

Critical Success Factors for Incorporating Social Media Marketing in IMC – Reference to Telecom Companies

Suman Valeecha¹ and Asghar Reza²

Advancement in technology in recent years has transformed the purpose of communication and encouraged the emergence of new communication channels based on internet technology, that have fashioned bold new approaches in the management of the marketing mix. A “new” phenomenon i.e. “social media” has come to the front line of media that allow companies to connect with customers on a level never before thought possible. The purpose of this study is to explore and analyze how social media is helping Telecom brands in Pakistan bolster communication and how consumers perceive or respond to it. Consequently, the focus is on identifying those factors that are critical for its success. The results confirm that, good and relevant content should be at the heart of any social media strategy and to successfully exploit its potential; companies need to design experiences that deliver tangible value in return for customers' time, attention, endorsement and data.

Keywords: Social media marketing, Integrated Marketing Communications, Social networking, Marketing management, Social media strategy, Customer engagement.

Field of Interest: Marketing

1. Introduction

Advancement in technology in recent years has transformed the meaning and purpose of communication and encouraged the emergence of new communication channels. This has brought in its wake new opportunities and challenges for marketers and for communication specialists in particular. Ultimately these communication channels based on mobile communications and internet technology have fashioned bold new approaches in the management of the marketing mix. A “new” phenomenon i.e. “social media” has come to the front line of media.

So, what exactly is social media? Although there is no single definition, several sources agree upon certain fundamental characteristics. It is widely acknowledged that the keys to social media success are user participation, user loyalty, user motivations, and the interaction between people. In contrast to the mass media marketing tactics, social media marketing allows companies to connect with potential customers on a level never before thought possible. The low cost of social media marketing as well as the quantum of user information that is available have contributed towards making social media marketing big business (Mangold & Faulds,

¹ Suman Valeecha, MPhil Program ID -12406, Institute of Business Management, Pakistan.
Email: std_12406@iobm.edu.pk

²Asghar Reza, MPhil Program ID - 12407, Institute of Business Management, Pakistan.
Email: 12407@iobm.edu.pk

2009). But how telecom companies can utilize this information to the best use remains a mystery. Since no experts have yet been able to identify what makes a social media campaign a success and what companies can do to improve on the communications with their customers on social media platform.

Very few studies have investigated the impact of and prospects for IMC in the online environment. Considering the gaps identified at a general level, it is evident that research done previously is quite specific to social media marketing as a phenomenon, and not identifying as to which factors could be important for a campaign's success. This suggests that telecom companies are either not using it in a correct manner (uneducated/unaware) or are avoiding it due to some kind of risk they associate with it. This paper researches and identifies few such factors that, once incorporated, could prove to be effective for running the campaign successfully.

Based on the objectives of this study stated above, first the perspective of Telecom Companies' social media experts', and social media agencies will be analyzed. Then the study aims to evaluate the perspective of customers. Finally the research model will be assessed based on three perspectives to identify the critical success factors for social media as an IMC tool and its impact on the overall campaign objectives. Implications from the research will be given for marketers and advertising managers.

2. Literature Review

Blackshaw and Nazzaro (2004) define social media marketing as a "variety of information sources available online that are created, initiated, circulated and used by customers for educating and communicating with each other about products, brands, services, personalities and issues".

Kaplan and Haenlein (2010) describe social media as "a group of Internet based applications that build on the ideological and technological foundations of Web 2.0 that facilitates the creation and exchange of user-generated content". Social networking sites may differ in many ways, but fundamentally they work under the same principle i.e. individuals with similar interests connect with each other through what is also referred to as the electronic social web. Jenkins, (2006) highlighted the need for diversifying a social media strategy to ensure that messages reach appropriate audiences. However, no single correct approach has yet been identified that would fit the bill.

Companies understand that the world is going digital and that competitive advantage will ensue for those who understand this transformation. Internet has become a mass medium for consumer sponsored communication which unleashes new challenges for advertising companies according to Shao's analysis (2008). Further, he states that the core factor behind social media that appeals to people is user generated content, which is any matter created and uploaded on the Internet in order to fulfill the need for information, entertainment, and mood management.

Marketing communication has two basic aims. First, to develop brand value by using advertising and influence customers' beliefs, and secondly to make customers behave in particular ways. In order to do so, there are various marketing communication tools available to marketers that can be used to target customers

and interact with them. But what is more important is that, this interaction must deliver brand and marketing messages tailored to their needs. Admittedly, social media offers a quicker and more cost-effective way to reach highly targeted markets than marketing through traditional media, (Mannonen & Runonen, 2008).

Griffin (1997) stated that, with the increase in social media networking, building a relationship with your targeted audience and conversing with them has become a major part of marketing adopting the erstwhile “pull” marketing strategy. According to Briggs (2010), instead of inviting customers into an environment created by marketers, marketers enter into a conversation at user-generated-content (UGC) sites that are initiated, maintained and owned by customers themselves. UGC requires marketers to modify their approach, in a way that instead of disseminating one-way messages towards their audiences; they are required to engage themselves in a conversation. While all advertising on the Web, after the arrival of Web 2.0, can be interactive in nature, UGC sites offer an exclusive level of engagement.

In light of the above review, none of these recent researches on social media talks about incorporating it as a marketing tool and how campaigns if positioned efficiently will reap benefits to the marketers. Also, there is a lack of quantitative research and framework suggesting the effective usage of social media data and consumer responses. No research to-date has been conducted that takes organizations, customers, and social media specialist agencies perspective together, in account; on the factors that can be mutually beneficial and successful for brands and its customers.

Hence this study will evaluate such factors that can be critical for brand’s campaign on social media platform, causing a win-win situation for companies, agencies and customers.

2.1 Incorporating Social Media into IMC

Integrated Marketing Communication (IMC) is a strategic process that is used to plan, develop, execute and evaluate coordinated and measurable brand communication with consumers, and prospects, as per Don Schultz (2008). Hence, it would be fair to say that IMC includes all kind of communication programs be it TV, Print, Radio, Street Marketing, Social Media Marketing, Internet Marketing, PR, Green Marketing, or any other.

Marketing is no longer one dimensional - it has clearly become a “two-way” process of engaging a brand with an audience. In essence, IMC suggests the use of marketing communication mix in such a way that it is strategically designed to achieve certain objectives over time, in a highly cost-effective manner that can be measured and evaluated.

2.2 Pakistan’s Social Media Landscape

In Pakistan, there are 20,431,000 Internet users as of March 2011, which accounts for 10.9% penetration of the total population, according to The World Fact book (CIA). The number of Facebook users is currently 6,823,800, which makes Pakistan #27 in the world. Social networking statistics show that Facebook (FB) penetration

Valeecha & Reza

in Pakistan is 3.85% using the country's population as the base and 36.89% in relation to the number of Internet users here. The total number of FB users in Pakistan has grown by more than 11% in the last 6 months. The largest age group of Facebook users is currently 18 – 24yrs, with a headcount of 3,343,662 followed by the 25 – 34 age group. Telecom firms/ brands such as Ufone, Telenor's Djuice and Zong, according to statistics, ranks as the top three on Facebook in Pakistan with fan counts of 405,928, 233,640 and 221,199 respectively.

3. Research Methodology

The applied framework used here is in the form of three building blocks based on; Companies', social media agencies' and customers' perspectives on social media incorporation in IMC tools, giving it a new dimension to understand the critical factors that can lead to social media's efficiency and effectiveness for brands. A mix of both qualitative and quantitative approaches and data has been used to evaluate this new emerging phenomenon.

Since the Internet infrastructure is still in the developmental phase, it will take some time for social media to take a significant position as an IMC tool, as compared to the other developed countries.

The research model proposed will enable telecom companies to provide the foundations on incorporating social media into their IMC plan and consequently evaluate their campaigns using the proposed methods. It will also explain as to how companies can improve their marketing communications if these factors are positioned and evaluated correctly.

Conceptual frame work summary used for research is present below:

Research Step	How it will be addressed?
Research Methodology	Exploratory Qualitative Research
Data Collection	Primary data was collected from research participants through structured, customized questionnaires, containing both multiple choice as well as open-ended questions.
Participants Characteristics	Social Media Users, Social Media Marketers, Social Media Agencies.
Sample Size	Convenience Sample technique was used Social Media Users: Sample size 108 Telecom Companies: 5 (Since only Five companies are operative in Pakistan as of December 2012) Social Media Agencies: 8 (Leading agencies based on Clientele, till December 2012)
Research Data Analysis/ Testing	The data was analyzed using SPSS 17. Different statistical tests like chi square, factor analysis; ANOVA, Friedman test of Ranking, T-Statistics were performed on the data collected for the purpose of analysis and testing the hypothesis.
Location	Karachi

3.1 Research Problem

With reference to identified research gaps and background provided, the basic research problem is concerned with the development of framework to understand how to incorporate social media into IMC tools. The data is in accordance with the applied analytical model in order to highlight its significance in digital world. Subsequently the empirical investigation leads to the recommendation on how companies can develop a model based on their objectives to effectively use social media as an IMC tool.

The research goes on discussing the perspective of telecom companies, social media agencies and social media experts, about the importance of social media as a communication tool and what are the advantages companies might get upon using it. Based on these perspectives, how social media can be incorporated in companies' marketing systems that can lead to running effective campaigns and generate favorable consumer response.

3.2 Research Hypothesis

1. H_A : "To get continuous updates on company standing and the future potential of its products" is a highly significant factor in motivating organizations to use social medium.
2. H_A : "Customer Relationship" is significantly correlated with factors encouraging companies to utilize social media.
3. H_A : "Consumer Engagement" is a highly significant benefit for companies desirous of incorporating social media in their IMC campaigns.

4. Empirical Findings

4.1 Social Media Experts' Perspective

Interviews with the social media experts revealed that a lot of value could be generated by Telecom Companies in Pakistan by incorporating social media into integrated marketing communications. The main points that came out of the interviews were:

1. Global trend in communication technology is undoubtedly drifting towards social media, but the pace is much slower in countries such as Pakistan. The reason for the slow growth is that most marketers here are comfortable with the status quo and intend avoiding "new media" until such time as it becomes a market necessity. TV despite being a traditional media still has a lot of glamour associated with it.
2. As much as media experts are keen to integrate social media into companies' marketing campaigns, advertisers still are unable to understand its dynamics. Experts believe that an effective social media strategy would enable any brand to leverage its customers' personal and professional networks more gainfully to grow the business and increase revenue generation, while creating deeper and more engaging connections with customers for the benefit of the brand-owner or company.

Valeecha & Reza

3. Advertisers are apprehensive that even though social media is an inexpensive medium and may outdo some of the traditional media campaigns in terms of impact for less, it could also inadvertently, result in miscommunication of brand objectives and put the brand's reputation at stake. Experts feel it is important to manage social media more strategically, backed by a disciplined approach to take full advantage of its merits.

Since Telecom is a very competitive industry that relies on aggressive marketing initiatives, companies are keen to fit in social media into their strategy and marketing plans, without compromising on other traditional marketing channels, so that all segments can be adequately catered to. But they believe it depends on the campaign, and social media can be better used to create awareness and establish customer relationships in case of new product launches. Some of the social media campaigns of Telecom companies that gained popularity and success from January – July 2012 are presented in Table 1:

Table 1

Brands	Campaigns
Ufone	Knowledge Hour, Power Packed 5 ka Punch, U th campaign - <i>Heavy Scene On Karo.</i>
Telenor	<i>Azaadi</i> Photo Essay, D'Juice – <i>Khamoshi ka</i> Boycott, Easy Paisa Mobile Account (Branchless Banking).
Mobilink Jazz	<i>Umeed na Chhor</i> , <i>Mil kay Himmat Jorr</i> (Cricket Campaign), <i>Jazz Awaz – Har Surr Apna Hai.</i>
Zong	Zong Mega Challenge 2. (Users have been called Zongers)
Warid	No recent social media campaign activity. No significant campaign ever launched on social media, either for Post-pay or Pre-pay brands.

Ufone and Zong have been very active on the social media platform aimed at engaging customers and improving customer relationships. Discussion on these campaigns revealed some key factors that were believed to have contributed mainly towards the success of these campaigns on social media:

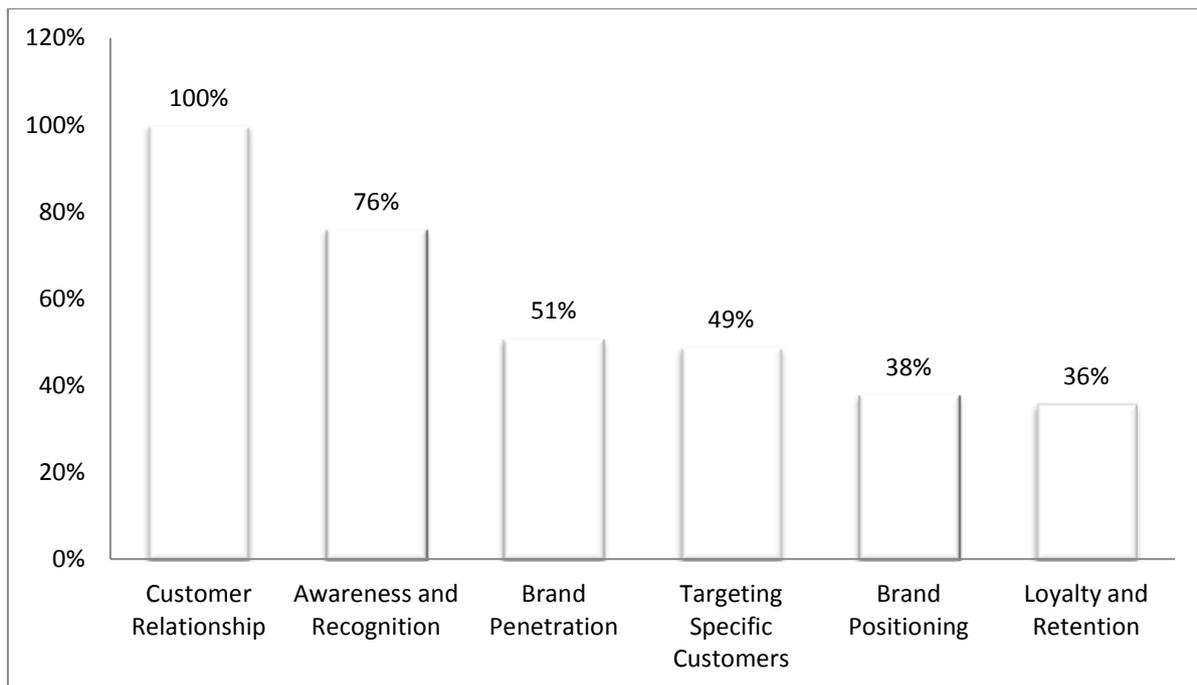
- 1) Content;
- 2) Avoiding simple listing of qualities and benefits of the product/ services;
- 3) Regularly producing and posting articles – keeping them brief;
- 4) Using key words to increase readability;
- 5) Creating events to bring interactivity; and
- 6) Careful selection and use of images.

Content is the key to creating an emotional connection and is seen as an important asset for a successful social media campaign. While evaluating the performance of any campaign, in terms of qualitative metrics, companies inter alia track “conversation patterns” with customers and how they affect their relationship. This leads to measuring the response to the campaign in terms of numbers of visitors, pages viewed, number of fans/ followers and traffic generated on the corporate site/page from social media.

4.2 Social Media Marketing Agencies' Perspective

The analysis indicates that it is essential for a company to build a social media strategy around specific goals instead of launching it because everyone else is doing so; else companies would be drawn into an awkward and undesirable situation of reacting to competition or competing without a solid game-plan. Ideally, social media strategists use the concept of Unique Value Proposition (UVP) to build awareness.

Table 2
Major objectives of marketing communication for a Social Media Marketing Agency



A hundred percent (100%) of the Marketing Agencies chose Customer Relationship as the most important objective of Marketing Communication followed by awareness and recognition. The social media personnel at the telecom companies also endorsed this.

After developing and executing a social media campaign, many marketers are unable to answer the question regarding “the business impact of social media.” When assigning accountability to the objectives set for a social media campaign, impact has to be the key response measured. Marketers use various tools to analyze or merge the data to derive some insights that make social media data “readable and actionable”. This consequently removes the guesswork associated with social media engagement and provides the ground for evaluating campaign strategies against specific business objectives. A number of social media platforms have built in tools that make it easier for marketers to analyze campaigns. However, tools that were mostly used by the social media agencies included in the sample are listed below:

Table 3
Tools for measuring performance of social media

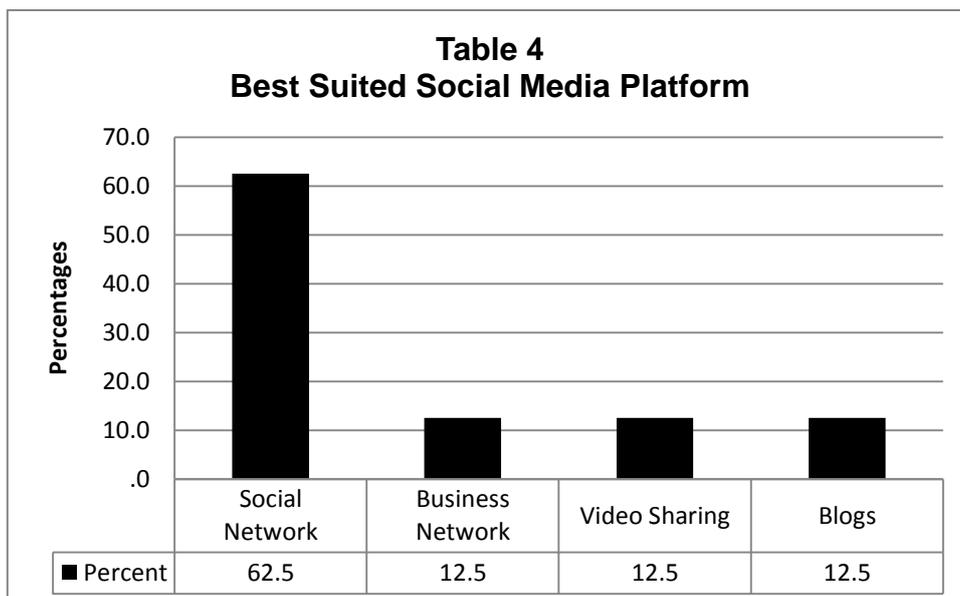
1.	Facebook Insights
2.	Radian 6
3.	Social Bakers
4.	Built in
5.	Infusion soft

Social Media Agencies create online campaigns based on objectives, and measure brand engagement or awareness using strategic tools. The survey revealed that some of the important measures that contributed to the success of a social media campaign run in Pakistan. Depending on the campaign objectives such as keeping customers engaged these were:

- Strong content;
- Promotional offers;
- Product updates;
- Giveaways; and
- Engaging “applications”.

Content seemed to be the key contributing factor for any social media campaign, as also suggested by social media experts of telecom companies, mentioned earlier. This however, must be done strategically and in line with the companies’ brand objectives.

Table 4 shows the responses to the question on the best-suited social media marketing platforms used by the telecom companies. 62.5% percent social media agencies favored the use of social networks while they were indifferent to the use of music and content sharing mediums due to limited options being available to engage customers and build relationship with them. Considering the amount of traffic generated on social networks, number of users and variety of engaging activities available, it made good business sense to utilize these platforms for social media marketing.



Valeecha & Reza

Media agencies responses to the question regarding the main benefits of incorporating social media in IMC campaigns seemed identical, with every agency rating Customer Engagement and Learning Customer Preferences as 100% response rate to “most important” or “important” (see Table 5).

Similarly, the most significant factor for Telecom companies that drove them towards social media integration was the freedom to share their opinion and ease of communication that facilitates the process of improving customer relationships. However, cost saving was considered as the least important factor for Telecom companies because of the miniscule investment required by social media in comparison with the very high budgets for traditional media that these companies are used to providing.

Table 5: Benefits of incorporating social media into IMC for telecom companies

	Most important	Important	Indifferent	Not important	Least important
Customer Engagement	64.0% (5)	36.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)
Direct Communication	63.0% (5)	25.0% (2)	12.0% (1)	0.0% (0)	0.0% (0)
Speed of Feedback	74.0% (6)	14.0% (1)	12.0% (1)	0.0% (0)	0.0% (0)
Low Cost	25.0% (2)	50.0%(4)	25.0% (2)	0.0% (0)	0.0% (0)
Learning Customer Preferences	50.0%(4)	50.0%(4)	0.0% (0)	0.0% (0)	0.0% (0)
Brand Building	63.0% (5)	25.0% (2)	12.0% (1)	0.0% (0)	0.0% (0)
Marketing Research	50.0%(4)	25.0% (2)	25.0% (2)	0.0% (0)	0.0% (0)
Credibility	50.0%(4)	12.5% (1)	37.5% (3)	0.0% (0)	0.0% (0)
Reach	50.0%(4)	25.0% (2)	25.0% (2)	0.0% (0)	0.0% (0)

4.3 Customer’s Perspective

A total of 108 respondents filled the questionnaires correctly (the target being at least 100). Out of these 57% of the respondents were male, and 44% were females. Exactly 53% of the respondents belonged to the age group 18 -30, 36% percent to 30-45, 8% were less than 18 years of age, and 3% more than 45 years. Questions included in the survey were designed to reveal the importance of factors that attracted individual customers towards social media. Aggregate responses to the most important categories revealed that Income and Lifestyle Changes were considered the most important with a 75.5% describing it as “most important” or “important”, followed by “Rise of Bedroom Culture” an indication of leisurely use of Social Media, at 68.6%. Further details of importance of different factors stimulating individuals opt for Social Media are illustrated in Table 6 below:

Valeecha & Reza

Table 6
Factors encouraging individuals to opt for social media

	Most Important	Important	Indifferent	Not Important	Least Important
Parental fear for outdoor activities	13.7%	33.3%	23.5%	18.6%	10.9%
Income and Lifestyle changes	23.5%	52.0%	14.7%	5.9%	3.9%
Rise of bedroom culture	30.4%	38.2%	16.7%	10.8%	3.9%
Absence of leisure activities	21.6%	36.3%	18.6%	18.6%	4.9%
Enhanced experience	26.5%	39.2%	20.6%	9.8%	3.9%

4.4 Empirical Results

The first hypothesis specifies that the most important factor in motivating a social media user to like or visit a company's page, event, or campaign is to get updates on the company and its future products. Based on several studies on social media usage mentioned in the literature review, more importantly according to Shao (2008), this factor has been assigned significance because companies need to generate and maintain a quality of content to keep customers engaged. Following statistical tests were performed to check the validity and significance of this factor, using SPSS 17. The results for H1 are presented in Tables 7 and 8 below.

Table 7	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Factors to motivate - Discounts and Promotions	-2.788	107	.006	-.269	-.46	-.08
Factors to motivate - Show support	-10.087	107	.000	-1.102	-1.32	-.89
Factors to motivate - Stay informed	-4.013	107	.000	-.380	-.57	-.19
Factors to motivate - Get Updates	5.603	107	.000	.389	.25	.53
Factors to motivate - Fun and Entertainment	-21.045	107	.000	-1.694	-1.85	-1.53
Factors to motivate - Get access to exclusive contents	-1.800	107	.075	-.157	-.33	.02
Factors to motivate - Friends recommendation	-21.160	107	.000	-1.685	-1.84	-1.53
Factors to motivate - Education	-21.993	107	.000	-1.713	-1.87	-1.56
Factors to motivate - Interact	-8.233	107	.000	-.611	-.76	-.46

The mean of the variable "to get updates on company and its future products" for this particular sample is 3.389, which is statistically significantly as opposed to the test value of 3. We would conclude that this factor has a significantly higher mean than 3, as compared to the other variables in the group, which have a mean value of less 3. The t value with 107 degrees of freedom is 5.6, with p=0.00 significance value which is less 0.05 at 95% confidence level. Hence we reject the null hypothesis, and accept the alternate i.e. "to get continuous updates on company standing and the future potential of its products" is a highly significant factor in motivating an organization to

Valeecha & Reza

use social medium To further validate the results, Chi Square test was performed to check the significance of the factor, shown in Table 8 below.

Table 8: CHI Square Test

Factors to motivate - Get Updates			
	Observed N	Expected N	Residual
Least important	1	27.0	-26.0
Indifferent	12	27.0	-15.0
Important	39	27.0	12.0
Most Important	56	27.0	29.0
Total	108		

Test Statistics

	Factors to motivate - Get Updates
Chi-Square	69.852 ^a
df	3
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 27.0.

The results show that the calculated value of Chi Square is greater than the tabulated value i.e. 69.85 at 3 degrees of freedom having significance value of 0.00, which is less than 0.05, hence we reject the null hypothesis.

Results for the H2 are presented below in Table 9 and 10:

Table 9:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.427 ^a	8	.026
Likelihood Ratio	17.650	8	.024
Linear-by-Linear Association	3.422	1	.064
N of Valid Cases	108		

a. 8 cells (53.3%) have expected count less than 5. The minimum expected count is .33.

We see that Pearson Chi Square value is 17.42 with 8 degrees of freedom; significance is .026 which is less than 0.05. Therefore, we can say that there is some degree of association. But this test is not enough to conclude the results. Therefore, to check the extent of correlation between the two before completely rejecting the null hypothesis, the following test of correlation was performed as shown in Table 10 below:

Valeecha & Reza

**Table 10:
Correlations**

		Factors for promotional programs - Customer Relationship	Factors encouraging companies - Establishing relationship
Factors for promotional programs - Customer Relationship	Pearson Correlation	1	-.179
	Sig. (2-tailed)		.064
	N	108	108
Factors encouraging companies - Establishing relationship	Pearson Correlation	-.179	1
	Sig. (2-tailed)	.064	
	N	108	108

The results show that the Pearson correlation value is less than 1, which means that there is a weak relationship between the two variables i.e. changes in one variable does not affect the changes in the second variable. Also, the negative sign of Pearson correlation indicates a negative correlation between the two variables. The Sig (2-tailed) value is 0.064 which is greater than 0.05. We can conclude that there is no statistically significant correlation between the two variables. Hence, we do not reject the null hypothesis that there is no correlation between the customer relationship and factors encouraging companies to utilize social media.

Results for H3 are summarized below in Table 11:

One-Sample Test

Table 11	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Factors for promotional programs - Customer Engagement	3.847	107	.000	.306	.15	.46
Factors for promotional programs - Product Awareness	.185	107	.854	.009	-.09	.11
Factors for promotional programs - Customer Relationship	2.007	107	.047	.130	.00	.26
Factors for promotional programs - Loyalty and Relationship	-16.698	107	.000	-1.278	-1.43	-1.13
Factors for promotional programs - Product Development	-24.000	107	.000	-1.870	-2.02	-1.72

The t test results show the calculated value of t with 107 degrees of freedom at 0.05 level of significance is 3.847, which is higher than the tabulated value. Among all the factors included in the test, customer engagement and customer relationship have a significance value less than 0.05 and fall in the agreement region indicating positives signs. However, two other factors, loyalty and product development are also significant but fall in the disagreement region, indicating negative signs - therefore they are not considered.

Between the two significant factors, mean difference of customer engagement (0.30) is much higher than customer relationship (0.13). Also, customer engagement is significant at 0.00 level as compared to customer relationship.

Hence, we reject the null hypothesis that Consumer Engagement is not an important enough benefit for companies to incorporate social media in their IMC campaigns.

5. Conclusion

The importance of traditional marketing mix tools cannot be ignored when it comes to connecting with consumers. Therefore the results of this research cannot be generalized to other industries. Also, since the Internet penetration will increase over the period of time in Pakistan, the dynamics of social media may change due to improvements in technology and analytical tools. However, studying the market statistics and social media trends, these changes will take a little long to be adopted by companies. Till then, factors that are highlight in this study will be applicable to most of the companies in the telecom industry to improve on their marketing communication strategies.

Survey results confirm that active online users fully expect companies to be present on social media and be willing to interact with them. However, as much as companies are willing to feel their way into the realm of social media, it is important that every company's in-house expert or media marketing agency must understand the rules of this new medium to correctly involve companies and customers together, and to be able to measure the success of social media activities. In order to succeed a robust strategy is an absolute imperative. In other words, every company/ brand needs to take a strategic rather than a tactical approach to incorporating social media into their marketing planning.

This study makes a significant contribution for the companies using social media as an IMC tool. Given that there is no such study dealing with the identification of the factors that can be critical to its success and incorporating it into IMC. Also, as to significant improvements can be made in the marketing communication in the digital world for telecom companies to connect with their customers to cope up and stay ahead of their competition in the fiercely competitive environment.

Good and relevant content should be at the heart of any social media strategy. It should represent the brand and give customers a reason to stay engaged. By participating actively and having a personalized interaction with customers can help companies build strong relationships and create a sense of loyalty among them. And what can enhance the success of the social media campaign is the effectiveness with which the engagement is managed through the various activities.

The integration of social media with customer relationship management strategies may be an important element for organizations that want to optimize the power of social interactions to get closer to customers as highlighted by social media experts. But, customers are far more interested in getting tangible value. Businesses need to realize that most customers do not interact with companies on social media to feel connected. To successfully exploit the potential of social media, companies need to

design experiences that deliver tangible value in return for customers' time, attention, endorsement and data.

5.1. Limitations

Due to limitation of time and resources, the study focuses on only 5 Pakistani Telecom companies and 108 social media users. Also, consumers survey is limited to only one metropolitan city i.e. Karachi. Eight top social media agencies were interviewed during this research. However, same research can be conducted for different countries, including more consumers and agencies to test the validation of results.

References

- Blackshaw, P, & Nazzaro, M 2004, 'Consumer-Generated Media 101: Word-of-mouth in the age of the Web fortified consumer', White paper, Intelliseek.
- Briggs, T 2010, 'Social media's second act: Towards sustainable brand engagement', *Design Management Review*, vol. 21, no. 1, pp. 46-63.
- Jenkins, H 2006, 'Media: The Characteristics of the New Media Landscape', *International Journal of Business Management*, vol. 8, no. 2, pp. 79-91.
- Kaplan, AM & Haenlein, M 2010, 'Users of the world unite-The challenges and opportunities of social media', *Business Horizon*, vol.53, no.1, pp. 23-32.
- Kerr, G, Schultz, D, Patti, C & Kim, I 2008, 'An Inside-Out Approach to Integrated Marketing Communication: An international analysis', *International Journal of Advertising*, vol. 27, no.4, pp. 511–548.
- Kichatov, S & Mihajlovski, S 2010, *Social Media as a promotion tool*, <<https://pure.ltu.se/ws/files/31169335/LTU-DUPP-10055-SE.pdf>>
- Lindberg, Nyman & Landin 2010, *How to Implement and Evaluate an Online Channel Extension through Social Media*, <<http://lnu.diva-portal.org/smash/record.jsf?pid=diva2:322517>>
- Mangold, W Glynn & David J. Faulds, 2009, 'Social media: The new hybrid element of the promotion mix', *Business Horizons*, vol.52, pp. 357-365.
- McArthur, D & Griffin, T 1997, 'A marketing management view of integrated marketing Communications', *Journal of Advertising Research*, vol.37, no.5, pp. 19-27.
- Nida, Sadaf, Sanya & Umair 2010, 'Evolution of Digital Media as an IMC tool and its relevance for Pakistan', <www.brandsynario.com/research-sov.aspx>.
- Pall, GS & McGrath, RG 2009, 'Institutional Memory Goes Digital', *Harvard Business Review*, p. 2. <<http://lnu.diva-portal.org/smash/record.jsf?pid=diva2:322517>>
- Shao, G 2008, 'Understanding the appeal of user-generated media: a uses and gratification perspective', *Internet Research*, vol.19, pp.7-25
- Social Media Statistic Sources:
<<http://socialmediainbusiness.com/social-media-statistics-2012-2>>
<<http://www.socialbakers.com/facebook-statistics/pakistan>>
- Stelzner, M 2011, *How Marketers Are Using Social Media to Grow Their Businesses*, Social Media Marketing Industry Report, International Research Institute, USA, <<http://www.socialmediaexaminer.com/SocialMediaMarketingReport2011.pdf>>

Valeecha & Reza

The Social Habit. 2012.

<<http://www.edisonresearch.com/wp-content/uploads/2012/06/The-Social-Habit-2012-by-Edison-Research.pdf>>