journalists, and bloggers can quickly verify which social media affiliations are official. (Halligan & Shah, 2010; Zarella 2010)

Social-media marketing can be divided into two types: ongoing strategy and campaigns. This means that a company should use ongoing strategy to build a reputation, and then use short-term campaigns to launch special offerings. Ongoing strategy activities are the

ones done on a regular basis (Facebooking, blogging, tweeting, etc.) and when reputation on these sites is established then a company can start launching successful campaigns. Campaigns should counterpart within the ongoing strategy and have specific objectives and finite timelines (Halligan & Shah, 2010).

New product launches, contests, etc. should all be supported with dedicated campaigns.

Seasonal and timely events are excellent bases for campaigns, too. (Zarella 2010)

Social media can increase awareness of a brand, product, or service, but also, the social web can have a valuable role throughout the entire life cycle of a product. Different social media tactics can be applied during different phases of the product life cycle to keep the target market well informed and interested. During the development phase it could be good to use blogs, wikis, communities, etc. to receive feedback on various product features. During market introduction, for example, podcasts (=a series of digital media files, either audio or video) and webinars (=interactive seminars conducted over the web) could engage and educate potential customers about the new product's benefits and applications. As the product starts to sell, the social web can be used for problem solving and customer service and support. Though, in any phase of the product life cycle it is extremely important to use social media for effective word-of-mouth. (Weber, 2009).

There are many tactical perspectives for marketing on the social web, but there is no formula or approach that would guarantee success; exploration and experimentation are essential. The only way to understand social media sites thoroughly, it is essential to become involved in them.

(Charlesworth, 2009; Safko & Brake, 2009).

2.9 The Role and Position of Social Media in the Marketing Communication Mix

Different researchers provide different opinions on the position that social Media should have in the marketing communication. The researchers presumed the differences on the way the social media can be employed.

2.9.1 Hybrid of Promotional Mix

Since social media plays a different role from traditional marketing communication mix, the Hybrid of promotional mix school of thought believes that it is a new element in the marketing communication mix.

Studies show that social media plays two roles in the marketing Communication , the first one being as a direct communication tools that enables companies directly communicate with their customers and the second role being providing a platform for customers to communicate with each other (Hoffman & Novak, 1996 Mangold & Faulds, 2009). Mangold &Faulds, (2009) believe that Social Media allows two-way communication between a company and its customers and engagement between customers. Thus according to Hanna et al., (2011) traditional media play the role of reaching out to customers and Social Media plays the role of reaching out, engaging and influencing.

2.9.2 Social Media as a Media

The studies that support this opinion suggest that Social Media is not a new component of the Marketing Communication Mix, but rather an innovation new technology that builds upon already existing technology thus supporting the HCMC Model (Hoffman & Novak, 1996; Lagrosen, 2005).

Alike Mangold & Faulds, (2009), and Hoffman & Novak, (1996) , this school of thought propose that Social Media springs out from mixed technology and media origins that enable instantaneous, real time communication and uses multi-media formats and numerous platforms (Facebook, YouTube and blogs) with global capabilities. Other scholars who share the same view posit that Social Media is just a new channel like TV and Radio. Further to the advantages of the old medias, social media reaches a large audience at a lower cost (Singh *et al.*, 2008).

Social Media as a media could also serve as a measure of marketing performance Stephen & Galak, (2009). Stephen & Galak, (2009) and Weinberg & Pehlivan, (2011) provided the measurement of marketing performance on the basis of social currency which is a measure of engagement with consumers and consumer evangelism.

Thus what can be drawn from this school of thought is that Social Media is a new media, which comes with both traditional and new marketing benefits. These scholars believe that Social

Media should not be viewed as an extension of mass communication but rather it should be used as a new channel for listening to customers, and engaging in important conversations (Constantinides & Fountain, 2008; DiStaso, McCorkindale & Wright, 2011).

Social Media is a not a replacement for traditional media like TV but a new marketing tool targeting a specific type of customer who prefers online communication, thus it should be integrated into the traditional marketing channels, (Bolotaeva & Cata, 2010). Thus Social media can be integrated with one of the traditional marketing communication mixes. It could be integrated with public relations, personal Selling, Sales promotion or direct Marketing

However, Bolotaeva & Cata, (2010) seem to argue that Social Media is a new form of the marketing mix, possibly suggesting that it is at the same level as the promotional mix.

2.9.3 Social Media as Enhancer

Another school of thought put forward that Social Media plays a role of enhancing the Marketing Communication Mix and therefore should be incorporated in the mix (Lagrosen, 2005). It is essential because according to Parent, Plangger & Bal, (2011) consumers are resistant to faceless and impersonal organizations in favor of more personal conversation and engagement with brand, and involvement with or without the company's approval in creating brand personalities. Adding to that, since customers are no longer passive consumers of marketing messages, they want to co-create products and promotional services and integrate Social Media as the mix allows companies to gain trust from them. However, according to DiStaso, *et al.*, (2011), marketers are uncertain how to strategically incorporate Social Media.

2.9.4 Social Media as a Traditional Tool

Alike traditional tools Social media can be used as part of the public relations and Marketing Communication Mix and as a means of direct one-to-one marketing. Constantinides & Fountain, (2008). However, Social Media is the word of mouth delivered and enhanced by online communities to a larger audience and at great speed (Preibusch, Hoser, Gürses, & Berendt, 2007; Mangold & Faulds, 2010). Scholars like Bolotaeva & Cata, (2010) state that social networks in particular have their different 4 Ps of marketing mix which are Personal, Participatory, Physical, and Plausible. Blogs can be integrated with Customer Relationship Management, public relations and can be used for press releases.

Findings in some studies showed that Social Media plays a role as a cost cutting advertising medium and as a mass communication tool which is at the same level as traditional media like TV and Radio (Preibusch, Hoser, Gürses, & Berendt, 2007; Mangold & Faulds, 2010). Social Media which is perceived by experts as another form of mass communication reaches out to customers at low cost, low speed and effort.

Scholars confirm that Social Media has become a mass media vehicle for consumer-sponsored communication and this is attributed to professionals' lack of knowledge on how to best use Social Media and the benefits it can give companies, (Clemons, 2008; Parent *et al.*, 2011; Kietzmann *et al.*, 2011; Zolkepli & Kamarulzaman, 2011). The effect of using Social Media as a form of mass communication is that marketers may run the risk of using Social Media as a platform for pushing and praising their brands on social networks, hence adopting "*push based marketing anachronistic*" (Clemons, 2008; Parent *et al.*, 2011). The result will be little or no engagement, no collaboration, less transparency and little interaction on Social Media platforms, thus leading to resistance from customers and eventually their leaving the company's Social Media platform.

2.9.5 Social Media as a Passing Fad

Constantinides & Fountain, (2008:243) contend that Social Media is not a passing fad; instead

"...marketers should learn to coexist and communicate with a powerful customer very sensitive to old-fashioned push marketing and by-and-large determined to participate as an equal in the marketing process." Fischer & Reuber, (2011) propose that Web 2.0

marketing will take over from traditional advertising and marketing techniques. Preibusch, *et al.*, (2007) equate Social Media with traditional ecommerce, but its difference is that user profile information is public and this helps in market intelligence.

2.10 Challenges and opportunities of Implementing Social media as a marketing communication mix

Social Media turning into an influential add on to the integrated marketing communications is news to many companies and organizations (Drury, 2008, p). Thus, it is important to discuss the opportunities as well as the challenges it offers for the organizations.

Marketing through social media challenges a company to adapt different techniques than marketing through traditional channels. Weber (2009) explicates that marketing to the social media requires adopting a completely new way of communication with an audience in a digital environment. Drury (2008) clarifies that marketing with traditional media was much about delivering the marketing message to the target audience. With the increase of social media networking, building a relationship and conversation has become a major and focal part of marketing adopting the pull marketing strategy. Marketing is no longer one dimensional; it has become a two-way process engaging a brand and an audience. Marketing within social media is not just about telling and giving a message, it is more about receiving and exchanging perceptions and ideas (Drury, 2008). Demographics like gender, age, education and income, together with lifestyle factors have become less relevant compared to what people do, think, like and dislike. Further the communication in social media is less about creating contained and controlled messages and more about creating persuasive environments to which people are attracted. The best online pages will combine both professional and user generated content (Weber, 2009). Another challenge in the beginning of the implementation for those working with social media , is that it is hard to know which tools to use to measure the performance of social media in order to persuade the important stakeholder for new financings.

Social Media experts agreed with the view that there is lack of manpower to administer social media. They argue that most of people managing Social Media are inexperienced

lack skills and are not innovative or the Human Resources Department lump it to someone who is already doing another job or outsource to Public Relations Company. (Chikandiwa, 2013)

Social Media experts also agreed that management's perception towards Social Media has a great role in the successful adoption of Social Media in companies. Lack of management's involvement in Social Media, negative attitude towards Social Media and an "old school traditional mindset of advertising" of managers, were common challenges revealed by the experts surveyed. Some experts felt it was attributed to the fact the Human Resources Score card measures performance based on sales, operational efficiency and not on engagements on Social Media. (Chikandiwa, 2013)

According to the experts Social Media is also hard to control because of its nature. Thus since companies are made up of processes and procedures, they do not have what it takes to control and manage the brand on Social Media. The expert added that marketers inside companies are traditional marketers and thus organizations end up relying on outsourcing Digital Marketers who may not have the brand image of the company at heart, further leading to managers losing control of the brand. (Chikandiwa, 2013)

On the one hand, social media provides numerous opportunities for strengthening and expanding relationships to customers.

These opportunities include targeted brand building with activities like podcasts, executive blogs or micro sites, developed with particular focus for a specific target audience. Social media offers a quicker and more cost-effective way to reach highly targeted markets than marketing through traditional media, such as websites, newspapers and television. Additionally, social media is a tool for staying connected with other stakeholders of the company such as technology vendors, and distributors. Social media can be seen as opportunity for the research and development department to get immediate feedback on the product and make corrections, and to move to next challenge. Including customers in the product development companies can forge bonds that foster long-term product or brand loyalty. The social media presets also numerous opportunities to strengthen and expand employee communications (Weber 2009).

According to Jan and Khan (2014) the following opportunities are also provided to companies for using social media:

- Social Media helps company to keep up with trends in the industry.
- Social Media helps company to maintain competitive advantage.
- Social Media enables fast reach to consumers
- Corporate credibility is enhanced due to personalized interaction on Social Media
- Generate qualified leads
- Social Media helps reduce overall marketing expenses.
- Social Media helps build new business partnership.
- Social Media provides a platform for restaurants to educate consumers about services Social Media helps improve relationships with customer

2.11. Empirical Review

As social media marketing is at its early stage of development there is only few studies specifically in this area. So that only two relevant studies will be discussed here for this study. One is the study conducted in South Africa to determine the position of social media in marketing communication mix in banking industry found that South Africa Banks are using Social Media for marketing purposes. However, Social Media is used more for advertising, brand management and handling customer complaints. Regarding the role of social media, it indicated that it is not a fading phase, neither does it replace the traditional Marketing Communication Mix, but rather it should be strategically and tactically intertwined with marketing campaigns and integrated into the overall marketing strategy for effective usage (Chikandiwa, 2013). Moreover, the study indicated that 72.4 percent of the managers agreed that Social Media is the most used tool followed by advertising and public relations. Further to that 55 percent of bank managers were of the opinion that the Social Media industry in South Africa is at the same level as in other countries.

Other study done in Sweden to understand the integration of social media in marketing communication mix, shows that the mix of the social media and traditional platforms employed by a company is not a constant, but rather a dynamic combination,

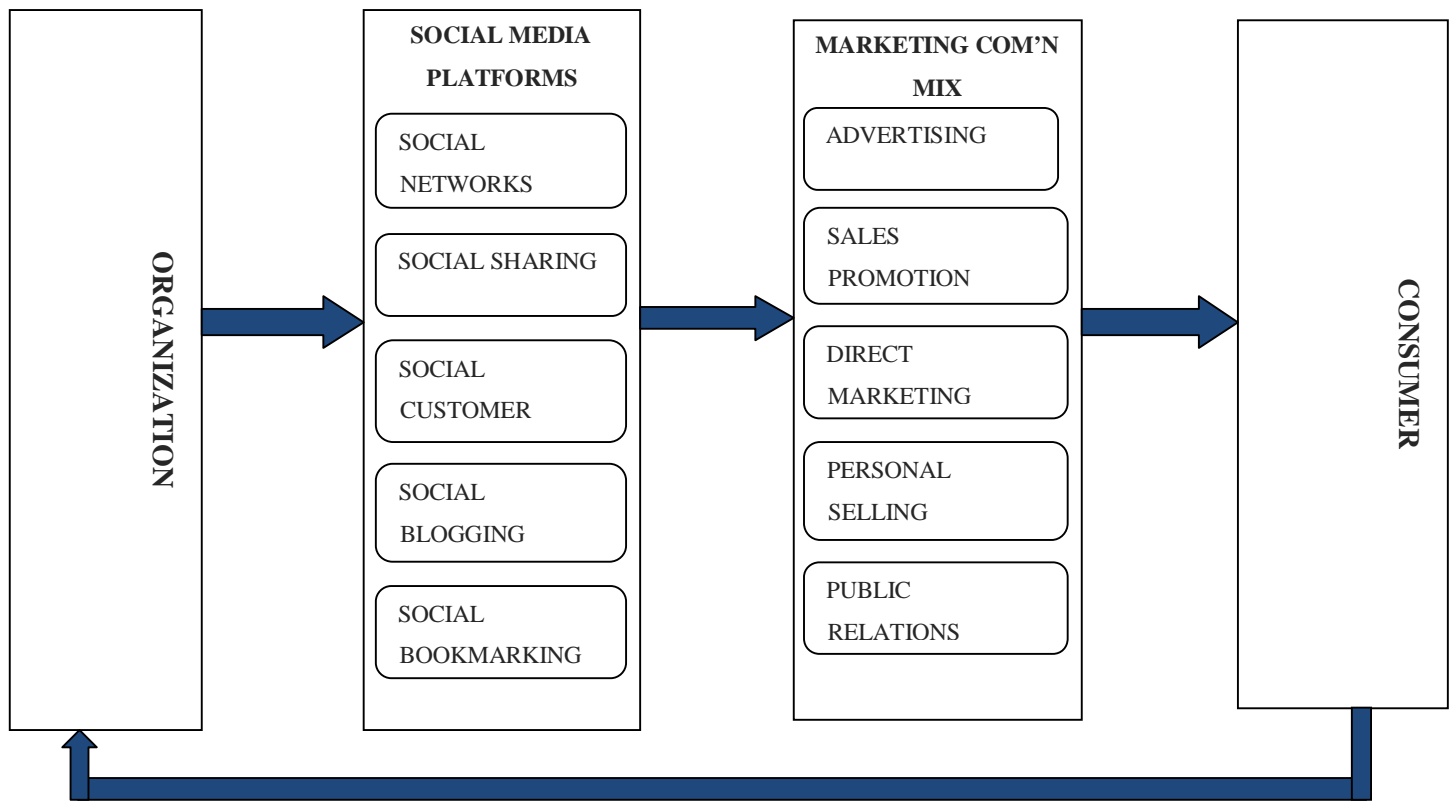
coordinated with the goals and resources of the company and its marketing strategy(American & Pisarava, 2012).

2.12. Conceptual Framework

Weber (2009) explicates that marketing to the social media requires adopting a completely new way of communication with an audience in a digital environment. Drury (2008) clarifies that marketing with traditional media was much about delivering the marketing message to the target audience. With the increase of social media networking, building a relationship and conversation has become a major and focal part of marketing adopting the pull marketing strategy. Drury (2008) emphasizes that marketing with social media is about building a relationship and conversation with target audience. Marketing is no longer one dimensional; it has become a two way process engaging a brand and an audience. Marketing within social media is not just about telling and giving a message, it is more about receiving and exchanging perceptions and ideas. (Drury, 2008.) Also the way of segmentation changes radically with the event of the social web.

Also Hearn, Forth and Grey (2009) acknowledge that the participatory culture, enabled by recent technological innovations, shifts the communication flows away from a central business-to consumer model. The development is towards consumer-to-consumer or even prosumer-to prosumer flows of communication as consumers start to create content on their own by using new media applications and services. (Hearn, Foth and Grey, 2009, 49.)

In order to provide answer to our research questions, the following conceptual framework diagram were used.



The diagram also shows that Social Media plays a role of enhancing the Marketing Communication Mix and therefore should be incorporated in the mix (Lagrosen, 2005). It is essential because according to Parent, Plangger & Bal, (2011) consumers are resistant to faceless and impersonal organizations in favor of more personal conversation and engagement with brand, and involvement with or without the company's approval in creating brand personalities. Adding to that, since customers are no longer passive consumers of marketing messages, they want to co-create products and promotional services and integrate Social Media as the mix allows companies to gain trust from them.

New product ideas may come from the consumers. In addition, as the diagram (by the down arrow) shows that Marketing is no more a one way communication process rather it is a two way and the conversation is a dialectic one instead of a monologue as in the case of the traditional communication process.

Moreover, the middle arrow shows that the role of SM in the MCM is to enhance the traditional

MCM.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter discusses the research methodology by addressing how the research will be designed, how data collection were done and analyze and eventually which collection instruments were developed.

3.1 Research approach

According to Saunders, Lewis and Thornhill (2007), deductive or inductive research approaches can be used. An inductive approach allows the researcher to build up a theory that is adequately grounded in the collected data. Deductive approach is based on the existing theory which is used for analyzing collected data. The goal of theory-testing is not just to test a theory, but also to refine, improve, and possibly extend it (Bhattacharjee, 2012).

In this study, we will use existing theories in order to analyze collected data, and draw conclusions, therefore deductive approach will be used.

3.2 Research Method

Survey was used for this study because it provides a systematic ways to gather the required data and to examine complex and special subject in detail (Denscombe, 2008). In addition, it is an efficient way considering the lack of time and budget.

3.2.1 Survey Method

A Survey is a systematic way of collecting data by obtaining opinions, attitudes, behaviors, beliefs or answers from selected respondents in order to understand the grdsoup or population represented (Williams, M., 1998; Fowler, 2002).

In this research questionnaire was used to collect the data by preparing the questionnaire.

The unit of analysis were managers within marketing and communication department or in the department that is responsible for Social Media Marketing of the hotels and restaurants.

3.3 Research Design

Research designs are plans and the procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. (Creswell, 2008).

There are three types of research approach; the first one is Qualitative research which involves studies that do not attempt to quantify their results through statistical summary or analysis. In a way it seeks to describe various aspects about behavior and other factors studied in the social sciences and humanities. In qualitative research data are often in the form of descriptions, not numbers. The other one is Quantitative research which engages in systematic and scientific investigation of quantitative properties and phenomena and their relationships. The objective of quantitative research is to develop and employ mathematical models, theories and hypotheses pertaining to natural phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of an attribute (Abiy et al., 2009). The third one is mixed which consisted of both qualitative and quantitative approach.

For the purpose of this study, the mixed approach was taken as the most appropriate approach because of the reason that the research problem involves both kinds of data. In addition, the overall strength of the study is greater than the use of either qualitative or quantitative approach.

This research is a descriptive mixed type research. A survey research is a research method involving the use of standardized questionnaires or interviews to collect data about people and their preferences, thoughts, and behaviors in a systematic manner. (Bhattacharjee, 2012)

Descriptive research normally describes a situation, problem, phenomenon, service or program with stated hypothesis or investigated question. (Creswell, 2008)

So that, descriptive research approach provides methods, to identify the roles of social media in the marketing communications mix of restaurants.

3.4 Population and sampling

(Sekaran & Bougie 2010) defined target population as the complete group of individuals or companies that the researcher wishes to investigate. It is defined in terms of availability of elements, time frame, geographical boundaries and topic of interest. The target population of this study was restaurants that exist at least in one of the social media platforms and key informants were from different restaurants that adopt and implement social media marketing that is managers from the marketing department, public relations, corporate communication, Social media and the digital department. It is believed that these employees have direct communication with the customers and have an in-depth knowledge on their organizations' approach to adoption and implementation of Social Media.

Sampling involves selecting a subset from a chosen population to give a generalized result or position of the selected population. It is used because the researcher cannot study the whole population because it is costly and time consuming.

3.4.1 Sample Design

There are two sample designs which can be used; these are probability sampling and non probability sampling (Sekaran & Bougie, 2010). The research at hand used non-probability sampling because it allowed the researcher to gather information quickly and in an inexpensive way. Purposive sampling, which is of non-probability sampling, was used as there were a limited number of restaurants that adopt social media marketing or at least have an online presence.

3.4.2. Sample Size

The researcher used one individual from each restaurant to participate in the research. As according to Singh & Nath, (2005) there is no specific number that determine the size of an adequate sample as long as it is representation of the targeted population. However, a greater number is encouraged (Sekaran & Borgie, 2010). The sample size in this study was 30 managers and/or directors from 30 restaurants that were selected from

travel advisor, what's out Addis web site restaurant listings, and by thoroughly browsing some from a total of 112 restaurants, and further checked whether they have a presence in at least one social media platform. In fact, it was intended to participate at least 50 restaurants, however, only 31 restaurants were willing to be part of it and one participant was finally disqualified due to incompleteness of the questionnaire.

The restaurants were identified by the criteria of having at least a Social Media presence in one of the platforms and individuals was either manager within marketing and communication department or in the department that is responsible for Social Media Marketing of the company.

3.5 Data Collection Instruments

There are two main sources of data that can be used by the researcher, namely primary and secondary data. In this study the researcher will use both primary and secondary sources of data.

Thus the data collection methods in this research were self administrated questionnaires and observation because they are flexible, cheap (Eriksson & Kovalainen, 2008).

3.5.1. Questionnaire

In research the designing of questions is the design of a measure that will be used to analyze a situation and make conclusions based on that. The instruments used in this study were carefully designed.

Questions for the questionnaires were adopted Chikandiwa, (2013) and pilot study were also done. Before distributing to the respondents, it was sent to selected Social Media professionals to measure their validity and check whether the questionnaire addresses this particular research project.

It has an open ended questions. The Likert scale, with five options, that was used to measure the attitude and the level of knowledge of management. Likert Scales and itemized rating scale are known for providing an ordinal measure of respondents' attitude. The responses were measured by calculating the total score for each respondent in the categories and then adding each respondent's values based on his or her response (Betz, 2005).

The questionnaire has four parts which is adopted from Chikandiwa, (2013). The first part was designed to identify respondents profile regarding to their background and present position. The second part was designed to identify and evaluate the tools that the restaurants were using for marketing communication. In addition, it was also designed to identify which social media tools the restaurants were using for the marketing purpose and how effective these social media tools were in the organization.

The third part was designed to address the role of social media is supposed to play in the marketing communication mix.

The fourth part was designed to collect data about the challenges and opportunities that the social media is believed to bring and strategies used by the restaurants.

3.5.2. Observation

Observation was also used to check whether the restaurants have a social media presence in at least one platform. In addition, observation was used to see how the restaurants are communicating and creating contents in different social media platforms.

3.6 Reliability and Validity

The concept of validity is the most critical in qualitative studies. It tests the degree, to which an instrument measures what it is supposed to measure (Kothari, 2004). Validity of a research is divided into internal, external, construct and ecological (Fisher *et al.*, 2007). Internal validity is the degree to which researchers are successful in eliminating confounding variables in their study (Fisher *et al.*, 2007).

Although “reliability” is a concept that is mainly appropriate for evaluating the quantitative research, it is frequently used in qualitative as well. This concept rates the accuracy and precision of the whole procedure of measurement (Kothari, 2004) and helps to overcome the limitation of a qualitative research and generate high quality understanding (Eisner, 1991). In this study in order to increase the reliability of the data collection process and to reduce bias, there were a pre-test of the questions to measure the level of understandability. A pilot study were conducted through the distribution of 5

(Five) questionnaires to identify some concepts of Social Media which could be not clear to managers, thus making it necessary to explain them to the respondents in the cover letter.

The questionnaire was verified by selected Social Media professionals to see if the questions are clear and addressed the research questions.

3.7 Data Analysis Techniques

Ghuri & Groonhaug (2005), states that the analytical procedure consists of techniques to conceptualize and analyze the data so that they result in theories and findings. Sekaran & Bougie (2010) agree with this notion and added that there are three stages involved in data analysis, namely data reduction, data display and drawing and verification. These procedures were observed during the data analysis process. Since the data type is both quantitative and qualitative, different methods also were used in analyzing the data. In analyzing quantitative data, a statistical software program, Statistical Program for Social Science, (SPSS), were used.

3.7.1. Descriptive Statistics

Descriptive Statistics are the numerical, graphical and tabular techniques for organizing, analyzing and presenting data (Argyrous, 2011). Descriptive statistics were used in this study through presenting the summary of the findings in the form of bar charts, pie charts, graphs, tables and numerical measures. This made the raw data easier to understand and read. The choice of descriptive statistics depends on the research question being addressed.

3.7.2. Content Analysis

Content analysis is an observational research method was used to systematically evaluate the symbolic contents. This method were used to analyze the large amount of textual information from the open ended questions in the questionnaires Words, concepts, characters, themes, and sentences will be coded into different categories and analyzed using conceptual analysis.

3.8 Ethical Consideration

According to (Bhattacharjee, 2012) research ethics includes voluntary participation and harmlessness, informed consent, anonymity and confidentiality and researchers obligation in disclosure. Based on this, all ethical considerations listed was applied throughout the research process. All respondents of the study were made to participate voluntarily and information was with their approval. In addition, the respondents were advised the type of information needed, for what the information was used. Moreover, they were also confirmed that their responses will be kept confidential.

3.9. Reliability and Validity

One of the most commonly used indicators of internal consistency is Cranach's alpha coefficient.

Identically, Cranach's alpha coefficient of a scale should be above .7 (DeVellis 2003).

The alpha value of this research is between 0.703 to 0.94 which shows a good reliability.

To strength its validity, a pre-test were done on the questions to measure the level of understandability. Moreover, a pilot study were also conducted through distribution of 5 (Five) questionnaires in advance.

CHAPTER FOUR

RESULTS & DISCUSSIONS

The objective of this chapter is to present the responses gained from respondents from restaurants in Ethiopia and the analysis to identify the role of social media in the marketing communication mix of Ethiopian restaurants.

4.2 DEMOGRAPHIC DATA

The sample survey comprises of 30 managers from the selected restaurants which is represented as 20 percent female and 80% male respondents.

Regarding their age category, 16.7 percent (n=5) of the respondents are below 25 years and 56.7 % (n=17) were between 25 and 35 years, and 20 percent (n=6) of them were found between 36 and 45 years, plus 6.7 percent (n=2) were above 46 years old.

Regarding the participants work experience, 36.7 percent had been in the industry for 2 to 5 years, while 36.7 percent for 6 to 15 years, with 16.7 percent for less than 1 year and, 6.7 percent for 16 to 25 years, finally just one respondent had been in the industry for more than 26 years i.e. 3.3 percent of the sample.

Table 4.1 Summary of the demographic characteristics of respondents used in this survey.

Demographic Variables	Frequency	Percent
Gender		
Male	24	80
Female	6	20
Age		
Below25 years	5	16.7
Between 25 and 35 years	17	56.7
Between 36 and 45 years	6	20.0
Between 46 -55 years	2	6.7
Less than 1 year	5	16.7

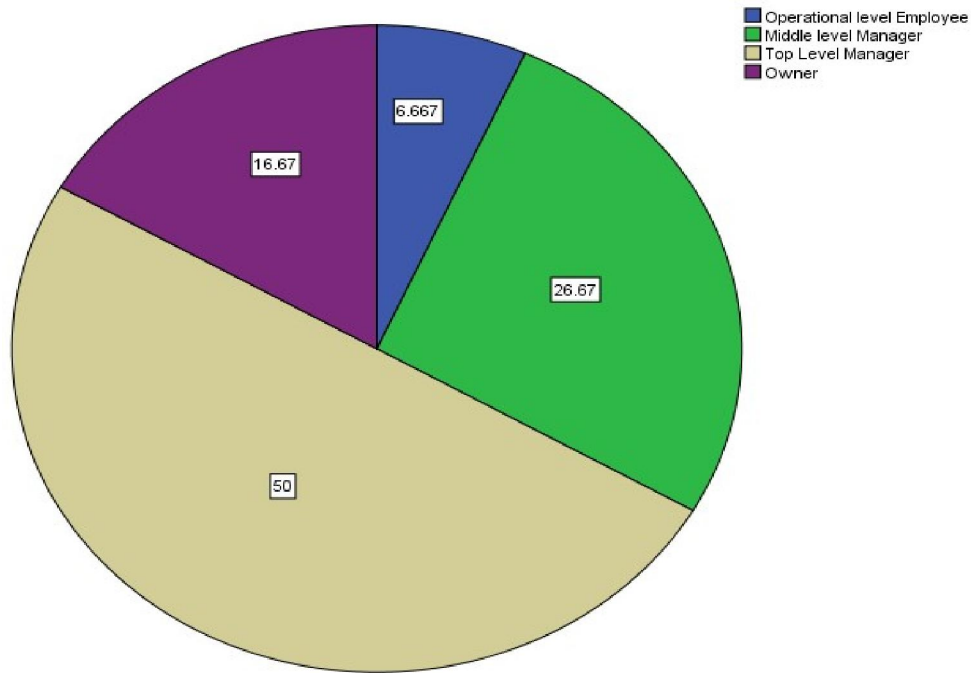
Experience		
2-5 years	11	36.7
6-15 years	11	36.7
16-25 years	2	6.7
More than 26 years	1	3.3

The student researcher targeted managers from marketing and communication department. And the positions of these respondents were 2 operational levels Employee, 8 Middle level Manager, 15 Top Level Manager, 5 Owner. Moreover, except the owners the rest of the participants were from Marketing Department. In fact, the owners can also be considered as marketers even if some of them involves in the activity of other departments in the restaurant.

Table 4.2 Titles of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Operational level Employee	2	6.7	6.7	6.7
Middle level Manager	8	26.7	26.7	33.3
Top Level Manager	15	50.0	50.0	83.3
Owner	5	16.7	16.7	100.0
Total	30	100.0	100.0	

Figure 4.1 positions of respondents in the restaurant



4.3 Social Media In Marketing Communication Mix

In this part, the degree of social media usage in the marketing communication mix of restaurants in Ethiopia will be presented to be able to identify the positions of social media in the marketing communication mix.

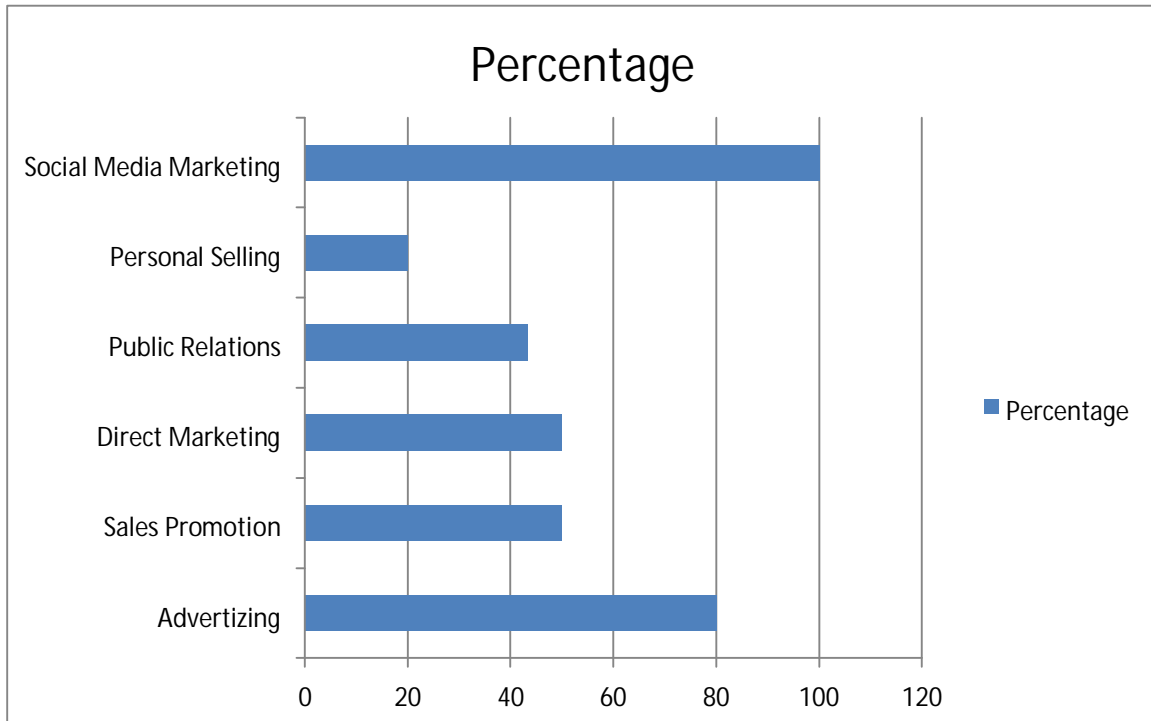
To this end and to clearly know and identify what marketing communication elements with social media marketing the restaurants are actively using, five common communication mix elements are provided to the respondents to indicate their existing preferred tools.

Then, results indicate as shown in Figure 4.2, 100 percent of the respondents said that they are highly using Social Media for marketing communication purpose followed by advertising 80 percent and direct marketing 45 percent, sales promotion 43 percent, public relations 41 percent, personal selling 20 percent. This shows that all of the respondents believe that restaurants should use Social Media for marketing purposes.

They have also indicated that they are using at least one or two other communication tools simultaneously with Social Media, except one respondent who only use social media for marketing communication.

In addition, among the 30 respondents only four of them are using all the given marketing communication tools including social media.

Figure 4.2 Marketing communication elements used for marketing purposes



4.3.2. Social Media Tools Used For Marketing Purposes

According to this study Face book is the main Social Media platform used by many respondents and they were also asked to mention types of Social Media plat forms they are using for marketing communication purposes, in their restaurant business. Responses show that Face book 100 percent, YouTube 20 percent and Twitter 26.7 percent are mainly used Social Media plat forms by the restaurants. These tools are mostly used for advertising, brand management and for handling customer complaints.

Moreover, other social media platform users than face book are mostly uses face book, therefore, there are cases of respondents to use more than one social media platforms.

Figure 4.3. Level of Social Media tools used by restaurants

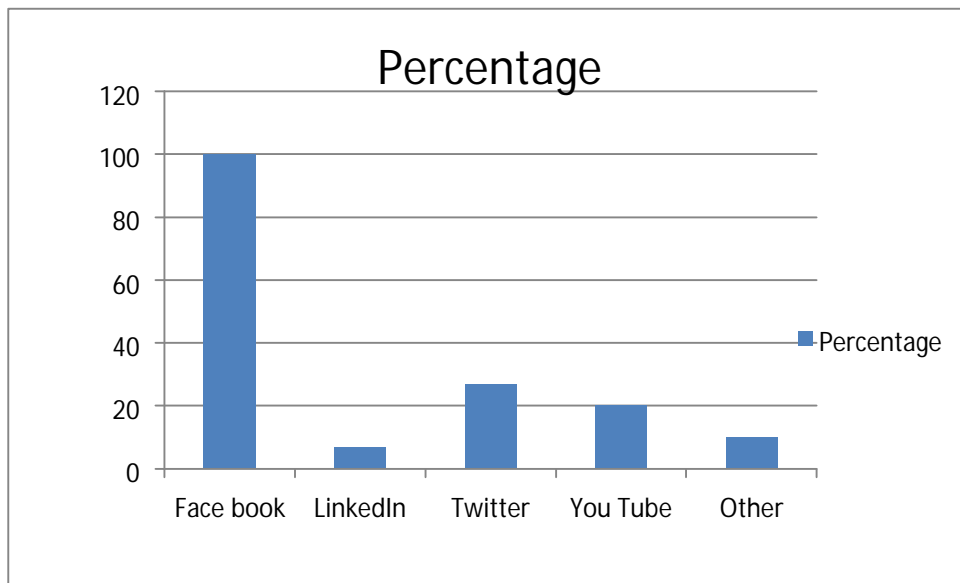


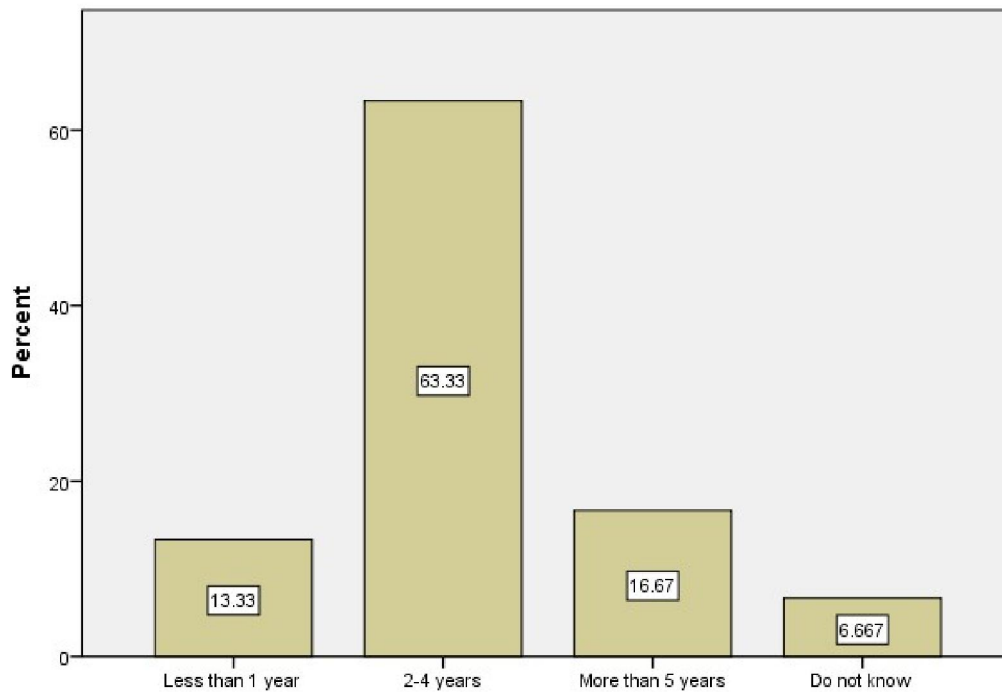
Table 4.3. Social Media tools used by Ethiopian Restaurants

	Social Media	Not Sure	Yes	No
1	Face book		30(100%)	
2	LinkedIn		2(6.7%)	28(93.3%)
3	YouTube		6(20%)	24(80%)
4	Twitter		8(26.7%)	22(73.3%)
5	Executive Managed Blog			30(100%)
6	Employee Managed Blog			30(100%)
7	Other (pintrest, Instagram,Viber)		3(10%)	27(90%)

4.3.3. Experiences of Restaurants in Using Social Media

Regarding their period of usage, 86.66 percent of the respondents responded to have been using Social Media for more than one year, 63.33 percent said they have been using it for 2 to 4 years, 16.63 percent have been using it for more than 5 years, 13.33 percent, have used it for less than a year with 6.66 percent does not know for how many years or months they have been using Social Media for marketing purposes.

Figure 4.4 years of experience by restaurants in using social media



4.3.4. Social Media and Marketing Communication Mix

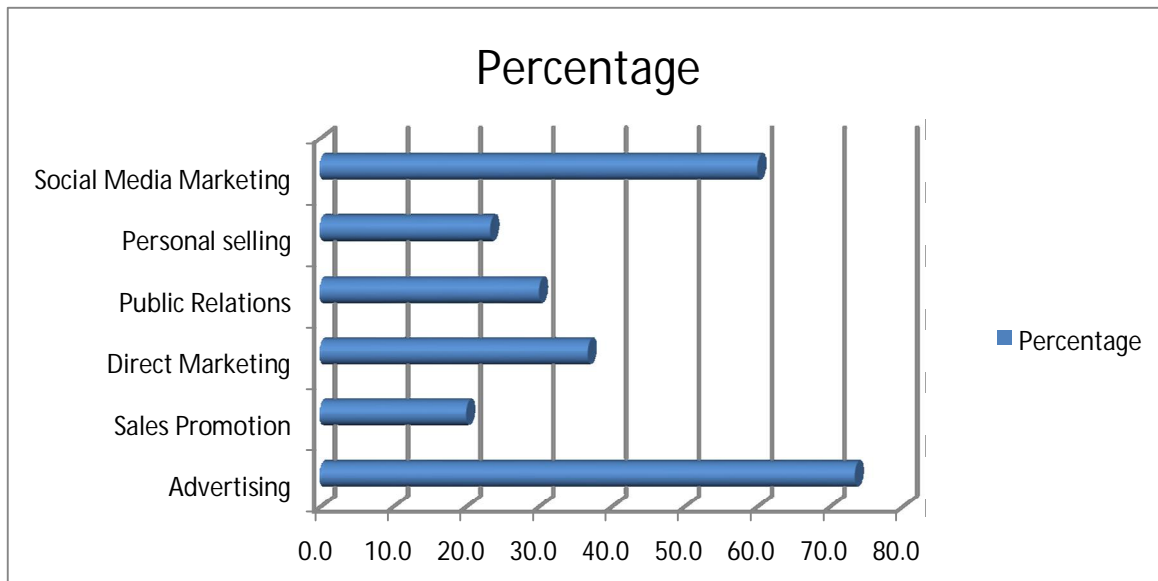
The purpose of knowing or identifying the position of social media marketing is to be able to clearly tell how it is used by the restaurants and the different roles it supposed to

play. This further required knowing the effectiveness of social media and marketing communication mix elements in the restaurant context.

4.3.4.1. Effectiveness of Traditional Marketing Communication Mix

So respondents were asked to rate the effectiveness of the Marketing Communication Mix including Social Media. Of all the respondents 60 percent (n=21) believes that Social Media Marketing is effective marketing communication tool for their business. Advertising was rated the most effective by 73 percent, with sales promotion rated by 20 percent, Direct Marketing 36.7 percent and 13.3 percent indicate social media marketing is not effective, and finally 26.7 percent rate neutral.

Figure 4.5 Effectiveness of Marketing Communication Mix and Social Media



Source: Own calculation

Table 4.4 Effectiveness of Social Media Marketing

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not effective	4	13.3	13.3	13.3
Neutral	8	26.7	26.7	40.0
Effective	10	33.3	33.3	73.3

Very Effective	8	26.7	26.7	100.0
Total	30	100.0	100.0	

As the effectiveness of Social Media in the respondent’s perspective was also rated and results show that, Social Media is not effective by 13.3 percent and is effective by 60 percent.

Table 4.5 Rate of effectiveness of each social media platforms

	Social Media	Not very effective	Not effective	Neutral	Effective	Very Effective
1	Face book	2(6.7%)	nil	7(23.3%)	9(30%)	12(40%)
2	LinkedIn	2(6.7%)	2(6.7%)	26(86.7%)	nil	nil
3	YouTube	2(6.7%)	4(13.3%)	19(63.3%)	4(13.3%)	1(3.3%)
4	Twitter	4(13.3%)	4(6.7%)	23(76.3%)	nil	1(3.3%)
5	Executive Managed Blog	1(3.3%)	nil	29(96.7%)	nil	nil
6	Employee Managed Blog	nil	nil	nil	nil	nil
7	Other (please specify) _____ _____	nil	nil	nil	nil	nil

Amazingly, almost all respondents rated neutral for blog and other social media platform effectiveness.

Of all the respondents’ majority of them 70 percent agreed that face book is the most effective plat form relative to other social media platforms mentioned, followed by you tube 16.6 percent and twitter 3.3 percent.

4.4 Position Of Social Media

Table 4.6 Illustration of Mean on position of Social Media in the Marketing Communication Mix

STATISTICS		MEAN	SD
	III1 Social Media Should not be used for the marketing purposes	1.36	0.76
	III2. Social Media should be integrated with traditional marketing tools.	3.83	1.39
	III3.Companies should get rid of traditional marketing.	2.00	1.38
	III4.Social Media should be used more often than traditional marketing	3.40	1.22
	III5.Social Media is a passing fad.	1.89	1.23

Regarding the position of social media in the marketing communication mix, the respondents rating shows from the mean of each variable as illustrated in the table 4.5 above, one can easily see the position of social media in the marketing communication mix of the 30 sample restaurants.

The mean which is 1.36(76.7 percent strongly disagree the position of social media should not be used for the marketing purposes) shows that the majority of the respondents are in favor of social media for the marketing purpose.

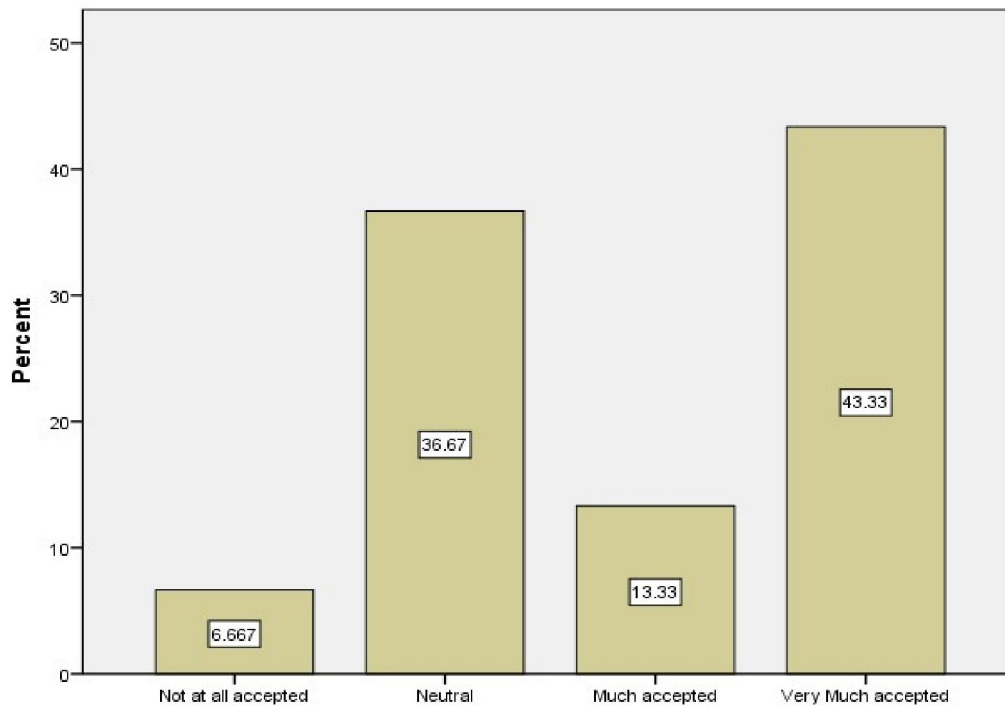
The other interesting result is the highest mean which is equal to 3.83 (76.7 percent agreed, on the position of social media should be integrated with traditional marketing tools) indicates majority of the respondents are in favor of this position.

Furthermore, the mean < 2 on both positions of social media is a passing fashion and on restaurants should get rid of traditional marketing communication tools shows the disagreement of the majority respondents hence the position of social media.

4.4.1 Acceptance Level Of Social Media

Social media is accepted by the majority 56.66 percent of the managers of the restaurants and 36.67 percent are rated neutral for its level of acceptance in the restaurant.

Figure 4.5 Acceptance level of social media



4.4.2. Role of Social Media

To identify the role of social media playing in restaurants the student researcher allows the respondent to rate different roles of social media and established the role that Social Media is playing in restaurants.

Table 4.7. Below shows the results on the role of social media.

		Not Sure	Yes	No
1	Maintain Online Presence	n=3(10%)	n=23(76.7%)	n=4(13.3%)
2	Increase Interaction with Customer		n=27(90%)	n=3(10%)
3	Handling Customer Complaints	n=2(6.7%)	n=22(73.3%)	n=6(20%)
4	Increase Brand Awareness	n=4(13.3%)	n=23(76.7%)	n=2(6.7%)
5	Creates Transparency	n=4(13.3%)	n=17(56.7%)	n=9(30%)
6	Increase Competitive Advantage	n=3(10%)	n=20(66.7%)	n=7(23.3%)
7	Enhance Sales Promotion	n=3(10%)	n=20(66.7%)	n=7(23.3%)
8	Increase easy Lead Generation	n=4(13.3%)	n=19(63.3%)	n=7(23.3%)
9	Good Corporate Social Responsibility	n=4(13.3%)	n=13(43.3%)	n=13(43.3%)
10	Enables Engagement with Stakeholders	n=2(6.7%)	n=15(50%)	n=13(43.3%)
11	Improve Product Development	n=4(13.3%)	n=19(63.3%)	n=7(23.3%)

Majority respondents 90 percent said that social media plays a great role in increasing interaction with customers and 76.7 percent, brand awareness, 73.3 percent, handling customer complaints, 66.7 percent, increase competitive advantage and enhances Sales Promotion, 56.7 percent, creating transparency. In addition, 76.7 percent of the respondents also said that they use social media for online presence, when they infer about the role of Social Media in their organization.

The other point is that most of the managers use face book for advertising, brand management and for customer complains handling however, they

simply put advertising and other marketing contents in the way the traditional tools work, this is against the principle of communicating using social media as scholars believe that Social Media should not be viewed as an extension of mass communication but rather it should be used as a new channel for listening to customers, and engaging in important conversations (Constantinides & Fountain, 2008; DiStaso, McCorkindale & Wright, 2011).

4.5. Challenges and Opportunities

In this part, challenges and opportunities of social media usage with in Ethiopian restaurants will be presented. This further helped the student researcher to clearly identify the roles that social media is playing.

46.7 percent (mean 3.3), of the respondents agreed, slightly above neutral position, on the management perception on the effectiveness of social media marketing.

In addition, the respondents agreed on inflexibility of companies in adopting technology 3.23 mean, 46.6 percent lack of documented strategies how to manage negative comments on social media tools 43.3 percent(mean 3.13).

Moreover, the most accepted challenge on the effectiveness of social media is lack of man power to administer social media tools by 63.4 percent (mean 3.76) and inadequate information on leveraging social media 56.7 percent (mean 3.53)

Table 4.8. The mean and standard deviation on challenges faced by the restaurants

	MEAN	SD
Management perception on the effectiveness of Social Media Marketing.	3.3	1.26
Inflexibility of companies in adopting technology	3.23	1.25
Lack of documented strategies on how to manage negative comments on Social Media tools.	3.13	1.27
Lack of manpower to administer Social Media tools.	3.76	1.33

	Inadequate financial resources to manage Social Media.	3.13	1.43
	Inadequate information on leveraging Social Media.	3.53	1.36
	Company failing to adapt to rapid change in behavior among consumers	3.33	1.27
	Company culture which does not support transparency on Social Media.	2.93	1.28
	Regulatory issues on when to respond to consumers comments readily on Social Media	3.00	1.31
	Management fear of losing control of brand to consumers.	2.67	1.49
	Perception that Social Media is for youth only.	2.63	1.22
	Employee posting comments that can tarnish company image.	2.70	1.26
	Possible leakage of customer’s personal information e.g. identity theft, cardholder information.	2.77	1.36

4.5.4. Opportunities

Results from the table below shows social media plays a great role in reaching customers fast (mean 4.23) and improve relationships with them(mean 4.07) indicated by 80 percent of the respondents, and educating customers about products and services agreed by 76.7 percent & (mean 4.07) of the respondents.

Moreover, helping restaurants keep up with current trends in the industry agreed by 73.4 percent (mean 4.00), maintain competitive advantage (mean 3.93) and generate qualified leads (mean 3.90) both agreed by 70 percent of the managers.

And the least score by 66.6 percent of the respondents is indicated on its role to build new partnership.

(See the table below)

Table 4.9. Opportunities by social media

	MEAN	SD
Social Media helps company to keep up with trends in the industry.	4.00	1.26
Social Media helps companies maintain competitive advantage.	3.93	1.17
Social Media enables fast reach to consumers	4.23	0.97
Corporate credibility is enhanced due to personalized interaction on Social Media	3.90	1.06
Generate qualified leads	3.90	0.99
Social Media helps reduce overall marketing expenses.	3.87	1.07
Social Media helps build new business partnership	3.87	0.97
Social Media provides a platform for companies to educate consumers about services	4.07	1.01
Social Media helps improve relationships with customer	4.07	1.14

4.6. Strategies for Implementing Social Media

In order to identify best strategies used by the restaurants, the respondents were asked whether they have a social media marketing strategy or not and only 4 out of 30 restaurants have strategies for implementing social media marketing.

Moreover, in an open ended question respondents were allowed to write their opinion regarding outsourcing as part of strategy, and 10 out of 30 responded yes due to different stated reasons like there are professionals who could be able to do it well, for better time management, to create job opportunities and so on. Whereas the majority 66.67 percent disagreed on the strategic idea of outsourcing due to several reasons mentioned like the products and services are well known internally, simple to handle by themselves, for fear of losing control and destroying the image of the brand and so on.

CHAPTER FIVE

CONCLUSION & RECOMMENDATION

5.1 Introduction

The above chapter presented and discussed the data gained from the instrument and the following chapter discusses the results presented in the chapter.

5.2 Conclusion

This study shows that even if social media is in an infant stage in the restaurant industry. Most of restaurants have showed an amazing effort and interest to use the social media. The research further showed social media should not be used alone by avoiding other existing elements of traditional marketing communication mix rather as the majority of restaurant managers emphasized it should be integrated with the other existing tools and marketing strategies. Thus Social Media should work hand in hand with marketing communication to make it more effective. As Hanna *et al.*, (2011) introduced the idea that Social Media should be combined with traditional media because it is about experience which arises when marketers incorporate reach, intimacy and engagement into the overall IMC strategy.

The study also showed that social media plays a great role in increasing interaction with customers to the highest degree and responses show that Face book 100 percent, YouTube 20 percent and

Twitter 26.7 percent are mainly used Social Media platforms by the restaurants. These tools are mostly used for advertising, brand management and for handling customer complaints.

Moreover, the study showed that social media is not a passing fashion.

Therefore, the result of this research falls under the school of thought view that supports social media as a tool has to be integrated in the marketing communication mix.

The other point is that most of the managers use face book for advertising, brand management and for customer complains handling however, they simply put advertising and other marketing contents in the way the traditional tools work, this is against the principle of communicating using social media as scholars believe that Social Media should not be viewed as an extension of mass communication

but rather it should be used as a new channel for listening to customers, and engaging in important conversations (Constantinides & Fountain, 2008; DiStaso, McCorkindale & Wright, 2011).

The objective of all social media in a business context is to engage people, which then lead toward a desired action or outcome. The four primary approach strategies to engage people with social media are communication, collaboration, education, and entertainment. For people to join and stay in company social-media communities there need to be some benefits for these users. The company can help people or provide them useful information, a friendly or exclusive atmosphere, direct access to the company, etc. Everything that causes the company to be interesting, unique, different, and special are the key benefits. (O'Keefe, 2008, Safko & Brake, 2009)

In addition, results show that social media is the highly used tool for marketing communication purpose by the restaurants followed by advertising by 80 percent and direct marketing by 45 percent and face book is the most used and favored social media plat form by the restaurants.

The study also shows that social media is an effective marketing communication tool for the restaurants followed by advertising 73percent and sales promotion by 20 percent.

Regarding each social media tools face book is the most effective platform followed by you tube and twitter.

The challenges and opportunities faced by restaurants in implementing Social Media Marketing is one of the objectives to be assessed and on the management perception of the effectiveness of social media marketing 46.7 percent (mean 3.3), of the respondents

agreed. This is due to the reason that social media is in an infant stage of its development in the restaurant industry as well as in the country.

In addition, the respondents agreed on inflexibility of companies in adopting technology 3.23 mean, 46.6 percent lack of documented strategies how to manage negative comments on social media tools 43.3 percent (mean 3.13).

Moreover, the most accepted challenge on the effectiveness of social media was lack of man power to administer social media tools by 63.4 percent (mean 3.76) and inadequate information on leveraging social media 56.7 percent (mean 3.53). This is again due to lack of adequate knowledge on the subject and its newness to the industry.

Results also show social media plays a great role in reaching customers fast (mean 4.23) and improve relationships with them(mean 4.07) indicated by 80 percent of the respondents, and educating customers about products and services agreed by 76.7 percent & (mean 4.07) of the respondents.

Moreover, helping restaurants keep up with current trends in the industry agreed by 73.4 percent (mean 4.00), maintain competitive advantage (mean 3.93) and generate qualified leads (mean 3.90) both agreed by 70 percent of the managers.

Besides, most of the respondents disagree on its role to build new partnership; however, this is due to the reason that they don't effectively use LinkedIn as shown in the result as LinkedIn is believed to give that opportunity than the other social media plat forms.

In the case of social media marketing strategy, as most of restaurants does not have any, they needs to give attention to it and be able to have one that is harmoniously aligned with the existing marketing strategy. Otherwise, one cannot fully benefit from the opportunities that the tools present. This is also advocated by different subject experts.

Before entering the social media it is important to understand the medium and get a sense of the rules and customs, and of who the influential people are. It is good to research also what people already are talking about the company, its products, and the

competitors to know what is happening at the moment on the social web regarding the industry. (Zarella 2010, 185)

5.3 Recommendations

- Social media should be integrated with the existing marketing communication tools and aligned with the existing marketing strategy.
- Restaurants should not create contents and simply push as in the case of the traditional one rather should learn how to engage and converse as the literature advocates.
Therefore, this may require adequate training and knowledge on the subject.
- Restaurants needs to have a social media marketing strategy and has to use harmonious voices across the platforms.
- To fully benefit from the tools the restaurants should give attention be able to manage effectively.

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A Questionnaire on the study of The Role of Social Media in the Marketing Communication Mix (Practices of selected restaurants in Addis Ababa)

Dear Respondent,

This questionnaire is developed to undertake a research project to a partial requirement of the Masters' of marketing Management. The purpose of the study is to examine the role of social in the marketing communication mix and its challenges and opportunities in selected restaurants in Addis Ababa.

Your kind company has been selected to be part of this study and you are the right person to respond to the questionnaire. Filling out this questionnaire doesn't take more than 10 minutes. Your honest and sincere response for this questionnaire will highly contribute to the success of the research. The responses will be treated anonymously, so there is no need to write your name.

The final report will be available for interested respondents. I will be grateful for your cooperation and valuable time.

Alemayehu Simeneh

Part I: Respondents Profile

Instruction: Please put R mark in the box of your choice given below

1. Gender

* Female * male

2. Age

* Below25 years * Between 25 and 35 years * Between 36 and 45 years

* Between 46 -55 years * Above 55 years

3. Years of work experience in present position

* Less than 1 year * 2-5 years * 6-15 years

- * 16-25 years
- * More than 26 years

4. Please tick your current job level

- * Operational level Employee
- * Low level Manager
- * Middle level Manager
- * Top Level Manager
- * Other (please specify) _____

5. Please indicate your department : _____

Part II: Social Media as a marketing Communication

1. Please indicate the tools you use for marketing Communication (please put R mark on all that apply)

- * Advertising (TV, Radio, Print or Billboards)
- * Sales Promotion
- * Direct Marketing
- * Public Relations
- * Personal Selling
- * Social Media Marketing

2. If you select Social Media Marketing in Questions number 1, Which Social Media tools do your organization use for the marketing purposes? (Please put a tick mark (ü) in the column of your choice)

	Social Media	Not Sure	Yes	No
1	Facebook			

2	LinkedIn			
3	YouTube			
4	Twitter			
5	Executive Managed Blog			
6	Employee Managed Blog			
7	Other (please specify)_____			
8	Other (please specify)_____			

3. In your opinion which of the following marketing communication tools are effective for your organizations? (Please put a tick mark (ü) in the column of your choice)

		Not Effective 1	2	3	4	Very Effective 5
1	Advertising (TV, Radio, Print or Billboards)					
2	Sales Promotion					
3	Direct Marketing					
4	Public Relations					
5	Personal Selling					
6	Social Media Marketing					

4. Please rate how effective these social media tools are in your organization for marketing purposes. (Please put a tick mark (ü) in the column of your choice)

	Social Media	Not Effective 1	2	3	4	Very Effective 5
1	Facebook					
2	LinkedIn					
3	YouTube					
4	Twitter					
5	Executive Managed Blog					

6	Employee Managed Blog					
7	Other (please specify)_____					
8	Other (please specify)_____					

5. For how long has your Organization been using social media for marketing purposes?

- * Never used it * Less than 1 year * 2-4 years
* More than 5 years * Do not know

6. Please identify how your organization uses the following social media tools.

		Facebook	LinkedIn	YouTube	Twitter	Blogs
1	Advertising					
2	Brand management					
3	Entertainment					
4	Handling Custom complaints					
5	Knowledge sharing					
6	Lead generation					
7	New product Development					
8	Sales promotion					
9	Other (please specify)_____					

7. Please rate the level of acceptance of social media as a marketing communication tool in your organization.

		Not at all accepted 1	2	3	4	Very much accepted 5
1	Level of social media acceptance					

Part III: The role of Social Media in the Marketing Communication Mix

1. Please indicate your level of agreement with each of the following items by putting a tick mark (ü) in the column of your choice.

1 = Strongly Disagree 2 = Disagree 3 = Neutral

4 = Agree 5 = strongly agree

	How should social Media Tools be used in your organization?	1	2	3	4	5
1	Social Media Should not be used for the marketing purposes					
2	Social Media should be integrated with traditional marketing tools.					
3	Companies should get rid of traditional marketing.					
4	Social Media should be used more often than traditional marketing					
5	Social Media is a passing fad.					
	How should social media be used in relation to traditional Marketing?	1	2	3	4	5
1	Integrate Social Media with advertising(eg placing advert on Facebook)					
2	Integrate Social Media with public relations					
3	Integrate Social Media with personal Selling					
4	Integrate Social Media with Sales promotion					
5	Integrate Social Media with Direct Marketing					

2. Which of the listed benefits of social media applies to your organization?

		Not Sure	Yes	No
1	Maintain Online Presence			
2	Increase Interaction with Customer			
3	Handling Customer Complaints			

4	Increase Brand Awareness			
5	Creates Transparency			
6	Increase Competitive Advantage			
7	Enhance Sales Promotion			
8	Increase easy Lead Generation			
9	Good Corporate Social Responsibility			
10	Enables Engagement with Stakeholders			
11	Improve Product Development			

Part IV: The Challenges and Opportunities of Social Media

- Please indicate your level of agreement with each of the following possible challenges faced by a company in implementing social media by putting a tick mark (☐) in the column of your choice.

	What are the challenges faced by companies in using /adopting Social media for marketing purposes?	1	2	3	4	5
1	Management perception on the effectiveness of Social Media Marketing.					
2	Inflexibility of companies in adopting technology					
3	Lack of documented strategies on how to manage negative comments on Social Media tools.					
4	Lack of manpower to administer Social Media tools.					
5	Inadequate financial resources to manage Social Media.					
6	Inadequate information on leveraging Social Media.					
7	Company failing to adapt to rapid change in behavior among consumers.					
8	Company culture which does not support transparency on Social Media.					
9	Regulatory issues on when to respond to consumers comments readily on Social Media.					
10	Management fear of losing control of brand to consumers.					
11	Perception that Social Media is for youth only.					
12	Employee posting comments that can tarnish company image.					
13	Possible leakage of customer's personal information e.g. identity theft, cardholder information.					

2. Please indicate other challenges

3. In your view, what could be the solution to any of the challenges mentioned above?

4. Please indicate your level of agreement with each of the following possible opportunities presented by social media to your company by putting a tick mark (ü) in the column of your

	What are the Opportunities presented by social media to your company ?	1	2	3	4	5
1	Social Media helps company to keep up with trends in the industry.					
2	Social Media helps companies maintain competitive advantage.					
3	Social Media enables fast reach to consumers					
4	Corporate credibility is enhanced due to personalized interaction on Social Media					
5	Generate qualified leads					
6	Social Media helps reduce overall marketing expenses.					
7	Social Media helps build new business partnership.					

8	Social Media provides a platform for companies to educate consumers about services					
9	Social Media helps improve relationships with customer					

choice.

5. Please _____ indicate _____ other opportunities_____

- 6. Do companies have strategies to implement Social Media?
- 7. Should restaurants outsource Social Media and why?
- 8. How should organization react to negative comments?
- 9. What strategies can be used to implement Social Media?

Thank you!

1. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
	Female	6	20.0	20.0	20.0
	Male	24	80.0	80.0	100.0
Valid	Total	30	100.0	100.0	

2. Age

		Frequency	Percent	Valid Percent	Cumulative Percent
	Below25 years	5	16.7	16.7	16.7
	Between 25 and 35 years	17	56.7	56.7	73.3
	Between 36 and 45 years	6	20.0	20.0	93.3
	Between 46 -55 years	2	6.7	6.7	100.0
Valid	Total	30	100.0	100.0	

3. Years of work experience in present position

		Frequency	Percent	Valid Percent	Cumulative Percent
	Less than 1 year	5	16.7	16.7	16.7
	2-5 years	11	36.7	36.7	53.3
	6-15 years	11	36.7	36.7	90.0
	16-25 years	2	6.7	6.7	96.7
	More than 26 years	1	3.3	3.3	100.0
Valid	Total	30	100.0	100.0	

4. Please tick your current job level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Operational level Employee	2	6.7	6.7	6.7
Middle level Manager	8	26.7	26.7	33.3
Top Level Manager	15	50.0	50.0	83.3
Owner	5	16.7	16.7	100.0
Total	30	100.0	100.0	

S1.Facebook

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	30	100.0	100.0	100.0

S2.Linkedin

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	2	6.7	6.7	6.7
No	28	93.3	93.3	100.0
Valid Total	30	100.0	100.0	

S3.YouTube

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	6	20.0	20.0	20.0
No	24	80.0	80.0	100.0
Valid Total	30	100.0	100.0	

S4. Twitter

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	8	26.7	26.7	26.7
No	22	73.3	73.3	100.0
Valid Total	30	100.0	100.0	

S5.Executive Managed Blog

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	30	100.0	100.0	100.0

S6.Employee Managed Blog

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	30	100.0	100.0	100.0

S7. Other

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	3	10.0	10.0	10.0
No	27	90.0	90.0	100.0
Valid Total	30	100.0	100.0	

MC6.Social Media Marketing

	Frequency	Percent	Valid Percent	Cumulative Percent

	Not effective	4	13.3	13.3	13.3
	Neutral	8	26.7	26.7	40.0
Valid	Effective	10	33.3	33.3	73.3
	Very Effective	8	26.7	26.7	100.0
	Total	30	100.0	100.0	

SM1.Facebook

	Frequency	Percent	Valid Percent	Cumulative Percent
	Not effective	2	6.7	6.7
	Neutral	7	23.3	30.0
		9	30.0	60.0
	Effective	12	40.0	100.0
	Very Effective			
Valid	Total	30	100.0	100.0

SM2.Linkedin

	Frequency	Percent	Valid Percent	Cumulative Percent
	Very not effective	2	6.7	6.7
	Not effective	2	6.7	13.3
	Neutral	26	86.7	100.0
Valid	Total	30	100.0	100.0

SM3.YouTube

	Frequency	Percent	Valid Percent	Cumulative Percent
	Very not effective	2	6.7	6.7
Valid	Not effective	4	13.3	20.0

Neutral	19	63.3	63.3	83.3
Effective	4	13.3	13.3	96.7
Very Effective	1	3.3	3.3	100.0
Total	30	100.0	100.0	

SM4. Twitter

	Frequency	Percent	Valid Percent	Cumulative Percent
Very not effective	4	13.3	13.3	13.3
Not effective	2	6.7	6.7	20.0
Neutral	23	76.7	76.7	96.7
Very Effective	1	3.3	3.3	100.0
Valid Total	30	100.0	100.0	

SM5.Executive Managed Blog

	Frequency	Percent	Valid Percent	Cumulative Percent
Not effective	1	3.3	3.3	3.3
Neutral	29	96.7	96.7	100.0
Valid Total	30	100.0	100.0	

SM6.Employee Managed Blog

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	30	100.0	100.0	100.0

SM7. Otheer

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Neutral	28	93.3	93.1	93.1
	Very Effective	2	6.7	6.9	100.0
Total		30	100.0		

Reliability Statistics

Cronbach's Alpha	N of Items
.704	10

III1 Social Media Should not be used for the marketing purposes

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	23	76.7	76.7	76.7
Disagree	4	13.3	13.3	90.0
Neutral	2	6.7	6.7	96.7
Agree	1	3.3	3.3	100.0
Valid Total	30	100.0	100.0	

III2. Social Media should be integrated with traditional marketing tools.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	4	13.3	13.3	13.3
Disagree	2	6.7	6.7	20.0
Neutral Agree	1	3.3	3.3	23.3
strongly agree	11	36.7	36.7	60.0
agree	12	40.0	40.0	100.0
Valid Total	30	100.0	100.0	

III3.Companies should get rid of traditional marketing.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	16	53.3	53.3	53.3
Disagree	6	20.0	20.0	73.3
Valid Neutral	4	13.3	13.3	86.7
strongly agree	4	13.3	13.3	100.0
Total	30	100.0	100.0	

III4.Social Media should be used more often than traditional marketing

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	6.7	6.7	6.7
Disagree	5	16.7	16.7	23.3
Neutral Agree	9	30.0	30.0	53.3
strongly agree	7	23.3	23.3	76.7
agree	7	23.3	23.3	100.0
Valid Total	30	100.0	100.0	

III3T. Integrate Social Media with personal Selling

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	3.3	3.3	3.3
Disagree	2	6.7	6.7	10.0
Neutral Agree	4	13.3	13.3	23.3
strongly agree	13	43.3	43.3	66.7
agree	10	33.3	33.3	100.0
Valid Total	30	100.0	100.0	

III4T. Integrate Social Media with Sales promotion

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	1	3.3	3.3	3.3
Neutral	2	6.7	6.7	10.0
Agree	17	56.7	56.7	66.7
strongly agree	10	33.3	33.3	100.0
Valid Total	30	100.0	100.0	

III5T. Integrate Social Media with Direct Marketing

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	1	3.3	3.3	3.3
Neutral Agree	5	16.7	16.7	20.0
strongly agree	14	46.7	46.7	66.7
agree	10	33.3	33.3	100.0
Valid Total	30	100.0	100.0	

21.Maintain Online Presence

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	23	76.7	76.7	76.7
No	4	13.3	13.3	90.0
Not Sure	3	10.0	10.0	100.0
Valid Total	30	100.0	100.0	

22.Increase Interaction with Customer

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	27	90.0	90.0	90.0

No	3	10.0	10.0	100.0
Total	30	100.0	100.0	

23.Handling Customer Complaints

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	22	73.3	73.3	73.3
No	6	20.0	20.0	93.3
Not Sure	2	6.7	6.7	100.0
Valid Total	30	100.0	100.0	

24.Increase Brand Awareness

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	23	76.7	79.3	79.3
Valid No	2	6.7	6.9	86.2
Valid Not Sure	4	13.3	13.8	100.0
Valid Total	29	96.7	100.0	
Missing System	1	3.3		
Total	30	100.0		

25.Creates Transparency

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	17	56.7	56.7	56.7
No	9	30.0	30.0	86.7
Not Sure	4	13.3	13.3	100.0
Valid Total	30	100.0	100.0	

26.Increase Competitive Advantage

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	20	66.7	66.7	66.7
No	7	23.3	23.3	90.0
Not Sure	3	10.0	10.0	100.0
Valid Total	30	100.0	100.0	

27.Enhance Sales Promotion

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	20	66.7	66.7	66.7
No	7	23.3	23.3	90.0
Not Sure	3	10.0	10.0	100.0
Total	30	100.0	100.0	

28.Increase easy Lead Generation

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	19	63.3	63.3	63.3
No	7	23.3	23.3	86.7
Not Sure	4	13.3	13.3	100.0
Valid Total	30	100.0	100.0	

29.Good Corporate Social Responsibility

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	13	43.3	43.3	43.3
No	13	43.3	43.3	86.7
Valid Not Sure	4	13.3	13.3	100.0

Total	30	100.0	100.0
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2.10. Enables Engagement with Stakeholders

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	15	50.0	50.0	50.0
No	13	43.3	43.3	93.3
Not Sure	2	6.7	6.7	100.0
Valid Total	30	100.0	100.0	

2.11. Improve Product Development

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	19	63.3	63.3	63.3
No	7	23.3	23.3	86.7
Not Sure	4	13.3	13.3	100.0
Valid Total	30	100.0	100.0	

Reliability Test for part IV

Reliability Statistics

Cronbach's Alpha	N of Items
.866	13

Your table from your proposal

IV11.Management perception on the effectiveness of Social Media Marketing.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	3	10.0	10.0	10.0
Disagree	5	16.7	16.7	26.7
Neutral Agree	8	26.7	26.7	53.3
strongly agree	8	26.7	26.7	80.0
Valid Total	6	20.0	20.0	100.0
	30	100.0	100.0	

IV12.Inflexibility of companies in adopting technology

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	16.7	16.7	16.7
Disagree	1	3.3	3.3	20.0
Valid Neutral Agree	10	33.3	33.3	53.3

strongly	10	33.3	33.3	86.7
agree	4	13.3	13.3	100.0
Total	30	100.0	100.0	

IV13.Lack of documented strategies on how to manage negative comments on Social Media tools.

	Frequency	Percent	Valid Percent	Cumulative Percent
	5	16.7	16.7	16.7
Strongly Disagree	3	10.0	10.0	26.7
Disagree	9	30.0	30.0	56.7
Neutral Agree	9	30.0	30.0	86.7
strongly	4	13.3	13.3	100.0
agree				
Valid Total	30	100.0	100.0	

IV14.Lack of manpower to administer Social Media tools.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	3	10.0	10.3	10.3
Disagree	2	6.7	6.9	17.2
Neutral Agree	5	16.7	17.2	34.5
strongly	8	26.7	27.6	62.1
agree				
Total	11	36.7	37.9	100.0
Valid System	29	96.7	100.0	
Missing	1	3.3		
Total	30	100.0		

IV15.Inadequate financial resources to manage Social Media.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	20.0	20.0	20.0

Disagree	3	10.0	10.0	30.0
Neutral Agree	9	30.0	30.0	60.0
strongly	5	16.7	16.7	76.7
agree	7	23.3	23.3	100.0
Total	30	100.0	100.0	

IV16.Inadequate information on leveraging Social Media.

	Frequency	Percent	Valid Percent	Cumulative Percent
	4	13.3	13.3	13.3
Strongly Disagree	2	6.7	6.7	20.0
Disagree	7	23.3	23.3	43.3
Neutral Agree	8	26.7	26.7	70.0
strongly	9	30.0	30.0	100.0
agree				
Valid Total	30	100.0	100.0	

IV17.Company failing to adapt to rapid change in behavior among consumers

	Frequency	Percent	Valid Percent	Cumulative Percent
	5	16.7	16.7	16.7
Strongly Disagree	10	33.3	33.3	50.0
Neutral Agree	10	33.3	33.3	83.3
strongly	5	16.7	16.7	100.0
agree				
Valid Total	30	100.0	100.0	

IV18.Company culture which does not support transparency on Social Media.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	7	23.3	23.3	23.3

Disagree	1	3.3	3.3	26.7
Neutral Agree	12	40.0	40.0	66.7
strongly	7	23.3	23.3	90.0
agree	3	10.0	10.0	100.0
Total	30	100.0	100.0	

IV19.Regulatory issues on when to respond to consumers comments readily on Social Media

	Frequency	Percent	Valid Percent	Cumulative Percent
	4	13.3	13.3	13.3
Strongly Disagree	8	26.7	26.7	40.0
Disagree	7	23.3	23.3	63.3
Neutral Agree	6	20.0	20.0	83.3
strongly	5	16.7	16.7	100.0
agree				
Valid Total	30	100.0	100.0	

IV1.10.Management fear of losing control of brand to consumers.

	Frequency	Percent	Valid Percent	Cumulative Percent
	10	33.3	33.3	33.3
Strongly Disagree	4	13.3	13.3	46.7
Disagree	7	23.3	23.3	70.0
Neutral Agree	4	13.3	13.3	83.3
strongly	5	16.7	16.7	100.0
agree				
Valid Total	30	100.0	100.0	

IV1.11.Perception that Social Media is for youth only.

	Frequency	Percent	Valid Percent	Cumulative Percent
	6	20.0	20.0	20.0
Strongly Disagree	9	30.0	30.0	50.0
Disagree	7	23.3	23.3	73.3
Neutral Agree	6	20.0	20.0	93.3
strongly agree	2	6.7	6.7	100.0
Valid Total	30	100.0	100.0	

IV1.12..Employee posting comments that can tarnish company image.

	Frequency	Percent	Valid Percent	Cumulative Percent
	7	23.3	23.3	23.3
Strongly Disagree	6	20.0	20.0	43.3
Disagree	8	26.7	26.7	70.0
Neutral Agree	7	23.3	23.3	93.3
strongly agree	2	6.7	6.7	100.0
Valid Total	30	100.0	100.0	

IV1.13. Possible leakage of customer's personal information e.g. identity theft, cardholder information.

	Frequency	Percent	Valid Percent	Cumulative Percent
	8	26.7	26.7	26.7
	3	10.0	10.0	36.7
Strongly Disagree	11	36.7	36.7	73.3
Disagree	4	13.3	13.3	86.7
Neutral Agree	4	13.3	13.3	100.0
strongly agree	4	13.3	13.3	100.0
Valid Total	30	100.0	100.0	

Reliability for Opportunities

Reliability Statistics

Cronbach's Alpha	N of Items
.945	9

IV4.1 Social Media helps company to keep up with trends in the industry.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	3	10.0	10.0	10.0
Neutral Agree	5	16.7	16.7	26.7
strongly agree	8	26.7	26.7	53.3
Valid Total	14	46.7	46.7	100.0
Valid Total	30	100.0	100.0	

IV4.2. Social Media helps companies maintain competitive advantage.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	6.7	6.7	6.7
Valid Disagree	1	3.3	3.3	10.0

Neutral Agree	6	20.0	20.0	30.0
strongly	9	30.0	30.0	60.0
agree	12	40.0	40.0	100.0
Total	30	100.0	100.0	

IV4.3.Social Media enables fast reach to consumers

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	1	3.3	3.3	3.3
Neutral Agree	5	16.7	16.7	20.0
strongly	9	30.0	30.0	50.0
agree	15	50.0	50.0	100.0
Valid Total	30	100.0	100.0	

IV4.4.Corporate credibility is enhanced due to personalized interaction on Social Media

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	3	10.0	10.0	10.0
Neutral	9	30.0	30.0	40.0
Agree	6	20.0	20.0	60.0
strongly agree	12	40.0	40.0	100.0
Valid Total	30	100.0	100.0	

IV4.5.Generate qualified leads

	Frequency	Percent	Valid Percent	Cumulative Percent

		1	3.3	3.3	3.3
	Strongly Disagree	1	3.3	3.3	6.7
	Disagree	7	23.3	23.3	30.0
	Neutral Agree	12	40.0	40.0	70.0
	strongly agree	9	30.0	30.0	100.0
Valid	Total	30	100.0	100.0	

IV4.6. Social Media helps reduce overall marketing expenses.

	Frequency	Percent	Valid Percent	Cumulative Percent
	1	3.3	3.3	3.3
	2	6.7	6.7	10.0
	Strongly Disagree	7	23.3	33.3
	Disagree	10	33.3	66.7
	Neutral Agree	10	33.3	100.0
	strongly agree	10	33.3	100.0
Valid	Total	30	100.0	100.0

IV4.7. Social Media helps build new business partnership

	Frequency	Percent	Valid Percent	Cumulative Percent
	1	3.3	3.3	3.3
	Strongly Disagree	10	33.3	36.7
	Neutral Agree	10	33.3	70.0
	strongly agree	9	30.0	100.0
Valid	Total	30	100.0	100.0

IV4.8. Social Media provides a platform for companies to educate consumers about services

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	3.3	3.3

Disagree	1	3.3	3.3	6.7
Neutral Agree	5	16.7	16.7	23.3
strongly agree	11	36.7	36.7	60.0
Total	12	40.0	40.0	100.0
	30	100.0	100.0	

IV4.9. Social Media helps improve relationships with customer

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	6.7	6.7	6.7
Valid Disagree	1	3.3	3.3	10.0
Valid Neutral	3	10.0	10.0	20.0
Valid Agree	11	36.7	36.7	56.7
Valid strongly agree	13	43.3	43.3	100.0
Total	30	100.0	100.0	