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THE USE OF SOCIAL MEDIA IN MARKETING: CASE STUDY IN THAI ENTERPRISES

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ABSTRACT

The change in the behavior of media consumption and upward trend of social media users and time spent on social media websites locally and globally. These lead to a phenomenon of utilizing social media marketing as one of the most important aspects for marketing communication with the target market. This paper studies three organizations in Thailand that are well-respected and successfully utilize social media. Then, The author present a framework for implementing social media as one of the marketing communication tools for Thai organizations.

Keywords: Social Media, Framework, Marketing Communication, Thai Organizations

INTRODUCTION

The number of visitors on Facebook and Twitters has been on the rise [1] as well as the large number of viewers in YouTube [2]. Entrepreneur and organization recognize the opportunity to use those websites to reach their target markets at a much lower cost than the mass media marketing [3] [4]. These lead to a phenomenon of utilizing social media marketing as one of the most important aspects for marketing communication with the target markets [3] as more than 60% of Thai firms under the SET50 are utilizing at least one of the social media tools. However, when we look at the number of members in Facebook or Twitter, but found that less than 10% of the firms could achieve a high level of website membership [5]. The statistics show that many Thai firms do not understand the mechanism of this kind of media and are struggling on the implementation of social media to achieve their marketing communication objective. Nevertheless, there are many Thai firms who are well-respected and successfully utilize social media [6].

It is a great opportunity to study those organizations to be the case study for other organizations who been through the trials and errors and those who are looking for ways to utilize social media. The purpose of this study is to understand how certain Thai organizations successfully adopt social media as one of their powerful marketing channels including their step, process and the marketing strategy. The author limits the scope of the research to three social media tools, which are Facebook, Twitter and YouTube. The author selected these three websites as they are most popular and most

successfully utilized in marketing communication by local and international firms.

LITERATURE REVIEW

Social Media is the use of web-based and mobile technologies to turn communication into an interactive dialogue. It facilitates and encourages the interaction or 2-ways communication which is a unique characteristic of web 2.0. This creates an online community where content, knowledge, opinion are shared [7] [8] [9] [10].

There are various types of social media; however, based on the scope of the research, only Facebook, Twitter and YouTube will be discussed.

Facebook is the most popular social media [11]. As at the end of 2010, it reached more than 590 million internet users [12]. Majority of the members are target market of most of organization e.g. adult and working age [7] [13]. Business firm usually select Facebook to build customer relationship because it is a lower cost channel as compared to other channels [13] [14] [15] [16]. Twitter's characteristic is micro-blogging which limits the number of character for each message at the maximum of 140 characters, this result in the positive aspect of twitter in communicating the short and concise message to reach the customer quickly [13] [17]. YouTube is the best website to share video [18] as there are many visitors worldwide and the number of visitors is on a rising trend. Currently, more than 100 million people visit the website every day [19]. Besides, no monetary cost incurred in order to upload the video [18] [20] [21]. Nevertheless, business firm still need to integrate various channels, they cannot rely on only one website to achieve the marketing goals. [22]

The author selects 6 steps to design an interactive social media strategy [23] as the conceptual model for this study. This conceptual model has just developed in 2010, so it never has been used in past research. The details of the model are set out as below:

1. Define the target group and determine the position in the industry.
2. Find the target group online and listen to their voice.
3. Set up goals of social media strategy.
4. Choose appropriate social media tools.
5. Develop a content strategy.
6. Measure the return of social media strategy.

The relevant idea and theory of the conceptual model are as follows:-

Target group

Target group is the highest potential market segmentation [24] which business aims its marketing efforts to encourage sales [25]. It should define based on consumers psychographic and behavioral [8].

Brand Positioning

Brand positioning indicates goods and services, target group and distinctive value [26]. It sets the track of marketing activities—what the brand should and should not do with its marketing [27].

Online Target Group

It is not always the case that overall behavior and preference of the target group are the same as the online target group. Marketer should carefully conduct a research to identify who are the online target group, what are their behaviors, what are the websites they usually share idea and opinion and what are the topics [28].

Social Media Strategy Goals

Goals must specify the expected result of the strategy [29] for example: improving customer relationships, building brand awareness, inducing product trial [11].

Selecting the Appropriate Social Media Tools

Business should consider which social media tools best fit in with the goals of the strategy for example: social media is appropriate to build customer community, manage crisis situation, get feedback from customers, launch product promotion, and encourage sales etc [13].

Content

Content is contextualized data [30]. It includes the text, graphics, video, audio, link, program, e-mail, icons, logos [31] [32] [33].

Content Strategy

Content strategy is the practice of planning for content creation, delivery, and governance [31]. Business should consider what content is valuable to your target group, where to publish it and why [34]. Moreover, communicate regularly and consistently, variety and fresh content would attract attention and encourages readers to share it with their social networks [35].

Social Media Strategy Measurement

Measurement tools and metrics should align with the goals and the strategy [8] [29] [36]. Business should measure both qualitative and quantitative dimensions but separate them from each other. [37].

Based on the review of the articles, 26 questions have been raised which can be summarized in 3 major significant issues:-

1. Does the organization follow the same process as in the model?
2. Does the organization have other process beyond the 6 processes as above to implement the social

media marketing?

3. What is the strength of each process that makes the social media marketing successful?

METHODOLOGY

Based on the characteristic of research - question and major issues which need to find the answer – qualitative research on case study is the most appropriate method [38]. Purposive sampling technique has been used [39] and 3 organizations have been selected. They are (1) GMM Tai Hub Co. Ltd. (“GTH”) (2) Kasikorn Bank Plc. (“Kbank”) and (3) Tourism Authority of Thailand. (“TAT”)

These 3 entities are among the top 20 Thai firms with the highest Facebook fan page in 2010 [6]. The ranking shows the potential of the 3 entities in implementing popular social media like Facebook to successfully reach their target groups. When consider each of the 3 entities, we found that each firm use social media in a very fascinating way to attract and communicate with their customers. The use of social media marketing is one factor affecting the success of marketing strategy for each selected organizations.

GTH: Operating result increase from the rising trend of revenue from movies. Movies launched are the top highest income earning movies during 2009-2010 [40].

Kbank: Customer satisfaction increase progressively and Kbank is the leader of e-banking service in Thailand [41].

TAT: Receive PATA Gold Awards 2011 in Marketing – Primary Government Destination from “Amazing Thailand Social Networking” project. TAT also displays an impressive image for Thai tourism as a reliable and safe place for tourists [42].

Semi-structured interview has been conducted and secondary data from reliable source e.g. the firms’ official websites, news, publications etc. The data is then analyzed in 2 methods (1) within-case analysis (2) cross-case analysis. The analysis presents the similarity and difference in the process and step in implementing social media of each company in the different industry yet help the firms to achieve the objectives [43].

RESEARCH RESULTS

The analysis in both within-case analysis and cross-case analysis are divided in 3 parts as follow (1) general information of social media adoption analysis (2) implementation processes of social media marketing analysis (3) current operation and future plan analysis.

The concise details of within-case analysis are explained in table no.1.

The author brought those data in table no. 1 to analyze in cross-case. A summary of cross-case analysis is shown in the table no. 2.

Table 1: Within-case analysis

	GTH	KBank	TAT
Part 1: General information of social media adoption analysis			
Personnel in charge of Social Media	New Media and Online Business team consist of 5 people. Only 2 of them review the content and directly contact the target customer.	Consumer Segment Management Department: KBank Live	Internal team consist of 7 people and outsource team
Period of social media implementation	5 years (2007-2011)	2 years (end of 2009-2011)	3 years (2009-2011)
Part 2: Implementation processes of social media marketing analysis			
2.1 Define the target group and determine the position in the industry.			
Target Group	<ul style="list-style-type: none"> • People living in the city area, junior high school to adult who have access to the internet • Use social media as part of daily life 	<ul style="list-style-type: none"> • People living in the city area, age 18-35 years • Accept online communication 	<ul style="list-style-type: none"> • Local and foreign tourists • Use social media as travel search tool
Brand Positioning	<ul style="list-style-type: none"> • To make a fun movie with high production quality and worthwhile 	<ul style="list-style-type: none"> • Leader in technology and innovation that support banking business 	<ul style="list-style-type: none"> • Different between local and foreigner - Local - 2011: New way to travel, sustainable Thailand - Foreigner - 2011: Amazing Thailand Always Amazes You
2.2 Find the target group online and listen to their voice.			
Channel to reach and attract the online target group	<ul style="list-style-type: none"> • Word of mouth • Events and souvenir from movie • Informal communication 	<ul style="list-style-type: none"> • Events and online games which focus on member get member and high value awards • Content which is easy to understand 	<ul style="list-style-type: none"> • Communicating the social media channel through online and offline media • Create personification“ Sukjai”, casual and reachable • Consistent on the events
2.3 Set up goals of social media strategy.			
Social media goals	<ul style="list-style-type: none"> • Recognition of new movie • Stimulate decision making on the movie • Target customers suggest their friends to watch the movie 	<ul style="list-style-type: none"> • Create brand awareness • Build customer relationship • Boosting sales • Improving channel relationships 	<ul style="list-style-type: none"> • Maintain and build positive image of Thailand • Public relation and build customer relationship • Crisis management. • Strengthen entrepreneur competitiveness.
2.4 Choose appropriate social media tools.			
Selected social media tools	Start with YouTube as it matches with the characteristic of the product. The goal is for the target customer to view the movie trailer. Then follow by hi5, Facebook and Twitter.	At first, build online community through Facebook and Twitter. Follow by YouTube and Foursquare to facilitate the searching of branch location by the target customer	Start with YouTube, TripAdvisor, TripReviews, Flickr, Wikipedia, Wikitravel then follow by Facebook and Twitter.
Objectives of each tools selected.	<ul style="list-style-type: none"> • Official site: Content storage center. • Facebook: Build customer relationship and brand loyalty. • Twitter: communicate hot news • YouTube: Launch movies trailer. 	<ul style="list-style-type: none"> • Official site: Promote activities, increase brand awareness, new product and service. • Facebook: Increase brand awareness, build customer relationship and get off customer insight. • Twitter: Promote activities, build customer relationship and increase brand awareness. • YouTube: Promote activities, goods and service, and increase brand awareness. 	<ul style="list-style-type: none"> • Official site: Report news and promote activities. • Facebook: events and update on discussion and interact with tourists. • Twitter: communicate hot news • YouTube: Launch Thailand tourism TVC.
2.5 Develop a content strategy.			
Content Strategy	<ul style="list-style-type: none"> • Newly launch period - To release movie trailer - To repeat the message of the release date - To stimulate word of mouth 	<ul style="list-style-type: none"> • To present content e.g. privileges and promotion and other content e.g. health, travel and etc. 	<ul style="list-style-type: none"> • To present useful information on traveling e.g. food, hotel, weather in Thailand. • To PR travel events in each month

Table 1: Within-case analysis (Continue)

	GTH	KBank	TAT
2.5 Develop a content strategy. (Continue)			
Content Strategy	<ul style="list-style-type: none"> - To look at the comments • No new movie period - Chit-chat and events on old movie to build good relationship and brand loyalty 		<ul style="list-style-type: none"> • To discuss on social or political issue • To post not less than 3 comments per day
Content Measurement	Measure the success of the content in qualitative basis. Look at the overall response from the firm's online community and external online community.	Not specify	Measure the success of the content in quantitative basis. Impression, Interact, Retweet etc.
2.6 Measure the return of social media strategy.			
Measurement Method	Measure the success of social media on the qualitative basis as there is no quantitative goal. Focus on overall achievement, target group satisfaction and quality production (not the number of products).	Measure the success of social media on the quantitative basis by the use of statistics of each tool e.g. number of fan pages, followers, viewers, page views, comments, event attendee etc.	Measure the success of social media on the quantitative basis to align with the quantitative goal by the use of statistics of each tool e.g. number of fan pages, followers, viewers, page views etc.
Benefits from Social Media	<ul style="list-style-type: none"> • Good relationship with target customer • Listen to your customers' opinion and enhance the product to better meet their needs. • Build business partnership • Increase the number of movie seer 	<ul style="list-style-type: none"> • Establish and raise brand awareness among the online target group • Strengthen online community • Build business partnership • Increase revenue from sales and services 	<ul style="list-style-type: none"> • Convenience to communicate the news and PR the event • Suitable for crisis management • Cash flow to community and entrepreneur • Aware of tourists' behavior and their interests very quickly
Revenue from Social Media	<ul style="list-style-type: none"> • Cannot specify the direct impact of social media on the increase in revenue 	<ul style="list-style-type: none"> • Less than 10% increase in revenue from the use of Social Media 	<ul style="list-style-type: none"> • Cannot specify the direct impact of social media on the increase in revenue
Budget and rationale to adjust the budget for Social Media	<ul style="list-style-type: none"> • Increase budget on social media as the success is obviously recognized and to recruit more personnel to support the online production and the expanding online community. 	<ul style="list-style-type: none"> • Reduce the budget on social media as the firm has invested a large amount of money at the beginning of the project. The personnel have become more expertise and can manage the budget well. 	<ul style="list-style-type: none"> • Increase the budget on social media in order to expand communication channel to reach and support the event and award to the target groups.
Additional Implementation Process	Not specify	<ul style="list-style-type: none"> • Set strategy • Prepare the resource 	Not specify
Part 3 Current operation and future plan analysis			
Supporting Factors	<ul style="list-style-type: none"> • High quality product and service in the eyes of target market • Organization policy, management support on Social Media • Organization culture which open to new idea can facilitate the operation • Understanding of target groups' behavior and needs. 	<ul style="list-style-type: none"> • Organization policy, management support on social media • Understanding of target groups' behavior and needs. 	<ul style="list-style-type: none"> • Strong policy, involvement and support by everyone in the firm • Modern organization culture facilitate the operation • Integration of online and offline
Future Plan	<ul style="list-style-type: none"> • Study on new communication technology e.g. mobile phone applications, cable TV etc. 	<ul style="list-style-type: none"> • Follow up on the behavior and trend of the target customer. Study, analyze and implement new communication technology especially on the development of mobile applications. 	<ul style="list-style-type: none"> • Follow up on new communication technology and international guideline by focusing on the mobile phone applications.

Table no.2: Cross-case analysis

Similarity	Difference
Part 1: General information of social media adoption analysis	
The similarity and difference in fundamental operation of social media marketing of the selected cases.	
<ul style="list-style-type: none"> Personnel in-charge of social media marketing. <ul style="list-style-type: none"> Understanding and expertise in social media. Consistent brand identity and brand image. 	<ul style="list-style-type: none"> KBank: Start to use social media later than the other 2 organizations. <ul style="list-style-type: none"> Learn from other firms' success stories. May lead to non-creative activities. TAT: Collaboration with external agents. <ul style="list-style-type: none"> May lead to uncontrolled management and losing brand identity. <p>: Encourage the use of social media within the firm.</p> <ul style="list-style-type: none"> Reduce effectiveness of personal responsibility.
Part2: Implementation processes of social media marketing analysis	
2.1 Define target group and determine the position in the industry.	
<ul style="list-style-type: none"> Define target group clearly and align with their brand positioning. <ul style="list-style-type: none"> Crucial for developing social media strategy. Target group treats social media as an important mean of communication. <ul style="list-style-type: none"> Social media is an appropriate marketing communication tool. Impressive marketing result. 	<ul style="list-style-type: none"> TAT: Define local brand positioning and international brand positioning separately. <ul style="list-style-type: none"> Reach the need of each target group. <p>: Variety of target group</p> <ul style="list-style-type: none"> Reach all the target group by using English as the universal language in social media marketing.
2.2 Find the target group online and listen to their voice.	
<ul style="list-style-type: none"> 2 approach to attract online target group. Progressive online activities, creating game online application, and giving reward that meet the need and behavior of the target group. Interesting content style and informal conversation. <ul style="list-style-type: none"> Word of mouth increases community awareness, fan pages and followers. 	<ul style="list-style-type: none"> GTH: Concerns about target group satisfaction. <ul style="list-style-type: none"> Important for building CRM and CEM. Target group is loyal to the brand. TAT: Communicate the social media tools through online and offline media. <ul style="list-style-type: none"> Create a personification as a communication representative.
2.3 Set up goals of social media strategy.	
<ul style="list-style-type: none"> Selected cases develop and realize the goals of social media strategy clearly. They develop the goals of social media strategy based on Tools performance: speed of spreading the messages, 2-ways communication. Nature of business. Target group behavior and need. 	
2.4 Choose appropriate social media tools.	
Selecting appropriate social media tools considerations are:	
<ul style="list-style-type: none"> Tools performance fit in with nature of business. Target group's behavior, life style and interests. 	
<ul style="list-style-type: none"> Adopt 4 major social media tools. Official website, Facebook, Twitter, YouTube. Create an official website as a content storage center and supporting network. <ul style="list-style-type: none"> Easier to connect to social media. Set up specific objectives for each social media tools <ul style="list-style-type: none"> Clear goal and guideline for personnel. 	<ul style="list-style-type: none"> KBank and TAT adopt other tools beyond 4 major tools to suit different target group.
2.5 Develop a content strategy.	
<ul style="list-style-type: none"> KBank and TAT content style: Emphasize its products or services and support other issue that attract target group. Informal conversation and the right language selection to target group. <ul style="list-style-type: none"> Open communication and feedback from target group. Build good relationship with target group. 	<ul style="list-style-type: none"> GTH content style: Emphasize its products on conversations and activities. KBank: Create discussion board to get feedback.
GTH and TAT measure the effectiveness of their content strategy. However, the assessment methods are different.	
<ul style="list-style-type: none"> GTH: Qualitative TAT: Quantitative <p>> This is a result of the differences in vision, culture and goal.</p>	
2.6 Measure the return of social media strategy. (1 Measurement Method)	
<ul style="list-style-type: none"> KBank and TAT: Quantitative measurement. Align with quantitative goals. Match with well-defined management system. 	<ul style="list-style-type: none"> GTH: Qualitative measurement. Emphasize on quality of performance. Match with a more relax management style and vision.
Measurement style considerations:	
<ul style="list-style-type: none"> Style of goals Management culture 	
2.6 Measure the return of social media strategy. (2 Benefits)	
<ul style="list-style-type: none"> Direct benefits from social media adoption are: <ul style="list-style-type: none"> Establish a brand and raise awareness. Message reaches target market quickly. Listen, communicate and get feedback from target group directly and quickly. Indirect benefits from social media adoption: <ul style="list-style-type: none"> Bring wide attention to your product. Getting feedback to improve product/service quality. 	

Table no.2: Cross-case analysis (Continue)

Similarity	Difference
2.6 Measure the return of social media strategy. (Continue 2 Benefits)	
<ul style="list-style-type: none"> • Good brand image and relationship with target group. • Stronger online communities and increasing members. • Increasing business partners. 	
<ul style="list-style-type: none"> • GTH and TAT: Cannot measure the quantitative impact of social media marketing to its earnings. : Plan to progressively increase the budget for social media marketing. 	<ul style="list-style-type: none"> KBank: Can measure the quantitative impact of social media marketing to its earnings. : Plan to reduce the budget for social media marketing.
2.6 Measure the return of social media strategy. (3 Implementation Process)	
<ul style="list-style-type: none"> • Selected cases implement all the 6 processes of the model. • Selected cases suggest additional processes and considerations of social media adoption: <ul style="list-style-type: none"> • High quality product/service in the eye of target market. • Develop social media strategy clearly. • Estimate and plan resource. • Everyone in the firm recognize social media marketing as an important tool. Give support and cooperation. • Integrate online and offline media. 	
Part 3: Current operation and future plan analysis	
The similarity and difference in the current operation.	
<ul style="list-style-type: none"> • Factors for social media adoption: <ul style="list-style-type: none"> • Strong policy. • Support by everyone in the firm. • Organization culture. • Realize target group behavior and need. • Barriers for social media adoption (KBank's opinion): <ul style="list-style-type: none"> • Lack of understanding in the potential return on investment. • Legal/HR risks. 	
The similarity and difference of the future plan and vision towards social media marketing of the selected cases.	
<ul style="list-style-type: none"> • Selected cases recognize the importance, benefits and potential of social media. • Selected cases always study the trends, the changes of the target group's behavior and new communication technology appropriate to their organizations. <ul style="list-style-type: none"> ➢ Ready to cope with the changes in the future. • Selected cases agree on the high potential of mobile applications. <ul style="list-style-type: none"> • Such services can help improve the effectiveness of social media marketing in reaching the target group. • The target group can also get the access to the firms' social media very easily and quickly. ➢ As a result, the selected firms have planned to develop mobile applications along with the use of social media marketing. 	

The above analysis answers three research questions as follows:-

1. Selected cases implement all the 6 processes of the model.
2. Selected cases have 2 major and 1 minor additional processes beyond the 6 steps to implement social media marketing.

Added 2 major processes:

- Estimate and plan resource.

In every project, resources such as budget, personnel, technology and etc. are important [44] [45] to carry out the task smoothly and achieve the goal. The firm need to estimate and prepare the resources after the strategy has been set but before starting the operation [46] [47] to ensure sufficient and appropriate resources are allocated to follow the plan [48].

Based on the above mentioned, resources estimation and preparation is added as the third process which follow the strategy and goal setting process but before the process of selecting the right channel/tool of social media.

- Monitor the result and impact of the changes of internal and external factors.

Even though the company receives a satisfied result; they need to follow up with the operation to improve, develop and update itself. In addition, a company should study the trend of changes in the internal factors e.g. policy, budget, personnel and external factors e.g. communication technology and consumer behavior and popularity [48] [49] [50]

[51] to be proactive to the deal with the changes in the future.

Added 1 minor process

- Set up social media strategy .

This is very important as strategy is the guideline for the firm to reach its goal [52] and to satisfy customers' needs [53].

3. Selected cases find their online target group and listen to their voice after developing content strategy. As the firm is quite certain that the target group frequently use social media, the firm then decide to use such tool in marketing communication which is different from the review of international articles as explained by Evan, 2010, it is not always the case that target customers has the same behavior or the same overall information as the online target group. Marketer should spend time to research and study who are the online target group, what are their behaviors, the websites they visit and share idea and what are the topics discussed. Moreover, the firms do not focus on the searching of online target group but emphasis on attracting the target group to visit the firm's online community by communication on the existence of various online communities, content selection, activities and rewards and the word of mouth.

The confidence that Thai organization have towards the customers' behavior in the social media and the strategy that focus more on attracting than searching the target group are as a result of the proportion of

Thai who have access to the internet which is only 18.3% of Thai population. This considered to be relatively small comparing to other countries e.g. 78.3% for North America, 65% in Germany, 99.2% in Japan etc. [54]. In addition, the highest concentration of the group, which is 36% of them, resides in Bangkok and its outskirt [55]. This leads to a quite similarity in term of the popular social media websites visited by the majority of Thai population. Most of the popular websites in Thailand are those well-known international websites and there is no obvious distinction in each city like in other countries. At initial stage, Thai start to use hi5 then Facebook increasingly become more popular [56]. From the survey, Bangkok is top 5 (with 7.4 million people) in the list of city widely subscribed to Facebook [57]. Facebook is also the number one social media channel used by Thai people at 75.8% [58]. Moreover, the selected organizations have studied and tested social media in many websites. When the target customer or the trends are towards whichever social media websites, the firms can immediately use that particular websites as a marketing tool [59] [60].

Based on the above reasons, the “searching” process should change to “attracting” process and move the attracting online target group process subsequent to content strategy setting.

CONCLUSION

From the analysis and reasons mentioned above, we can summarize into 8 processes model to implement social media in marketing communication with target group for organization in Thailand as in the below diagram no.1

The author can summarize detail in each step of the operation which affects the success of social media in each selected organizations. However, based on the cross-case analysis, we found similarity and difference. For those similarities, organizations should consider to implement in their social media operation. For the differences, organizations should consider whether they are suitable for the context of the organization. The details of the operation in each step are set out as below:

1. Define target group and brand positioning.
 - Organization should define the target group clearly, realize their behavior and understand their need.
 - Organization should make sure that target group treats social media as an important mean of communication.
 - Organization should make sure that target group aligns with Brand Positioning.
2. Set up social media strategy and goals.
 - Organization should set up strategies and goals clearly, concrete and align with each other.
 - Organization should set up goals of social media strategy based on tools performance, nature of business and target group behavior.

3. Estimate and plan resource.
 - Organization should have personnel in-charge of social media marketing.
 - Organization may consider of collaboration with external agents.
 - Organization may consider of encouragement the use of social media within the firm.
 - Organization should support and allocate resource continuously.
 - Organization should allocate resource based on past result and future goals.
4. Selecting the right social media tools.
 - Organization should make sure that selected social media tools are suitable for nature of business and fit to target group behavior.
 - Organization should make sure that selected tools align with the strategy to achieve the goals.
 - Organization should create an official website as a content storage center and supporting network.
 - Organization should set up specific objectives for each selected social media tools.
5. Develop a content strategy.
 - Organization should develop a content strategy based on target group behavior, need and satisfaction.
 - Organization may consider of emphasizing the content of products or services only or to support other issues that attract the target group.
 - Organization should create an informal conversation and using language that easy to understand by the target group.
 - Organization may consider of creating a personification as a communication representative.
6. Attract and getting feedback from the online target group.
 - Organization may consider of communicating the social media channel through online and offline media.
 - Organization should create online activities progressively and meet the need and behavior of the target market.
 - Organization should get the feedback from target group and improve the operation.
7. Assess social media implementation.
 - Organization should choose assessment method that aligns with the goals.
 - Organization may consider of both qualitative and quantitative assessment.
8. Monitor the result and impact of the changes of internal and external factors.
 - Organization should improve daily implementation regularly based on the past errors.
 - Organization should review the resource allocation and changes of the policy within the firm.
 - Organization should update on the new communication technology.
 - Organization should research on the trends and changes in the behavior of the target group.



Diagram no.1: 8 processes model to implement social media in marketing communication with target group for organization in Thailand.

Nevertheless, based on the data collected from the selected firms, cross-case analysis and additional review of the articles, I found 3 additional considerations that help the firms to successfully implementing social media to achieve their marketing communication with their target groups as follow:-

- Strategy and implementation alignment.

The alignment of target group, brand market position, strategy, goal, resource, tools selection, content strategy, operation and assessment play an important role for the achievement [44] as they can create a synergy and efficiency in the overall operation [44] [61] which help the organization to adapt itself to reach the goal [62] and the return on the investment [63].

- High quality product and service in the eyes of target group.

As the ultimate goal of marketing communication is to market the product and service, the communication of high quality product and service when the quality of product and service are in contrast would result in a negative image [59]. A good quality product and service is a very crucial fundamental factor for the marketing communication to target groups.

- Strong policy, involvement and support by everyone in the organization.

Strong policy, involvement and support by everyone in the firm will facilitate the overall operation of social media marketing [59] [60]. However, own tasks, responsibility and efficiency should not be sacrificed to support the social media marketing.

LIMITATION AND FUTURE STUDY

During the research process, the researcher came across 2 problem and limitations which are (1) limitation on data collection and (2) limitation on the characteristics of the research. The details are as follows:-

Limitation on data collection

- As the interviewees are personnel at high level e.g. managerial level or the director level with high responsibility, they have limited time for the interview and were not well-prepared or had the support information for the questions. This can lead to the information received from the interview may be just a primary data or personal opinion than the in-depth information from the organization. The researcher had to use

secondary data e.g. organizations' newsletter etc. which are reliable source to analyze the data.

- As certain selected organizations have strict policy on disclosure of information and restriction on the disclosure of strategy, the researcher receive data up to certain level and do not have access to the complete in-depth information.

Limitation characteristics of the research

- As the research is conducted on big organizations, certain conclusions might not be appropriate for smaller firms.

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