



**The effective integration of multiple communication techniques,  
including social media**

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## **Abstract**

The effective integration of multiple communication techniques is becoming increasingly complex, with the ongoing development of new media. The development of Web 2.0 and the growth of social media provides marketers with additional, possibly even alternative, marketing communication channels. This research explores the integration of social media, specifically Facebook, and the marketing decision making considerations from the context of the integrated marketing communications (IMC) construct.

The study surveyed three consumer facing businesses to understand how marketers make decisions, determine if social media leads to more effective marketing and to understand if and how effectiveness is measured. A qualitative multiple case study method was selected which included interviews, direct observation and document reviews.

The findings provide insights into marketing decisions relative to the integration of social media. This is complimented by a view of how effectiveness of social media can be measured in the marketing communications sphere. The issue of ROI remains a challenge and only one case successfully deploys this metric. In conclusion, the increasing complex business and marketing environment does not have a simple solution; therefore the Complex Marketing Communications Deployment (CMCD) model is proposed as a framework for reviewing the entire marketing communication system and to integrate new media.

## **Key words**

Social media, integrated marketing communications, decision making, effectiveness, integration

## Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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# Chapter 1: Introduction to the Research Problem

## 1.1 Research Title

The effective integration of multiple communication techniques, including social media.

## 1.2 Research Motivation

The development of social media facilitated by Web 2.0 is being accessed by a growing number of consumer's; there are more than four million registered Facebook users in South Africa alone. These platforms provide marketers with opportunities to access consumers and communicate via new channels, using multiple techniques (Ewing, 2009; Kirtiş & Karahan, 2011; Kitchen & Schultz, 2009; Mulhern, 2009; O'Brien, 2011). However, the mere opportunity to communicate and participate in the social media arena, does not in itself justify a presence – just because we can does not necessarily mean we should.

**Table 1:** Social Network Stats in South Africa (Mybroadband, 2012; Newmediatrendwatch, 2012)

Social Network	Registered Users	Platform Type
MXit	10 000 000	mobile
Facebook	4 830 360	web & mobi
BBM	3 300 000	mobile
LinkedIn	1 100 000	web & mobi
Twitter	1 100 000	web & mobi
Google+	466 828	web & mobi

The academic debate is around the integration, effectiveness and measurement of the communication. Another important aspect is to understand the decision making process in this complex environment, and the ability to measure both the effectiveness of integration and the effectiveness of the communication campaign.

This perspective from the latest McKinsey Quarterly sums up the challenge being faced by marketing executives and business:

Yet the vast majority of executives have no idea how to harness social media's power. Companies diligently establish Twitter feeds and branded Facebook pages, but few have a deep understanding of exactly how social media interacts with consumers to expand product and brand recognition, drive sales and profitability, and engender loyalty (Divol, Edelman & Sarrazin, 2012, p.1).

While it would seem that many businesses have engaged with social media in recent times, and some even claim success, there is still “no single measure of social media's financial impact” (Divol, Edelman & Sarrazin, 2012, p.1). The question has to be, if there is no agreed or defined measure, is it possible to claim success. Investigation into the social media phenomena is needed in order to understand if there is more to the integration of, decision making, success factors and the measurement of social media programs.

### **1.3 Research Scope**

The objective of the research will be to focus on a specific element of marketing, namely the integration of marketing communications. The intention is to gain a deeper insight into a real-life case study where social media has been successfully integrated into the communications mix; to understand what the success factors are and what have been some of the key decisions to achieve effective integration. The research will try to establish if it is important for the use of social media to be determined at an executive level or can the right priority be driven at an operational marketing level.

The scope includes a view of marketing communications and integration decisions from an Integrated Marketing Communications (IMC) perspective. This includes understanding the business interpretation of what integration means in the practical context.

Additionally, it will uncover how and why decisions are made regarding the communication and social media strategy. As importantly is who is involved in and how effective are these strategic debates and do they influence the effectiveness of the communication.

The research scope will also include the overall communication campaign effectiveness when using social media and finally attempt to determine if there are any hard or soft measures in place to measure Return on Investment (ROI) and/or effectiveness when using social media as part of an integrated marketing strategy.

#### **1.4 Research Problem**

The purpose of this study is to understand the factors that lead to effective integration of social media in the marketing communication mix.

The research will:-

- Understand the main factors used to determine the use of social media
- Understand the decision making process regarding communication tools and techniques
- Establish whether or not the use of social media leads to more effective communications
- Establish how the overall effectiveness of communication is measured
- Determine if and how ROI of social media is measured by marketers

## **Chapter 2: Theory and Literature Review**

### **2.1 Introduction**

The literature review was aimed at understanding the current practice and academic points of view around the integration of social media into marketing communications. This started with a review of marketing communications, integration of content and channels centred on the integrated marketing communications (IMC) construct. The search included the decision making processes within marketing, to understand the logic behind the inclusion of social media in the communication portfolio.

The effectiveness of integration, effective use of social media and the resulting effectiveness of communication have been included in the literature review, in order to establish the perceived importance of communication effectiveness. This leads on to a review of the measurements that have been discussed or used in the context of marketing communication, such as the measurement of communication effectiveness, measuring integration and measuring Return on Investment (ROI).

### **2.2 Communications**

#### **2.2.1 Marketing Communications**

Marketing communications is the process of talking to and getting the message to the customer and the consumer. The message involves such elements as creating brand awareness, positioning the brand or product front of mind, communicating a price or promotion and telling the customers about the product benefits, creating a call to action. Some authors perceive there to be four pillars that are central to communications; customer-centricity, communication channels, content and measurable results (Reinold & Tropp, 2012). Simplified it is the 'who, how, what and why' the firm communicates to its customers and the market. It can also be considered the central tenet of the promotion mix.

Marketing communications is an element of the marketing mix and typically comprises traditional communication methods of advertising and public relations. Although advertising has evolved through various phases, the era of mass

communications still endures and is still dominated by traditional media; including radio and television broadcasting, newspaper and magazine print (Kitchen & Schultz, 2009).

The communications environment is becoming increasingly cluttered due to the availability of multiple communication tools, channels and techniques (Garber & Dotson, 2002). The digital era has increased the speed of communication and the volume of communication (Ewing, 2009; Mulhern, 2009).

There is a greater expectation of marketing to communicate with many more audiences, with different expectations; in part due to the relative ease of communicating via new communication tools but also due to corporate governance and business structures. The audiences are referred to as stakeholders and business partners; they include consumers, customers, clients, shareholders, employees, vendors, distributors, retailers, franchisees, business partners and regulators (Mulhern, 2009). This adds to the complexity of the communications decisions and drives a need for coordination of communication campaigns.

Communication is becoming more interactive and moving from one-way to two-way communication through interactive media (Mangold & Faulds, 2009). Communication using social media is outside the direct control of the marketing manager, and gives rise to 'push-pull' consumer controlled communications (Kitchen & Shultz, 2009). The developments are consumer-to-consumer communication and user generated content (UGC) which exclude the firm and its management; suggesting that the power is shifting from business to the consumer (O'Brien, 2011). This means it is increasingly difficult to keep traditional communication methods relevant and it is becoming necessary for marketers to diversify into this space.

What many authors have failed to comment on is the communication resource issue. The use of more channels of communication must surely have an impact on the resources required to do this communication. Siano, Vollero, Confetto and Siglioccolo (2011) confirmed a gap in the literature regarding the creation and use of communication resources. They also confirm two types of communication resources, these being internal and external resources.

## 2.2.2 Integrated Marketing Communications (IMC)

### *History of IMC*

A key tenet of modern marketing communication theory is that of integrated marketing communications or IMC as it is commonly known in marketing circles. Although the concept has been around for more than twenty years, a universally accepted definition does not exist. According to Phelps and Johnson (1996) the lack of a generally accepted definition for IMC has impeded efforts to develop practices and measures for marketing communications. Holm (2006) stated that there is neither a common understanding of IMC nor a generally accepted definition. Kliatchko (2008) confirms the “largest number of academic researches and articles published since 2000 still deal with the definitional, theoretical foundations, status and scope of the IMC concept” (p.136).

Year / Topic	1990 – 1994	1995 – 1999	2000 – 2006
Definition Issues			
Practice of IMC			
IMC, PR and other controversies			
IMC in other countries			
IMC and managerial/ organisational issues			
Measurement issues			
IMC and branding issues			
IMC and media synergy/ habits/ planning/ interactive issues			
IMC and internal marketing			

**Figure 1** Research topics on IMC from 1990 to 2006 (Kliatchko, 2008)

Kliatchko (2008) identifies the main topics of debate from the 1990's until 2006 in figure 1, whilst the concept has been around for more than twenty years, the interesting debate on media synergy and interactive issues have only been discussed this century. The complexity around the definition and the various mixes in marketing possibly explain the ongoing debate on the definition. One of the main detractors from a clear definition is the inclusion of the word integrated in the concept. As can be seen from the argument around the definition and

implementation of IMC, by far the greatest dilemma is what to include and how far integration spans across the organisation, communication channels, content and audiences.

Laurie and Mortimer (2011) confirm that despite the maturity of the IMC discipline there is still debate amongst practitioners and academics with regards to the usefulness of IMC. Luck and Moffatt (2009) take an in depth view of the history of marketing, marketing communication and IMC. From two alternative definitions seven key themes of IMC were identified; branding, communication, cross-functional planning, integration, market orientation, relationship management and synergy (Luck & Moffatt, 2009, p.317).

The definition that this research will be based on is the revised Kliatchko definition of 2008. Kliatchko (2008) defines IMC as “an audience-driven business process of strategically managing stakeholders, content, channels and results of brand communication programs” (p.140). This definition has been selected for the following reasons:

- It succinctly describes the essence of IMC and places the audience as a primary target and driver in designing communications,
- It encompasses the critical elements of communication; stakeholders, content and channels, and
- It includes the results, which implies both effectiveness and measurement being an important aspect of the IMC construct.

Kitchen and Schultz (2009) emphasise that there are still unanswered questions around the concept and implementation of IMC. An interesting observation by Laurie and Mortimer (2011) is that initial discussions of IMC were around definition and theoretical understanding, yet the discussion of definition is still taking place. Whilst a final definition of IMC has not yet been agreed, several authors have a clear view of the key concepts that form the basis of IMC and have proposed various models. Other authors such as Duncan (2002), Klitachko (2005, 2008) and Schultz (2006), have clearly stated their definitions of IMC.



### *One voice*

Phelps and Johnson (1996) identified three themes driving IMC, namely:

- One voice,
- Integrated communications and
- Coordinated marketing communication campaigns.

According to Garber and Dotson (2002) the crux of IMC is to coordinate all components of marketing communications to speak with one voice. McGrath (2005) comments that the theoretical underpinnings of IMC are ongoing dialogue, message consistency and all aspects of a brands communication that must be considered. These authors all value the one voice concept, specifically relating to message consistency and the standardisation of content.

Johansen and Andersen (2011) provide a view that ‘one sound, one voice’ is evolutionary and that “IMC ensures coherence across media, messages and markets – and measures these according to strategic goals” (p.274). On the other hand, Kitchen and Schultz (2009) provide a perspective on the initial ‘one sight, one sound’ view of IMC, confirming that this was the thinking in the first stage of development, based on the outbound system of communications possible with traditional media. According to them, though, the environment has evolved as result of technology and a need to be more customer sensitive. This view is supported by Luck and Moffatt (2009) who state that the view of IMC as ‘one spirit’ or ‘one voice’ was the starting point of IMC but is a narrow perspective. The argument is that strategic brand consistency exists when a brand does what it says. What the brand says and what it does are reinforced by what others say about it (Luck & Moffatt, 2009, p.320).

### *Role of the Customer*

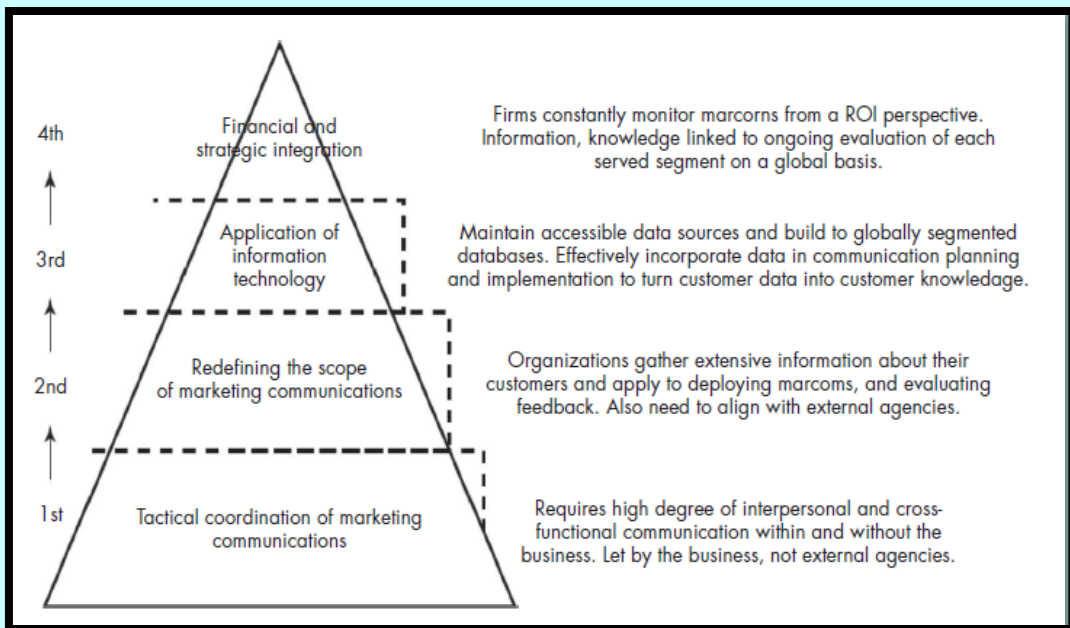
The debate around IMC and customer sensitivity has several different angles; from a requirement to be customer focussed, to being customer-centric and even a view that customer relationship management is the successor of IMC. There is a view that it is “critical that marketing communications ... reflect a deep understanding of consumer needs in order to reach and influence today’s consumer effectively” (Garber & Dotson, 2002, p. 3). Another view is that the IMC planning approach must deliberately take on the customer’s perspective, as it is the customer that

integrates the communication and it is the customer that selects the channel (Kliatchko, 2008, p.147).

Finne and Grönroos (2009) are advocating a more customer-centric approach to marketing communications and are proponents of a new framework known as the Relationship Communication Model (RCM) which incorporates relationship marketing into IMC. Kitchen & Schultz (2009) comment that in the original concept of IMC there was an implied emphasis on customers and they are finally perceived to be the driving force in marketing activities.

*Levels of Integration*

Four levels of integration were proposed by Kitchen and Schultz (2001), as shown in figure 2. The first of the stages is tactical coordination and the second level starts to include agencies. Laurie and Mortimer (2011) find it interesting that the model only includes the use of agencies from the second level of integration. The third level includes the integration of systems, information technology, and the fourth level is financial and strategic integration - the highest level of integration in IMC (Kitchen & Schultz, 2001, p.110). These four levels have been discussed by various academic authors and accepted as a logical framework (Holm, 2006; Kliatchko, 2008; Laurie & Mortimer, 2011).



**Figure 2** Four levels of integration (Kitchen and Schultz, 2001).

Garber and Dotson (2002) provide five reasons for integration;

- Ongoing fragmentation of mass media makes it more difficult to reach the target audience
- Increased competition has led to micro-marketing and personal marketing
- There is an increased emphasis on relationship marketing
- There is a search for greater marketing productivities and more efficient communications
- Growth of the internet and new communication mediums

Holm (2006) commented on the seven levels of integration; as proposed by Smith, Berry and Pulford (1999) in their book titled *Strategic Marketing Communications*, where they claim the most important level is vertical integration of objectives and activities. The seven levels explained by Holm (2006) are:

- *Vertical objectives integration*. It means that communication objectives fit with marketing objectives and the overall corporate objectives.
- *Horizontal/functional integration*. Marketing communications activities fit well with other business functions of manufacturing, operations and human resource management.
- *Marketing mix integration*. The marketing mix of product, price and place decisions is consistent with the promotion decisions, e.g. with the required communication messages.
- *Communications mix integration*. All the 12 communications tools are being used to guide the customer/consumer/client through each stage of the buying process and all of them portray a consistent message.
- *Creative design integration*. The creative design and execution is uniform and consistent with the chosen positioning of the product.
- *Internal/external integration*. All internal departments and all external employed agencies are working together to an agreed plan and strategy.
- *Financial integration*. The budget is being used in the most effective and efficient way ensuring that economies of scale are achieved and that long-term investment is optimized” (Holm, 2006, p. 25)

An essential task is ensuring that goals on different levels are mutually achievable. “Objectives for profitability must be consistent with objectives for growth, (with objectives) for gaining increasing market share and (with objectives) for certain social responsibilities and to broader societal concerns” (Holm, 2006, p. 25).

In an attempt to simplify the levels of integration, a two level approach to IMC implementation is discussed by Klitachko (2008).

**Table 2:** IMC business process: corporate and operational levels (Kliatchko, 2008)

Business level	Strategic and management issues
Corporate level	<ul style="list-style-type: none"> <li>• Takes a holistic view of business</li> <li>• Defines scope of business, its goals and objectives</li> <li>• Drives brand-building strategies</li> <li>• Takes full responsibility for full integration process of functional units</li> <li>• Creates a culture of marketing: strong customer orientation</li> <li>• Manages integrated systems and organisational structures</li> <li>• Views marketing communications as strategic management tool and an investment</li> <li>• Safeguards corporate identity, image and reputation</li> </ul>
Operational level	<ul style="list-style-type: none"> <li>• Follows an organisational structure that facilitates effective customer management</li> <li>• Develops, manages, implements and measures IMC programmes</li> <li>• Possesses a strong customer orientation and creates long-term profitable relationships with multiple markets</li> <li>• Coordinates the integration process among communication agencies and other suppliers</li> </ul>

This involves both the corporate and operational levels of an organisation, with each level focusing on key strategic and managerial issues. In the corporate level of integrations “Senior management takes full responsibility for the task of integration, including integrating all the functional units within the firm, to deliver and satisfy consumer needs” (Kliatchco, 2008, p. 144), whereas at an operational level managers:

“define, analyse and develop specific strategic IMC programmes .... to manage long-term profitable customer relationships... IMC managers are also responsible for coordinating with various communication agencies, such as advertising agencies... and other suppliers, for the effective implementation of IMC programmes (Kliatchco, 2008, p. 144).

This view of integration simplifies multiple levels to a simple two-level analysis, that is all encompassing of supplier, customers, systems, channels, programs, brand building and strategic goals. This view is supported by Mulhern (2009) who argues that communities can be created if the integrated approach represents connectivity across stakeholders. This is further supported by the motivation to integrate all brand messages; driven by the need for cognitive consistency and integration without conflict (Holm, 2006; Luck & Moffat (2009).

It is not only a recent view that IMC integration must be at a higher level than just the operations or communications level. Phelps and Johnson (1996) argued that it is not just communications that need coordination, but the entire business that needs coordination around communication.

For the purpose of this study the Kliatchko (2008) two levels of IMC will be the basis of assessing and understanding integration in this context. The reason is that IMC is a complex construct and the marketing environment is becoming increasingly complicated, with higher volumes of messages, alternative communication channels and more diverse target markets. In order to be able to distil all of these interacting phenomena it is critical to simplify the framework.

#### *Difficulty of implementing IMC*

Even though the need for more complex and carefully planned IMC mixes is now required; there still remain barriers for the marketer to overcome in realising this more sophisticated approach to marketing communications. Marketers have tended to manage various promotional tools available in a separate manner rather than integrating them (Garber & Dotson, 2002).

According to Shimp (2000):

“. . . many organizations traditionally have treated advertising, sales promotions, point-of-purchase displays, and other communication tools as virtually separate practices. The reluctance to change is due to managerial parochialism and fears that change might lead to budget cutbacks in their areas of control and reductions in their authority and power. Corporations' advertising agencies also have resisted change because of their reluctance to broaden their function beyond just advertising . . . Integration requires tight coordination

among all elements of a communications program. However, this can become complicated when different specialized services operate independently of one another and when the brand marketer's lack of careful organization impedes communication activities" (p. 17).

Emerging trends in marketing also have an impact on the increasing difficulty in implementing IMC; especially if a high level of integration is intended, as this involves the support and input of many stakeholders right up to senior management. Customers will also dominate trends in the way marketers communicate, because of their ability to control information, technology and purchase decisions (Luck & Moffatt, 2009)

**Table 3:** Emerging trends adapted from Luck and Moffatt (2009)

Trend	Implications for Markets/ Marketers
Increased Communication	Communication is central to IMC. Marketing communications can aid and reinforce organizational attributes and market offerings to consumers
Customer Behaviour	Dealing progressively more with demanding customers, their empowered behaviour and transitory loyalties
Globalisation, growth of services and converging industries	Intense competition for global market shares. Advertising and global IMC is needed.
Emergence of new, non-traditional media	New media is growing in importance. Communication options have changed.
Simultaneous media exposure	Simultaneous media exposure and multi-tasking of users has a direct bearing on decreasing message impact and credibility.

As a result of new technologies and marketing trends, Keller (2001) argues that marketers face different challenges when designing and implementing marketing communication programmes, compared to what marketers faced more than 20 years ago. Kliatchko (2005) endorses the idea that in the competitive environment, conditions are such that companies will strive to implement IMC in order to strategically coordinate communication. It is suggested that IMC has emerged as a natural evolution in marketing communication (Luck & Moffatt, 2009, p. 314).

A view of the difficulty in implementing IMC is that “... the greatest obstacle to integration is that few providers of marketing communication services have the far-ranging skills to plan and execute programs that cut across all major forms of marketing communications” (Shimp, 2000, p. 23). Further to this the increasing complexity in the marketing environment and its impact on marketers is succinctly summarised by two authors; “Most organisations use a modicum of marketing tools and approaches, but few engage in a sophisticated and comprehensive form of IMC. This can be because professionals find it different and difficult to understand” (Luck & Moffatt, 2009, p. 321). From these academic perspectives we can see that practitioners’ skill levels, organisation commitment, the respective market and marketing complexities all have an impact on the difficulty of IMC implementation. All is not ‘doom and gloom’ as some research indicates that practitioners are starting to “understand the complexities of IMC and appreciate how it needs to operate” yet the level of customer sensitivity is still questionable, in that “some agencies are reluctant to recognise that customers are increasingly in control ... of communications” (Laurie & Mortimer, 2011, p. 1474).

### **2.3 Social Media**

Social media communication signals the end of the mass communication era, and business can no longer just publish information and expect it to be consumed and accepted. Whilst a decline in traditional media is not evident, the growth in social media, social networks and social marketing can no longer be ignored. There is a burning issue that marketers and executives need to address. Social media has been made possible and has expanded quickly due to Web 2.0 (Ewing, 2009; O’Brien, 2011).

According to Kitchen and Schultz (2009) “the ‘new millenials’ (people born between 1981 and 2000) are leading the drive to utilize social... networks” (p. 200), and in 2009 they predicted users would grow from 200 million to around a billion users by 2012. This is supported by 2012 social media statistics indicating 1.4 billion social media users, including 835 million monthly active Facebook users and growing (Newmediatrendwatch.com, 2012).

Social media is a game changer; it accelerates communication and is part of the converging digital world of information, entertainment, social connectivity, digital services and advertising (Ang, 2010; Kirtiş & Karahan, 2011; Mulhern, 2009).

Social media needs to be analysed by the business from initiation right through to support and maintenance, and if it is perceived as a suitable communication channel then it should be planned from beginning to end (Agarwal, Mondal & Nath, 2011). This view is supported by Keller and Thackeray (2011) who advise that a well constructed social marketing plan needs to be built on data you have collected as well as understanding the needs of the audience (p. 653).

Mangold and Faulds (2009) support the notion that consumers are relying on social media and other digital information in order to make purchase decisions. They confirm that consumers want to be in control over their own media and as a result they are turning away from traditional forms of media. Whilst the communication on social media is outside of the direct control of the manager, he does have the chance and the power to control the direction of the discussions on these platforms (Mangold & Faulds, 2009).

There is overwhelming support for the use of social media within the communication strategy, driven by an increasing importance of social marketing which leads to more effective marketing and advertising campaigns (Daniasa, Tomita, Stuparu & Stanciu, 2010).

## **2.4 Decision Making**

There is little empirical research and theory relating directly to the process of decision making regarding social media in the communications strategy. Literature searches for 'decision making' + 'marketing communications' or 'IMC' provided many articles regarding consumer and buyer decision making. Much research effort has gone into consumer behaviour and far less research has been conducted on marketer's decisions. Therefore, the articles and literature on IMC, social media, marketing communication effectiveness and measurement have been analysed to interpret what the authors are saying or implying in relation to marketing decisions. This view is supported by Moss and Warnaby (1998), "marketing communications has usually been treated as an operational decision-making area .... nevertheless



the role of marketing communications is rarely discussed in any depth in the context of discussions about the strategic decision-making process” (Moss & Warnaby, 1998, p.139)

O’Brien (2011) offers a view that if social media is used in the marketing mix, it should be central to the decision and that there is a right way and a wrong way for business to engage social media. Another view on organisational decision making is that it is “therefore necessary for the client organisations to take the lead here and become integrated themselves and they would then be in a position to allocate tasks to the agencies to assist them in reaching IMC objectives” (Laurie & Mortimer, 2011, p.1469). This relates to both strategic and operational decision making and highlight the decision of companies to use agencies in social media and marketing communications.

Siano, Vollero, Giovanna Confetto and Sigglioccolo (2011) confirm Parson’s view that organisational decision making is done at three levels; policy decisions at the strategic level, allocation decisions at the tactical level and coordination decisions at the operational level. All such decisions are important in selecting new channels of communication in marketing. According to Siano et al (2011) when the company defines its strategic intent in the communication strategy, “it concerns decision-making in terms of identifying a desired position for an organisation and how it wants to be seen in terms of corporate reputation by its different stakeholders groups” (Siano, Vollero, Giovanna Confetto & Sigglioccolo, 2011, p.3). Their view extends to the operational decisions, which aim to achieve integration of the company to achieve effective coordination of resources (p.7). This view is further supported by Agarwal, Mondal and Nath (2011) who advise that social media needs to be planned from initiation to support and maintenance. They advise “Business[es]... contemplating to integrate social media strategies within their varied business models and vision has (sic) to make the effort to understand the various channels and methodologies and draw a framework that would best suite (sic) their requirements and thus project the organizations appropriate image and core values” (p.699).

For the purpose of this research the level of organisational, including marketing, decisions will follow Siano et al (2011) model of three levels; strategic, tactical and operational.

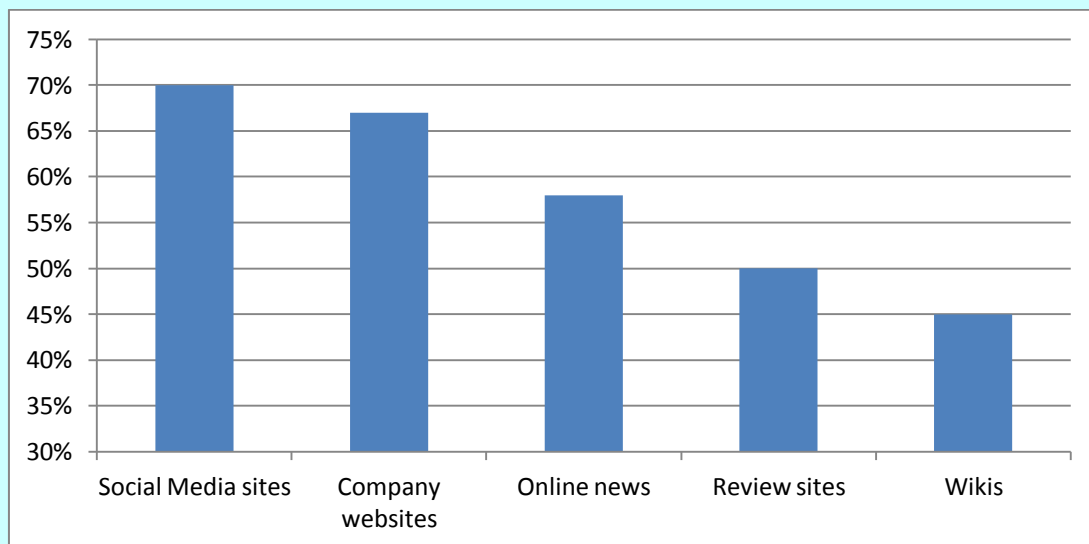
## 2.5 Effectiveness and measurement

Effectiveness and measurement are aspects of both IMC and social media marketing that have received a lot of attention from academics and practitioners over the past decade.

Fisher (2009) provides a valuable starting point for measuring social media; “if you haven’t got a goal then you can’t measure it. Before you start work out what your social media program is trying to do” (p.193).

Mcgrath (2005) advises that IMC proves to be effective in establishing a new brand, and at the same time warns that IMC could be less effective in delivering complex information. The latter part of this view is supported by Luck and Moffatt (2009) stating that “few businesses engage in a sophisticated and comprehensive IMC”. In order for companies to design complicated marketing campaigns they require new approaches, skills and patience; this is both new and difficult to achieve.

Kirtiř and Karahan (2011) advise that online activities on social media are accelerating communications in contrast to traditional media. They add that the more firms’ network, the more successful they become.



**Figure 3** Online Sources People Have Visited to get Information on a Company, Product or Brands (Adapted from Kirtiř and Karahan, 2011).

Research from 2008 shows that social media was already the most dominant source of online information searches, having overtaken company websites (Kirtiş & Karahan, 2011).

Agarwal, Mondal and Nath (2011) comment:

“Social Media is already playing an influential role in politics, understanding people’s opinion, promoting brands, music albums and films and most importantly breaking and spreading news fast. Often news and information about disaster and its outcome has reached millions of people faster than main line news. It has proved to be an effective tool in keeping in touch with and tracing people (p.697)

The effectiveness of social media’s speed, reach and direct communication ability is evidenced in the above.

Mulhern (2009) identified a “network information economy”, as the current state of access to digital and social media, which provides the following opportunities:

- Infinite reproduction and sharing,
- Modularity of content,
- Consumer networks,
- User generated content (UGC)
- Information streams (Mulhern, 2009, p.87)

The above are changing the face of marketing communications and supporting a more effective communication environment. Brand awareness, brand engagement and word of mouth are far more effective over social media than they are in traditional media (Agarwal, Mondal & Nath, 2011).

The authors are saying that it is imperative to understand how the communication, channel and content choices are going to be a voice in the market and achieve the planned objectives. Consumers see all types of communication and have access to many media channels at the same time. These have typically been measured independently in the past, so the challenge is in measuring the integrated message (Ewing, 2009, p.103).

Many others are focussing on the debate of how to measure effectiveness and if too much effort is placed on measurement then perhaps some opportunities are missed in developing an effective campaign. Some view the challenge of

measurement as being difficult and argue it has not yet been answered by stating “there is little to record brand performance with immediacy during and after specific integrated campaigns” (Kitchen and Schultz, 2009, p.201).

According to Hoffman and Fodor (2010) it is far more important for social media to be effective than to be measured. At the same time that they discuss possible new media measures, such as measuring brand awareness, brand engagement and word of mouth, the view is as follows:

“Effective social media measurement should start by turning the traditional ROI approach on its head. That is, instead of emphasizing their own marketing investments and calculating the returns in terms of customer response, managers should begin by considering consumer motivations to use social media and then measure the social media investments customers make as they engage with the marketers’ brands.” (Hoffman & Fodor, 2010, p.42).

According to Keller (2009) the evaluation of marketing communications must all be weighed against costs to determine effectiveness and efficiency. This alludes to a typical ROI measurement. One view is that “ROI within social media has long been a bone of contention, and seems likely to become ever more so, with the equally lightning spread of both social media use and savage budget cuts” (Fisher, 2009, p.189).

## 2.6 Conclusion of the Literature Review

The literature review has provided insights into the complexity and difficulty in IMC, from both academic and practitioners points of view. This inherent complexity, the evolution of the concept and the disagreement among authors provides a detailed and intricate theory which is not yet clearly defined nor accepted by practitioners.

On the opposite end of the literature is the relatively new sphere of social media and its role as a marketing communication channel. Its general popularity in reality has transformed into a growing pool of applications and sites for consumers to access. Similarly the body of knowledge regarding social media, social networking and social communications is receiving much academic attention.

The intersection of these two entities provides researchers with many possibilities and opportunities to understand the practical implementation and integration of both social media and IMC.

Whilst much literature covers consumer decision making, it is unclear from the existing literature as to the actual decision making processes and how marketing decisions are made from a practical perspective in organisations that need to do marketing, that need to communicate and need to embrace new technologies and methodologies of marketing.

The literature landscape on the topics of effectiveness and measurement of marketing communications is scattered with many suggestions, but no real model for a complex marketing communication environment exists.

## Chapter 3: Research Questions

The first chapter indicated that the purpose of the research is to understand the factors that lead to effective integration of social media in the marketing communication mix. The growth of social media and development of Web 2.0 tools is adding to the complexity of the communications environment. It provides a challenging view to executives and marketers of the number of consumers that have access to and engage in social media. Integration can have such divergent meanings that the researcher aims to distil this in a practical setting.

Following the literature review it is also clear that the social media environment is rapidly changing. Social media is a game changer in the marketing environment and there is a perception that companies need to have a presence in social media, even though there is no recipe for an integrated social media strategy.

The literature also provides insight into the ongoing evolution of IMC. The IMC construct is not clearly defined and accepted by either academics or practitioners, yet the one aspect that most commentators agree on is its potential to be a valuable strategic driver and source of competitive advantage if deployed 'correctly'.

For the reasons discussed in chapter two and for the purpose of this research the following definition will be considered to be the most relevant to this context and study: IMC is "an audience-driven business process of strategically managing stakeholders, content, channels and results of brand communication programs" (Kliatchko, 2008). This definition includes the audience who the business is trying to communicate with and to, the business and its processes of communication and measurement, the key aspects of marketing communications, being; the people responsible for it, the methods and tools of communication and the content of the communication.

The research questions that will be answered in this research are:

- **Research Question 1:** Which factors are most important in determining the inclusion of social media in the communication mix?

- **Research Question 2:** What is the marketers' decision making process to determine the communication strategy, including the medium and tools used in the execution?
- **Research Question 3:** Does the fact that social media provides an additional or alternative channel to communicate to the target audience, lead to more effective marketing communications?
- **Research Question 4:** How is the overall communication effectiveness measured?
- **Research Question 5:** Is ROI being used as a measure in the context of marketing communications and social media?

## Chapter 4: Research Methodology

### 4.1 Research Method and Design

The research methodology selected was that of a multiple case study.

#### 4.1.1. Rationale for proposed method

The benefit of the case study methodology was the ability to conduct the research *in situ*, in the real-life setting of the situation. Case study is the “preferred method of research when asking ‘how or why’, as the investigator has little control over the events and the focus is on contemporary phenomenon within a real-life context” (Yin, 2008, p. 2). Saunders and Lewis (2012) also advise that case studies enable “the researcher to get a detailed understanding of the context of the research and the activity taking place within that context” (p. 117).

The proposed methodology was appropriate for this study because:

- The inclusion of social media in marketing communications is a contemporary phenomenon
- There is no evidence that empirical studies or case studies have been conducted on social media, specifically Facebook, being integrated in marketing communications

The case study was exploratory in nature and “the goal will be to expand and generalise theories” (Yin, 2008, p. 14), which was done by triangulating the literature and multiple sources of evidence that were gathered through the research process.

The approach was qualitative in nature with the intent to delve into the reasoning and context around the research questions.

#### 4.1.2 Proposed Research Process

The research case study design was a multiple case study of three companies which enabled the researcher to explore the research questions in more than one setting, and aided in completing in-case and cross-case analysis. The logic of using a multiple study as opposed to a singular case study was to gather a breadth of



information across different businesses, due to the complex nature of developing marketing communications in an increasingly disparate environment.

According to Yin (2008) singular case study is best for a unique phenomenon, which is specific to a particular company or industry. The multiple case study approach used was more useful for this explorative study.

## **4.2 Proposed Population and Unit of Analysis**

The population definition began with the search for Facebook advertisers based on either advertising awards that have been won through the use of social media or a list of Facebook advertisers based on social media spend. This exhaustive search confirmed that the population was not clearly defined in this space and that while digital marketing has gained acceptance and credibility in recent times, the social media space is relatively less charted.

None of the above searches provided any result. Therefore the population was selected using a search on Facebook for pages that contained 'South Africa'. The search generated a population of more than 200 companies, see Appendix 1, and organisations that are liked by users. The list was ranked by 'most likes' and that provided the population from which a target sample was selected.

The unit of response was the company.

## **4.3 Size and Nature of the Sample**

The social media options that marketers have to choose from is divided into two main categories; the first is web based 2.0 platforms with a mobi option (ie. accessing a website on a mobile phone) and the second is mobile, which is basically a messaging solution. The number of users on social networks in South Africa can be seen in Table 1. Due to the number of subscribers on Facebook, the sample was selected on these criteria.

The sample size was three companies that have used Facebook within the last year as a part of a marketing campaign and either at the same time or prior (within the last 2 years) have run a campaign without using social media.

The targeted sample was selected based on companies that have more than 40,000 likes on Facebook and was centred around industries that were popular amongst Facebook users, such as:

- Banks
- Cellular Networks
- Clothing Retailers
- Technology Companies

The possible sample companies were shortlisted and approached to participate in the research. The final sample was that of a convenient sample which was selected on the basis of willingness to participate in such research and the ability to provide access to both personnel and non-public information. The final selected sample comprised two cellular network operators and a clothing retailer.

#### **4.4 Data Collection, Data Analysis and Data Management**

It was envisaged that the research design lent itself to receiving and analysing large volumes of complex data, therefore the data sets were managed carefully and filed in predetermined electronic folder structures. As the process was mostly qualitative and involved an iterative process of collecting and analysing the data, the analysis templates were developed throughout this phase.

##### **4.4.1 Data Collection**

Yin (2008) indicated that the principles of collecting data in a case study are:

- Use multiple sources of evidence; for the purpose of triangulation,
- Create a formal and presentable case study database; so that other investigators can review the raw data to understand the conclusions,
- Maintain a chain of evidence; to support construct validity.

These principles were adhered to throughout the data collection process in order to maintain a sound portfolio of evidence, specifically as the research design was multiple case study, and the quantum of data was relatively large. Yin (2008) indicates six main data collection sources for case study:

- Archival records
- Documents

- Direct observation
- Formal survey
- Interviews
- Participant observation

The design of this case study data collection focussed on using a combination of the data collection techniques, with the exception of archival records and formal survey. The blend of interviews, supporting documentation, direct observation and some participant observation provided a solid basis for assessing both the integration of multiple communication tools and the effectiveness of marketing communications.

The processed started with the direct observation of the social media content of Facebook and how that was presented to the public. In addition to the direct observation of Facebook, the researcher followed links from the Facebook page and explored the content and layout of the company websites; when these were conducted, the responding Facebook links were searched for on the site. There was also a semi-structured interview template, see Appendix 2, which was used in conducting the semi-structured interviews.

The starting point of the interview process was to determine how the company and specifically marketers make decisions. The interview process and semi-structured interview framework probed the decisions on why to use social media, decisions on how to implement a new marketing communication channel and decisions on when is the right time to go-live are all aspects of marketing execution.

The recording of comments during the interviews was done on the template and voice recordings were transcribed into MS Word. These records transcripts were stored electronically.

Documents, specifically reports on social media and campaign effectiveness were discussed and requested during the interview process. Some reports were not available and others were shown to the researcher at the time, but not provided for record keeping due to the 'confidential' nature of some of these documents.

#### 4.4.2 Data Analysis

The data analysis relied on the research questions and was guided by the interview framework and the documentary evidence provided by the participants.

The researcher developed a codifying system, which was used to ensure consistency across the research design, data collection and data analysis processes and to ensure the most effective analysis possible.

Colour coding used in the literature review process could be carried over to highlight important facts gathered in the collection process and to tag the electronically stored data, as follows:

- Yellow: Social Media
- Orange: IMC, Integration, Communication, Marketing Communication
- Green: Decision-making
- Blue: Effectiveness and Measurement

The data analysis process was iterative and commenced immediately once the first data collection engagement was complete. The main process used in the analysis was narrative analysis to understand the time impact on the phenomena in the study; in addition, cross-case synthesis was used to understand any comparative similarities and differences (Yin, 2008).

#### 4.5 Data Validity and Reliability

Yin (2008) lists the tests used to ensure the quality of empirical social research. The tests that were applied to this case study are:

- Construct validity – was ensured by developing the chain of evidence.
- External validity – was satisfied by using three companies.

## 4.6 Potential Research Limitations

The following aspects were limitations to this study:

- Researcher bias is expected due to the nature of the study and the high level of researcher involvement, this will be moderated through the third party, either supervisor or editor, review of findings.
- Sample size being only 3 companies that will be studied could reveal some phenomena that were only applicable to those firms; such uniqueness is not highly likely and will be tested in triangulation.
- Limiting the starting point of sample determination to companies that have used Facebook, does exclude the mobile social media aspect, but this remains an opportunity for future research.

## Chapter 5: Results and Findings

### 5.1 Introduction

In this chapter the research results are presented case by case and the findings are described both individually and across case. It covers the different stages and sources of evidence that have been collected within three consumer focussed companies, as discussed in chapter four.

The three companies that participated in the study have requested to remain anonymous and the information provided will remain confidential. The companies have been referenced for the purpose of identification as follows:

- Company A is a large clothing retailer,
- Company B is a cellular network operator, and
- Company C is cellular network operator.

All three companies operate in South Africa, with differing strategies to Africa. They operate broadly across similar LSM groups from LSM 4 to LSM 10, with a footprint of consumer facing outlets across South Africa.

The case evidence has been gathered from multiple sources; publicly available information, from semi-structured interviews with staff involved in social media and marketing communications, reports and internal documentation, as well as from direct observation of the social media presence and integration to other media.

The direct observation followed a systematic review of the Facebook page of the business, taking note of specific links, interesting observations, the persona of the page and site, as well as campaigns and promotions that were observed. This observation was extended to include a review of the corporate sites linked to the Facebook page and any reference these may have to Facebook or any other social media channels.

Interviews were conducted with marketing personnel directly responsible for social media, the executive or manager that is responsible for marketing or corporate communications and a representative from the advertising agency directly involved with social media and the company. The responsibilities of the interviewees are

confirmed per company. The demographics of the interviewees as well as their roles within the respective company are listed in Table 4.

**Table 4:** Interviewee Reference and Demographics by Company

Interviewee Reference	Company	Gender	Age (years)	Length of Service (years)	Level
A1	A	Female	47	20	Executive
A2	A	Male	42	15	Manager
A3	A	Male	44	1	Service Provider
B1	B	Male	41	3	Executive
B2	B	Male	36	4	Manager
B3	B	Male	38	3	Manager
C1	C	Male	34	3	Manager
C2	C	Male	37	2	Service Provider

Source: Own Compilation

Participant observation takes the form of comments that respective employees involved in the research have highlighted to the researcher regarding reports and the specific social media channels that the participants were involved with.

## 5.2 Company A

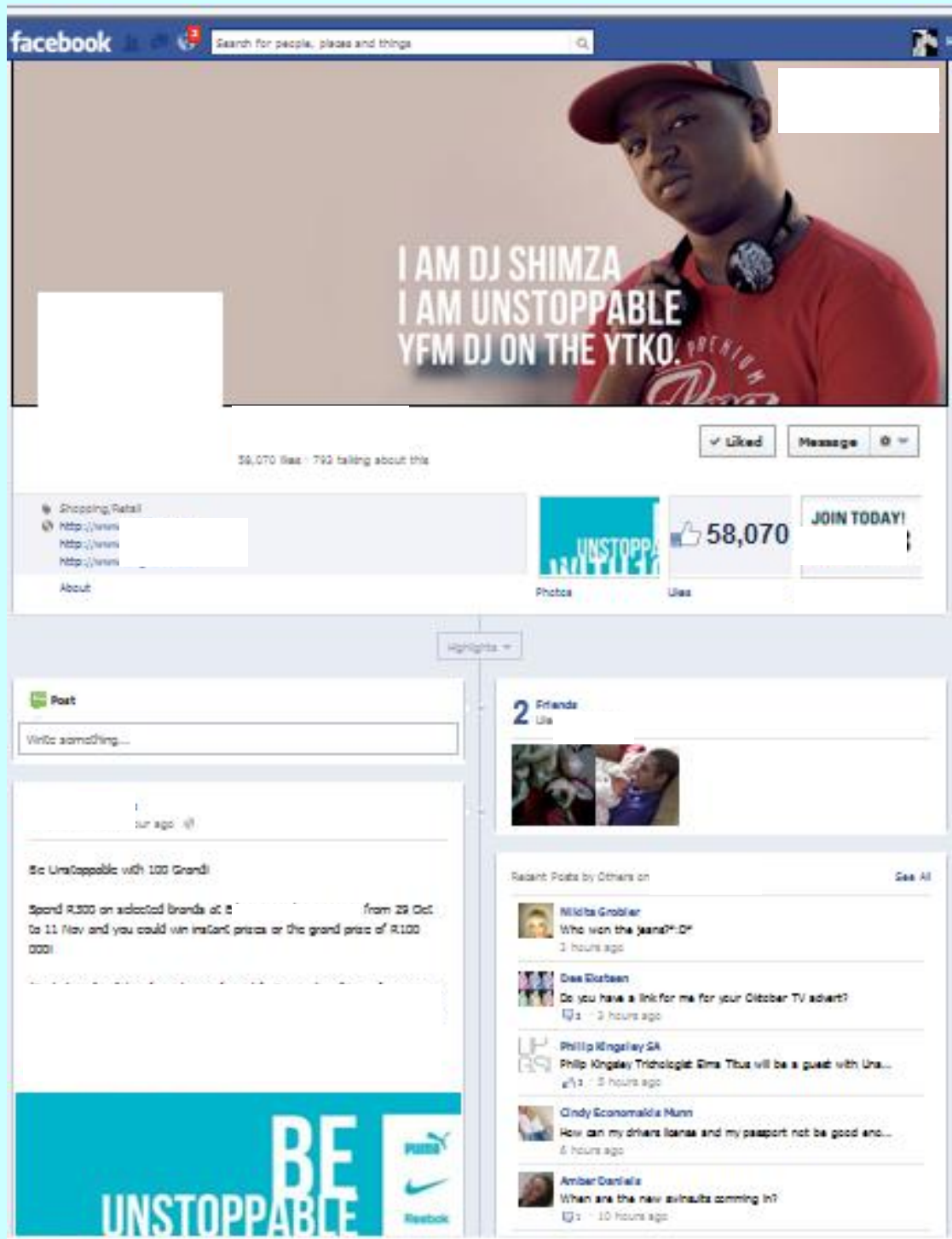
Company A is one of the large retailers operating in the clothing space. The business is head quartered in a major South African city and the company has stores across Southern Africa.

### 5.2.1 Direct Observation

The Facebook page deployed by the company is a timeline page. The company joined Facebook in 2009 and has more than 50 000 likes. There is reference to the corporate website, consumer website and a mobi site as well as a fashion site, which positions this brand as a leader.

The company logo is clear and the page is bright and colourful, which is relevant to its 2012 summer fashions. The majority of the company posts relate to in-store promotions, special offers and competitions. The company posts are frequent occurring between 5 and 10 times per week. Other posts from 'followers' are more often than not of a negative nature, regarding a store, employee or customer

service complaint. The company responds to all negative posts in a positive manner.

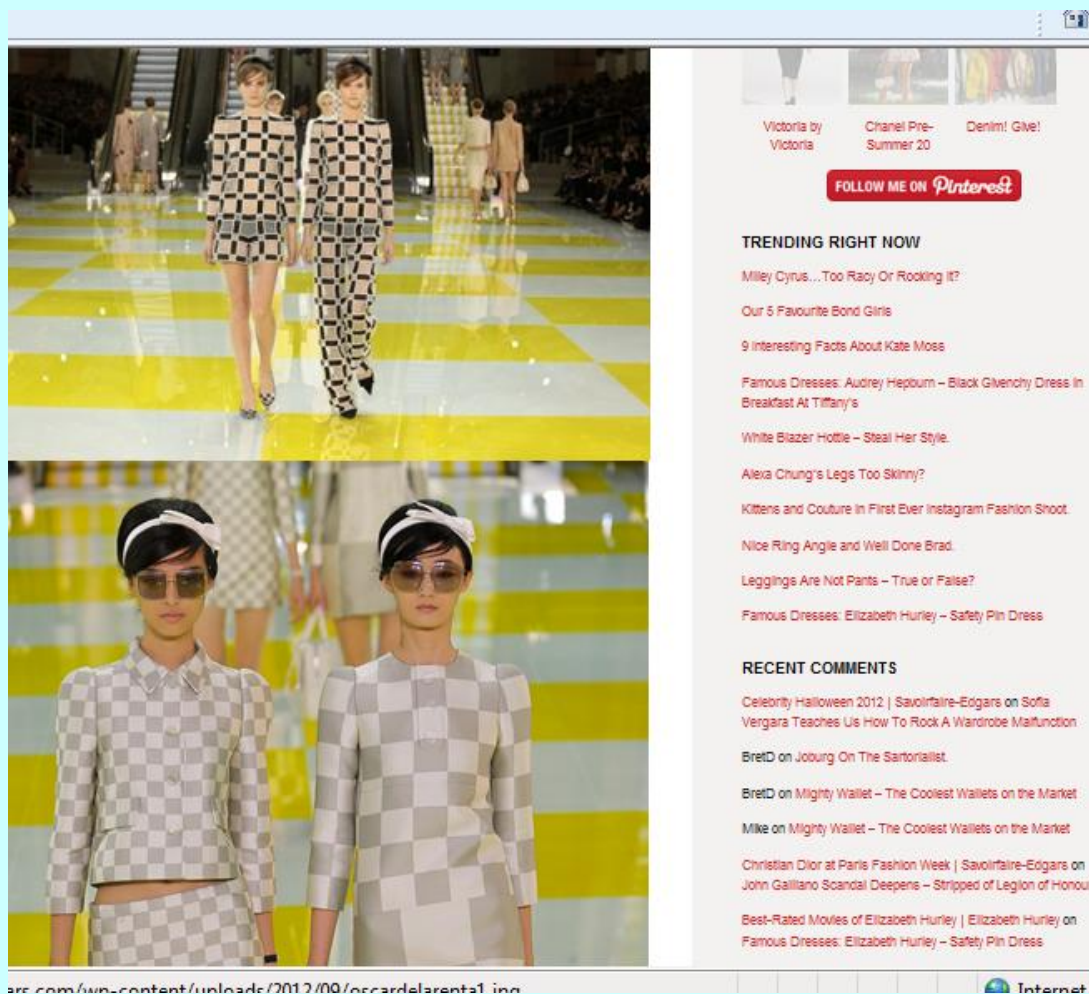


**Figure 4** Screen Shot of Company A's Facebook Page ([www.facebook.com](http://www.facebook.com)) [Accessed: 27 September 2012]

Take note of the brand presence and promotion that is being advertised to direct customers to in-store activities.



This company has two Facebook pages, a website and a blog. The main website and Facebook page are aimed at the main customer base, consumers and public whereas the Facebook page and blog are aimed at a far more niche target audience that are fashion savvy. Interestingly this second page has been established for around a year, yet it has less than 100 likes and followers. The reason it is so interesting is because this is a clothing retailer that sells to the masses and population in general, yet they have a well presented alternative site that is under-utilised and not well accessed by the public, although the content and context is on the cutting edge of fashion trends.



**Figure 5** Screen Shot of Company A's Blog (www.facebook.com) [Accessed: 3 October 2012]

Besides the links shown in the about section of the company's Facebook page, there is no other drive to get people to the other Facebook page or blog. As per the screen shot of the blog, it is evident that it is a fashion and trendy site.

The primary Facebook page has a lot of additional information in the 'About' section of the page, such as: mission, company overview, trading hour, product and contact information. Besides links to the abovementioned pages and company sites the company uses Facebook for straight forward marketing communications. There are no links to e-commerce or any other Web 2.0 tools.

Promotions advertised on the page are short in duration and run for a few days up to a week. The frequency of promotions is consistent and there are not many overlapping promotions but rather a constant offer of weekly or fortnightly promotions. The prizes are not of exceptionally high value and include items such as tickets to fashion week and winning a free product.

Campaigns are also advertised on the page, which direct followers to in-store discounts, special offers and new clothing ranges and fashions, for example the summer 2012 collection.

The page does not have a specific persona or communication style. The promotions and campaigns content is written in a short, concise and clear manner, which comes across as being terse and sometimes 'pushy'. The responses to complaints are in clear, simple English and contain sporadic use of text language and emoticons.

### 5.2.2 Interviews

Interviews were conducted with specific people in Company A. The initial interviews followed the construct of the semi-structured questions. Interviewees were able to provide insights into the real workings of marketing communications, social media and some of the key workings of integration and decision making.

The findings from the interviews have been grouped according to the sub-headings discussed in chapter four.

**Table 5:** Interviewee Matrix for Company A

Interviewee Reference	Job Title	Responsibilities
A1	Marketing Executive	<ul style="list-style-type: none"> <li>• Executive responsibility for full marketing function</li> <li>• Direct reports are four marketing managers: <ul style="list-style-type: none"> <li>○ CRM manager</li> <li>○ Chain Marketing manager</li> <li>○ Product Marketing manager</li> <li>○ Visual Marketing manager</li> </ul> </li> <li>• Final sign-off on new communication channels, strategic and budget decisions for marketing</li> </ul>
A2	CRM Manager	<ul style="list-style-type: none"> <li>• Responsible for digital marketing strategy</li> <li>• Social media</li> <li>• Connection between marketing and customer service</li> </ul>
A3	Strategist	<ul style="list-style-type: none"> <li>• Responsible for developing and proposing digital and social media strategy</li> <li>• Involved in the execution and refreshing of websites and social media channels</li> </ul>

Source: Own Compilation

### *Decision Making*

According to the marketing executive, A1 at Company A, “This is a collective decision made with input from our digital advertising ad agency, the internal digital marketing department, and our e-Commerce department. The process would be to assess the impact of the social media channel in terms of reach, impact on our business, and the lost opportunities if we do not use the proposed “channel”. This finding is supported by the second interviewee, A2, who confirmed the decision to use social media would be “recommended from within the marketing function”. He went on to comment that “which service providers to use, which strategy to take, how to use the channels would probably not even have had input from top management” and “it would just be as part of our internet strategy” A2. The final approval of the initial decision to use Facebook was made by the marketing executive.

The marketing strategist, A3 is the head of digital at an external agency that is refreshing Company A’s digital platforms, from websites to social media platforms. He confirmed that the marketing people make the marketing decisions by stating “the process of getting recommendation approved goes through two [marketing] people”.

Company A's marketing decisions and approaches are also influenced by the broader company strategy. A3 commented "we are trying to see ourselves as being a marketing organisation. We are trying to be more customer centric.... that is what is driving our decision making".

#### *Integrated Marketing Communications*

The approach to IMC not only focussed on the output of integrated campaigns, but also included insights into the integration of the input. This input includes strategy formulation, people, teams and resources, as well as objectives of the campaign.

According to A1 "We would brief our digital advertising agency and publisher to devise a channel strategy, creative, and costings before implementing" . The view of the marketing executive is that all role players are involved in decisions. This was supported by A2 who confirmed that they currently have five agencies and various internal departments that are "very inter-connected". The sense in the interviews was that all parties are well connected, from inception through to execution. A2 confirmed that "the agency does the above the line campaigns and social media" and "the company manages the actual sites and pages".

With specific regards to integration of social media, A2 advised that they faced "tough integration on the digital side" being caused by the entire renewal of the digital marketing strategy. A3 stated that "the company is requesting more and more involvement from the agency".

#### *Social Media*

Company A views themselves as the market leaders in the sector in which they operate, they have had a website and a commerce website for many years and the CRM manager, A2 confirmed the "website, Twitter, Facebook, SMS and e-mail" are the social platforms being used.

The comment from A2 is that Company A is "promotionally driven" and the "particular promotion of the week will be the foundation of the actions we take" on social media. They don't put all communication on Facebook, sometimes they "put something else on Facebook, like a competition to try and drive more friends".

According to A2 “If we use the various channels correctly and optimise the channels correctly, we can use all the channels, but use them cleverly and properly. Then we can yes, use all these channels” He also commented that if they get all the communication to “match” to be the same message then they “can bring it to social”.

The company’s agency advises that Facebook is not about the metric or the number of fans the company has. A3 confirmed that social media is about “the engagement rate and what is the audience telling me”. He stated that “social media is a science” that needs a long term plan.

When A2 moved from sales in to marketing with Company A he inherited the social media portfolio, which was already established and confirmed that the “broader marketing department has used it, [social media] as a broadcast channel” and he recognises that the channel is different and he has started changing the approach.

“We know that we don’t have a personality, we don’t have a soul, we don’t have a sense of humour, we are very formal” According to A2, the company recognises the need for a personality and to be more real on social media. Adding that if they “can get it right, especially Facebook and Twitter, we can start building conversations so we are talking to customers who are a lot more loyal to the brand”.

Company A is in the process of restructuring its website and Facebook page, according to the CRM manager A2 “currently our social media channels are used as broadcast mediums, which is absolutely incorrect. (sic) Should be used as channels to start a dialogue with our customers. At this stage it’s all about blasting them with promotions”.

#### *Effectiveness and Measurement*

When asked if the use of social media at Company A has led to more effective communication, A2 commented that “it must be better, especially from a customer service point of view”.

Interestingly, the CRM manager advised that “email and sms are more effective forms of communication” than social media, as they are partly social, but more

specifically they are direct forms of communication and you know when the message is delivered.

A1: “We would ensure that the channel is monitored in terms of Online Reputation Management”. Company A is using “Twitter for Online Reputation Management (ORM) in a big way” according to A2.

Company A measures marketing promotions and campaigns. A2 commented that “every promotion is measured and we measure our sales against a benchmark”. It has a short term benchmark and an annual benchmark. Currently Company A attempts to relate all marketing efforts to a Return on Investment (ROI) measurement. “If it does not give us an ROI then we don’t do it” as commented by A2. The way forward for measuring social media could be different “the way we want to go is to start engaging in dialogue. That is going to be a lot more difficult to measure than ROI. It’s a softer issue and about winning the hearts and minds of our customer”.

### 5.2.3 Documentation

Company A commenced measuring and reporting ROI on every campaign from the start of 2012. Every single campaign is measured on a Gross Profit ROI which is calculated as follows:

Incremental Gross Profit Increase (Rands)

Cost per Marketing Campaign (Rands)

The actual measure of ROI is measured a multiple and can also be negative if the incremental gross profit is negative, ie worse than what would be expected without running a campaign. The results of the campaigns “fluctuate wildly” as observed by the CRM manager and some campaigns in 2012 were negative ROI. In the main most of the campaigns have proven to be positive. The data is recorded and then each campaign is ranked in terms of ROI. This is translated into guidelines and decisions are made whether to repeat or abstain from running certain campaigns again.

### 5.3 Company B

Company B is one of the cellular network operators in South Africa and conducts business in several African countries.

#### 5.3.1 Direct Observation



Figure 6 Screen Shot of Company B's Facebook Page (www.facebook.com) [Accessed: 26 September 2012]

Company B uses a timeline Facebook page which was started in 2009.

The full company history has been captured into the 'About' section of the Facebook page. They have more than 100 000 likes. There is a Twitter link, YouTube link and a link to the company website. The corporate colour is used extensively and the page is comprehensively branded with the brand name, logo and corporate colour.

This page is updated with interesting links to YouTube, its website and other sites on a daily basis. Another feature of this channel is the use of simple surveys and multiple choice questions, that 'followers' can 'share' their comments on the page. The page has a balance between links and interactive surveys. It is an engaging page that receives a lot of likes and comments from its 'followers'.

One of the great features of this page is its 'self-service' section which links 'followers' directly to their account information, upgrades and valuable information around products and services.

The page is not over-populated with promotional activity and campaigns. The company posts promotions on a periodic basis; a few promotions per month. These promotions are normally linked to events or products directly related to the company, which build awareness and brand equity. The persona of the page is informal, light-hearted and sometimes humorous.

### 5.3.2 Interviews

Three staff members of Company B were interviewed to gain a perspective across the organisation into its deployment and measurement of social media. The respondents were the extremely willing to be part of the research process and provided open and transparent views of the workings of the company, marketing function and social media. They ensured the reports were readily available. The interviewees were welcoming on my arrival and participated freely.



**Table 6:** Interviewee Matrix for Company B

Interviewee Reference	Job Title	Responsibilities
B1	Corporate Communications Manager	<ul style="list-style-type: none"> <li>• Managerial responsibility for corporate communications</li> <li>• Works closely with on-line team and marketing team</li> <li>• Responsible for budget and all corporate communication (including final responsibility for social media)</li> </ul>
B2	Online Manager	<ul style="list-style-type: none"> <li>• Responsible for on-line systems <ul style="list-style-type: none"> <li>○ Websites</li> <li>○ Social Media</li> </ul> </li> <li>• Portal design</li> <li>• System connectivity and availability</li> </ul>
B3	Brand Manager	<ul style="list-style-type: none"> <li>• Responsible for developing brand execution from overall strategy</li> <li>• Manage campaigns by objectives</li> </ul>

Source: Own Compilation

### *Decision Making*

According to B1 the decision to get into social media is because “the CEO made the call” that the company needed to be in social media and “Twitter got started and Facebook was secondary”. The company found “that lots of people were talking about our brand in social media” B2 commented and that “there were basically two options... just ignore it or listen to what they are saying” he also said the approval to go with social media “just went to the management team”.

B2 confirmed that the initial decision “was driven by the online marketing team” and they “had to appoint an agency to advise” the company on what to do. According to the brand manager of Company B, B3 “Marketing strategy comes from the top down” and marketing decisions come from a process of “briefing the agency, receiving a proposed solution at creative council... and consensus is achieved face-to-face”.

B3 advised that a “dichotomy exists because of the [different] ownership of relationships” where the marketing team own “above-the-line, below the line and online, but social media is owned by corporate communications”. He also added that “consensus is achieved face-to-face” when making marketing campaign decisions.

According to B1, the decisions regarding the use of different marketing communication tools are made by “a combination of marketing and online” teams. B2 advised that the decision to go with social media was made “at management team level”.

A decision regarding resourcing social media, according to the brand manager, B3 “we did not have the resources internally; we had to appoint an agency to advise us on what we should do and how we should do it. It was approved and we went ahead”.

#### *Integrated marketing communications*

According to B2 Company B determines integration firstly from a channel perspective, “the priority is governed by what is the purpose of the channel” and he continued to say that “website is usually wide information... social media is more about engagement”

B3, the brand manager confirmed, “that integration is done on a campaign basis” decisions of which tools are integrated are done for every campaign brief. This was confirmed by B1 who confirmed the decision on the use of different tools is made “by a combination of the marketing and on-line teams” and that they “design new offerings as a package”.

According to B2, the online manager “customer education was our main aim at the time” and the “online team is involved in, for instance, all the marketing team’s decision... they can channel the agency... how can we take this idea and make it shareable”. B3 commented “the future is in developing campaigns that are integrated in design and by social [media]”. He added that Company B has “good communication and collaboration by default” due to its internal structure.

B2 highlighted that the “key thing to success is to look at your entire media mix and make sure you integrate properly, so that you don’t have campaigns that look differently on TV and social. The idea is to integrate it”. He also commented “social media – make sure it is part of the media mix... make sure they don’t forget about it... now they are thinking digital is right in the centre. Educating the people to make sure integration is the key”.

### *Social Media*

The insights provided by the corporate communications manager, B1 at Company B are “that people don’t want to be advertised to, they want a conversation [social media] is a way of talking”.

B2 commented that “social media is more about engagement. He added “there are different purposes, depending on what your objective is, whether it is a marketing campaign or an educational campaign”.

The brand manager, B3 commented that “content is king and relevance is the driver. It [social media] is about thought leadership, engagement and conversation; and not about followers and click through”.

### *Effectiveness & measurement*

B1 confirmed that social media has “absolutely” led to more effective communication, for the reason that they “now have direct communication” with customers.

The corporate communications manager, B1 advised that “engagement, sentiment and reach are measured, and that they benchmark against other... [group] companies”. This was supported by B2 “engagement is our key measure, I think this is what social media is about. Sentiment, which is also important, so you know how people feel about you.... Penetration, how many of our customer base do we actually reach”. B2 added “it is always about engagement, it used to be ‘have people received my message’, it’s not enough anymore because people receive too many messages, so it’s ‘how do they rate that message’ to see how effective your marketing is”.

According to the corporate communication manager, B1, Company B “loves to measure everything”, and there is a “danger in trying to prove the value” of social media. This was supported by the online manager, B2 “It is very difficult [to measure ROI]”, he added “if you know your way around digital marketing you basically buy impressions.... This gives us a monetary kind of comparison of how things are going”.

### 5.3.3 Documents

Company B provided access to two reports regarding social media and marketing; this is a content report for August 2012 and a sentiment report from end 2011. From the reports the following findings were observed.

The content report was structured with a summary of the monthly data upfront, and the report then provided feedback and analysis of each campaign then it concluded with an overall analysis of the month with recommendations. The report comprised twelve pages and a five page appendix that was professionally compiled with screen shots, tables, graphs and commentary. The sentiment report is much shorter a focuses on a much shorter period.

#### *Data*

The data provided in the content report shows relevant data across all social media channels that Company B use; Facebook, Twitter and YouTube. This data is also compared to the prior month to show the trend of increasing fans, followers and views.

**Table 7:** Key Data - Company B (Adapted from Content Report, 2012)

Channel	Data Heading	Previous Month	Monthly Data
Facebook	New fans	3 804	5 256
	Active fans	60 697	50 686
	Total interactions	10 563	10 296
	Pageviews	24 215	21 750
Twitter	New followers	699	2 221
	Total followers	16 629	18 850
	Total updates	6 134	6 930
YouTube	New videos	131	143
	Channel views	50 757	75 576
	Total upload views	215 094	250 381

The data provides a snapshot for activity and content. At a glance the company has the information regarding all social media channels on a single page. The interesting observations from this data are the number of new 'fans' and 'followers' that are engaging with Company B social media sites on a monthly basis. The volume of interactions and updates on Facebook and Twitter respectively indicate the level of engagement and communication, as well as the resulting workload.

The only data shown in the sentiment report is a sentiment tracker, which quite simply tracks negative and positive comments by day; resulting in a net daily trend, either up or down, and a cumulative view of the sentiment towards the company.

### *Campaign Feedback*

The campaign feedback provides a snapshot of each campaign; how many tweets and retweets were made, number of Facebook updates, likes, comments and impressions, as well as commentary including positive and negative feedback.

The feedback provided for the campaign S is as follows:

“S content received a very positive reaction from our online audience. Initial problems about uploading video content to the website from July were not raised this month, after the upload size was raised to 10MB. We must make sure that winners are announced in a timely fashion, and published on the [Company B] website. We also had an S related [Company B] quiz through our Twitter profile, giving this campaign maximum exposure” (Company B Content Report, 2012, p.3)

The positive and negative comments highlighted in the report were from the social media users and not from the person that compiled the report.

### *Analysis*

The analysis section of the content report provided a monthly overview, as well as the main fan feedback, general feedback and recommendations. The one recommendation was “consider a ‘green’ initiative to support through savings made by customers converting to the e-billing process” (Company B Content report, 2012, p.11).

The analysis was practical in nature which will be useful for the operational part of Company B. However, there were no signs or reference to any other media; digital or traditional, and no recommendations for further integration opportunities.

B1, the corporate communication manager commented “we’re changing the approach to sentiment reporting. We used to log every single mention and rank it, but there are now too many mentions to do this so we take dipstick type approach”.

## 5.4 Company C

Company C is a cellular network operator in Africa.

### 5.4.1 Direct Observation



Figure 7 Screen Shot of Company C's Facebook Page (www.facebook.com) [Accessed: 27 September 2012]

The Facebook page is a timeline page and has a fair amount of brand logos and identity throughout. The exception is the cover page which is in another company's corporate colour and advertising an arrangement between the two businesses.

The page contains a very high proportion of complaints and negative comments from the public. The volume of content is also low when compared to negative commentary and the content appears to be repeated frequently. This is because Company C uses it as a "customer service portal", confirmed with the online strategy manager by telephone (Call on 26 October 2012).

The Facebook page has a section titled Play Nice, which lists guidelines on how to post comments that are not offensive and sets a protocol for communication between Company C and anyone who wants to communicate with them on this communication channel.

#### 5.4.2 Interviews

Interviews were conducted with the digital marketing manager and the online strategic manager at the company's advertising agency. Several unsuccessful attempts were made to contact other marketing personnel in the business for insights into the company, its decision making and effective social media evaluation. Both respondents were not easy to contact and were also not completely ready for the interview although both interviews had been arranged more than a week in advance. Meeting rooms were not booked and we had to change venues during the first interview. Subsequent follow-up has also proven to be difficult.

**Table 8:** Interviewee Matrix for Company C

Interviewee Reference	Job Title	Responsibilities
C1	Digital Marketing Manager	<ul style="list-style-type: none"> <li>• Managerial responsibility for all digital marketing</li> <li>• Responsible for social media and websites; budget and all online communication</li> <li>• Manages Online / Digital agency</li> </ul>
C2	Online Strategy Manager	<ul style="list-style-type: none"> <li>• Responsible for on-line strategy</li> <li>• Manages support personnel</li> <li>• Link between social channels and customer service</li> </ul>

Source: Own Compilation

Company C was restructuring its entire marketing, sales and customer service functions at the time of data collection and this resulted in only two interviews being conducted.

### *Decision Making*

According to the digital marketing manager, C1 “Facebook was the be all and end all at the time” and he said to the Head of Direct Marketing “we are missing a trick and she gave the okay” for the company to embark on social media. The decision was made by “myself and my direct superior at the time, the head of direct marketing”.

The decision according to the online strategy manager, C2 was based on “the initial engagement that we had in social media, it is most definitely a customer support function”. He added the following about the internal decision making process, the “important people don’t necessarily see social media as a big thing for them at that stage, so it requires less approval than for TV ads”. C2 confirmed “the digital marketing manager, he makes the decision around that, how much is being spent and allocated in the different areas and any specific tools available”.

C1, the digital marketing manager commented that:

“Decisions are made at every campaign briefing or strategy session, and budget has to be taken into consideration. So if budget does not allow for TV and billboard then it moves to below the line (BTL) and digital. If budget does exist, all channels are used”.

Another insight from the digital marketing manager, C1, regarding the company and marketing decision making “it is a pitch process, it goes out to tender... It is the respective business owners that make their decisions... there’s a panel score and the agency that has the best score wins”.

### *Integrated Marketing Communications*

With regards to using multiple and different communication channels, the online strategy manger C2, commented:



“I think most of them [channel decision] will be governed by the type of campaign. We don’t use tools for the sake of using tools. We will first see if the tool can help us get to a solution quicker or more effective, then we will use it”.

The digital marketing manager, C1 confirmed this:

“For us we will see what products have been put onto the market, we will look at the marketing campaign as a whole and then try and structure some kind of conversational tactic around that or a kind of a feed-back tactic. That is where social media comes into the mix”.

The integration within company C “relies a lot on the integration of ... agencies, it’s something where the company pushes very hard. We are not a big company, so we put a lot of reliance on our agencies ... [to] work together”. And to get the agencies on board we have set “their mandate to ensure they come on board and work seamlessly together and ensure that the current tick boxes are checked” according to C1.

The digital marketing manager, C1, also confirmed “the company is taking the lead, specifically at the top” with regards to the overall integration of marketing. He also confirmed “our approach is definitely as many [communication] mediums as possible. I think the decision is made at every campaign briefing or strategy session.... if budget does exist, all channels are used”.

### *Social Media*

With regards to social media, Company C viewed it as “one of the smaller types [of media] ... so we decided to try it ... as a communication platform, a free marketing channel we thought at the time and we set-up Facebook [and] we set-up Twitter” according to C1 the digital marketing manager.

C2, the online strategy manager commented “your need to figure out first if social [media] can help you in your final end goals”, he supported this with “if you have a strong customer base in product then it might be more valuable... [or] if you are selling online its even easier to establish the clear value of social media”. C1 also commented “as the social networking mentality in South Africa matured, it became

a customer service port, which it was always destined to become” and continued to say ‘ because there is such a strong customer service angle to it, it is a little tricky to try and plan your marketing campaigns around social media”.

C1, the digital marketing manager explained social media in Company C’s marketing as follows:

“We will look at the marketing campaign as a whole and then try and structure some kind of conversational tactic around that or a kind of a feed-back tactic. That is where social media comes into the mix. It is normally quite short, normally not more than a day or two in its entirety because those kinds of things get boring quite quickly, so it is important to try and have rapidly changing content.”

The comments from C2, the online strategy manager “if you can get people talking about your product, then you have a good social strategy. If people talk about your brands then you have a great social strategy”. He also added “we like to say that social marketing isn’t necessarily social, it’s more conversation marketing”.

On the question of if fewer mediums were more effective than more channels, the online strategy manager, C2 answered “we like to put our efforts behind the one platform that will give us the most reach and the most engagement, in this case its Facebook and Twitter second in line”. C2: “we look at the market and see what tools and platforms that the market uses and then we’ll do that”.

#### *Effectiveness and Measurement*

According to C2, the online strategy manager, “we measure effectiveness in the final end goals of the business”. The specifics they measure are “the size of the platforms as a metric and how much was attributed from each of the platforms”. This view was shared by the digital marketing manager “I don’t know anything we measure in separation, so obviously overall sales define that a campaign and a product has been successful”.

### 5.4.3 Documents

Company C receives two reports on its social media activities; the first is an occasional sentiment report, whenever changes are executed to the Facebook platform, the second is a bi-weekly engagement report.

The sentiment report is generated by another agency and was not available for review at any of the interviews, despite requests it was not provided for viewing.

Basic data is measured and reported on in the engagement report, namely; tweets, retweets, likes, comments, new 'fans' and new 'followers'. A review of the engagement report showed that engagement is linked to specific 'broadcasts' on both Facebook and Twitter. Topical content receives the most engagement, and includes the following 'broadcasts':

- Competitions
- Launch of new phones
- News of tariff reductions

## 5.5 Cross-case findings

This section highlights some of the key similarities and differences across the multiple cases. It is structured according to these observations and learning's and will be discussed further in the analysis section of the report.

### 5.5.1 Key Similarities

The similarities between the research participant companies are listed as follows:

- The involvement of executive management in deciding and driving the companies deployment of social media tools
- The use of established social media sites, due to existing consumer presence and experience of agencies
- The reliance on agencies for strategy, implementation and ongoing execution and support of social media sites
- Concern of being left a key driver to have a social media presence

- A high level of commitment to channel success and providing online presence to ‘fans’ and ‘followers’

### 5.5.2 Key Differences

The following key differences have been observed during the research process:

- Use of social media, specifically Facebook;
  - One company uses it more for public relations and a corporate communication tool
  - One company uses it for a customer service portal, to handle complaints and queries
  - One company uses it for campaigns and to direct customers to in-store promotions and activities
- Responsibility and organisational structure to support social media
  - One company manages social media from corporate communications
  - Two companies manage social media from the marketing function
- Integration from a structure and decision making perspective
  - One company has three functions involved and the best example of collaborative approach to managing social media
  - One company has appointed a new manager for social media and decisions are made by the manager, but implementation is well coordinated
  - One company is in the process of restructuring marketing
- Effectiveness is measured differently by all three companies

These cross case findings are discussed further in chapter six per research question.

## Chapter 6: Discussion of Results and Findings

### 6.1 Introduction

This chapter will discuss the analysis of the findings from chapter five and the literature review of chapter two. The multiple case study methodology and qualitative analysis used three aspects that include direct observation, interviews and documentation.

The study aims to explore the practical application of IMC and integration of social media in marketing communications, by understanding the strategic and operational decisions made by marketers and executives in the companies. It will also rank the factors that are important for companies to engage customers via social media. In addition it will look broadly at the effectiveness and measurement of social media and IMC.

The case study design guided a qualitative analysis of multiple sources that will be discussed per research question in this section. The research uncovered real-life insights into the practices of three companies that have an active following in social media. The direct observation of Facebook pages, websites and videos, provided a background to both the company and the cases. The interviews provided rich insights into the practical deployment of IMC and the challenges faced across different organisational levels and structures.

## 6.2 Research Question One - Important Factors for Using Social Media

The first research question is; **Which factors are most important in determining the inclusion of social media in the communication mix?**

The following have been identified as the important factors for using social media for marketing communications:

**Market leaders and competitors are using social media:** A big driver to getting onto Facebook for Company A, was to remain the industry leader of the retail industry, in the digital space. There was also a view from Company B that they needed to be in social media as they operate in the telecoms and information technology sector to the point that it was a priority from executive management. Company C just viewed the situation as being opportune to get into social media, its competitors were there and the digital marketing manager believed the company should be in that space. This is contradictory to the IMC literature and suggestions from Kliatchko (2008), Luck and Moffat (2009) who believe the process should be audience driven, which is discussed further in the next paragraph.

**Consumer oriented businesses and products:** All three of the cases are consumer facing businesses and deal with millions of customers, so the social media landscape and tools are aligned to the ability to communicate effectively with many customers, 'followers' and 'fans'. However none of these businesses consider it a primary objective to increase these numbers radically. Whilst it was not the audience that drove the decision to be in this space, it did play a role in implementation and the ongoing management of social media sites, content, tone and context. Kliatchko (2008) definition clearly states that it is an audience-driven business process, and if the audience is the consumer and the consumer is in social media, then that should drive where and how the business communicates.

**Decision from the executive management to be in social media:** The people interviewed in both Company B and Company C confirmed that it was a specific request from the CEO at the respective companies that led to the initial engagement with digital agencies and the implementation of company pages and Twitter accounts. The decision in Company A was made by the marketing

executive. This can be compared to the strategic decisions and direction provided from leaders and from marketing planning.

**Lots of people already discussing the brand online:** Company B confirmed that many of its staff were already online in the social media space. While this was challenging when they wanted to launch official corporate sites and to limit the liability “that every Tweet is a press release” according to B1, the corporate communications manager. In Table 1 the number of Facebook users is approaching five million, with that many users there is the potential of discussion on consumer brands, product and services. Divol, Edelman & Sarrazin (2012) advise that executives are struggling to get to grips with social media’s power. Mulhern (2009) also offers the view that there is also an expectation to communicate to multiple audiences and advises that integrated communications can help build communities.

**Experts and agencies able to guide marketers & organisations on social media:** Company A, according to the CRM manager “at this stage we don’t have capacity internally so we outsource it to an organisation with the specialised skills sets”. In terms of agencies he confirmed “we have an advertising agency and we have our own [IT] maintenance. We have five service providers”. After more probing the CRM manager commented “our advertising agency does the above the line and social media. Organisation then manages the actual site and monitors Facebook, especially customer service issues”.

Company B clearly stated they did not have the resources to engage social media and therefore recruited an agency for social media. Company C’s digital marketing manager was initially running their social media, as it developed “we had our digital agency look into that and they took control of the management of the platforms, so that we could have a dedicated resources there”.

Kitchen and Schultz (2001) four levels of integration includes the use of agencies form the second level of integration. Kliatchko (2008) includes the coordination with agencies in his operational level, but at the corporate level only discussed strategic imperatives and organisational structures; it is not clear what his view is on the role of the agency at this level. Laurie and Mortimer (2011) discuss the views of Duncan and Moriarity in 1998 that integration involved suppliers (possibly agencies) at all three levels of integration.

**A clear purpose for being online:** The literature reviewed indicates that social media has expanded quickly (Ewing, 2009) but this does not justify a presence in itself. The important aspects are; is your audience online, do you know the needs of your audience and has the business analysed the purpose of social media (Agarwal, Mondal & Nath, 2011; Keller & Thackeray, 2011).

According to A2 Company A is using the social media incorrectly, “social media...should be used as channels to start a dialogue”, this indicates a clear purpose of having two-way communication. Company C see social media, specifically Facebook as a great customer service tool and use it as such. Whilst this may be convenient for Company C, it is not sending an appropriate message to the general public, existing or potential customers.

#### *Conclusion*

The answer to research question one; **Which factors are most important in determining the inclusion of social media in the communication mix?**

Includes the following factors, separated into primary and secondary factors based on the researchers perceptions of order of importance emanating from the case study and literature views.

**Table 9:** Most Important Factors to Use Social Media in Marketing

Primary Factors	Secondary Factors
<ul style="list-style-type: none"> <li>• Clear purpose of being online</li> <li>• Consumer orientated business, product or service</li> <li>• People already discussing the brand online</li> </ul>	<ul style="list-style-type: none"> <li>• Executive decision to be online</li> <li>• Agencies have social media experience</li> <li>• To maintain or be perceived as market leader</li> <li>• Competitors online</li> </ul>

Source: Own Compilation



### 6.3 Research Question Two - The Marketers Decision Making Process

The second research question is; **What is the marketers' decision making process to determine the communication strategy, including the medium and tools used in the execution?**

As discussed in the literature review decisions and decision making will be evaluated according to the three levels described by Siano et al (2011); that is operational, tactical and strategic decisions.

**Strategic “policy” decisions:** There appears to be a strong involvement from the CEO in strategic marketing decisions, specifically in Company B and C. The brand manager at Company B confirmed “strategy comes from the top”. Whereas in Company A, the marketing executive had the final sign-off for the implementation of social media in marketing communications.

These decisions are also influenced by the company's broader strategy. The comment from the CRM manager at Company A, “and they still don't know what our e-mail strategy is going to be, what our social media strategy is going to be” indicates a level of planning that occurs at a higher level, at the marketing executive level, to which he reports. Company A is “trying to see [itself] ... as being a marketing organisation” this drives their decision making and marketing plans. Keller & Thackeray (2011) advise the need for much data and understanding the audience to develop a marketing plan.

The decision to implement Facebook and Twitter were “made at management team” level in Company B. The strategic planning process at Company C is based on a “pitch process, [and] it goes out to tender”, this shows the importance of the agency in the strategic decision making process. Company C is also in the process of restructuring at an executive level, the current structure is “the chief commercial officer headed up sales, marketing and customer service” according to the digital marketing manager.

**Tactical “allocation” decisions:** The agency strategist for Company A confirmed that they have a short decision making process involving only one or two people.

Company B, because of the way it is structured has more teams involved and “[different] ownership of relationships”; tend to make more collaborative decisions and “consensus is achieved face-to-face”. This is positive and also results in the fact that “integration is done on a campaign basis” and “by a combination of ... teams”.

**Operational “coordination” decisions:** All of the companies manage operational decisions on a campaign basis. The content, timing and finer details are all managed around campaigns.

### *Conclusion*

The answer to research question two; **What is the marketers’ decision making process to determine the communication strategy, including the medium and tools used in the execution?**

This conclusion is reached through the comments from the research participants and the participant observation in the research process.

Strategic decisions by organisations are made at executive level and are guided by a strategic planning process, Strategic marketing decisions can involve external service providers input through a pitching or tender process to determine the best strategy and agency.

Tactical decision making can differ quite substantially from one business and even form one department to another. A shorter decision making process pleases the decision makers and agencies. The collaborative approach ensures all people are included and are aware of these tactical decisions, it also provides a platform for better integration of ideas, content, tools and communication channels.

Operational decisions are made at the individual level and sometimes the team level. Specifically marketing communications operational decisions are made for every campaign.

## 6.4 Research Question Three - Effective Communication Through the use of Social Media

The third research question is; **Does the fact that social media provides an additional or alternative channel to communicate to the target audience, lead to more effective marketing communications?**

**NO:** According to the CRM manager at Company A, “email and sms are more effective at direct communication with customers” this is also because of the sophisticated customer databases at Company A.

From all the literature reviewed there are no authors that advise against the use of social media or that can relate the use of social media to less effective communications.

**YES:** The CRM manager at Company A also added that “if they get it right” they will build customer conversations that will translate into customer loyalty. The corporate communications manager at Company B responded to this question with an “absolutely” showing enthusiasm for the direct two-way communication ability of social media. He also confirmed that customer engagement, sentiment and reach are measured and they perform better than other companies within their group.

The literature advises that brand awareness, brand engagement and word of mouth are more effective over social media, where the speed and reach also outperforms traditional media (Agarwal, Mondal & Nath, 2011). This is supported by Kirtiş and Karahan (2011) who confirm that social media accelerates communication. The authors and works reviewed in the literature review all provide various comments and advise to achieve communication effectiveness.

Keller (2009) indicates that communication effectiveness can only be determined when measured against cost. The importance of a communication objective is critical in determining and measuring social media’s effectiveness (Fisher, 2009).

Company C uses Facebook as a customer service portal, which was confirmed by both the digital marketing manager and the online strategy manager, this is evident through the direct observation which makes the page look like a complaint log.

Company A don't envisage social media being a customer service portal, but say that the communication is more effective from a customer service perspective.

### *Conclusion*

The answer research question three is; **Does the fact that social media provides an additional or alternative channel to communicate to the target audience, lead to more effective marketing communications?**

Yes, subject to the following conditions:

- It is designed with the customer in mind
- The target audience is clearly defined and online
- The objective is clearly defined – example customer service portal

## **6.5 Research Question Four - Communication Effectiveness**

### **Measurement**

The fourth research question is; **How is the overall communication effectiveness measured?**

Probably the most valuable literary argument is proposed by Fisher (2009) who argues that you need to know your objective of using social media “before you start work out what your social media program is trying to do”. Many other benefits of social media have been proposed by authors and include; brand awareness, brand engagement speed - accelerating communications, reach, direct communication and social media is a dominant source of online information searches, (Agarwal, Mondal & Nath, 2011; Kirtiş & Karahan, 2011).

Both Company A and C confirm that social media has led to more effective customer service. Company B confirm that they measure “reach, sentiment and engagement”, from the documentary review data, Table 7, it is observed that the number of new ‘fans’ and ‘followers’ engaging the company Facebook and Twitter sites are still strong and a good indicator of engagement.

A concern from Kitchen and Schultz (2009) is the inability to record brand performance with immediacy during and after integrated campaigns, does not

seem to have the same concerns for marketers at the companies that participated in this research.

### *Conclusion*

The answer to research question four is; **How is the overall communication effectiveness measured?**

There are a number of methods to measure the overall communication effectiveness, but they is to understand and be clear about the specific objective of the communication; is it brand awareness, a campaign, customer engagement, reach, sentiment or is it a promotion.

## **6.6 Research Question Five - ROI of Social Media**

The fifth research question is; **Is ROI being used as a measure in the context of marketing communications and social media?**

Company B argues that it is very difficult to measure ROI, according to the brand manager, B3. The digital marketing manager for Company C advised that they don't measure anything in separation.

Hoffman and Fodor (2010) attempt to define a new kind of measurement. The confusion increases as they try to retain the traditional title of ROI for these measurements. They propose “managers should begin by considering consumer motivations to use social media and then measure the social media investments customers make as they engage with the marketers' brands” (p.42).

Keller (2009) hints a typical ROI measurement by stating that the evaluation of marketing communications must be weighed against costs to determine effectiveness.

Probably the most valuable contribution to this research is the finding to this research question. Although isolated in only one company, Company A have calculated a measurement of ROI for every single campaign that the company have executed this year. The calculation is simple and is a measure of marketing compared to sales. The exact calculation of GP ROI is explained in chapter 5.2.3,

and provides the business with an accurate measure per marketing campaign conducted.

### *Conclusion*

The answer to research question five is; **Is ROI being used as a measure in the context of marketing communications and social media?**

In only one case ROI is being measured and this company has been measuring ROI for less than one year. This measurement is on the total marketing cost and the net incremental benefit per campaign. This is not applicable to a specific communication channel, but is specifically per campaign. The measure described would be difficult to attempt to apportion ROI to various components of the marketing campaign. In essence this is an integrated ROI measurement.

## **6.7 Conclusion to the research findings**

Overall, the findings of the research indicate that social media is an effective tool for communicating with consumers, specifically when the objective of using social media is clearly defined. The research shows that many measurements are in place to evaluate the effectiveness of social media from different angles; content, engagement, reach and sentiment.

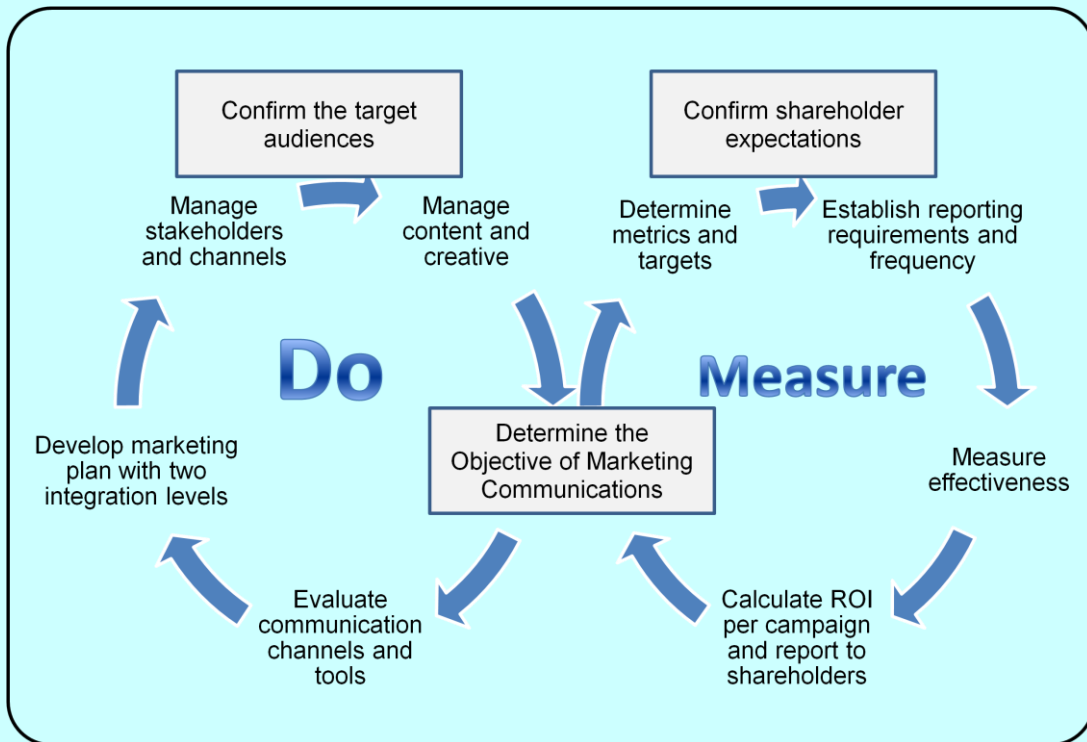
The decision making processes within the marketing function are now more clearly listed at three decision making levels, strategic, tactical and operational as a result of this study.

Whilst it is not a widely used measurement, there is evidence in one company that they are able to measure ROI of marketing. This finding proved to be a useful metric to measure ROI of the integrated marketing campaign. It is a relatively simple measurement that is calculated using aggregated sales data, compared to a benchmark and the total cost of a campaign. This is also easier than trying to determine the ROI on each communication tool and then attempting to aggregate this in to a total ROI measurement.

## Chapter 7: Conclusion

### 7.1 Summary of Research

The research has proven that in complex marketing environments. There is no one-size-fits-all solution to design, implement IMC and integrate social media. Therefore the researcher proposes the Complex Marketing Communications Deployment (CMCD) model, as shown in Figure 8, is based on two simultaneous and iterative process cycles that are designed around the marketing and business objectives.



**Figure 8** Complex Marketing Communications Deployment (CMCD) model  
 Source: Own Compilation

The CMCD model can also be described as the ‘Do, Measure’ model, due to the two iterative cycles of doing marketing communications and measuring both its effectiveness and ROI as explained below.

The model contains three parts, Part I is strategic construct, Part II is the “do’ construct and Part III is the ‘measure’ construct, and they are discussed further.

Part I, the strategic construct involves the three major elements that are highlighted in the rectangular blocks, these represent for the policy decisions, namely:

- Determine the objective of Marketing Communications; this activity is central to the direction and effective integration of marketing communications. It is thus the starting point to determine the strategy and measurement thereof,
- The second critical element is to determine the target audiences and their unique requirements. This is a driver to decide channels and tools that are most applicable to these audiences and the subsequent marketing plan,
- The third critical element is to confirm shareholder expectations. These are normally clear, but an important aspect here is managing the expectations in line with the strategy and what are realistic deliverables.

Parts II and III, the two iterative cycles are 'Do' and 'Measure' and each contain four steps to achieve a fully integrated and measured marketing communications plan, commencing after the objectives have been determined.

Part II the 'do' construct steps are:

- Evaluate communication channels and tools; this is a thorough review of communication channels currently used by the organisation and a analysis and investigation possible additional communication tools. The evaluations are done considering the strategic imperatives of Part I.
- Develop marketing plan with two integration levels; to be developed along the corporate and operational levels, as defined by Kliatchko (2008) and listed in Table 2.
- Manage stakeholders and channels; this refers to the tactical allocation decisions that need to occur in marketing communications.
- Manage content and creative; this is the key operational decisions that either make or break a good campaign. As the strategist, A3, for Company A described "content is queen and context is king" both are critical for effective communication.

Part II and III need to be designed together to ensure good congruence, so that you can do what you say, and measure what you do.



Part III the 'measurement' steps are:

- Determine metrics and targets; the practical part of measuring is to be able to measure trends or to measure against benchmarks, this should be determined up front, but it may take time to develop the trend lines.
- Establish reporting requirements and frequency; it is important to have a good understanding of what is happening with regards to the communications being done by the marketing team; increased frequency of reports will be useful when making changes to marketing communications, such as going live on social media. Early phases of projects could require daily reports, progressing to weekly. As we can see from Company B, they are now starting to report sentiment on a monthly basis.
- Measure effectiveness; with the wealth of reports available there is the option to measure just about everything, this will lead to information overload and the key measures will get lost. Initially, take a good view of what can be measured and then decide on a manageable amount of metrics to track.
- Calculate ROI per campaign and report to shareholders; this may not be possible based on current cost accounting or sales reporting, but the starting point would be able to calculate marketing ROI for a financial period. Resulting from this research Company A has the most relevant ROI calculation compared to any of the literature suggestions seen to date.

Parts I, II and III need to be done as part of iterative ongoing processes that are reviewed regularly to ensure the strategy, tactics and operations are 'integrated' and that the marketing communications are achieving maximum effectiveness.

## 7.2 Limitations

The limitations of this study as described in chapter four were expected to be the following:

- Researcher bias is expected due to the nature of the study and the high level of researcher involvement,

- Sample size being only 3 companies that will be studied could reveal some phenomena that were only applicable to those firms, and
- Limiting the starting point of sample determination to companies that have used Facebook, does exclude the mobile social media aspect.

The researcher has addressed the first two limitations through a process triangulation during the study, comparing to literature and cross-case analysis. The third limitation remains an opportunity for future research; to consider mobile or Twitter as the lead social media communication channel.

Further limitations experience in the process was that in some cases the access to documentary evidence was restricted to a view during the interview. Other limitations are time and resources, to spend observing the daily activities and participate in some of the marketing communications planning, would add much greater insight to this topical research.

### **7.3 Opportunities for Future Research**

The methodology used for this research was qualitative case study, which has provided some rich in situ findings (Yin, 2008). Future research could be conducted using a quantitative approach, using a much larger sample of companies to hypothesise around the use of social media in marketing communications and to gain a broader insight into the wider use of ROI.

This research focussed on South African based companies that had head offices in Gauteng and a convenient sample was selected using a ranked population of Facebook likes. The second opportunity for future research would be to conduct research of a different market or to design a study that would look at multiple markets to provide comparative data and analysis.

All the companies that participated in this study were consumer facing businesses with large databases of customers. In addition two of the companies operate in the cellular network space, which is a feeder industry for technology, innovation and social media connections. The third opportunity for research would be to conduct a similar study within the business-to-business environment to understand if the effective integration of social media in that context; as well as to draw any comparisons or contradiction to consumer marketing.

## 7.4 Implications

This body of research has several implications, some of them may have long reaching implications and others have less longevity due to the dynamic nature of technology and social media.

Implications for academics are that the finding and model propose a workable solution on the basis of simplifying the theory to be able to manage the increasing complex marketing environment. There is a strong need for simplification within the IMC construct, which will provide practitioners with an opportunity to understand and implement a working solution and test its results.

Implications for practitioners are that the CMCD model proposed provides a complete view of the marketing communications landscape, covering two levels of integration, the effectiveness and measurement criterion as well as the strategic drivers to meet customer, shareholder and corporate objectives. The model is simple enough to understand yet comprehensive enough to guide the process of decision making so that the marketer can take the lead role and leave the agency to provide the specialist input.

Implications for business are that there is evidence of working ROI models for marketing communications. Whilst it is not yet a science, this is a mechanism to track what is effective and what is not. The challenge is to move from the current paradigms and views of marketing communication costs, into a meaningful metric that can be discussed in the boardroom.

## 7.5 Closing comments

Many challenges remain with regards to IMC, integration of social media and measurement of such activities and tools. However, this research provides both practitioners and academics with some insights into actual working of marketing and communication teams. It brings them one step closer to a workable solution.

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












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## Appendix 1 – Facebook Population

www.facebook.com search for 'South Africa' Pages  
 [Accessed 12 July 2012] Sorted by Most Likes















Number	Page Icon	Facebook Page	Likes	Possible Sample
1		<a href="#">South Africa's national cricket team</a> Interest	390,357	Yes
2		<a href="#">Cricket South Africa</a> Johannesburg, Gauteng	246,267	Yes
3		<a href="#">Sony Africa</a> Electronics	221,967	Yes
4		<a href="#">Vodacom</a> Telecommunication	185,830	Yes
5		<a href="#">South Africa 2010 FIFA World Cup</a> Sports League	169,708	Yes
6		<a href="#">Visit South Africa</a> Government Agency	161,529	Yes
7		<a href="#">FNB</a> Bank/Financial Institution	148,706	Yes
8		<a href="#">BlackBerry South Africa</a> Product/Service	128,489	Yes
9		<a href="#">AXE South Africa</a> Product/Service	108,492	Yes
10		<a href="#">Groupon South Africa</a> Website	104,758	Yes
11		<a href="#">Doritos South Africa</a> Food/Beverages	84,298	Yes
12		<a href="#">Captain Morgan South Africa</a> Wine/Spirits	77,106	Yes
13		<a href="#">Absa</a> Bank/Financial Institution	59,724	Yes
14		<a href="#">Playboy South Africa</a> Magazine	56,602	Yes
15		<a href="#">Travelstart South Africa</a> Travel Agency	54,713	Yes
16		<a href="#">Nokia South Africa</a> Product/Service	50,701	Yes
17		<a href="#">Edgars Club</a> Shopping/Retail	50,344	Yes
18		<a href="#">I LOVE SOUTH AFRICA</a> Local/Travel	49,198	Yes
19		<a href="#">Audi South Africa</a> Cars	48,860	Yes
20		<a href="#">FIFA WORLD CUP SOUTH AFRICA 2010</a> Sports League	48,388	Yes
21		<a href="#">Galacticos South Africa</a> App Page	46,260	Yes
22		<a href="#">Education</a> 5,909 were here	45,407	Yes
23		<a href="#">My South Africa</a> Company	43,738	Yes
24		South Africa Country	42,198	Yes















Number	Page Icon	Facebook Page	Likes	Possible Sample
25		<a href="#">Cell C</a> Telecommunication	41,907	Yes
26		<a href="#">Comfort Zone South Africa</a> Product/Service	41,641	Yes
27		<a href="#">South African Airways (USA)</a> Travel/Leisure	40,714	Yes
28		<a href="#">Chevrolet South Africa</a> Cars	40,542	Yes
29		<a href="#">I like South Africa</a> Local Business	39,311	Yes
30		<a href="#">Proudly South Africa</a> Pretoria, South Africa	37,575	Yes
31		<a href="#">Idols South Africa</a> TV Show	36,190	Yes
32		<a href="#">KFC South Africa</a> Food/Beverages	35,322	Yes
33		<a href="#">South Africa national rugby union team</a> Interest	35,082	Yes
34		<a href="#">Standard Bank - South Africa</a> Bank/Financial Institution	34,643	Yes
35		<a href="#">MINI South Africa</a> Cars	34,012	Yes
36		<a href="#">Samsung Mobile South Africa</a> Electronics	33,697	Yes
37		<a href="#">Jeep South Africa</a> Cars	33,039	Yes
38		<a href="#">KIA Motors South Africa</a> Cars	32,608	Yes
39		<a href="#">BMW South Africa</a> Cars	31,568	Yes
40		<a href="#">Men's Health South Africa - The magazine men live by</a> Magazine	31,456	Yes
41		<a href="#">Women's Health South Africa</a> Magazine	31,104	Yes
42		<a href="#">Maybelline South Africa</a> Product/Service	29,648	Yes
43		<a href="#">Ayoba MTN</a> Telecommunication	28,524	Yes
44		<a href="#">Land Rover South Africa</a> Cars	26,302	Yes
45		<a href="#">Range Rover South Africa</a> Cars	26,096	Yes
46		<a href="#">Free The Web South Africa</a> Website	25,645	Yes
47		<a href="#">OLX South Africa</a> Website	25,097	Yes
48		<a href="#">United States Mission to South Africa</a> Community & Government	25,045	Yes
49		<a href="#">Being South African</a> Community	24,174	Yes
50		<a href="#">South African cricket team</a> Professional Sports Team	23,308	Yes




















Number	Page Icon	Facebook Page	Likes	Possible Sample
51		<a href="#">Southern Comfort South Africa</a> Wine/Spirits	23,207	Yes
52		<a href="#">South African National Parks</a> Pretoria, South Africa	22,976	Yes
53		<a href="#">J&amp;B South Africa</a> Wine/Spirits	22,933	Yes
54		<a href="#">Estée Lauder South Africa</a> Health/Beauty	22,650	Yes
55		<a href="#">South Africa</a> Professional Sports Team	21,874	Yes
56		<a href="#">L'Oréal Paris South Africa</a> Health/Beauty	21,377	Yes
57		<a href="#">Gumtree South Africa</a> Website	21,041	Yes
58		<a href="#">HTC South Africa</a> Product/Service	20,535	Yes
59		<a href="#">Top Gear Magazine South Africa</a> Magazine	20,325	Yes
60		<a href="#">Nikon South Africa</a> Photographic Services & Equipment	19,874	Yes
61		<a href="#">Opel South Africa</a> Cars	19,244	Yes
62		<a href="#">MTN SOUTH AFRICAN MUSIC AWARDS (SAMA)</a> Music Award	19,093	Yes
63		<a href="#">Clinique South Africa</a> Health/Beauty	18,891	Yes
64		<a href="#">Samsung South Africa</a> Electronics	18,652	Yes
65		<a href="#">GlamBox South Africa</a> Johannesburg, Gauteng	17,145	Yes
66		<a href="#">AfricaStay</a> Travel/Leisure	16,857	Yes
67		<a href="#">Avis South Africa</a> Travel/Leisure	16,748	Yes
68		<a href="#">Isuzu South Africa</a> Cars	16,436	Yes
69		<a href="#">McDonald's South Africa</a> Johannesburg, Gauteng	16,432	Yes
70		<a href="#">The Presidency of the Republic of South Africa</a> Government Organization	16,411	Yes
71		<a href="#">Volkswagen South Africa</a> Cars	15,948	Yes
72		<a href="#">Tip Top Nails South Africa</a> Health/Beauty	15,851	Yes
73		<a href="#">ghd South Africa</a> Health/Beauty	15,544	Yes
74		<a href="#">Titan Watches South Africa</a> Johannesburg, Gauteng	15,466	Yes
75		<a href="#">Stuttafords</a> Retail and Consumer Merchandise	15,097	Yes











'South Africa' Facebook pages not eligible for sample


Number	Page Icon	Facebook Page	Likes	Possible Sample
76		<a href="#">South African Tourism AU</a> Company	14,886	No
77		<a href="#">Nissan Navara South Africa</a> Cars	14,814	No
78		<a href="#">Hill's Pet Nutrition South Africa</a> Pet Supplies	14,381	No
79		<a href="#">Jay Jays South Africa</a> Clothing	14,347	No
80		<a href="#">Jaguar South Africa</a> Cars	14,280	No
81		<a href="#">Football 2010: Champions of South Africa [soccer]</a> App Page	13,260	No
82		<a href="#">Intel South Africa</a> Sandton, Gauteng	13,222	No
83		<a href="#">CONVERSE SOUTH AFRICA</a> Clothing	13,112	No
84		<a href="#">Runner's World Magazine South Africa</a> Magazine	12,979	No
85		<a href="#">Kodak South Africa</a> Camera/Photo	12,951	No
86		<a href="#">WWF South Africa</a> Newlands, Western Cape, South Africa	12,936	No
87		<a href="#">Bic South Africa</a> Product/Service	12,670	No
88		<a href="#">Caltex South Africa</a> Product/Service	12,358	No
89		<a href="#">South African National Blood Service</a> Local Business	12,103	No
90		<a href="#">FTV Nightlife Gallery (South Africa)</a> Company	12,015	No
91		<a href="#">Revlon South Africa</a> Health/Beauty	11,814	No
92		<a href="#">AA South Africa</a> Product/Service	11,780	No
93		<a href="#">South African National Lottery</a> Product/Service	11,779	No
94		<a href="#">Surfing In South Africa</a> Company	11,653	No
95		<a href="#">Ministry of Sound - South Africa</a> Musician/Band	11,092	No
96		<a href="#">LG Electronics South Africa</a> Electronics	10,849	No
97		<a href="#">Lexus South Africa</a> Company	10,788	No
98		<a href="#">KLM South Africa</a> Johannesburg, Gauteng	10,669	No
99		<a href="#">South Africa 2010 Predictor</a> App Page	10,520	No
100		<a href="#">Sea Shepherd South Africa</a> Non-Profit Organization	10,281	No

Number	Page Icon	Facebook Page	Likes	Possible Sample
101		<a href="#">Top Gear Festival South Africa</a> Durban, KwaZulu-Natal	10,210	No
102		<a href="#">Flight Centre South Africa</a> Travel/Leisure	10,182	No
103		<a href="#">Mercedes-Benz South Africa</a> Cars	10,145	No
104		<a href="#">South African House Music</a> Radio Station	10,047	No
105		<a href="#">Mr South Africa</a> News Personality	9,909	No
106		<a href="#">Jägermeister South Africa</a> Wine/Spirits	9,669	No
107		<a href="#">Motorola South Africa</a> Electronics	9,620	No
108		<a href="#">Volvo Car South Africa</a> Cars	9,530	No
109		<a href="#">UNICEF South Africa</a> Non-Profit Organization	9,518	No
110		<a href="#">STA Travel South Africa</a> Johannesburg, Gauteng	9,290	No
111		<a href="#">Bobbi Brown South Africa</a> Health/Beauty	9,121	No
112		<a href="#">Bridal Designs South Africa</a> Johannesburg, Gauteng	8,803	No
113		<a href="#">NIVEA South Africa</a> Health/Beauty	8,768	No
114		<a href="#">Clearasil South Africa</a> Health/Beauty	8,703	No
115		<a href="#">Old Spice South Africa</a> Health/Beauty	8,614	No
116		<a href="#">Billabong South Africa</a> Clothing	8,545	No
117		<a href="#">Total South Africa</a> Johannesburg, Gauteng	8,387	No
118		<a href="#">Lenovo South Africa</a> Computers	8,309	No
119		<a href="#">Peroni South Africa</a> Food/Beverages	8,026	No
120		<a href="#">South Africa Travel Online</a> travel/leisure	7,936	No
121		<a href="#">Art South Africa</a> Magazine	7,922	No
122		<a href="#">ALDO Shoes - South Africa</a> Company	7,381	No
123		<a href="#">Pedigree South Africa</a> Company	7,378	No
124		<a href="#">Rolling Stone South Africa</a> Magazine	7,219	No
125		<a href="#">SHOE CITY - South Africa</a> Product/Service	7,208	No

Number	Page Icon	Facebook Page	Likes	Possible Sample
126		<a href="#">Bicycling Magazine South Africa</a> Magazine	7,155	No
127		<a href="#">South Africa Bafana-Bafana</a> Professional Sports Team	6,937	No
128		<a href="#">Citroën South Africa</a> Cars	6,933	No
129		<a href="#">2010 FIFA World Cup South Africa</a> Website	6,848	No
130		<a href="#">South Africa national football team</a> Professional Sports Team	6,709	No
131		<a href="#">TomTom South Africa</a> Product/Service	6,462	No
132		<a href="#">Chrysler South Africa</a> Cars	6,446	No
133		<a href="#">FitFlop South Africa</a> Product/Service	6,377	No
134		<a href="#">Bulbs South Africa</a> Maraisburg, Gauteng, South Africa	6,316	No
135		<a href="#">Electronic Arts (EA) South Africa</a> Johannesburg, Gauteng	6,230	No
136		<a href="#">South African Airways (Deutschland)</a> Travel/Leisure	6,223	No
137		<a href="#">Damelin South Africa</a> Education	6,180	No
138		<a href="#">GQ South Africa</a> Magazine	6,155	No
139		<a href="#">N1 City Mall, Cape Town, South Africa</a> Cape Town, Western Cape	6,038	No
140		<a href="#">Gilbert Rugby South Africa</a> Sandton, Gauteng	5,984	No
141		<a href="#">Budget Rent a Car South Africa</a> Company	5,904	No
142		<a href="#">Fighters Only South-Africa</a> Bryanston	5,879	No
143		<a href="#">Dj Speedy (south Africa)</a> Musician/Band	5,727	No
144		<a href="#">The Body Shop South Africa</a> Health/Beauty	5,637	No
145		<a href="#">Rage Shoes South Africa</a> Clothing	5,504	No
146		<a href="#">South Africa Cricket Fans</a> Professional Sports Team	5,452	No
147		<a href="#">Yoomi - South Africa</a> Baby Goods/Kids Goods	5,365	No
148		<a href="#">PlayStation South Africa</a> Product/Service	5,290	No
149		<a href="#">Gillette South Africa</a> Health/Beauty	5,226	No
150		<a href="#">MSN South Africa</a> Website	5,103	No

Number	Page Icon	Facebook Page	Likes	Possible Sample
151		<a href="#">Golf Digest South Africa</a> Magazine	4,772	No
152		<a href="#">Great Lengths Hair Extensions South Africa</a> Health/Beauty	4,730	No
153		<a href="#">Triumph International South Africa</a> Company	4,670	No
154		<a href="#">The Jane Goodall Institute South Africa</a> Non-Profit Organization	4,606	No
155		<a href="#">Preggi Bellies South Africa</a> Product/Service	4,573	No
156		<a href="#">Adventure Boot Camp South Africa</a> boot camp	4,533	No
157		<a href="#">Ford South Africa</a> Cars	4,498	No
158		<a href="#">COP17/CMP7 - Durban, South Africa</a> Organization	4,491	No
159		<a href="#">Ele Decoration South Africa</a> Local business	4,467	No
160		<a href="#">South African Airways Vacations</a> Corporate Office	4,417	No
161		<a href="#">South African Motorcycle Adventure Tours</a> local business	4,415	No
162		<a href="#">Penguin Books South Africa</a> Media/News/Publishing	4,336	No
163		<a href="#">Entrepreneur Magazine South Africa</a> Johannesburg, Gauteng	4,329	No
164		<a href="#">Le Creuset South Africa</a> Kitchen/Cooking	4,306	No
165		<a href="#">People Magazine South Africa</a> Company	4,277	No
166		<a href="#">Xbox 360 South Africa</a> Games/Toys	4,270	No
167		<a href="#">Glamour South Africa</a> Magazine	4,199	No
168		<a href="#">Buy South Africa Online</a> business/economy	4,111	No
169		<a href="#">Miss Earth South Africa</a> Company	4,046	No
170		<a href="#">Dutch-waffels South-Africa</a> Sandton, Gauteng	4,021	No
171		<a href="#">Rhema Family Churches South Africa</a> Church/Religious Organization	4,003	No
172		<a href="#">Love South African Circus</a> Community	3,979	No
173		<a href="#">Marmite, South Africa</a> Company	3,968	No
174		<a href="#">BBM Contacts - South Africa</a> Product/Service	3,875	No
175		<a href="#">South Africa Cricket</a> Professional Sports Team	3,851	No

Number	Page Icon	Facebook Page	Likes	Possible Sample
176		<a href="#">Rage Festival South Africa</a> Event Planning/Event Services	3,823	No
177		<a href="#">Zookeeper - South Africa</a> Movie	3,815	No
178		<a href="#">Renault South Africa</a> Cars	3,757	No
179		<a href="#">La Senza South Africa</a> Clothing	3,677	No
180		<a href="#">Avon - South Africa</a> Health/Beauty	3,649	No
181		<a href="#">Occupy South Africa - Operation Ubuntu</a> Community	3,453	No
182		<a href="#">South Africa Cricket Fans</a> Community	3,407	No
183		<a href="#">Lindt Chocolate - South Africa</a> Food/Beverages	3,392	No
184		<a href="#">Reader's Digest South Africa</a> Website	3,376	No
185		<a href="#">Airbrush-Makeup South Africa</a> Health/Beauty	3,277	No
186		<a href="#">South African Heroes</a> Durban, KwaZulu-Natal	3,217	No
187		<a href="#">South Africa Business Network</a> Media/News/Publishing	3,157	No
188		<a href="#">Doppio Zero South Africa</a> Restaurant	3,054	No
189		<a href="#">DMK South Africa NO 1. Paramedical Skin Revision</a> health/beauty	2,978	No
190		<a href="#">Hertz Car Rental South Africa and Namibia</a> Bedfordview, Gauteng, South Africa	2,976	No
191		<a href="#">South African Skills &amp; Scholarship Awards</a> Education	2,802	No
192		<a href="#">Daddy's Deals South Africa</a> Retail and Consumer Merchandise	2,752	No
193		<a href="#">Restaurant Directory South Africa</a> Website	2,458	No
194		<a href="#">ADT Security South Africa</a> Company	2,430	No
195		<a href="#">South African Revenue Service (SARS)</a> Government Organization	2,255	No
196		<a href="#">Save the Elephants- South Africa</a> Non-Profit Organization	2,233	No
197		<a href="#">One Direction To South Africa</a> Musician/Band	2,223	No
198		<a href="#">South Africa Visa</a> Professional Services	2,192	No
199		<a href="#">Brand Avenues South Africa</a> Website	2,077	No
200		<a href="#">Wella South Africa</a> health/beauty	1,992	No

Number	Page Icon	Facebook Page	Likes	Possible Sample
201		<a href="#">Steve Madden South Africa</a> Clothing	1,626	No
202		<a href="#">DJ4Life South Africa</a> Education	1,023	No
203		<a href="#">Ocean Divers International Port Elizabeth, South Africa</a> Travel/Leisure	1,003	No
204		<a href="#">Le bibble, South Africa</a> Baby Goods/Kids Goods	913	No
205		<a href="#">Royal Thai Embassy, Pretoria, South Africa</a> Government Organization	880	No
206		<a href="#">Forever Living (South Africa)</a> Vitamins/Supplements	866	No
207		<a href="#">John Brown Media South Africa</a> Cape Town, Western Cape	723	No
208		<a href="#">Beauty Without Cruelty (South Africa)</a> Claremont, Western Cape, South Africa	559	No

## Appendix 2 – Semi-structured Interview Template

### Introduction

As part of the MBA qualification, I need to complete a research project. The topic I have chosen based on my interests in both marketing communication and social media is “The effective integration of multiple communication techniques, including social media”. The specific social media I have considered is Facebook due to its functionality and popularity.

### Marketing Managers and Executives involved in the Digital / Social Media execution

Social media has developed and evolved significantly over the past ten years. It has moved from a place of interest to a widely used communication and marketing tool.

- What was the deciding factor or factors to include social media (Facebook) in your marketing communication strategy?
- How was the initial decision reached to use facebook?
- *Explore:* Does it require board approval, or are the respective managers able to make their own strategic decisions?
- Who makes the decision of using deferent tools and how much gets spent on social media, digital, in-store advertising / communication?
- Does this make sense to you? Why? How?
- Do you feel that the use of social media has lead to more effective communication?
- *Explore:* If fewer medium are used, would communication be more targeted and therefore more effective, or does a broader use of media have greater effect?
- How is the effectiveness of social media measured? What options exist to measure Facebook?
- Is overall communication effectiveness measured, by campaign, by new product/store launch, by sales increase?
- *Explore:* What in your opinion, would be the ultimate measure of marketing effectiveness?
- Is the Return on Investment of marketing measured?
- How are the costs of social media justified in your business?