

Facebook as a tool for Social Customer Relationship Marketing

BY

LAUREN PUFFETT

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Supervisor: Ms. J. L. Vermaak

DEPARTMENT OF ACADEMIC ADMINISTRATION

EXAMINATION SECTION

SUMMERSTARND NORTH CAMPUS

PO Box 77000
Nelson Mandela Metropolitan University
Port Elizabeth
6013

Enquiries: Postgraduate Examination Officer



DECLARATION BY CANDIDATE

NAME: LAUREN PUFFETT

STUDENT NUMBER: s207051525

QUALIFICATION: MAGISTER ARTIUM APPLIED MEDIA STUDIES

TITLE OF PROJECT: FACEBOOK AS A TOOL FOR SOCIAL CUSTOMER
RELATIONSHIP MARKETING

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SIGNATURE: L.PUFFETT

DATE: APRIL 2012

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ABSTRACT

This study aimed to provide public relations professions with insight into the use of Social Customer Relationship Marketing as a marketing 2.0 tool which delivers the potential to elicit the opportunity for organisations to monitor, engage and manage conversations and relationships through Facebook.

Drawing on literature from the fields such as new media, public relations, social customer relationship marketing, and public relations, a qualitative content analysis of case studies of selected organisations was conducted including 10 South African organisations that have incorporated Facebook into their Social Customer Relationship Marketing strategies. The content analysis was conducted to determine the amount of communications taking place on each fan page

In order to support the data and provide additional insight into the research question, primary data was collected through two survey questionnaires of, firstly, social media users who subscribe to an organisation's Facebook page and, secondly, a survey conducted among the social organisations. Surveys were conducted to firstly determine the social organisations interactions with Facebook as secondly, to determine the social media users' interactions with the Facebook.

The study found that the majority of the organisations under study in the content analysis successfully elicited user generated conversations about the brand, through content that was advocated by the organisations Facebook administrator. It is also evident as seen in the minority of organisations that these platforms are only likely to elicit consumer- driven dialogue on Facebook if the platform is managed effectively through initiated daily conversations about the brand. The continuous involvement by the administrator in encouraging conversations was necessary, as well as response to all wall posts by the social customer, participation in all conversations by providing accurate information to customers and potential customers about the brand.

Conclusions from the survey questionnaires among the social identified the social customers need to be communicated with pro-actively by an organisations who can provide, through collaborative conversations, information pertaining to the brand in real time conversation, while the survey among the social organisation concluded the need for an organisation to not only create a social media footprint, but to allow for a space in which through conversation with the social customer, conversations can turn into relationships.

CHAPTER 1: INTRODUCTION TO THE RESEARCH

1.1 Introduction

Web 2.0 applications, and the rise of social media applications, offer unprecedented opportunities to make public relations (PR) succeed further than its traditional counterpart. According to Breakenridge (2008:14), this is the new landscape of public relations 2.0 (PR 2.0), which she defines as “a convergence of public relations and the Internet, with the potential to change how we communicate through the ability to use social media applications”.

The introduction of PR 2.0 has launched a massive transformation, which is characterised by social change, ideally dramatised through a revolution of how individuals want to communicate with an organisation, and how an organisation can reach, communicate and manage conversations with their consumers.

Gracing the landscape as a subsidiary of PR 2.0, which capitalises on the meaning of Web 2.0, is Social Customer Relationship Marketing (SCRM). The advent of SCRM, in a South African context, allows organisations to take advantage of new media technologies and re-create their business strategy, by harnessing the use of Web 2.0 applications with specific reference to social media, allowing for what Cramer (2010:13) identified as “enterprise feedback, social monitoring and informal product reviews”.

Many key authors in the field of SCRM such as Lieberman (2010), Cramer (2010), Greenburg (2010), Mans (2010) and Morgan (2010), all yield accurate definitions. However, this study will focus on the definition of SCRM which Greenburg (2010) cited in Cramer (2010:5) as:

- A marketing tool that is used to engage with customers;
- A business strategy and philosophy that is supported by a technology platform such as social media channels;
- Designed as a strategy to help with customer engagement;
- Providing an interactive space where users can engage in collaborative conversation with other users;
- Providing mutually beneficial relationships between organisations and customers, and

- Providing a trusted and transparent business environment.

Juxtaposed with SCRM, Traditional Customer Relationship Marketing (TCRM), which is an inside-out approach, interprets how an organisation markets its products and services to its target audience, based on the database of information they have captured over the years. In comparison, Greenburg (2010:54) commented on the fact that SCRM allows organisations to meet the changing needs and demands of customers by taking action through social networks and providing pro-active thinking on subjects germane to the networks they are part of.

This transformation from Traditional Customer Relationship Marketing (CRM 1.0) into the evolution of SCRM (CRM 2.0) explains how we are now living in a customer-centred environment, where the customer is now placed at the hub of the business ecosystem (Greenburg 2011:42). Therefore, with the customer's new position at the centre of the business ecosystem, TCRM as it stands will not be able to market an organisation's products and services to the changing customers' expectations.

Subsequently, merging TCRM with the new social applications offered by social media products will enable organisations to explore new boundaries beyond the parameters of TCRM.

It is important that SCRM is not only seen by public relations professionals as a technological tool, but also as a marketing tool which allows organisations to enter into constant collaborative conversations with their target audience, with the goal of creating long-lasting relationships.

The concept of SCRM is relatively new within the PR 2.0 arena. For this specific reason, and because of the change in customers' expectations, it is vital to investigate the effectiveness of SCRM as a marketing tool used to monitor, engage, and manage conversations with the social customer through particular social media channels.

This study's analysis will provide South African public relations practitioners with an insight into the management of customer relationships through social media channels, with a specific reference to Facebook. It will provide practitioners with the dynamics of SCRM as a marketing 2.0 tool to facilitate the monitoring, management and engagement in conversations with the customer, with the goal of converting these engagements into long-lasting relationships.

1.2 Social media changing the face of CRM 1.0

The term CRM 1.0, known as TCRM, has been used over the last few years as a marketing strategy to create a holistic view of an organisation's customers, in order to build and retain profitable relationships. Paul Greenburg, a leading author in the field of CRM 1.0 and CRM 2.0, defines CRM as "a philosophy and a business strategy supported by a system and a technology designed to improve interactions in a business environment" (2010:57).

The concept TCRM elucidates the question of how a company sells and markets its products and services to respected customers. TCRM theoretically involves a company's sales force, which is in control of how information is disseminated to key audiences. Lieberman (2010:7) defined the thinking behind the aforementioned term as inside-out, meaning the company creates products and services and then markets them to the customer, based on data that the company has about the customer.

According to Greenburg (2010:39), CRM 1.0 originally defined a corporate ecosystem which was controlled by those who manufactured the products and dictated their terms to their key audience without customer feedback. The customer, as a silent purchaser of a company's goods and services, slanted and disrespected the ideology of 'customer as king'. This is what defined the term, customer 1.0; the customer had no tools and a limited availability of information at his/her disposal, therefore "if the customer was king the manufacturer was god" (Greenburg 2010:39).

CBS Marketwatch in 2008 (cited in Greenburg 2010:18) states that:

Customers 1.0 were dutiful customers of mainstream messaging and one-size-fits-all goods. They would gladly drive miles out of their way to visit retail outlets and they readily leaned heavily on advice from retail clerks in making their selection. They put up with long lines and poor service, because retailers had the power and their customers were just grateful to get the goods.

With the advent of new media technologies such as social media, the customer model of 1.0 became empowered by the accessibility of information from the Internet, and the networks of peers influencing and connecting social media users. This fundamental shift, due to the rise of Web 2.0 applications, has caused a significant revolution in how companies treat their customers. CRM 1.0 by itself seemed inadequate to grow a business able to meet the demands of the empowered customer. Incorporated into the operational aspects of CRM

1.0together with the social capabilities of Web 2.0 applications “provides a set of powerful approaches and tools to actually succeed more efficiently than CRM (1.0) traditionally ever did” (Greenburg 2010:58).

CRM operational theory embedded into the channels of social media is what gave rise to the new buzz term SCRM. The customers, through their interactivity in social media, can now talk to each other - in a nutshell that is the revolution.

Greenburg (2010:34) provides his insight into the definition of CRM 2.0 as being:

a philosophy and a business strategy- supported by a technological platform, business rules, processes and social characteristics- designed to engage the customer in collaborative conversation in order to provide mutually beneficial value in a trusted and transparent business environment. It is the company's response to the customer's ownership of the conversation

Evidently, CRM has transformed itself from a corporate ecosystem into a business ecosystem, empowered by the social customer.

CBS Marketwatch in 2008 cited by Greenburg (2010:18) states that,

Now the customer dictates how they will purchase and consume- where, when, and how much- using a variety of channels largely, if not exclusively, configured by them: They are using community-based online tools to guide one another. They are populating social networks composed of the people they trust, and their networks- their social ties- are rapidly becoming key distribution channels for retailers' marketing and promotion.

CRM 2.0 generates a next generation of e-commerce, whose strategy draws customers and companies together to now form one entity. The result of CRM 2.0, according to Enrico (2007:2), from an organising foundation is to build high-value relationships via applications and services that promote on-going dialogue, both online and offline.

In essence, SCRM offers its public relations specialist's online tools to engage with customers, powered by the Internet. Unlike its predecessors, SCRM allows companies to establish personal relationships, in which the customer owns the conversation. Customers thus want a personalised delivery of goods and services, and SCRM allows just this. Greenburg (2010a:54) takes this argument further and makes the suggestion that organisations can meet the changing needs and demands of customers who take action through social networks and who are providing proactive thinking on subjects germane to the networks of which they form part of.

According to Enrico (2007:2), the following results of SCRM were documented: 1) improvement in quality of products and service delivery, 2) upgrade of customer service, and 3) new classification within the enterprise's value proposition.

The rise of what Walsh (2009:5) refers to as an "information democracy characterised by the rise of Web 2.0 technologies", gives preference to how organisations need to rethink their customer relationship marketing strategy in order to ensure that they can meet the demands and needs of the social customer.

According to Greenburg (2010: 34), "the revolution in customer engagement starts with the revolution in the use of social media". Similarly, Katadio (2010) agreed that an enhanced customer relationship strategy, which re-thinks the use of social media platforms, will allow organisations to build trust and brand loyalty.

Social media, in Web 2.0, is defined by Briggs as "an approach of creating and distributing web content that is characterised by open communication, decentralisation of authority, freedom to share and re-use, and the idea of the market as a conversation" (2007:30).

It is thus evident that SCRM is not a replacement of TCRM but an extension of the existing model based on the premise of interacting with the customers, centering on their needs and demands (Lieberman 2010:3). It is important to remember that the incorporation of social media into a CRM strategy is not a tool that substitutes the engagement with customers, or a substitute for strategy, but is used as a social encounter to engage with customers over a social network, with the aim of building trust, brand loyalty and developing relationships. According to Walsh (2009), it will be a "process of converting content into conversations and extending these conversations into collaborate experience".

1.3 Articles from popular media

The following articles have been extracted from popular media sites and describe the nature of the use of social media, with specific reference to the use of Facebook by South African organisations.

1.3.1 Article 1

Garreth Bloor (2011) wrote an article entitled *Turning users into customers*.

Bloor (2011) indicated that “the key of translating social media interest into profit is easier said than done, but there are ways to turn fans into customers” (Bloor 2011:1). For a start, users’ thought processes have to be understood to increase the chances of turning them into paying clients. In creating a platform that allows for direct participation through functions like Facebook, questions are crucial. They allow participation by active audiences who provide feedback that most companies have traditionally paid big money to acquire.

Bloor (2011:1) mentioned that social media sites have spent the better part of the last year drastically focusing on how users can turn social media users into customers. Businesses once faced the prohibitive barriers of having to pay extremely high costs for advertising to attract clients, but thanks to Facebook’s cost effective advertising methods, organisations can use Facebook to create awareness for products and services.

It is estimated, according to Bloor (2011), that there has been a 35% growth in Facebook advertisements in a single year (Bloor 2011:1). Facebook is being used as a tool to increase the chances of turning users into customers. Russell Rothstein, founder and CEO of Sales Spider, warned that Social Media might not translate to a better bottom line for one’s business. However, Bloor (2011:1) wrote that, when an organisation creates a Facebook group, it is used as a platform to provide one’s business as well as potential customers with valuable information and tips. Facebook groups are used to make customers’ lives easier, ensuring that they will ultimately become loyal customers and brand advocates for an organisation.

1.3.2 Article 2

Reece’s article *Facebook Fever Grips SA*, acknowledged the use of Facebook by organisations, and stated that South Africans have embraced the power of social media networks and have embraced the revolution, evidenced through the 5, 000 new users signing on to the local Facebook network (Reece 2007:1).

Reece (2007:1) believes that South Africans have embraced the Internet social networking revolution, with over 5, 000 new users signing on to the local Facebook network. The Facebook "South Africa" network currently has over 87 000 members – a substantial increase from 35 000 in May. When users register on the site, they are given a blank profile page which they can update with their personal information and are encouraged to join a network. According to Reece (2007:1) “members can then search the site for their friends and link up to each other, re-creating their social circle on the Internet”.

Reece suggested that South Africans have embraced social networks as a social utility that connects people with friends and others who work, study and live around them. Facebook, launched in 2004, for Harvard college students, encouraged users to join different networks and continuously update and upload their personal information. Local organisations have embraced the power of Facebook as a marketing tool which recently allowed members to 'poll' Facebook users on any topic. South African organisations such as *The Independent Armchair Theatre* have successfully been using Facebook to stay in touch with possible consumers by posting up-to-date information on up and coming events.

1.3.3 Article 3

Naidoo's article: *Social Networking Trends in South Africa*.

Teenagers are not the only generation bent on enjoying the online media space and what new technologies have to offer. Naidoo (2010:1) emphasised that South African companies are also starting to join the numerous networks that have been promulgating the Internet, in a quest to keep up with the growing demands of an informed public.

This article explained that Facebook is not just a site for teenagers bent on enjoying online media space, but is also a platform for organisations that can use Facebook to keep up-to-date with the growing demands of their public.

Naidoo (2010:1), in her definition of SCRM defined the concept as a "term used to identify sites that offer a range of ways for people to stay connected and build webs of social history where upon their interactions are based". Naidoo (2010:1) mentioned that, in terms of social media, South African organisations have enthusiastically adopted the idea of using Facebook as a potential medium for better marketing campaigns - as demonstrated by the 522000 current South African users. The article illustrated how the use of consumer-generated media has enhanced the way companies and consumers are conversing online.

1.3.4 Article 4

Chantelle Benjamin (2011) wrote an article entitled, *More companies using social networks to win business*.

In this article she revealed the results of a global survey, stating that 51% of South African organisations that formed part of the respondents were already using social media as part of their business strategies (Benjamin 2011:1).

The survey's respondents were made up of 17 000 managers and business owners in 80 countries. It can statistically be stated that 8 per cent more companies that are South African based are looking to attract and retain customers through social media.

Benjamin (2011:1) reported that there has been a rise of 7% in the proportion of businesses successfully recruiting new customers through social networks such as Facebook. The study concluded that South Africa is slightly ahead of global trends when it comes to encouraging employees to join social networks. Social networking, as suggested by Regus, quoted in Benjamin (2011:1), has fully evolved from a nice-to-have to a necessity, as the majority of businesses in SA and internationally (74 per cent) agree that without social media activity, marketing strategy cannot hope to be successful.

Even though social media has taken over the way companies and organisations communicate, Benjamin (2011:1) stated that there still needs to be a balance between traditional and digital techniques for an effective marketing campaign.

Benjamin referred to the fact that, due to the high adoption rate of Facebook users, 3.9 million South African companies are using Facebook as a leveraging tool to increase the loyalty of existing customers, and as a successful acquisition tool (Benjamin 2011:1) .

1.3.5 Article 5

André-Michel Essoungou's article is entitled *Africa's Big Social Media Explosion*

In the mid-1990s, as the use of mobile phones spread in much of the developed world, few thought of Africa as a potential market. Now, with more than 400 million subscribers, its market is larger than that of North America' and is growing faster than in any other region. A similar story now seems again to be unfolding as Africans use their cell phones to connect to "social media" – Internet services like Facebook, Twitter and YouTube – that allow people to interact with each other directly. In the process, they are joining what may be the next global trend: a shift to mobile Internet use, with social media as its main driver" (Essoungou 2010:1).

Essoungou, who wrote her article on the growing market of cell phone Internet usages, identified that South Africans are using their phones as a platform to connect to social media sites such as Facebook. This is what the author believes to be the next global trend, which she defines as a shift to mobile Internet, driven by the need to engage in social media platforms. Essoungou interviewed an influential Internet analyst, Mary Meeker, who predicted that mobile Internet and social media are the fastest growing areas of technology worldwide. A recent study showed that most of the time spent online by Africans is on social networking sites. Facebook users now stand at over 17 million users - it is the most visited website in most of Africa. Essoungou (2010:1) revealed that the Facebook revelation is not just being enjoyed by South Africa's teenage market but by African sports stars, music and film stars, political leaders, as well as companies who have joined the global conversation.

1.3.5.1 Constraints and opportunities

Essoungou (2010:2) states that "Africa's embrace of social media is even more striking given the low number of Africans using the Internet, and the many hurdles they face trying to go online".

Essoungou highlights the constraints facing the rest of the African population in entering into the social media environment. With a population of over 2 billion people, only 100 million individuals are Internet subscribers and avid social media users. This situation is due to the scarcity and prohibitive costs of high speed Internet access, and the limited amount of people who have access to computers. The rapid growth of the use of the Internet on cell phones (WAP) shows that South African users are employing this as a means to ensure that they can participate on the internet as social media users. Tetzchner, quoted in Essoungou (2010:2), believes that the "mobile web is beginning to re-shape the economic, political and social development of the continent".

1.3.5.2 'Seismic shift' coming

Erik Hersman (as cited by Essoungou 2010), a prominent African social media blogger and entrepreneur, shows his enthusiasm in an email to Africa Renewal - he noted that "with mobile phone penetration already high across the continent, and as we get to critical mass with Internet usage in some of Africa's leading countries (Kenya, South Africa, Ghana, Nigeria, Egypt) ... a seismic shift will happen with services, products and information"

(Essoungou 2010:3). After Facebook was launched in other countries within Africa, it was announced that, due to the popularity of Facebook, they would provide free mobile Internet usage.

1.4 Justification and significance of the study

SCRM is a relatively new phenomenon to have graced the social media landscape, as evidenced by the lack of printed materials covering the topic. Researching this particular field of study reveals that social media as a business strategy to monitor, engage in, and manage conversations is a subject that is not well represented.

The key theorists in the field of SCRM, Lieberman (2010) Greenberg (2010); Mans, (2010, and Morgan, (2010) all highlight the importance of creating a social business through developing online communities in various social channels. An organisation represented in various social media channels can subsequently be used as a tool for enhancing customer relationships, with the intention of improving intimacy between customers and organisations.

Greenburg (2010:35) notes how technology has changed the face of the consumer from the traditional consumer who bought and supported brands based on utility and price. The traditional customer communicated with organisations through one-way communication, which took the form of phone calls, letters, and the rare e-mail. However, according to Greenburg (2010:29), the customer has changed owing to the rise of Web 2.0 platforms, characterised by peer-to-peer collaboration and easy access to real time communication.

The historical shift from CRM 1.0 to CRM 2.0 and the rise of Web 2.0 platforms have allowed companies to develop SCRM strategies. This creates a shift in perspectives in terms of the way a social organisation interacts and engages with the new demands of the social customer. SCRM subsequently allows companies to bring the customer closer to an organisation's brands by embedding themselves into the social media channels in which the customer belongs.

SCRM used as a marketing 2.0 tool by organisations that rely on social media to execute an effective and productive SCRM strategy, foregrounds the importance of this study - firstly, to determine whether SCRM succeeds in eliciting the opportunity for organisations to monitor, engage in, and manage conversations with customers through Facebook, and secondly, to provide an organisations' marketing experts with initiatives that could be used to enhance and ensure the success of SCRM strategies..

1.5 Research Question

To what extent does Social Customer Relationship Marketing elicit the opportunity for organisations to monitor, engage and manage conversations and relationships through Facebook?

1.6 Research aim

To determine the effectiveness of Social Customer Relationship Marketing in enabling organisations to monitor, engage and manage conversations and relationships through Facebook.

1.7 Research Objectives

- To determine whether Social Customer Relationship Marketing is a viable marketing tool for organisations to utilize to monitor, engage and manage conversations and relationships through Facebook;
- To determine the effectiveness of Facebook as a tool for Social Customer Relationship Marketing;
- To identify whether user-generated content on an organisation's Facebook page positively or negatively effects a brand's reputation;
- To determine the thematic nature of the user-generated content on an organisation's Facebook page, and
- To identify the social customer's motivation for being part of an organisation's social media group.

1.8 Research design and methods

The research design and methods describe the assessment techniques that will be used to address the five outlined objectives of the study. This study takes an interpretivist approach, focusing on quantitative methods. However, in order for this study to meet the outlined objectives, a mixed methods approach will be used.

Firstly, this will include authenticating data obtained through a qualitative content analysis of case studies of selected organisations that have incorporated Facebook into their SCRM strategies.

Secondly, in order to provide additional insight into the research question, primary data will be collected through two survey questionnaires of firstly, social media users who subscribe to an organisation's Facebook page, and secondly, a survey conducted among the 10 social organisations that featured as the core sample of the content analysis of case studies.

The survey questionnaires, together with the qualitative content analysis, will be used to determine the extent to which SCRM provides the opportunity for organisations to monitor, engage, and manage conversations and relationships via Facebook.

A detailed explanation of the research design and methods applied in this study can be viewed in Chapter 3 of this treatise.

1.9 Delimitations of study

The scope of the study will be limited to literature focused on SCRM, bearing in mind that this is still a recently new phenomenon, which is evident in the lack of printed materials relating to the topic. Research on the topic was therefore mainly extracted from online sources such as academic journals, weblogs and discussion boards. The key theorists on social media and SCRM which have been used in this study are Paul Greenburg, Deirdre Breakenridge, Lieberman and Brian Solis.

All respondents to the questionnaires were required to be a member of Facebook, which is the social media network that will be analysed in this study. The respondents belonging to the above-mentioned platform would allow the study to yield a greater accuracy of results.

Owing to the fact that this is a South African-based study and the questionnaires for the social customer were required to be completed online, a problem could occur due to the scarcity and prohibitive costs of high speed Internet, and the limited number of people who have access to computers. This problem could limit the number of completed surveys from the sample which has been selected.

This study was delimited to the analysis of a case study of selected organisations that have incorporated Facebook into their SCRM strategies, by means of a thematic content analysis.

The organisations that have been considered to form part of the sample are as follows: Bite Promotions, Dales (Liquorland); Star Light Photography; Havilah; Unique Productions; Profiles Health and Fitness Club; Strategy Advertising; Pandora Jewellery; D & N Photography and Deck Party Port Elizabeth. These organisations were chosen as they have actively incorporated a SCRM strategy into their marketing strategy. The distinctive differences between the organisations' products and services offered could provide insight into the opportunities and potential challenges for implementing SCRM strategies among a diverse range of brands.

The research for this study was conducted in a specific time frame. Therefore, the sampling size of the respondents needed to be taken into consideration according to the studies' time span.

1.10 Definition of terms

The following terms are defined to provide readers with concrete definitions of the terms to avoid misinterpretations:

1.10.1 Traditional Customer Relationship Marketing

Lieberman (2010:7) characterised TCRM as "a data driven approach that uses the pillars of marketing, sales, service and support to effectively target the customer with the goal of managing the consumers to keep them purchasing products and services".

1.10.2 Marketing 2.0

Marketing 2.0 is a popular buzz term used to convey the next generation of marketing, which uses conversations built around brands over different communities. It is collectively defined by Pisanic (2010:1) as "a marketing model that completely integrates traditional methods, print-based media and web marketing in a way that is more effective and more efficient than before".

1.10.3 Customer 2.0

Drawing from the studies of Attensity & Chess Media Group (2010) and Greenburg (2010), the social customer is seen as the customer 1.0. The social customer thus characterises an individual who has become empowered by the social networks in which they belong. According to Greenburg (2010:45), “they are populating social networks composed of the people they trust, and their networks- their social ties- are rapidly becoming key distribution channels for retailers’ marketing and promotions”.

1.10.4 Web 2.0

According to Musser & O’Reilly, Web 2.0 is a “set of economic, social, and technology trends that collectively form the basis for the next generation of the Internet – a more mature, distinctive medium characterised by user participation, openness, and network effects” (2006:4).

1.10.5 Social Customer Relationship Marketing

Greenburg summarises CRM 2.0 as being “a philosophy and a business strategy- supported by a technological platform, business rules, processes and social characteristics- designed to engage the customer in collaborative conversation in order to provide mutually beneficial value in a trusted and transparent business environment. It is the company’s response to the customer’s ownership of the conversation”. (2010:15).

1.10.6 Social Networking

For the purpose of this study social networking, also currently known as social media, is defined in Web 2.0 by Brigg as “an approach of creating and distributing web content that is characterised by open communication, decentralization of authority, freedom to share and re-use and the idea of the market as a conversation” (2007:30). Brigg’s, Boyd & Ellison (2007:1) further define the concept of social media as “a web based platform that allows its users to construct profiles, make connections with other users, and view the activities

undertaken by these connections, and view and navigate their way through other's profiles in order to interact, participate and create social relationships".

1.10.7 Social organisation

According to Greenburg (2010) and Lieberman (2010), the social organisation has adopted a SCRM strategy which integrates a careful selection of social media and technologies into the marketing strategy. A business which has become social has "empowered the social customer [which] is a critical objective within any social business strategy" (Lieberman 2010).

Greenburg (2010:54) identifies the benefits for the social organisation willing to cede control to the rise of Customer 2.0 as follows:

- Content: The social customer wants information so they can make intelligent decisions about how and where they do their business,
- Connected: The social customers are intermeshed with each other at a peer-to-peer level, and they are mobile and untethered about how they are connected,
- Creative: The social customer is willing to present new ideas, often for free, if they find it is in their interest to do so,
- Collaborative: As customers, they are willing to engage with companies and partners to come up with solutions that benefit all parties involved,
- Contextual: Knowledge and ideas are meaningful to the social customer,
- Communicative: The social customer is going to talk to others about an organisation, for good or ill. So it's an organisation's responsibility to create a good image and reputation.

1.10.8 Traditional organisation

According to Walsh (2009:3), a traditional organisation is defined as "being characterised by a tight control of information, which allows an organisation to internally control the image of their organisation by only passing on information to the public they want them to receive".

1.10.9 Customer 1.0

The customer had no tools and a limited availability of information at his/her disposal, which meant that “if the customer was king, the manufacturer was god” (Greenburg 2010:35). The traditional customer, also termed as Customer 1.0, defines an individual who “bought and supported a brand based on utility and price” (Greenburg 2010:35). Customers communicated with the organisation through traditional one-way communication, which took the form of phone calls, letters and the rare e-mail.

1.10.10 Public Relations

The PR institute of South Africa defines public relations as helping an organisation and its public to adapt mutually to each other. Often, it is a term used to describe both a way of looking at an organisation's performance and a programme of activities.

Public relations “help our complex, pluralistic society to reach decisions and function more effectively by contributing to mutual understanding among groups and institutions. It serves to bring private and public policies into harmony” (*Formally adopted by the PRSA National Assembly: 1982*)

1.10.11 Public Relations 2.0

PR 2.0 has revolutionised a massive transformation, which is characterised by social change ideally dramatised through a revolution of how individuals want to communicate with an organisation.

Breakenridge (2008) and Solis (2008) define PR 2.0 as a term that “uses an arrangement of social media tools that are available to public relations professionals to reach and better communicate with influencers and consumer audiences directly”. Breakenridge (2008) argues that PR 2.0 “allows one to build solid relationships and have someone talk to about one’s brand and the benefits, rather than the brand talking about itself”.

1.10.12 Facebook

Facebook is a social network designed to provide an online community for individuals to stay connected. According to Clapperton (2009) Facebook “means keeping in touch with their new updates- you have to opt in to follow someone or if you want to see what they have written” (2009:59).

1.10.13 Marketing

A recent definition of marketing proposed by Dibb et al. (1994:4) claims that marketing consists of “individual and organisational activities that facilitate and expedite satisfying exchange relationships in dynamic environments through the creation, distribution, promotion and pricing of goods, services and ideas”.

1.10.14 Conclusion

The following chapter will introduce readers to the available literature on the research topic: An investigation into the use of Facebook as a tool for Social Customer Relationship Marketing.

This section will deal with the concept of SCRM, with a specific focus on the way in which technology, mainly the rise of Web 2.0 applications, with specific reference to Social Media, has impacted on the facilitation, the monitoring, the engaging, and the managing of conversations with the social customer in social media channels about particular brands, with the aim of converting these engagements into long-lasting relationships. This will thus be achieved through an overview of technological infrastructures such as Web 1.0 and Web 2.0 terms, and their role in the evolution of CRM1.0 into CM 2.0.

Finally, the intertwined ability of all these functions and how they affect an organisation’s public relations officer in eliciting the opportunity for an organisation to monitor, engage, and manage conversations and relationships through Facebook.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

SCRM is a relatively new phenomenon, which means that academic research into the field is very limited. With this in mind, the following chapter provides a theoretical framework of literature, which is used to understand the development and concepts that have shaped the practice of public relations practitioners and how they manage, engage, and monitor conversations in the new media environment.

The following chapter is used as a platform to introduce readers to key concepts that are essential in understanding the nature of this study. Key concepts which relate to Facebook as a tool for SCRM are introduced through the discussion of existing literature in the fields of new media, social media, marketing, public relations, SCRM, and TCRM. Drawing on key leaders in the field of SCRM, this chapter will illuminate the essence of the evolving practice of public relations within a new media landscape.

Firstly, the concept of SCRM in the evolving new media landscape will be discussed through Greenburg's interpretations as proposed in his latest works *CRM at the Speed of Light* (2010). Attention will be given to the changing customers' perceptions, and the public relations practitioners' shift in approach to communicating with the rise of the social customer in the social media channels in which they belong.

The impact of the transition between Customer 1.0 to Customer 2.0 will be discussed in relation to the creation of Web 2.0, and its notable influence in initiating a shift in how individuals want to receive information, as well as a shift in how public relations practitioners manage, engage, and monitor customer conversations in the social media channels in which they belong.

The development of PR 1.0 and PR 2.0 and their achievement in creating an interactive social media channel will be discussed with reference to how Facebook is used as a tool for SCRM among South African organisations.

Finally, identification of key terms, characteristics and principles of social media will be provided, together with a discussion regarding the role of social media in an organisation's use of SCRM. The history of SCRM and its use among organisations will be analysed in terms of various case studies which showcase organisations which are successfully incorporating the use of Facebook as a tool for SCRM in their daily practices.

In conclusion, the characteristics of the SCRM in comparison to TCRM will be discussed together with SCRM's use of social media and PR 2.0 principles.

2.2 Defining the convergence: public relations and social media

Public relations (PR 1.0) allows an organisation to build solid relationships and to have someone else talk about one's brand and the benefits of the brand, rather than one's brand talking about itself. Breakenridge (2008:13) reported that "the nature of PR has changed owing to the way the Internet has revolutionised the way we communicate. The Internet, together with the rise of social media applications, enables public relations professionals to expand their communication channels and to communicate and reach an audience they did not think was possible".

The shift from PR 1.0 to PR 2.0 has allowed organisations to expand on communication, thereby reaching consumers and potential consumers through social media applications such as Facebook, in ways that have not been experienced before. According to Breakenridge (2008:14), allowing an organisation to adjust to PR 2.0 and become involved in social media applications means they can "learn, embrace, and engage in the true convergence of the Internet and the public relations profession".

In the past, people knew exactly where to find the information they needed on various websites or brochures. A slight change in perspective is seen in the rise of the social customers who now expect information to come to them. This is the foundation of what is called the social revolution. Breakenridge (2008:5) mentioned that there are currently "many conversations that are taking place online in various social media channels". It is therefore the public relations professionals' responsibility to ensure that they know what has been said about their organisation and its relevant brands.

Social media gives rise to a predicament which claims that people are becoming more involved in the information that they access online and not simply passively consuming it in the way they did in the past. Clapperton (2009:1) suggests that "the participatory action in which users engage with the information they receive is where Web 2.0 originated".

2.3 Definition of web 2.0

Social media, following the rise of Web 2.0, has attracted users worldwide who are incorporating these social networking sites into their daily lives, using them as an opportunity to announce events online, share links that encourage others, and invite comments from other participatory users (Biggs 2007:25).

Social media has developed on a large scale, offering many different sites to cater for a wider range of individuals and their practices. "While their key technological features are fairly consistent, the cultures that emerge around [social media sites] are varied. Most sites support the maintenance of pre-existing social networks but others help strangers connect based on shared interest" (Boyd & Ellison 2007:3).

Breakenridge (2008), Clapperton (2009), Solis (2011a), and Solis (2011b) all agree that social media is not simply about the conversation, but rather about a platform which delivers the opportunity for organisations to extend their reach by building bridges to target an entirely new social trend and reach the people who influence their decisions. Solis (2011b) expanded on this by maintaining that the aim of social media is to "[connect] with one another and [share] experiences that transform their roles from prospect to advocate to adversary to influencer and everything in between" (Solis 2011b: 1).

Boyd & Ellison (2007:1), who used a more technological definition than Solis (2011b), define the concept of social media as

Web-based services that allow individuals to 1) construct a public or semi-public profile within a bounded system, 2) articulate a list of other users with whom they share a connection, and 3) view and transverse their list of connections and those made by others within the system (Boyd & Ellison 2007:1).

Breakenridge (2008:190) uses a less technological approach in defining social media to her audience. She explains that "social media is a platform that places the participants as users because they feel empowered by their experiences and they share and interact with others in their network about certain information".

The views of Breakenridge (2008) are supported by those of Roosen (2006), who proposes that the rise of a participatory culture has redirected the roles of the passive consumer. Thanks to the rise of what Roosen refers to as "the participatory culture", social media networks have allowed the passive consumers to become active participants as they become creators of their own content. This social media culture has a strong support for creating and sharing content.

Social media platforms give organisations the opportunity to sustain customer relationships in an online environment, allowing organisations to tap into customer views and opinions. Clapperton (2009) understands the value to be added to business practices by making social media part of their business strategy. In addition, social media allow organisations to keep up to date on consumers' feedback, opinions and participation within their online community. Breakenridge (2008:192) similarly agreed with Clapperton (2009) by proposing that social media becomes part of your SCRM strategy. It is possible to engage and allow people to partake in intimate conversations between the company and the customers or solely between the customers.

Combining customer involvement with social media adds a whole new dimension of monitoring conversations around the organisation and brand. Breakenridge (2008:71) believed that "social media encompass a wide range of technologies that individuals can collaborate on, include their opinions and experiences, as well as share different perspectives".

Breakenridge (2008:187) explains that "public relations professionals need to remember that they are consumers too and will not be able to understand what their audiences want and why they demand social media unless they are heavily engaged users themselves". The more an organisation is able to understand about the workings of Facebook, the more willing they will be to engage with its applications. Through this understanding, an organisation can start applying the knowledge they have to their organisations SCRM strategy. Breakenridge (2008:187) affirmed that "the more knowledge an organisation has gained around the workings of Facebook the more effective and meaningful their PR strategy will be".

2.4 Different social media sites

The emergence of social media sites only enhanced the capabilities of web 2.0 applications. According to Clapperton (2009), some of the most important social media sites are as follows:

- **Blogger:** Blogger was created in 1999 by a company called Pyra Labs who initially invented Blogger as a blog platform which is able to generate messages straight to possible consumers and their mobile phones;
- **Ecademy:** Created in 1999, this site is aimed at the business community and links its users together in the hope that they will work together:

- **Placedon:** This is similar to Twitter in that the user can update their status through short messages, accompanied by a profile picture. This provides users with excellent network opportunities for smaller businesses:
- **LinkedIn:** This is a business platform created for the business sector. People involved in this social media platform are mostly working individuals who are expecting work offers, sales pitches, and work proposals:
- **Twitter:** This social media site allows users to update their status with up to 140 characters. Twitter also captures the audiences of celebrities who use Twitter as a platform to promote themselves to their fans;
- **Facebook:** This is the social media site on which this study focuses. This is one of the largest of the social media platforms, solely because of its high user adoption rate. Facebook used on a social and business level allows people to be in constant communication with friends or consumers through updates, posts, and public or private messages.

2.5 Solis's Conversational Prism (V 2.0): Participatory Culture

The conversation between an organisation's brand and its customers is the pivotal structure which underlies the essence of the practice of public relations and marketing. Customers are imbedded as active participatory users in several social media channels at a time, which allows for immediate communication. The value of conversations between participants in social media is explained by Brian Solis and Jesse Thomas, in what they refer to as the Conversation Prism. This graphical representation of the Conversation Prism was fully adopted in 2009 as the Conversational Prism V2. (Solis 2009c:1) and gave communication professionals the ability to map out and easily adopt this value into SCRM strategy, as a means to identify and engage with participants in various social media environments.

According to Solis (2009c:1), "the development of the Conversational Prism is an attempt at providing the necessary insight to develop enlightened social media programmes that will provide the opportunity to harmonise an organisation's brand and foster strong relationships with existing and potential customers". He goes on to further explain that the art of developing relationships with social customers is somewhat tricky as they are more engaged with their friends in their social network than with the brand. The social customer wants conversations which are focused on:

- I hear you
- I am listening to you

- I understand you

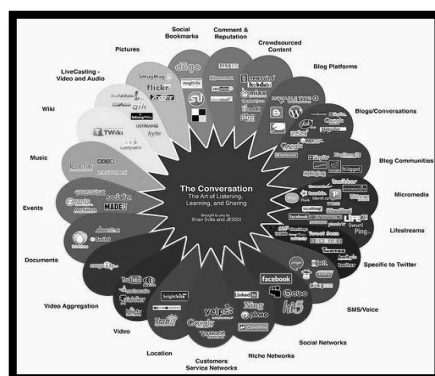
Solis (2009c:1).

Solis identified the Conversational Prism as “an opportunity for organisations to proactively survey the landscape and pinpoint relevant dialogue, prioritise participation strategies and create engagement with those individuals who are engaging with their brand in order to master the art of successful conversations”. This section is an overview of Solis’s Conversational Prism which outlines how conversations are increasingly distributed. “V2.0 introduces workflow rotations of concentric circles that assist in the establishment of value added engagement” (Solis 2009c:2).

The Conversational Prism developed by Solis takes on the following levels. (Please see figure 1 and 2 for a graphical representation of the Conversation Prism.)



(Figure 1: Conversation Prism. Source: Solis 2009)



(Figure 2: Inner Halo's of Conversation Prism. Source: Solis2009)

2.5.1 Level 1: The halo 1

Solis (2009c:2) identified the fact that public relations practitioners will find themselves at the centre of the conversational prism, whether they are observing, listening, or participating in the conversation. Solis (2009) goes on to sectionalise the Conversation Prism as follows:

1. Observation: Observations are focused on discovering the communities that are actively discussing your brand;
2. Listening: Listen to the people that are having discussions about the organisation's brands, and develop responses and participation programmes focused on those discussions;
3. Identification: The identification process recognises the beacons to enlist as a brand ambassador within different communities;
4. Internalisation: This is the realisation that not all feedback from customers will be beneficial to an organisation;
5. Prioritise: Prioritise by assessing what information is of importance for an organisations response;
6. Routing: Routing allows an organisation to delegate by topic and expertise.

(Solis 2009c:2).

2.5.2 Level 2: Halo 2

All social media platforms utilized by an organisation need dedicated PR practitioners, who are required to develop a series of guidelines and response strategies as an "inward focus includes outward responsibility" (Solis 2009c:3).

Conversations must be mapped to specific authorities within an organisation to provide competent and helpful responses. Halo 2 has a focus on the following:

- Customer or product support;
- Product and sales;
- Marketing;
- Community;
- Corporate communication;
- Crisis; and
- Support

(Solis 2009c:3).

2.5.3 Level 3: Halo 3

The outer ring completes the image of the conversational workflow. This last Halo is powered by continuous listening, responding, and learning. It is made up of the following:

1. Ongoing feedback and insight

This is important for building strong relationships with customers and potential customers. Growth can thus be demonstrated by opening up a channel to expand on demographics based on the feedback that is received during this phase.

2. Participation

Participation is the new marketing tool in which organisations can take advantage of building relationships with customers over social media channels, with the aim of promoting products and services.

3. Online

By continuously building online communities, an organisation will increase its brand visibility across various social networks. Embracing and empowering communities carries out brand responsibility across all social graphics.

4. Real world

This is an important stage in which Solis (2009:3) stated that the true metric for relationships will be how they are maintained from the web to the real world.

(Solis 2009c:2).

2.6 Social Media: Immerse your brand

The idea of incorporating social media sites such as Facebook into one's business strategy is what defines the basis of SCRM. Greenburg expands on the understanding of SCRM by defining this concept as

a philosophy and a business strategy, supported by a technology platform, business rules, processors, and social characteristics, designed to engage the customer in collaborative conversation in order to provide mutually beneficial value in a trusted and transparent business environment (Greenburg 2010a:61).

Leading theorists in the field of Social CRM, Attensity and Chess Media Group (2010), Cramer (2010), Mans (2010), Greenburg (2010), Hanna (2010), and Solis (2010) all agree with Greenburg's definition of SCRM as a strategy that is used to engage with customers over a social network, with the aim of building trust and brand loyalty, and developing relationships. A change in perspective is, however, indicated by Walsh (2009), who stated that SCRM is the "process of converting content into conversations and extending these conversations into collaborative experiences" (Walsh 2009:2).

Hanna (2010) affirms the belief that there are many ways for an organisation to use social media as a beneficial tool to ensure the success of a SCRM strategy. Greenburg (2010:54) agreed with Hanna (2010) by highlighting the benefits for businesses that are willing to cede control to customers. Greenburg (2010:54) goes on to identify these six interests as follows:

- Content: The social customers want information so they can make intelligent decisions about how and where they do their business;
- Connected: The social customers are intermeshed with each other at a peer-to-peer level, and they are mobile and untethered about how they are connected;
- Creative: The social customer is willing to present new ideas, often for free, if they find it is in their interest to do so;
- Collaborative: As customers, they are willing to engage with companies and partners to come up with solutions that benefit all parties involved;
- Contextual: Knowledge and ideas are meaningful to the social customer;
- Communicative: The social customer is going to talk to others about you, for good or ill. So it is your responsibility as an organisation to create a good image and reputation.

(Greenburg 2010:54).

The primary characteristics of SCRM can be seen as a marketing tool which allows all individuals linked to an organisation's brand page to continuously create dialogue around a particular brand. Lieberman, however, also acknowledges SCRM's being "vested and participatory, with active involvement with the business ecosystem, not just as purchaser but as an advocate and influencer as well, [as] individuals are influenced by friends, friends' friends and friends' friends' friends' friends" (2010:3).

When public relations professionals allow their organisation to take on a SCRM strategy, the customers will come to trust the organisation and its related brands, as they can see that the organisation is making an effort to reach out to them in their social media networks.

Once people are connected to a fan page in a specific social network, Solis (2011d: 3) stated that “they can be provided with the pipe lines they need to make sure that they receive all the information about the organisation and have enough access to make decisions on how they choose to interact with it”.

2.7 Web 2.0

Web 2.0 is a concept that was coined by DiNucci in 1999, in an article she wrote titled “Fragmented Future”. This was a concept introduced by DiNucci (1999:3) as screensful of text and graphics, and as a transport mechanism through which interactivity happens. It is also a term that is closely associated with Tim O’Reilly from O’Reilly Media, who used the term Web 2.0 during the Web 2.0 Conference between O’Reilly Media and Media Live International in 2004 (O’Reilly 2005:1).

The characteristics which DiNucci ascribe to Web 2.0 are very similar to those given to the term by O’Reilly Media, during the Web 2.0 Seminar held in 2004. O’Reilly mentioned Web 2.0 as an “approach to the Internet which can be utilised as a decentralised platform in which the user controls his or her own data and contributes to the collective intelligence through user participation”.

Similarly, Web 2.0 is described by Phillips and Young (2003:103) as “a movement that heralds the evolution of the web from a repository of information and communication technologies into a space for symmetrical communication”. They go on to describe this concept as “a platform which aids the transfer of knowledge and conversation and a place where people can easily mix and match both”.

The development of Web 2.0 encourages integration from other sites. Phillips and Young (2003:103) confirm this by stating that Web 2.0 “allows one channel of information and its associated context, plus contributions by third parties and the associated sharing capabilities, to be integrated and absorbed into other channels”. An example of this can be users who have uploaded YouTube videos to their Facebook profile, allowing other Facebook friends to comment on the YouTube link.

These social media sites such as Facebook, YouTube, and Twitter have all shown their capabilities of Web 2.0 and demonstrated that Web 2.0 is all about harnessing collective intelligence. O’Reilly (2005) describes collective intelligence as “all applications which are

focused on managing, understanding, and responding to massive amounts of user-generated content”.

2.8 Customer 1.0: Business focused ecosystem

“In the past decade, society has experienced a shift from an era of information asymmetry to an era of information democracy” (Walsh 2009:3). Walsh (2009) explained that “information asymmetry, characterised by tight control of information, allowed organisations to internally control the image of their organisation by only passing on information to the public that they wanted them to receive. In order to effectively manage their consumers in this era, organisations relied on a traditional CRM strategy”.

The thinking behind traditional CRM is inside out, meaning the company created products and services and then markets them to the customers based on data that the company has about the customer - it is a one way push process whose goal is to get a better transaction (Lieberman 2010: 17).

CBS Marketwatch (2008), as quoted by Greenburg (2010:14), expanded on Lieberman’s (2010) definition by proposing that the traditional customer, customer 1.0, was a dutiful consumer of mainstream messaging and one-size-fits-all goods. The traditional customers would drive miles to buy and visit retail outlets; they readily leaned heavily on advice from retail clerks in making their selection, and friends’ perceptions of a product did not influence their opinions in buying a product. They put up with long lines and poor service, because retailers had the power and their customers were just grateful to get the goods.

At one stage we were all classified as the traditional customer “who bought and supported brands based on utility and price” (Greenburg 2010:35). We communicated with organisations through traditional one-way communication which took the form of phone calls, letters, and the rare e-mail.

2.9 Customer 2.0: Customer focused ecosystem

Greenburg (2010: 34) proposed that this era of the social customer calls for a new approach to CRM Strategies. Attensity and Chess Media Group (2010:2) described the social customer as “being empowered by her social network in which she belongs. She has become the producer of information and shares her ideas or complaints with the entire

network through her social media channels". Attensity and Chess Media Group (2010) further explained that "social customers are dictators of information and are able to dictate and persuade their peer's opinions about a particular brand". "Now, customers dictate how they will purchase and consume – where, when, and how much- using a variety of channels largely, if not exclusively, configured by them" (Greenburg 2010: 45).

Breakenridge (2008:87) puts forward a similar observation to that of Greenburg (2010) by reporting that "the social customer has developed as an individual who is the driver of the communication on her social networks and feels empowered as part of a larger community".

Social customers, thanks to the rise of social media application, are able to share information with friends and interact with other users in their networks. Greenburg (2010:39) agreed with Breakenridge (2008) by identifying the concept that "the customer's demands have changed. Owing to this change, the social customer, also referred to as customer 2.0, has become empowered by the copious amounts of information that have become available to them".

The power of the Internet for consumers and organisations became apparent in the mid-1990s, when e-commerce and online review sites began to dominate the online environment. Greenburg (2010:39) added further observations by stating that "information was made directly available to customers via online sources. This allowed the new social customer to give an independent voice to an organisation's brand, products, and services".

SCRM authors Attensity and Chess Media Group (2010), Walsh (2009), Solis (2011), and Greenburg (2010) all identified the fact that this historical shift into an information democracy is defined as a result of the rise of what they refer to as the social customer. The social customer, according to Walsh (2010:4), is "the individual who has access to information, together with a large friend base in which information is always received, and who also has access to a platform which encourages continuous conversation from everyone". In comparison with Walsh (2009), Greenburg (2010) sets about his interpretation by stating that the social customer is an individual who "is organised to take action through social networks" (2007: 54).

A change in perspective is presented by Breakenridge (2008), who claims that "the social customer is no longer passive but rather an active participant, who expects to be communicated with in the medium of his or her choice". Breakenridge (2008:191) goes on to explain that consumers want to:

- Receive direct communication from their brand;
- Have easy access to brand(s) and any information regarding products and/or services;
- Be able to ask questions about products and services;
- Get a quick response when they have an inquiry;
- Believe they can trust the people behind the brand;
- Drive and control their communication; and
- Contribute information and create content in an open source forum.

(Breakenridge 2008).

Briggs (2007:30) similarly agreed with Breakenridge (2008) as he stated that the social customer is “no longer a passive consumer and there are endless possibilities for the social customers who are engaged with social media applications”. Briggs (2007:30) stated that these opportunities are as follows:

- Users are creating the content;
- Users can post audio links and photos, keep a blog and have visitors freely comment on the content to further the flow of communication;
- The 2.0 model not only allows those “many others” to comment and add to the content posted by the publisher, but they — the audience — can also add original content themselves.

It is evident that customer 2.0 is a term which defines how social customers are populating social networks which are composed of networks of people in which they trust. Greenburg (2010) believed that “these networks are rapidly becoming key distribution channels for retailers’ marketing and promotion”. He continues by making the observation that “social customers are populating the online environments with ratings, reviews, videos of what they have bought or consumed, and comments on corporate reputations and consumer behaviours” (Greenburg 2010: 43).

2.10 Organisations: embracing SCRM

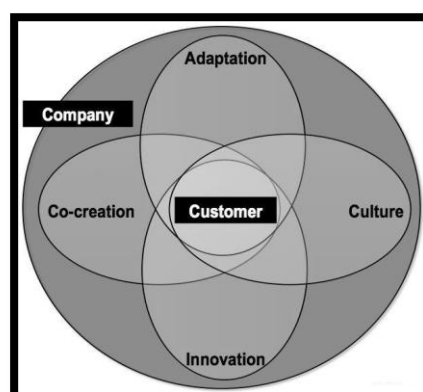
Organisations need to incorporate SCRM strategies into their daily practices to open up a distinctive medium which is characterised by user participation. “Your company needs to change the way they deal with customers now because the customer has already changed the way they deal with you” (Greenburg 2010:33). The key authors in the field of Social

CRM, Greenburg (2010), Attensity and Chess Media Group (2010), and Walsh (2009) all mention that there is a need for organisations to develop SCRM to encourage user participation which is aligned to the rise of what they refer to as the social customer.

An organisation is now posed with the threat of having a customer with the ability to express her or his opinions about a particular brand freely over social networks. In the long run this could ultimately ruin an organisation's brand reputation if the customer is not managed correctly, as advocates are talking about the brand even if you ignore them. Through effective management, "a good customer experience will allow a company to foster strong bonds leading to loyalty and customer advocacy" (Attensity & Chess Media Group 2010). Through constant monitoring of these social media sites, organisations can see those customers who have an issue and quickly respond to it while it is current, thus resulting in a good customer experience.

Lieberman (2010:5) observes that "empowering the social customer will be critical to the success of meeting the objectives within any Social CRM". In order to succeed in this hyper-connected environment characterised by Lieberman's "communication revolution" (2010:3), organisations will need to adapt their traditional business models completely and expand their marketing tools into social media channels, thus resulting in a remodelling of internal functions and internal culture. Traditional organisations adapting to changes of SCRM will harness an organisation ability, to locate, and educate current customers and future potential customers in the channels in which they prefer to communicate.

In the opinion of Greenburg (2010:43), in order to create a successful SCRM strategy and compete as a player in the highly competitive market, "organisations need to place the customer at the centre of the business ecosystem" as seen in Figure 3.



(Figure 3: Customer Focused Ecosystem. Source:Solis 2011 b)

This is the vast implicit and explicit effects on how you craft your business strategies, how you manage your processes , the business models you use , the technologies you choose, the program you create, and the way you engage with customers (Greenburg 2010:43).

The customer is dominating the business ecosystem which means that social and business organisations, together with political institutions, are recognising the fact that they have to meet the demands of the social customer. Competition in the business environment has now shifted. According to Greenburg (2010:44), “competition is no longer driven by purveyors of similar products and services, but also by thousands of messages that each person receives everyday via their chosen means of communication”.

2.11 Facebook for business

Reece (2007), Clapperton (2009), and Pearlman and Abram (2010) explain that Facebook was launched in 2004 for Harvard college students to connect them with their friends. However, Facebook, due to its high user adoption rate, has become more than simply a platform for teenage collaboration, but allows organisations to create an online presence for their offline organisations. Facebook offers organisation a way for to create a business page similar to a user’s profile which can transcend all offline interactions. A major difference between a user’s profile and an organisation’s page, according to Pearlman and Abram, is “the default means of interaction, which reflects and accommodates the different type of connection that people have with business in real life” (2010:199).

A Facebook presence which represents your business in a new medium is beneficial for any company, as it allows a business to extend its reach to a larger demographic of potential customers. Pearlman & Abram (2010:221) identify popular categories for business profiles which include 1) local businesses, 2) big names and national brands, 3) non-profits, 4) specific products and 5) news, media and entertainment companies.

When creating a Facebook page it is important for the business’s Facebook page to be a direct mirror of the organisation. Photos are always a nice way to allow the Facebook fans to feel connected to the business thus allowing it to “bring your page to life, helping your fans identify you when they find you in a search or read about you in their friends’ news feeds” (Pearlman & Abram,2010:211).

In order to allow the organisation's fan base to grow on Facebook, one needs to do extensive marketing to understand how to tap into those demographics which could become potential customers. This marketing can be done through Pearlman and Abram's (2010) strategy of telling people physically about the organisation's Facebook page, telling your friends to join the page and become a fan, and to advertise to a wider audience through different mediums.

Bloor (2011), Reece (2007), Clapperton (2009), and Pearlman and Abram (2010) all agree that; once your Facebook fan page has grown, this could serve as the ultimate platform to grow one's customer base which will be done through cost-effective strategies of creating awareness of a business and constant promotion of new goods and services. Bloor (2011) similarly agreed with the above theorists as he stated that "a well-managed Facebook page will allow an easy recruitment of new customers".

In creating and extending your customer base online, Pearlman and Abram (2010:222) state that a constant flow of rich information needs to be provided, together with the following amendments:

- Publish authentic status updates

The organisation's status updates need to be authentic, as they get posted directly into your fans newsfeed. It must be ensured that an organisation sends out really gripping and important updates

- Publish photos, videos, notes and links

Pearlman and Abram identify that the abovementioned point is what brings a business page to life. One is able to use these features to create interactivity among the organisation's fan base.

- Hold events

Holding events are a good way to keep the Facebook fans hooked. An organisations has the opportunity to use Facebook to send out invites and create awareness of up-and-coming events

- Create brand reinforcement through continues dialogue with your Facebook fans;
- Rich information and content will be created by ensuring that responses are made to both negative and positive comments. This will add credibility to the Facebook page and show observers that your organisation is willing to get involved in conversations with your customers.

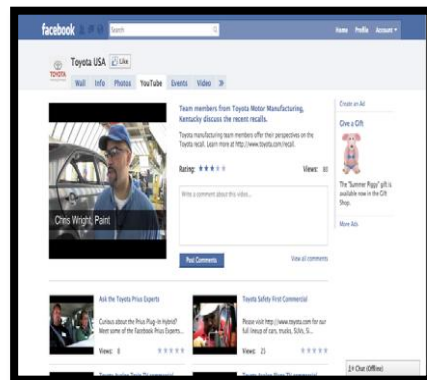
2.12 Facebook Case Studies

There are a number of organisations that are using social media to influence more traditional media. With more than 400 million active users, and 50 per cent of these users logging on every day, (Coon 2010:8), it is no wonder that organisations are jumping on the Facebook bandwagon to get a piece of the action. The following case studies represent various organisations that are successfully using SCRM strategies to engage with customers and market their products, or give evidence to success stories of how they have used Facebook effectively in the past.

Andy Clark, Vice-President Global Marketing at Dell, is on record saying that

Social Media is probably the most important thing we do today from a marketing standpoint. The other elements of the marketing mix have sort of become more and more transactional and more and more tactical in nature. Social media stuff is much more strategic ...Use social media to power the fundamental of business (Phillips & Young 2003:138).

2.12.1 Case Study 1: A success story of Toyota quick thinking Facebook crisis communication plan



(Figure 4: Toyota's Facebook page. Source: Facebook 2011)

The massive recalls of Toyota products in 2010 negatively affected their reputation in the media. However, in an article printed in Advertising Age, it tells of how, because of this crisis, their Facebook fan page increased by 10%. This is evidence of Toyota's quick-thinking crisis communication strategy which was effectively executed on Facebook. According to the article, Toyota created a social-media response room which was "always staffed with six to

eight people monitoring the online conversation and responding at all times” (Coon 2010:8). This was an effective strategy as it allowed designated employees to be in constant communication with their customers, allowing for immediate response.

2.12.2 Case Study 2: Best Buy



(Figure 5: Best Buy’s Facebook page. Source: Facebook 2011)

Another case study of how effective Facebook can be if you are willing to take the time to interact with your fans, customers and potential customers is Best Buy

According to Coon (2010:9), Best Buy asked their fans to list what their all-time favourite vampire movie was. Once they had enough posts, Best Buy placed all the listed Vampire movies that were listed by their fans on sale for two days.

2.12.3 Case Study 3: Give away cupcakes



(Figure 6: Sprinkles Cupcake’s Facebook page. Source: Facebook 2011)

Charles Nelson, an MBA graduate who owns a national chain of stores worldwide, checks his Facebook up to 30 times a day. This 40-year old entrepreneur logs onto Facebook via his laptop or Blackberry.

For Nelson, this is a very serious task as he relies purely on social media as his main form of advertising. He goes on to state that social media has developed a platform “where people are out there talking about your business every day, whether you’re looking or not” (Pattison 2009). Pattison reiterated Nelson’s words by stating that “Facebook allows customers and potential customers to speak directly to their business”. His business, Sprinkles, uses fun interactive ways to keep his fans guessing about what is cooking in the kitchen. “Every day it posts a password on Facebook that can be redeemed for a free cupcake” (Pattison 2009). This interactive way of marketing Nelson’s products has allowed his Facebook fan base to increase tenfold to 70,000.

2.13 Facebook groups vs. pages

Often a business will create a Facebook page which will represent their company on Facebook. However, sometimes it will make more sense for an organisation to create a group instead. The key distinctions between groups and pages are represented in table 1 below provided by Hubspot. According to Harvard Style (2009:16) there is a key distinction between the use of a Facebook page and a Facebook group for business use. This difference is clearly outlined in the below table:

	Facebook Group	Facebook Page
Overview	<ul style="list-style-type: none"> • Community of people with a common interest 	<ul style="list-style-type: none"> • Represents a brand or entity of which there are “fans”
Messaging Members/Fans	<ul style="list-style-type: none"> • Message – emails member and sends to Facebook Inbox 	<ul style="list-style-type: none"> • Update – shows up under Requests on user homepage and sends to Facebook Inbox
Visibility on Profiles	<ul style="list-style-type: none"> • Shows up on members’ profiles as small text link 	<ul style="list-style-type: none"> • Shows up on fans’ profiles with image and text link
Visibility in Public Search	<ul style="list-style-type: none"> • Groups are publicly indexed and searchable (single page only) 	<ul style="list-style-type: none"> • Pages are publicly indexed and searchable (each page tab) • Pages may show up in fans’ public search listings

Distribution in News Feed	<ul style="list-style-type: none"> • When members join or engage with the group, action is distributed in news feed 	<ul style="list-style-type: none"> • When users become a fan or engage with the page, action is distributed in news feed • Updates / content shared by the page
Administrator visibility	<ul style="list-style-type: none"> •Group administrators listed on group •When group administrators engage with the group (send a message, respond to a discussion thread), it comes from the admin's personal profile 	<ul style="list-style-type: none"> •Administrators are the behind-the-scenes managers of the page •When page administrators engage with the group (send an update, post content), it comes from the page (business)
Applications Available	<ul style="list-style-type: none"> •Basic applications including Events, Discussions, Wall, Links, Photos, Videos 	<ul style="list-style-type: none"> •Almost all applications (tens of thousands)

(Table 1: Facebook group vs. Facebook page. Source:Harvard Style 2009:16)

2.14 Conclusion

The above literature review provides readers with a contextual analysis into the discipline of SCRM and a literature framework from key theorists who present their works on the above-mentioned discipline of SCRM which can be analysed, interpreted and provide an understanding how Facebook can be used as a tool for Social CRM.

It has been clear that the transition into a technologically driven society and the rise of what Roosen (2006:1) referred to as a “participatory culture” has only laid the ground work of the significant changes in the way public relations practitioners monitor, engage in, and manage conversations with their key target audience members.

With the development of Web 1.0 to Web 2.0 and the conversational nature of social media channels, SCRM has expanded on its discipline. Social CRM, which uses social media channels as subsidiaries on which to base its success, has allowed individuals to become active participants and become involved in the information they are accessing online, and not just passively consuming it the way they did in the past.

SCRM has provided a new opportunity for public relations practitioners to make use of a marketing tool which allows all social media participants to be linked to an organisation's brand page, to continuously create dialogue around the brand, and to converse in

conversational aspects with the brand and other members who are linked to that organisation's brand page.

From a recent analysis of various case studies, it is evident that SCRM is becoming a popular phenomenon among South African organisations. "Your company needs to change the way they deal with customers now because the customer has already changed the way they deal with you" (Greenburg 2010: 33). Organisations need to incorporate SCRM strategies into their daily practices to open up a distinctive medium which is characterised by user participation.

This study attempts to provide insight into the use of Facebook among South African organisations, in order to assist public relations practitioners to ascertain whether the use of SCRM is a valuable tool used to engage in, manage, and monitoring conversations. The following chapter gives readers a detailed overview of the research design and methods that were applied in this study.

CHAPTER 3: RESEARCH DESIGN AND METHODS

3.1 Introduction

This chapter describes the assessment techniques used to address the outlined objectives of this study. The research, which was primarily empirical in nature, boosted the analysis of 10 case studies which were randomly selected among South African organisations that have been using Facebook as a tool for SCRM for five years or longer. The case studies were analysed according to general information, membership, user generated content, and an overall activity summary. In order to provide additional insight into the research question, two survey questionnaires were conducted. This took the form of, firstly, social media users who subscribe to an organisation's Facebook page and, secondly, a survey was conducted among the 10 social organisations that featured as the core sample of the qualitative content analysis.

3.2 Research Framework

The research framework in this section of this study introduces the research question, aim, and objectives that are outlined within this study. The data used in the analysis of the various methodologies to answer the research question has also been introduced, together with the context of research, and the analysis of the context used in assisting the analysis of the data.

3.2.1 Research question

This study aimed to provide public relations practitioners with valuable research to help answer the following research question:

“To what extent does Social Customer Relationship Marketing elicit the opportunity for organisations to monitor, engage in, and manage conversations and relationships through Facebook?”

Aim and Objectives of the study

The research aim and objectives that the study required to answer are as follows:

3.4.2.1 Aim

To determine the effectiveness of Social Customer Relationship Marketing in enabling organisations to monitor, engage in, and manage conversations and relationships through Facebook.

3.4.2.2 Objectives

- To determine if Social Customer Relationship Marketing is a viable marketing tool for organisations to monitor, engage in, and manage conversations and relationships through Facebook.
- To determine the effectiveness of Facebook as a tool for Social Customer Relationship Marketing.
- To identify whether user-generated content on an organisation's Facebook page positively or negatively effects a brand's reputation.
- To determine the thematic nature of the user-generated content on an organisation's Facebook page.
- To identify the social customer's motivation for being part of an organisation's social media page.

3.2.2 Case study and survey analysis

During this study various case studies were used which represented 10 South African organisations that have incorporated the use of Facebook into their marketing strategy as a means for monitoring, managing, and conversing with customers and potential customers via Facebook.

The 10 organisations which formed the sample used in the case study analysis included the following: Bite Promotions, Dales (Liquorland), Havalah, Deck Party Port Elizabeth, Pandora, Star Light Photography, Unique Productions, Profiles Health and Fitness Club, Strategy Advertising, and D & N Photography.

All organisations which formed the sample were local Port Elizabeth businesses, and this was in line with Pearlman and Abram’s (2010:199) finding of the most common categories for business profiles on Facebook being local businesses, specific products, non-profits or big names.

The data for this study was collected through the case studies by sourcing data from the specific Facebook platforms of the 10 organisations, as well as the two surveys conducted among, firstly, social customers who subscribe to an organisation’s page and, secondly, the organisations which formed the core analysis of the case studies.

The case studies of South African organisations and their use of SCRM, sourced from Facebook, have been used to conduct a content analysis with the purpose of answering the research question posed in the research framework (3.2.1). The two surveys, of both the social organisation and the social customer, have been used to add variety to the data sources to assist in validating the data analysed in the content analysis.

Owing to the fact that the 10 case studies of the various organisations’ Facebook pages each contain large amounts of information, various categories have been selected to create a manageable process of analysing the data which, in turn, will avoid irrelevant content being analysed.

The content analysis case studies were categorised according to the following categories and sub-categories:

Main Category	Sub-Category
General information	
	Name of page
	Description of page
	Page usage
	Page purpose
Membership	

	How many members
Generated content	
	Posts made by user
	Posts made by administrator
	Comments made by user
	Comments made by administrator
Active Summary	
	Number of people talking about the brand (if given)
	Number of photographs
	Number of videos
	Topic relevance of posts

Table 2: Content analysis main and sub-categories

3.2.3 The context of research

SCRM is a relatively new phenomenon to have graced the social media landscape, as evidenced by the lack of printed materials covering the topic. Researching this particular field of study reveals that social media as a business strategy to monitor, engage in, and manage conversations is a subject that is not well represented.

The key theorists in the field of SCRM, Lieberman (2010), Greenberg (2010) Mans, (2010, and Morgan, (2010), all highlight the importance of creating a social business through developing online communities in various social channels. An organisation, represented in various social media channels, can subsequently be used as a tool for enhancing customer relationships with the intention of improving intimacy between customers and organisations.

Greenburg (2010:35) notes how technology has changed the face of the consumer from the traditional consumer who bought and supported brands based on utility and price. The traditional customer communicated with organisations through one-way communication which took the form of phone calls, letters, and the rare e-mail. However, according to

Greenburg (2010:29), “the customer has changed owing to the rise of Web 2.0 platforms characterised by peer-to-peer collaboration and easy access to real time communication”.

The historical shift from CRM 1.0 to CRM 2.0 and the rise of Web 2.0 platforms has allowed companies to develop SCRM strategies. This creates a shift in perspectives in terms of the way a social organisation interacts and engages with the new demands of the social customer. SCRM subsequently allows companies to bring the customer closer to an organisation’s brands by embedding themselves into the social media channels in which the customer belongs.

SCRM used as a marketing 2.0 tool by organisations who rely on social media to execute an effective and productive SCRM strategy, foregrounds the importance of this study to firstly, determine whether SCRM succeeds in eliciting the opportunity for organisations to monitor, engage in, and manage conversations with customers through Facebook and, secondly, to provide an organisation’s marketing experts with initiatives that could be used to enhance and ensure the success of SCRM strategies.

This analytical study displays an understanding of the use of SCRM as a marketing 2.0 tool used by organisations to enhance, monitor, engage in, and manage conversations and relationships through Facebook.

3.2.4 The analysis context

The analysis of text was carried out using the study’s literature review presented in chapter two as a literary point of departure. This analysis of text was also performed using the understanding of PR 2.0, marketing 2.0, TCRM, social media, and the use of Facebook as a tool for SCRM. The analysis of the text which was performed included the following considerations:

- Social media is a term describing how consumers are becoming involved in the information that they are accessing online and are no longer only passively consuming it;
- The primary characteristics of SCRM can be seen as a marketing tool which allows all individuals linked to an organisation’s brand page to continuously create dialogue around a particular brand;
- Social media, following the rise of Web 2.0, has attracted users worldwide who are incorporating these social networking sites into their daily lives, using it as an

- opportunity to make announcements online, share links that encourage others to share their opinions and content, and invite comments from other participatory users;
- Social media provides a platform for organisations to extend their reach into new demographic areas and possibly reach people who could in turn influence their marketing decisions;
 - The rise of a participatory culture has redirected the roles of the passive consumer;
 - Social media gives organisations the opportunity to sustain customer relationships in an online environment allowing organisations to take part in customer views and opinions;
 - Having a Facebook presence which represents an organisation in a new medium is beneficial for any company, as it allows a business to extend its reach to a larger demographic of social and potential customers;
 - A successful SCRM strategy is limited to the following amendments that include the necessity for organisation's to publish authentic status updates, publish photos, videos, notes and links, hold events and collaborate with Facebook fans through continuous dialogue.

3.3 Research design and methods

The research design and methods describe the assessment techniques that will be used to address the five outlined objectives of the study. This study takes an interpretivist approach focusing on quantitative methods. However, in order for the study to meet the outlined objectives, the study uses a mixed method approach.

Firstly, this included authenticating data obtained through a qualitative content analysis of case studies of selected organisations that have incorporated Facebook into their SCRM strategies. Secondly, in order to provide additional insight into the research question, primary data was collected through two survey questionnaires of, firstly, social media users who subscribe to an organisation's Facebook page and, secondly, a survey conducted among the 10 social organisations that featured as the core sample of the content analysis.

This section has the purpose of providing insights into the selection and sampling of organisations' Facebook pages for content analysis, as well as the sampling of the social customer and social organisation for the conducting of the survey.

3.4 Content analysis and survey research questionnaire

The information captured from the content analysis and the survey analysis helped determine the success of SCRM as a tool to monitor, engage in, and manage conversations and relationships through Facebook. It provided an outline on how organisations benefit from allowing their organisation to become social in terms of embedding themselves into the communities of the Web 2.0 platforms. Results from the survey, together with the content analysis, served as the basis to formulate clear conclusions related to the context of this study. These results further serve as the basis of the study's conclusions and provide future recommendations.

The data analysis of the content analysis and the survey research questionnaire provide insight into understanding whether the use of SCRM to monitor, engage in, and manage conversations and relationships through Facebook is beneficial for the company.

3.4.1 Content analysis of various organisational case studies

A content analysis which is a widely used form of qualitative research techniques (Hsieh & Shannon 2005:13); will form the first part of this study. A content analysis of 10 organisations was chosen as the selected case studies. These organisations were chosen as they represent a sample of organisations that have evolved their companies by taking into consideration the movement of the traditional customer into the social customer, and are using SCRM as a leading strategy for social transformation.

The categories provided in Table 1 provide a structural outline that categorise Facebook groups into active or inactive participants of social media.

The qualitative content analysis of this study provides knowledge, insight, and understanding of the phenomenon under study. According to Weber (1990:3), "qualitative content analysis goes beyond merely counting words to examining language intensity for the purpose of classifying large amounts of text into an efficient number of categories that represent similar meaning".

3.4.1.1 Content analysis procedure

The content analysis was achieved through the selection and analysis of various texts used to identify common themes among the various organisational case studies. Aronson (1994), cited by Leininger (1995:60), suggested that “themes are identified by bringing together components or fragments of ideas or experiences which often appear meaningless when viewed alone”.

From the case study’s content analysis, through the thematic content analysis, the various forms of information ratios could be identified as follows:

- The number of posts from administrators in relation to the social customer;
- The ratio of responses from the administrator in relation to the amount of questions from the social customers; and
- The number of relevant communications posted by the administrator in relation to the amount of non-relevant topics introduced.

3.4.2 Survey

The case study’s thematic content analysis formed the first part of this research study. This was supplemented by two research survey questionnaires. The first questionnaire was conducted among the 10 South African organisations that formed the core sample of the case study’s thematic content analysis. The second questionnaire was conducted among social customers who participate in, and engage with, an organisation’s Facebook group.

3.4.2.1 Survey of social organisations

Participants were asked to participate in self-administered questionnaires which are, according to Bourques and Fileder (2003:1), “instruments used to collect information from people who complete the instrument themselves”. The reason behind the choice to use the self-administered survey was due to Finks’s (2003:1) understanding of a survey as “systems for collecting information from or about people to describe their knowledge, attitudes and behaviours which relate to a certain topic”.

The 10 social organisations were asked to participate in the survey approved by the Research Ethics Committee (Human) of the Nelson Mandela Metropolitan University. A

personal e-mail was sent to each of the 10 social organisation's Facebook groups which formed the sample of the qualitative content analysis, requesting their participation in the survey research questionnaire. The e-mail, together with the questionnaire, contained terms of participation, the use for the data that was to be collected, and the purpose of this study. In order to qualify for this survey, the organisation had to have a valid Facebook page that had been representing their organisation for more than five years.

3.4.2.2 Survey of social customer

After the participation and permission from the 10 social organisations was granted, a voluntary sample was drawn by posting a link to an e-survey questionnaire on each of their Facebook Walls. Owing to the fact that less engaged consumers may not check Facebook regularly, consumers were encouraged to participate in the survey through a professional request through a personalised inbox message.

This link was attached with a request for their fans and page members to participate and become the basis of how Facebook is used tool for SCRM.

In determining the sample size for this survey, the various levels of involvement by an organisation's fan base had to be taken into consideration. Participants of this survey were limited to only those individuals who belonged to one or more of the selected organisations' Facebook groups. A maximum of 100 randomly selected respondents were targeted for the survey analysis sample.

Both surveys used in this study used the Likert Scale, which took the form of both open-ended and closed questions in order to determine an average percentage of the various uses of SCRM on Facebook, thus supplying information on how organisations create relationships with the social customer through constant communication of a particular brand.

3.4.2.3 Survey procedure

The surveys were designed with the aim of determining the use of Facebook as a tool for SCRM and identifying both the social customer's and the social organisation's perceptions of

Facebook as a new Marketing 2.0 tool. The survey questionnaire aimed at the social customer took the format of an electronic e-survey questionnaire between 11 October 2011 and 11 November 2011. The survey questionnaire aimed at the social organisation was sent out via e-mail in which respondents could fill out the survey on their personal computers and send it back via e-mail after completion.

The two research surveys, in which respondents' answers remained anonymous, were divided into the following sections:

In the first section all respondents were informed about the terms of participation, the purpose of the study and the use of data. All respondents were asked to sign forms giving the primary investigator, Lauren Puffett, consent to their voluntary participation in, and understanding of, the study.

The second section of the survey used closed-ended questions to measure the respondents' reasons for their participation in an organisation's Facebook group. It also measured their reasons for participating and adding content on the Facebook platform, and elicited whether they would participate and engage with the content provided by the organisation's Facebook administrator.

In the final section of the survey, respondents were asked to answer open-ended questions in which opinions were elicited on their understanding of Facebook and the topic of SCRM, and also their motivation for connecting with an organisation's brand on Facebook.

All respondents for both survey questionnaires received the same questions, as it was suggested by Buckingham and Saunders (2004:13) that, in order to obtain accurate analysis "all survey questions need to be standardised, so that everyone is asked about the same thing and in the same way".

Responses to both the surveys remained anonymous to protect the rights of the respondents. They did not require any personal information other than race, age, and gender, which were needed for statistical purposes. All information throughout this study thus remains anonymous and will not be revealed to any third parties. All respondents were assigned numbers in order to compare the responses of targeted respondents.

The results of section two of the survey are tabulated and counted to determine an average percentage of respondents' answers, while the results of section three were categorised according to thematic analysis to determine common themes among respondents' answers.

The results of both surveys were cross-referenced with those of the content analysis to identify similarities between social media users' use of Facebook, and the organisations' use of Facebook.

3.5 Ethical considerations

This study in no way attempted to infringe upon the rights of its participants. The following ethical considerations were taken into account for the research design and methods:

3.5.1 Ethics: Content Analysis

All data for the content analysis was obtained by finding examples on Facebook of local organisations who have been using Facebook as a tool for SCRM. The analysis was thus done by sourcing information on the organisation's Facebook page from both the organisation's administrator and social media users. All correspondence between administrator and social media users on Facebook took place within the public domain, namely on various discussion boards and the Facebook wall.

All respondents will be numbered alphabetically in order to distinguish among participants.

There was no active involvement in the communication that took place on any of the organisations' Facebook walls - observational methods were used to ensure that the analysis of communication content was not influenced in any way.

3.5.2 Ethics: Survey

Participants were notified that their participation was voluntary and that they could choose to exit the study at any time without any repercussions. All the information that was volunteered by them will remain confidential and their identities kept anonymous.

Participants were notified that this study was performed for research purposes only - all personal information and responses to questions would be kept anonymous at all times. All detailed responses to questions asked were used as a form of analytical data to provide insight into the research question.

The data obtained from the survey questionnaire has been used in partial fulfilment of the MA Applied Media Studies degree, and is being used for this research study only, with the understanding that deletion of the same will follow after two years.

Ethical clearance for this study was approved by the Nelson Mandela Metropolitan University RTI Higher Degrees sub-committee of the Faculty of Arts Research, Technology and Innovation Committee. The ethics clearance reference number for this study is H/11/ART/JMS-009.

CHAPTER 4: RESEARCH FINDINGS

4.1 Introduction

This chapter pertains to the research findings and results that were gathered for the purpose of this study. In this chapter, findings will be presented and interpreted in an attempt to provide insight into the extent in which SCRM elicits the opportunity for organisations to monitor, engage and manage conversations and relationships via Facebook.

The research findings for this study have been substantiated through authenticating data obtained through a qualitative content analysis of 10 South African organisations which have been incorporating the use of Facebook into their marketing strategies as a potential platform to monitor, engage and manage customers, and potential customers. Findings were also obtained by conducting two research survey questionnaires among firstly, social media users who subscribe to an organisation's Facebook page, and secondly, social organisations whose data will be used to provide additional insight into the research question.

The results obtained through the qualitative content analysis provide insight into the administrators' effective or ineffective use of Facebook, through the management of conversations created around the brand, the types of conversations taking place, the tone of communication and the categorisation of whether content is mostly user-generated or created from the administrator of the Facebook page.

From the analysis, a conclusion could be drawn about whether having a Facebook page is essential to the brand in terms of positive engagement with content and conversations that are taking place on the platform, as well as the categorisation of the Facebook page into active or inactive. Through the analysis of content done through the structural outline as provided in 4.2, the various organisations' Facebook pages were easily identified as being successful in their attempt to elicit the opportunity to use Facebook to monitor, engage and manage conversations and relationships via Facebook.

The research survey conducted for the social customer helped to determine the reason behind their subscribing to an organisation's Facebook page, and their motivation for wanting to engage with these brands on a continuous basis on Facebook. The questionnaire was conducted to gain insight into the attitudes and observations of the social customer, and to identify their perception of Facebook as a new marketing 2.0 tool.

The research survey designed for the social organisation helped to determine whether the organisation felt their attempts in using Facebook as a platform to promote their products and services was a success. Conclusions can thus establish the importance of the organisations' need to incorporate Facebook as a tool for SCRM into their marketing strategies.

The findings presented in this chapter present interpretations of raw data which was collected through a qualitative content analysis and two research survey questionnaires as described in detail in Chapter 3 of this treatise.

4.2 Structure of research findings report

The research methodologies which were used in the completion of this study allowed for two primary sections of research, namely the content analysis, supplemented by the two research survey questionnaires. To further ease the presentation of the research findings, and to ensure that the results and data are easily tabulated and recorded, they have been divided into categories.

I. Research survey questionnaire conducted among social customers

Section 1: Biographical analysis

Section 2: Likert Scale

- A) Reasons for participation
- B) Content provided by the organisations
- C) Participation by the social customer

Section 3: Open-ended questions

- D) Analysis of open-ended questions
- E) Overall summary

II. Research survey questionnaire conducted among the 10 South African organisations

Section 1: Biographical analysis

Section 2: Likert Scale

- A) Reasons for participation

- B) Content provided by the organisation
- C) Participation provided

Section 3: Open-ended questions

- D) Analysis of open-ended questions
- E) Overall summary

III. Content analysis

- A) General information of the Facebook page
- B) Fan details and number of members
- C) Description of user generated content
- D) Conversations
- E) Content
- F) Similarities
- G) Common themes
- H) Conclusion

4.3 RESEARCH FINDINGS

I. Social customer survey responses

To substantiate the data collected and analysed by the qualitative content analysis and the social organisations survey, an online survey was conducted among the social customers who subscribe to one or more organisations' fan pages on Facebook. Participation in the survey was voluntary and anonymous, and respondents were required to be over 18 years of age and subscribed to one or more organisations' Facebook fan pages. Due to the fact that the sample size was concluded at 77, the intent was not to provide a generalisation of social customers, but to provide insights into the use of the Facebook as a tool for SCRM.

A total of 77 respondents took part in the survey within the period of 11 September 2011 to 31 November 2011.

Section 1: Biographical analysis

1. Table 4.1: Breakdown of social customers survey respondents' gender

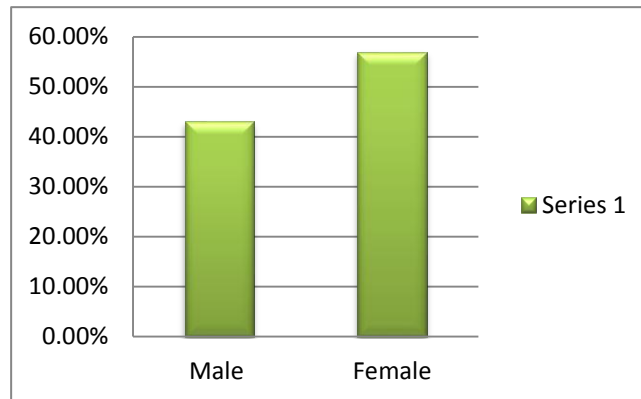


Table 4.1 above, depicts the gender breakdown of the responses. The results showed that overall, women made up the majority of the sample, with 57%, and male respondents at 43%. It is evident that there was excellent audience response from both male and female genders. The slight increase in the amount of female respondents to that of male respondents could be juxtaposed with the records obtained from South African Statistics (2011) which indicates that, out of the 4 567 640 South African Facebook users, 51% are female users with 49% being male users.

2. Table 4.2: Breakdown of social customers survey respondents' age

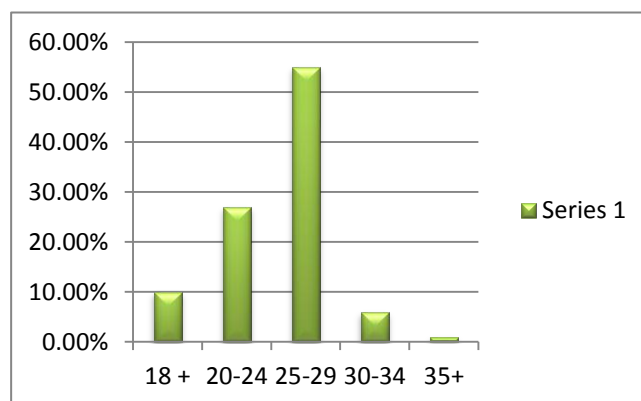
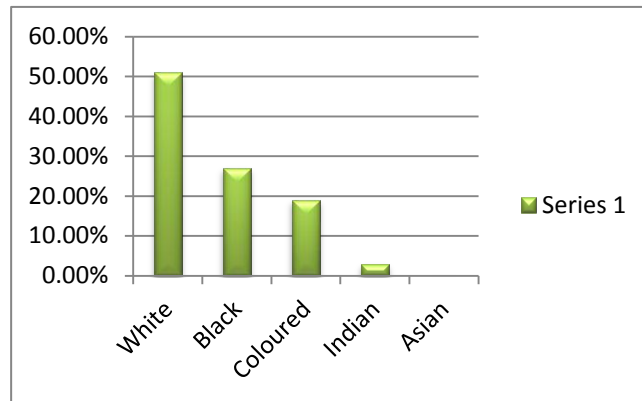


Table 4.2 shows the breakdown of the social customer surveys respondents' age. All respondents, male and female, proved to be within the outlined age group between 18 and 35 years of age. Of the majority of the respondents, 55% were between the ages of 25 and 30 years of age. These results are in line with a study conducted by Hartman (2008), which found that the 25-30 year old age group are the most active users on Facebook.

3. Table 4.3: Breakdown of social customers survey respondents' race



While race did not have any influence on this study's outcome, the question was still placed within the demographic information for further research purposes. Table 4.3 identifies that the majority of respondents (51%) were white, 27% of respondents were black, 19% were coloured, and 3% were Indian, with no Asian respondents.

4. Table 4.4: "As a social customer belonging to a particular organisation's Facebook page, how often do you participate as a member?"

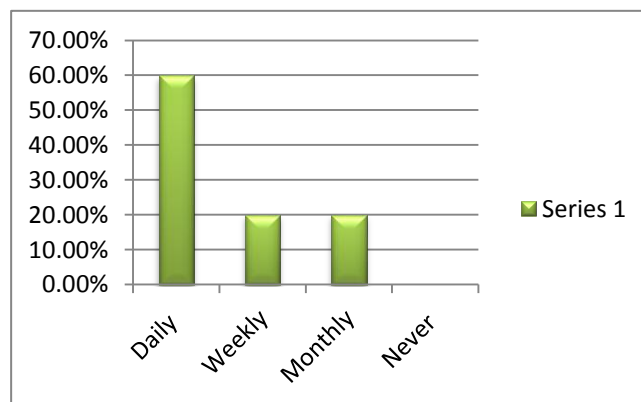


Table 4.4 is used as a measure to depict how often the social customer engages with an organisation's brand on Facebook. Table 4.4 indicates that most of the respondents have an active engagement and involvement with brands over Facebook, with the majority of respondents (60%) identifying that they engage with the brands on Facebook daily. This percentage of users who actively engage with brands everyday on Facebook could be linked to the large number of daily users as mentioned in 4.1, with each member spending more than 40 minutes on Facebook each day (South African Statistics: 2011)

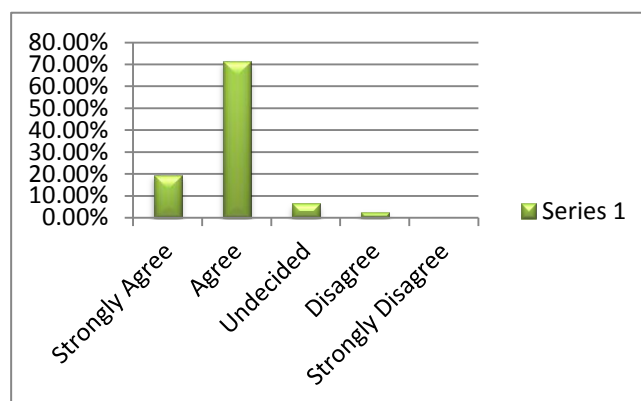
Section 2: Likert scale

The Likert scale is presented for questions 5 through to 17, in which data was analysed from 77 respondents who filled out the survey questionnaire. This section boosts findings from respondents about their reason for participation, and their level of engagement with various brands over Facebook. All respondents from this section were given the option to choose whether they strongly agreed; agreed; were uncertain; disagreed or strongly disagreed with the statements as provided below.

A) Reasons for participation

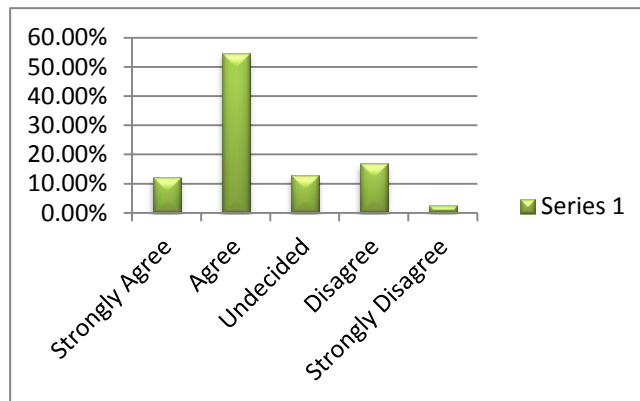
In this section of the survey, respondents were asked to indicate what their reasons were for participation with various brands over Facebook. Conclusions from this section can be drawn about the social customers' motivation for joining a brand's fan page.

5. Table 4.5: "Being part of an organisation's Facebook page makes me feel more involved and part of the organisation's online community"



A large majority of respondents (71%) agreed and (20%) strongly agreed that being part of an organisation's Facebook page made the customer feel more involved and part of the organisation's online community.

6. Table 4.6: "The people that are fans of the same organisation on Facebook have influenced my decision to buy into a particular brand"



The results from table 4.6 resonate with the research literature in Chapter 2 which indicates, according to Greenburg (2010), that social customers are dictators of information and are able to dictate and persuade their peers' opinions about a particular brand. "Now customers dictate how they will purchase and consume – where, when, and how much- using a variety of channels, largely, if not exclusively, configured by them" (Greenburg 2010:45).

From the responses it is evident that the findings correspond with Greenburg's observations as mentioned above, as the majority of responses (55%) agreed, and 13% strongly agreed, that people that are fans of the same organisation's Facebook fan page, have influenced their decision to buy into a particular brand.

7. Table 4.7: "I always link into an organisation's Facebook page to gain insightful information about a particular brand"

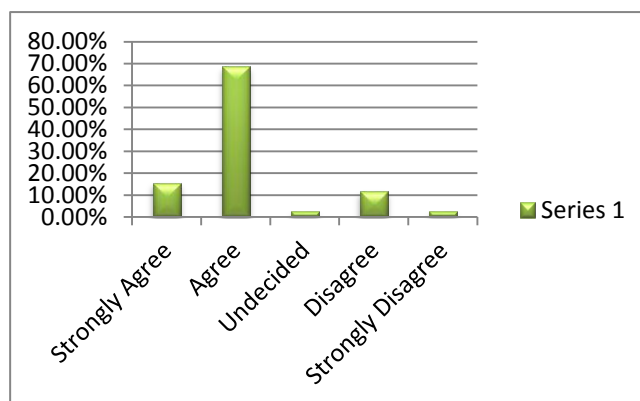


Table 4.7 concludes that knowledge seems to be a driving factor in the respondent's decision to like and become a fan of an organisation's Facebook page. This is shown in the results in the table above, as a large percentage of respondents (69%) revealed that the reason they liked an organisation's Facebook page was to learn more about the brand and

its products and services on offer, through the insightful information that was provided to fans by the Facebook administrator.

These results are substantiated by respondents' answers to the open-ended question in section 3 of this chapter. Responses to the question of "what makes you like an organisation's official Facebook page?" indicating a want for knowledge, included:

*Please note that the following answers are stated as they were posted by the respondents.

- "If I want to find something out about the brand."
- "If I need information about an item."
- "If they providing useful information about a particular product."
- "To get access to information"
- "Personally, I will only like an organisation's page if I need to ask the organisation questions about a particular product."
- "If I want to receive updated information of organisation's happenings and new products."

8. Table 4.8: "I normally like an organisation's Facebook page when I see that my friends have liked the page"

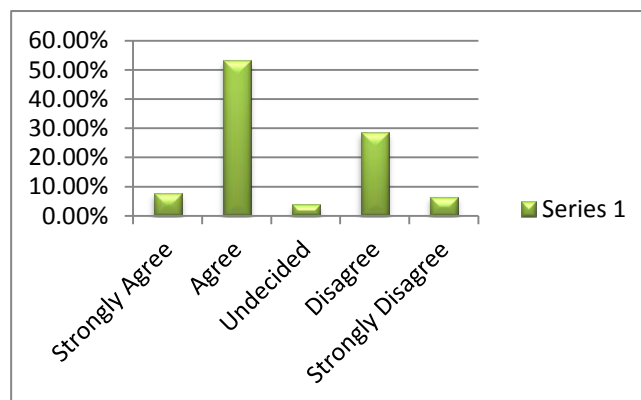
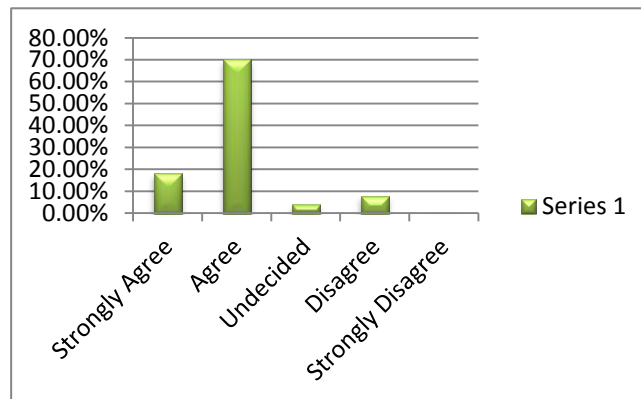


Table 4.8 above depicts whether the social customer joins an organisation's Facebook page if they are influenced by their friends to join. The table shows that the majority (53%) would almost certainly like an organisation's Facebook page if their friends in their social network have liked the same page. Contrary to this, 29% of respondents disagree and claim that they will not be influenced by friends that have liked the page.

These findings correspond with a study conducted by a Michigan based Research Company (2010), which found that 68% of their study's respondents only became linked to an organisation's Facebook page due to their friends liking the fan page, or through positive referrals from their friends on Facebook.

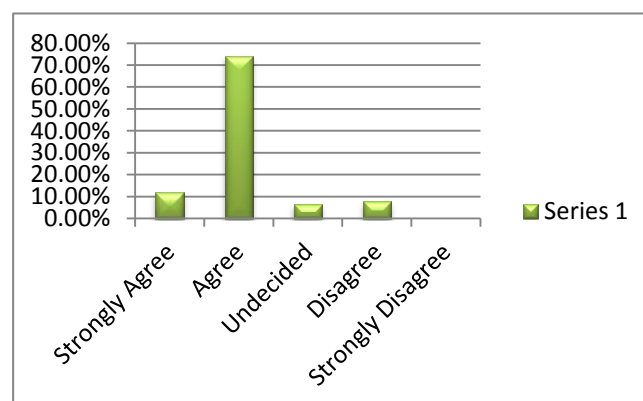
B) Content provided by the organisation

9. Table 4.9: "I always receive more insightful and helpful information via Facebook than I do via call help centres"



This question brought forth the observation that the majority of the respondents believe that, by being part of the organisation's Facebook page and part of the organisation's online community, they would feel more connected to the brand by receiving constant content about the organisation. A large majority (70%) believe that Facebook contact is a better option in terms of brand engagement as more insightful information can be obtained. Respondent 2 from section 3 agrees with the above by stating that "I join an organisation's Facebook page to gain a better insight into what the organisation is about and how it benefits me as a customer".

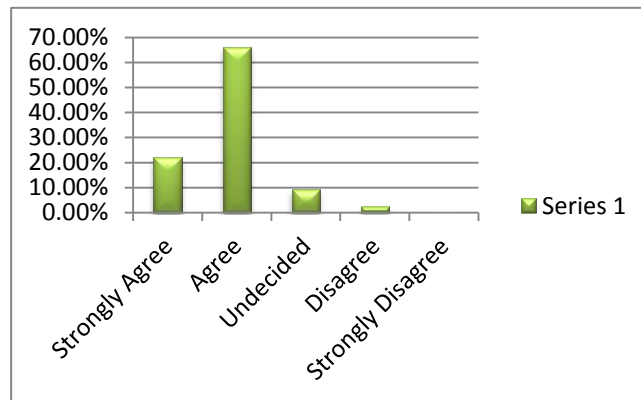
10. Table 4.10: "I always share good customer service and good experiences with the brand on my Facebook"



The majority of respondents (74%) share good customer services and good experiences they have with a brand with their social ties on Facebook. Another 12% strongly agree that they will pass on a good customer experience with their friends on their social networks.

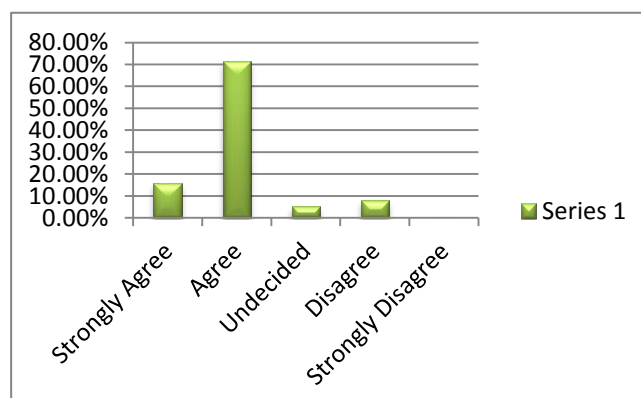
These findings of whether a social customer will share their excellent brand experience with the people on their social networks coincide with the rise of what Greenburg (2010:43) refers to as a “customer focused ecosystem”, in which the social customers are populating the online environments with ratings, reviews, videos of what they have bought or consumed, and comments on corporate reputation and behaviours.

11. Table 4.11: “I trust that the information provided by an organisation for its Facebook page is accurate”



Respondents of the social customer survey were asked to rate the content provided by an administrator of the organisation’s Facebook page they connect to. From the answers provided, the majority of Facebook users (66 %) trust the accuracy of information provided on the organisation’s Facebook page by its administrator, while only 2 respondents of the 77 (3%) stated that they disagree with the statement that information on an organisation’s Facebook page is always accurate.

12. Table 4.12: “I always share interesting content that I receive about a brand on Facebook”

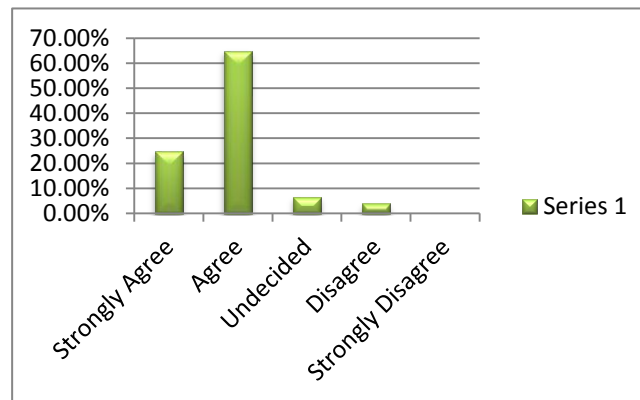


The content that is provided on the organisation’s Facebook page can easily be shared further by users of the platforms to their friends, as seen in table 4.12 above, which reveals that 71% of respondents stated that they always share this accurate and interactive content with their friends in their social network

Social networks have allowed the social customer to become more involved in the information that they are accessing online, and not just passively consuming it the way they did in the past. The findings from Table 4.12 correspond to an argument proposed by Breakenridge (2008:190) and stated in section 2 of this treatise, in which she identifies social networks as “a platform which places the participant as a user and producer of content which allows them to become empowered by their experience and share information with others in their networks”. Breakenridge’s argument, which claims social media as a content-sharing platform, is positively backed up by this study’s findings as seen in table4.12above, which claims that the majority of respondents (71%) agree, while 12 % strongly agree, that they will always share interesting content with friends that belong to the same social networks.

Only a very small percentage (5%) of respondents were uncertain as to whether they share brands information with their friends, while 8% disagreed with the statement “I always share interesting content that I receive about a brand on Facebook”.

13. Table4.13: “Receiving content on Facebook about a brand is more convenient than other mediums”



Respondents of the research survey were asked whether receiving content about a brand was more convenient to receive over Facebook rather than other mediums. The findings from the study’s respondents suggested that the majority of respondents (65%) agreed, and 25% strongly agreed with this statement.

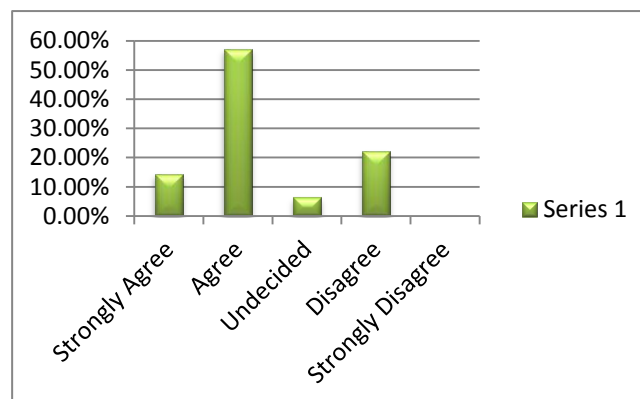
The results obtained in table 4.13 are substantiated by respondents' answers to the open-ended question, "Do you prefer being provided your information about a particular organisation and its products over Facebook rather than over the phone?" Responses to the question were as follows:

*Please note that the following answers are stated as they were posted by the respondents

- "Over Facebook it is less hassle than making a call"
- "Facebook, I feel that I can say what I want to say and comment freely on posts made by the organisation".
- "Over Facebook, it is more visual".
- "Facebook, everyone in the network can be part of the conversation".
- "Facebook, I like to engage and have conversations with others around the topic".
- "Facebook, more engaging"
- "Facebook, it's just easier".
- "Facebook, it's easier to delete an inbox message than reject someone over the phone".
- "Facebook, it makes saying no or declining easier".
- "Facebook, I can read in my own time and not feel obliged to listen and answer questions about services that don't interest me".

C) Participation by the social customer

14. Table 4.14: "I often enter into discussions on Facebook with representation of the organisation whose brand I am connected to"

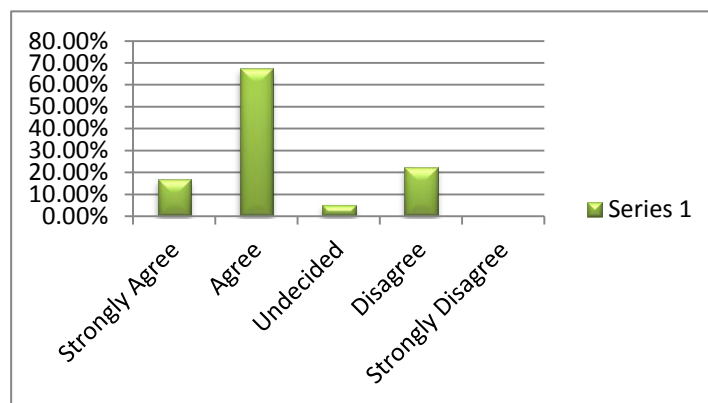


With 58% of respondents agreeing to the statement, and 15% strongly agreeing that they enter into discussion about the brand over Facebook, organisations need to incorporate SCRM strategies into daily practices to ensure that they can embed themselves in the discussions that are taking place over Facebook about their brands.

As seen above, the results of this table depict that, even though the majority of social customers enter into collaborative conversations with the representations of the organisations, 22% of the study’s respondents have disagreed, and stated that they do not participate with any content posted on the fan page.

These respondents appear to be what Kozinets (199:255) refer to as “tourists”, which pertains to social media users who lack social ties to groups they belong to, and maintain superficial passing interest in the consumption activity. Suggestively, it is said that, even though these social customers/potential customers do not participate in conversations with the organisation, they are passively consuming and observing the interaction taking place over the organisations Facebook page.

15. Table 4.15: “I belong to an organisation’s page on Facebook to comment on posts I am interested in, and ask questions when I am unsure of something”



Respondents in the above-mentioned question were asked for their reason behind their involvement in an organisation’s Facebook page. Open-ended answers collate to the 70% of respondents who agreed to the above-mentioned statement; that they belong to an organisation’s Facebook page to participate with the brand by engaging in collaborate conversations and by commenting on posts and asking questions.

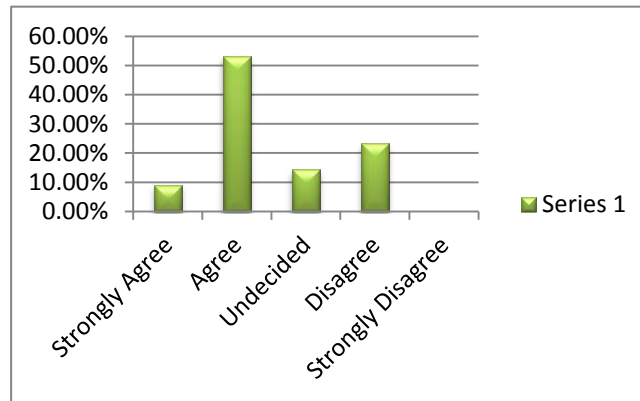
Some quotes as to the motivational reason behind the social customer’s reason to subscribe to an organisation’s Facebook fan page are stated below.

Please note that the following quotes are posted as they were stated by the respondents in section 3 of this chapter.

- “If I want to receive updated information of organisations happenings and new products.”
- “Insight into what the organisation is about and how it benefits me as a customer.”

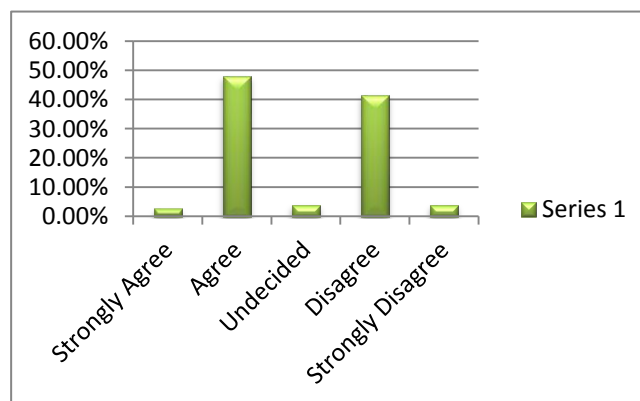
- “If they are actively using the page to notify on events/new products/sales etc (weekly updates).”
- “When they are informative about their products.”

16. Table 4.16: “My comments on the organisation’s brand page are always positive”



Among the respondents, 23% claim that their comments are not always positive when they post on an organisation’s Facebook page. The majority of social customers (53%) only interact with positive conversations. The results captured from table 4.16 resonate with what Briggs (2007: 25) believes to be the reason for social customer users to incorporate social media into their daily lives. He identifies that “users join the revolution to share positive comments and links that will encourage conversation from other participatory users”.

17. Table 4.17: “I only participate by posting on an organisation’s brand page when I have a customer complaint”



Although the findings for this question are contradictory, it is still important to take into account that even a minimum number of customer complaints, in the long run, could ultimately ruin your brands reputation. 48% of respondents agree, while 3% strongly agree,

that they only participate in conversation on an organisation's Facebook page if they have a complaint.

The results from this question resonate with the importance of organisations embracing SCRM, as discussed in chapter 2 of this treatise, including the suggestion posed by Greenburg (2010: 33) that "organisations are posed with the threat of having customers with the ability to express his or her opinion about a particular brand freely over social networks". According to Coe (2011), "almost every social media guru will advise that an organisation embracing the usage of social media needs to respond to every complaint on Facebook in order to create an honest and loyal customer base".

Section 3: Open-ended questions

A total of 77 respondents partook in the survey within the period of 1 September 2011 to 1 November 2011, but only 40 of the survey responses were valid for analysis in this section due to incomplete responses.

Section 3 of this research survey questionnaire included four open-ended questions, in which data was analysed from the 40 respondents. Due to the incomplete questions being answered by the respondents, only two questions were analysed from the questions brought forth in section 3. All respondents had the opportunity in this section to elaborate further on questions they were posed with.

The questions were as follows:

18. "Do you know what a social customer is? If yes, please elaborate on your understanding?"

The purpose of this question was to investigate respondents' understanding of what it means to be a social customer. For the purpose of this study a social customer is defined as:

- An individual empowered by the various social networks in which she belongs;
- Producers of content which is shared across the social networks in which they belong;
- Someone who persuades peers' opinions through social networks;
- An individual who uses social media to collaborate in conversations through the sharing of ideas and opinions.

The understanding of the social customer as defined above was successfully substantiated by the majority of respondents (42.5%) who had a clear understanding of the definition of the social customer, as can be seen in the following responses:

*Please note that the following answers are stated as they were posted by the respondents

- “A social customer is someone who participates and communicates with an organisation mainly through social media”.
- “A client who has been advertised to via social media”.
- “I would assume that it is a customer who has not physically had an involvement with a product or service but remains interested and informed about the item via social media”.
- “A customer that interacts with a company through social media”.
- “You are interactive with the brand on social media”.
- “A social customer is a person who actively participates on a brand’s Facebook page to gain information about the brand”.
- “A social customer is persuaded to buy stuff online”.
- “A social customer to me is someone who frequents social media channels as a social customer to an organisation”.
- “A person who shops with an organisation on the social web”.
- “I believe a social customer to be someone who participates in social networks and understands the need to engage with brands online”.

While the majority of the social customers who formed the respondents of this research survey questionnaire understood the basic meaning of the term “social customer”, 35% of the respondents had only a vague idea of the term “social customer“, as corroborated in the following answers.

*Please note that the following answers are stated as they were posted by the respondents

- “A social customer has a social and a pro relationship with the company’s representatives”.
- “A social customer is someone who will buy products depending on its popularity and its social standing in the community that will make a person look good”.
- ”Having a relationship with customers”.
- “Someone marketing their brand”.
- “They are people who socialise online”.
- “Someone is social with people online”.
- “Social customer is someone who buys products online”.
- “A social customer to me is a customer that passes on information to their social group”.
- “Creating strong relationships with customers”.
- “A person who is social in communicating with brands”.

The remaining 22.5% of respondents, although they were active participants with various organisations over Facebook, had no understanding of what defines a social customer. These findings are taken from the respondents' answers which are listed below:

*Please note that the following answers are stated as they were posted by the respondents

- "No".
- "No".
- "I am not sure".
- "No".
- "Not too sure".
- "No".
- "Unknown".
- "People who socialise".
- No clue".

19. "What information do you want to receive from an organisation's administrator on Facebook?"

As covered in 4.7, various respondents will join an organisation's fan page for educational purposes in order to ensure that they can optimise the use of being part of the organisation's Facebook page to gain knowledge about the brand. Out of the 40 respondents, 6 respondents (15%) identified that they do not join an organisation's Facebook page specifically for educational purposes. The majority of respondents (85%) have connected themselves to various organisations over Facebook for educational purposes, as seen in the following respondents' answers:

*Please note that the following answers are stated as they were posted by the respondents

- "Current news and information".
- "I want to receive information that will help me make a decision to buy into their products or services".
- "I want to them to pass on information that is valuable to me as a customer".
- "All relevant product and service information".
- "I want to receive all the latest news regarding the organisation".
- "I want to receive information relating to that brand".
- "I want to receive information on products, new products and costs of products".
- "Relevant information about specials and promotions".
- "Information about everything-links to articles, photos, videos, discussions about the brand".

- “Updates on new products, event information, sales etc.”

D) Conclusion of social customer survey respondents’ analysis

From the high number of social media users across all the analysed organisations’ Facebook pages, as shown in section 4.4, it is evident that the social media spaces are being fully utilised by the social customer. This customer provides the organisations the opportunity for real time conversations and continuous contact between the organisation and potential customers.

The majority of respondents from the survey among the social customer claim that they subscribe to an organisation’s Facebook page to engage in conversation on a continuous basis – this gives the organisation the opportunity to effectively monitor, engage and manage conversations and relationships through Facebook.

II. Survey: Social organisations survey responses

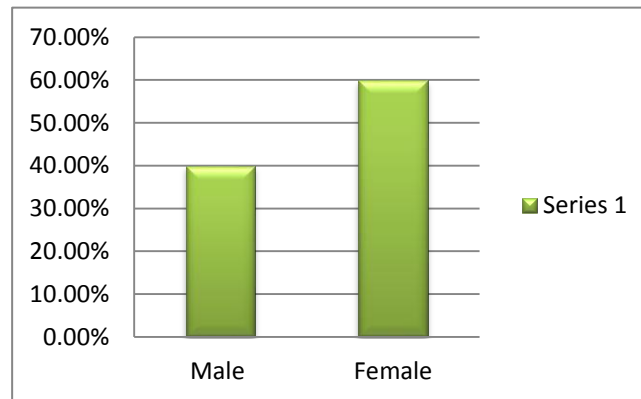
To supplement the data that was collected and analysed in the qualitative content analysis, a survey was conducted among social organisations who subscribe to Facebook as a means to connect with their customers or potential customers online. Participation in the survey was voluntary and anonymous, in which respondents were required to be over the age of 18 years of age and have had a dedicated Facebook fan page for more than a year. Due to the relatively small sample size, this survey did not intend to provide data that could be generalised for all South African organisations that use social media, but rather to provide valuable insights into the use of the social media platform Facebook, by South African organisations, and to substantiate the data collected through content analysis.

A total of 10 respondents took part in the survey within the period of 11 September 2011 to 31 November 2011, but due to the fact of some organisation’s unwillingness to participate, the sample of organisations outlined in chapter three were changed.

Section 1: Biographical analysis

While the following two tables, 4.20 and 4.21, had no influence on the outcome of results of this study, they were placed in the study for further research purposes.

20. Table 4.18: Breakdown of social organisations survey respondents' gender



Of the 10 responses received to this survey, a balanced representation of male and female respondents was achieved with the majority of 6 (60%) being female and the remaining 4 (40%) being male respondents.

21. Table 4.19: Breakdown of social customers survey respondents' age

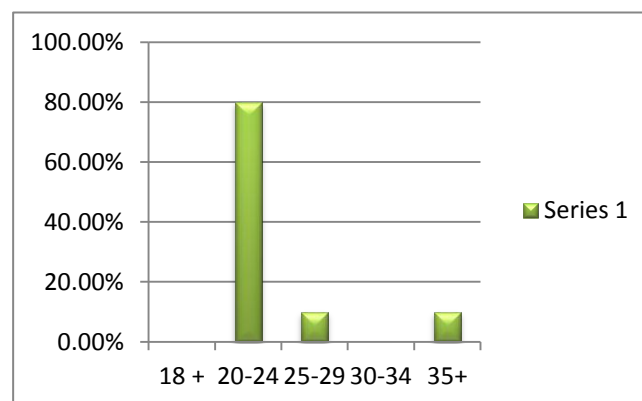
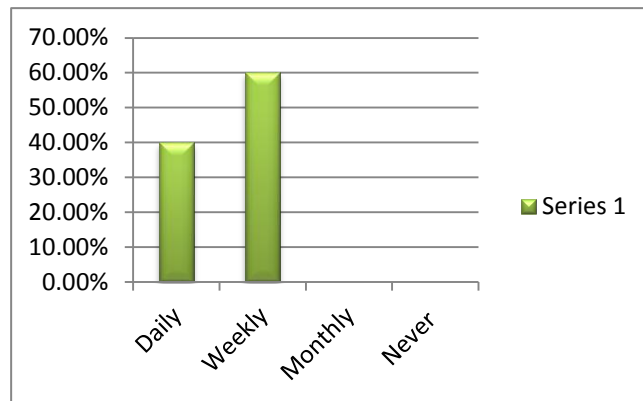


Table 4.19 shows the breakdown of the social organisations survey's respondents' age. All respondents of the organisations were within the required age group, with respondents ranging between 18 and 35. The majority of the respondents, (8 of 10) were between the ages of 20 and 24 years of age, while the remaining 2 (20%) of the 10 respondents were between the ages of 25 and 29 and in the 35 plus age group.

22. Table 4.20: “As a social business who uses Facebook as a tool to engage with your clients/customers/potential customers, I log onto Facebook”



Greenburg states that “your company needs to change the way they deal with customers now, because the customer has already changed the way they deal with you” (Greenburg: 2010:33). The results from table 4.20 are in line with Greenburg’s (2010) statement, as the majority of the organisations, through their use of social media, have shifted their traditional marketing strategies. This is evident through their use of Facebook as a tool for SCRM. Table 4.20 shows from the findings that just more than half (6 of 10) of respondents log onto Facebook two to four times a week, with slightly less (4 of 10) respondents logging on once a day.

Section 2: Likert scale

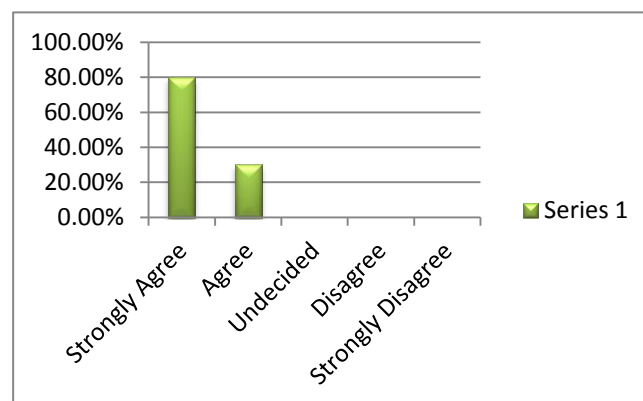
The Likert scale is presented for the questions 23 through to 33, in which data was analysed from the 10 South African organisations which completed the survey questionnaire. This section enhances findings from the organisations about their reasons for participation and their level of engagement with customers and potential customers over Facebook. All respondents from this section were given the option to choose whether they strongly agreed; agreed; were uncertain; disagreed or strongly disagreed with the statements as provided below.

A) Reasons for participation

With over 40 million active user groups on Facebook, and with more than 10 million users who become fans of pages each day (McCorkindale 2010), it is evident that organisations can take advantage of the large numbers of social customers who are seeking to engage with brands online each day.

Organisations need to become part of what Lieberman (2010:3) defines as the “communication revolution” and adapt marketing strategies to incorporate the interactive nature of Web 2.0 applications. Conclusions from this section can be drawn about the social organisations’ motivation and reason for participating as a member of an organisation’s official Facebook page.

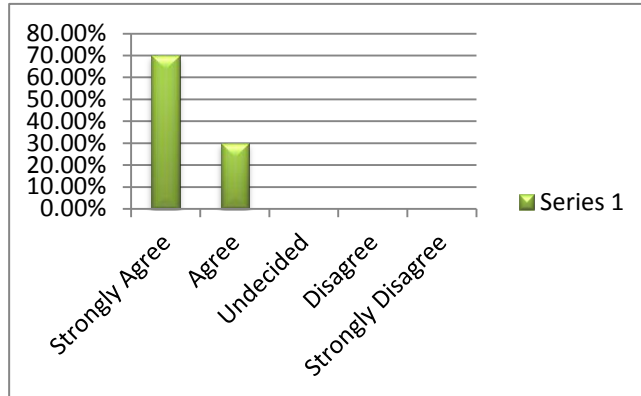
23. Table 4.21: “Our Facebook page gives us the solution to meet the needs and demands of the social customer”



In order to succeed in this hyper-connected environment characterised by Lieberman’s “communication revolution” (2010:3), organisations need to completely adapt their traditional business models and expand marketing tools into social media channels, resulting in a remodelling of internal functions and internal culture.

By taking into consideration the results as seen in table 4.21, organisations are in line with the movement of what Lieberman (2010) refers to as the “communication revolution”, as the majority of respondents (8 of 10) strongly agree, while 2 (20%) of 10 agree that they have already adapted their traditional mind-sets, allowing for communication with current customers and future potential customers in the channels in which they prefer to communicate.

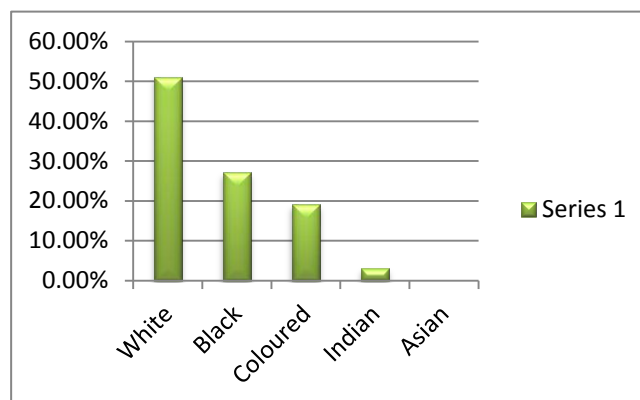
24. Table 4.22: “Our Facebook page provides a perfect platform to monitor, engage and manage conversations and relationships with our customers”



The above results depict that overall 7 (70%) of 10 who made up the majority strongly agreed, while the remaining (3 of 10) agreed that Facebook provided an advantageous tool that allowed their organisation to monitor, engage and manage conversations and relationships with customers and potential customers.

These results substantiate the conclusions made by Walsh (2009), who affirms that SCRM is in the “process of converting content into conversations and extending these conversations into collaborate experience”.

25. Table 4.23: “We use Facebook to reach a larger demographic”

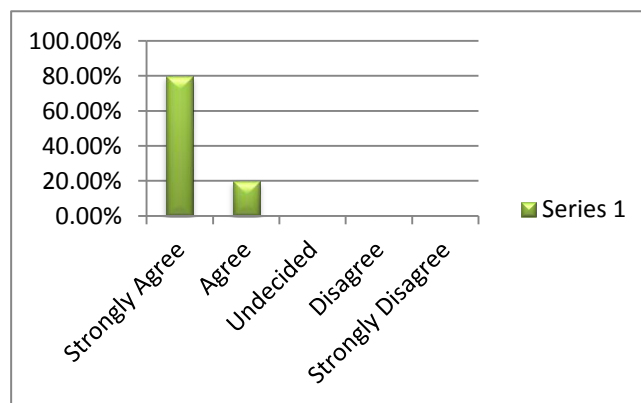


Breakenridge (2008), Clapperton (2008) and Solis (2011a), all agree that “social media is not just a platform about the conversation but also a platform which delivers the opportunity for

an organisation to extend their reach by building bridges to target a whole new social trend to reach people who influence decision”.

The results as depicted in the table 4.7 illustrate similar observations as found by Breakenridge (2008), Clapperton (2008), and Solis (2011a), in that 8 (80%) of 10 respondents agree, while slightly less respondents (1 of 10) strongly agree to the statement that Facebook is used to reach a larger demographic.

26. Table 4.24: “We engage with customers in the hope that they will become brand advocates”



Lieberman (2010), acknowledges SCRM as being “vested and participatory, and has active involvement with the business ecosystem, not just as a purchaser but as an advocate and influences as well, {as} individuals are influenced by friends, friends’ friends and friends’ friends”.

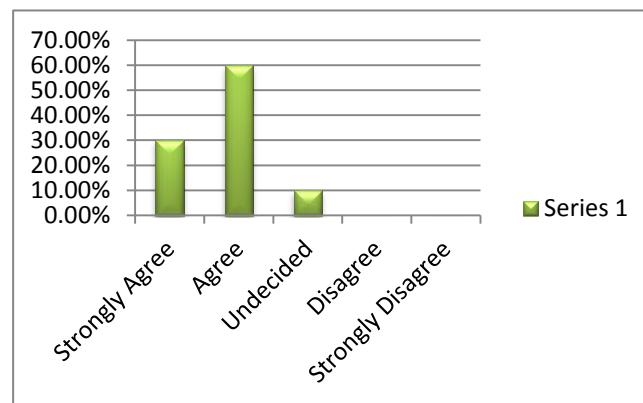
It is thus interesting to note that results from the above statement correspond with this statement, as seen in the majority (8 of 10) of respondents who strongly agree, and the balance of respondents (2 of 10), who agree that engagement with customers is done with the hope that they (the customers) will turn into the ultimate brand advocates.

Organisations embracing the interactive nature of Web 2.0 technologies by meeting the demands of the social customer will definitely encourage the customer to build trust with the brand through the realisation that the organisation is making an effort to reach out to them in their social space.

B) Content provided by the organisations

In order for organisations to create relationships with those social customers in their social networks, content needs to be provided for customers and potential customers to participate in interactive conversations with the organisation. From this section, conclusions could be drawn from the type of content that is used by organisations to engage with the social customers on Facebook.

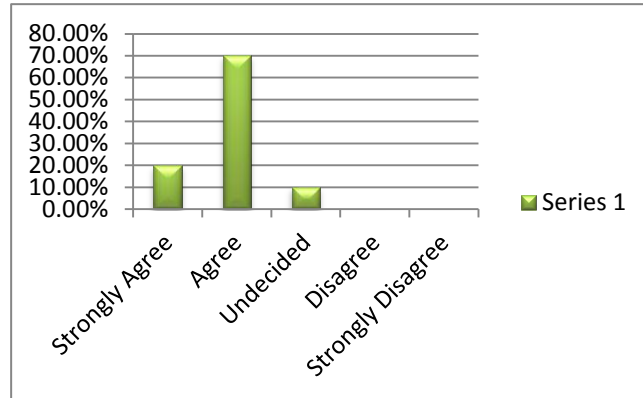
27. Table 4.25: “we use Facebook as a platform to upload videos, pictures, interactive games which provide a bulk of information that customer can only receive if they are part of our Facebook group”



Social media, following the rise of Web 2.0, has attracted users worldwide who are incorporating these social networking sites into their daily lives, using them as an opportunity to make online announcements, share links that encourage others to participate, and invite comments from other participatory users. In creating and extending the organisation’s customer base online, Pearlman & Abram (2010:222) state that “a constant flow of rich information needs to be provided by publishing photos, videos, notes and links”.

This theory is authenticated by the respondents’ results, with more than half of respondents (6 of 10) who agree, while slightly less (3 of 10) strongly agree, that they use Facebook as a platform to upload videos, pictures and interactive games which provide a bulk of information which they (the customer) can only receive if they are part of the organisation’s Facebook group.

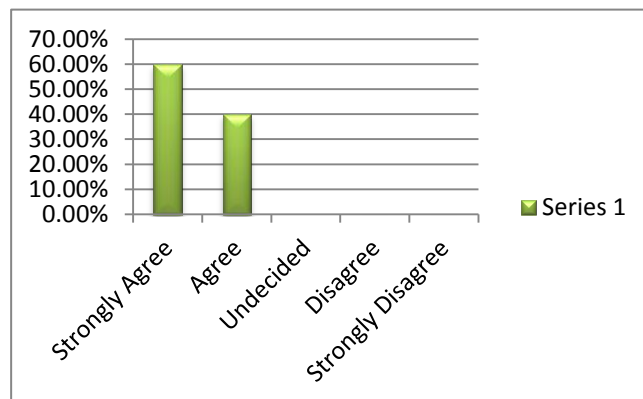
28. Table 4.26: “We use our Facebook page to enter into continuous dialogue with customers and potential customers, as their opinion is important when planning future marketing strategies”



In Table 4.26, the conclusion is drawn that through customer involvement with social media, a whole new dimension of monitoring conversations around your organisation is added, which could be of importance when planning on future marketing strategies. Breakenridge (2008:187) observes that “the more an organisation is willing to participate on Facebook and engage the customers in meaningful conversations, the more effective their marketing strategy will be”.

The respondents substantiate the findings of Breakenridge (2008), as in excess of half of the respondents (7 of 10) agree, while slightly less (2 of 10) strongly agree, that they use the organisation’s Facebook fan page to enter into continuous dialogue with customers and potential customers as their opinion is important when planning future marketing strategies.

29. Table 4.27 : “We use the organisations Facebook page as a key platform to provide quality information to our key audience”



From the respondents it is clear that Facebook is a platform which is used to provide quality information to their key audiences, with a total of 6 (60%) of 10 respondents who strongly agree, and 4 (40%) who agree, that Facebook is used as a platform to quickly disseminate quality content to key audiences.

The results obtained in table 4.10 are authenticated by respondents' answers to the open-ended question, "What was the main reason for implementing a Facebook page for your organisation?" Responses from this question included the need to provide quality information to key audiences. Responses to the above question were as follows:

*Please note that the following answers are stated as they were posted by the respondent.

- "Facebook allows our organisation to market our products and services to our fans, and also quickly and cheaply provide them with information they may need to make a decision to buy into our organisations brand".
- "Provide information subtly through conversations with the fans of the Facebook group. This allows us to not only provide information but to build relationships to".
- "Can get information to fans".

C) Participation by the organisation

The shift from PR 1.0 to PR 2.0 has allowed organisations to expand on communication, thereby reaching consumers and potential consumers through social media applications. Conclusions from this section can be drawn from the main reason for an organisation's decision to shift marketing practices to online media, in order to communicate and engage with social customers on Facebook.

30. Table 4.28: "We believe in quality of the responses not quantity of responses on our organisation's Facebook page"

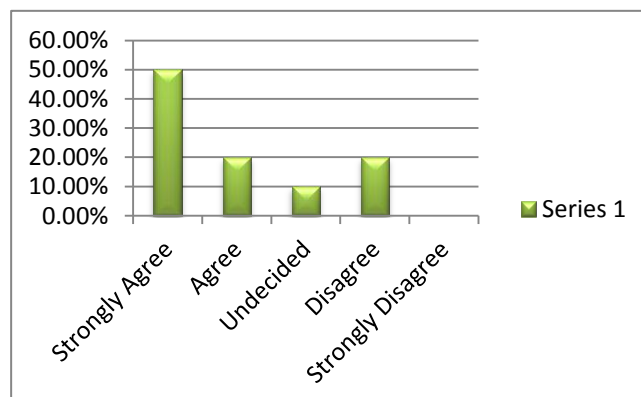


Table 4.28's results bring fourth contradictory responses from respondents. Half of the respondents (5 of 10) strongly agree, while 2 (20%) of them agree; 1 (10%) of the respondent are undecided, and the remaining (2 of 10) respondents disagree with the statement that quality and not quantity is more important when posting wall posts and comments on the official organisations wall.

These results could be linked to Bell's (2010) theory of limiting factors that face South African when organisations penetrate their business into the social media space. The limiting factor as discussed by Bell (2010), pertains to the fact that, although many brands seem to be using social media channels, they might not be using it in the most effective manner as "not all brands know how to properly engage via social media" (Bell cited by Sokol 2011).

31. Table 4.29: "We use the organisation's Facebook page as a complaints management tool"

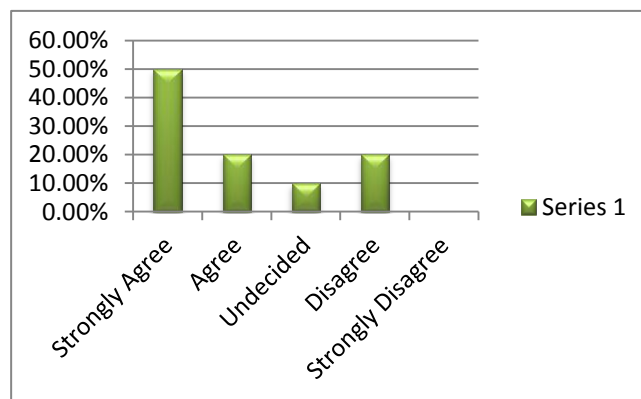
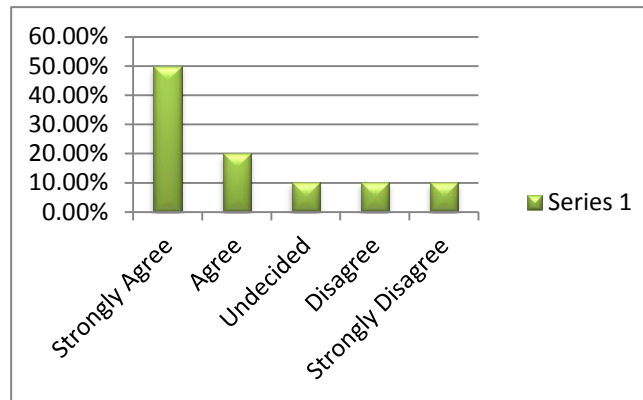


Table 4.29 asked the respondents if they use Facebook as a platform to manage customer complaints. Thanks to the interactive use of social media platforms and the idea of the market as a place to have many conversations, organisations are unfortunately now posed with the threat of having to deal with the customers' ability to express themselves freely over social networks. In the long run this could ruin brand reputations.

The above results show that half of the respondents (5 of 12) strongly agree, while slightly less (2 of 10) agree that Facebook is used as a complaints management tool, in which complaints will be managed and responded to over Facebook. Through constant monitoring of Facebook, organisations can identify those customers who have an issue and respond immediately, thus resulting in a positive brand experience for the customer.

32. Table 4.30: “We are constantly in conversation with our customers in hope that we can convert these conversations into meaningful relationships”



The results from this section of the survey resonate with Greenburg’s (2010) definition of SCRM as discussed in chapter 3 of this treatise, which includes the suggestion that “SCRM is about a strategy that is used to engage build trust, brand loyalty and developing relationships”.

Half of the respondents (5 of 10) strongly agreed, while slightly less (2 of 10) agreed that they use the organisation’s Facebook page as a platform to collaborate constantly in conversations with customers and potential customers, in anticipation that they could turn these conversations into meaningful relationships.

33. Table 4.31: “Our client base has increased since we have shifted our marketing strategy to appeal to social media users on Facebook”

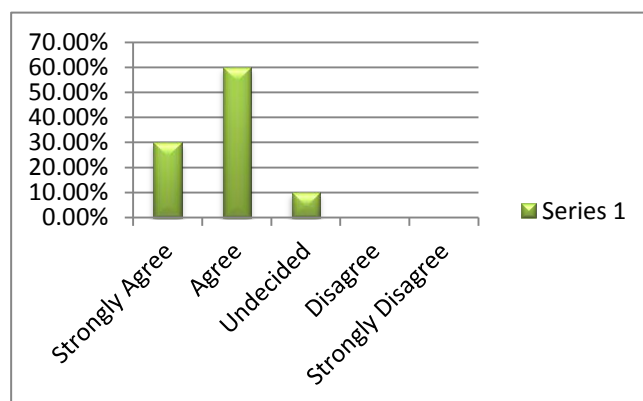


Table 4.31 is used as a measuring tool to identify whether organisations have noticed an increase in their client base after the incorporation of a Facebook fan page. From the results of the above table, it was found that a good percentage of all respondents (8 of 10) agree or strongly agree to the fact that they have seen an increase in their client base, while the

remaining (2 of 10) indicate that they are uncertain if the incorporation of SCRM into their marketing strategy has altered their client base at all.

Section 3: Open-ended questions

A total of 10 organisations partook in the survey within the period of 1 September 2011 to 1 November 2011. Section 3 of this research survey questionnaire included four open-ended questions, in which data was analysed from the 10 respondents. Due to the incomplete questions being answered by the respondents, only two questions were analysed from the questions brought forth in section 3 of the survey. All respondents had the opportunity in this section to elaborate further on answers they were posed with.

The questions were as follows:

34. “Do you understand the term Social Customer Relationship Marketing? If yes, please elaborate on your understanding?”

The purpose of this question was to investigate the organisation’s understanding of what it means to be a social customer. For the purpose of this investigation, Social Customer Relationship Marketing will be defined as:

- A marketing tool that is used to effectively engage with customers through social media;
- A strategy incorporated into an organisation’s marketing strategy that uses a technological platform; and
- Interactive platforms in which members that belong to organisations’ social networking channels can engage in collaborative conversations.

The understanding of the social customer as defined above was successfully substantiated by the majority of respondents, (8 of the 10), who have a clear understanding of the definition of the SCRM as seen in the following responses:

*Please note that the following answers are stated as they were posted by the respondents

- “Customer Relationship Marketing- the interaction and communication strategy implementing to communicate with your clients/ customers most efficiently”;
- “Social Customer Relationship Marketing is an effective way of using Facebook to communicate with clients and/or potential clients”;

- “Social Customer Relationship Marketing uses social media and to socialise with the people in the same basically Social Customer Relationship Marketing- we are able to market our products to our networks “;
- “Engaging with your clients on social media”;
- “It’s the companies shift to engaging with customers in a new media environment (Online)”;
- “My understanding of clients as well as have customer relationships”;
- “Communicating over a variety of platforms with clients”;
- “Online conversations with your brand”.

While the majority (8 out of 10) of the organisations who responded to this research survey questionnaire understood the basic meaning of the term Social Customer Relationship Marketing, two of the respondents had only a brief understanding of the term Social Customer which is seen in the following answers:

*Please note that the following answers are stated as they were posted by the respondent.

- “I think it potentially means to market your products to your customers in a social setting”.
- “Social Customer Relationship Marketing is the customer’s response to the marketing of a product”.

35. “What was the main reason for implementing a Facebook page for your organisation?”

The above question thus requests the respondents to elaborate on their main reason for implementing a Facebook page. The majority of the respondents, 7 of 10 (70%), answered that they created a Facebook page to not only create a social media footprint for their brand, but also to provide an educational platform in which social customers can collaborate in conversations and engage in content that was provided by the fan page administrator.

The need to position a fan page as an educational tool to provide the customer and potential customers with information about the brand is agreed to by 7 of 10 respondents, as seen in the following responses:

*Please note that the following answers are stated as they were posted by the respondents

- “To have a visual presence on a leading social media platform and to reach our target market and possible new clients where they are communicating and sharing”;
- “We are able to market our products to our clients as well as have customer relations”.
- “Cost effective way to provide information to fans of our fan page”;
- “Virally spread information to the fans of our page but spread our brands information to their friends and friends of friends”;

While 7(70%) of 10 respondents used Facebook as a platform to provide customers with educational material, 3 (30%) advised that they used Facebook to gain information about the people who are interacting with their brand, as seen in the following responses:

*Please note that the following answers are stated as they were posted by the respondents

- “To gain information and chat to customers about experiences in the profiles club”;
- “We implemented a Facebook page to understand perceptions of our brand with key audiences”;
- “To meet the customer in an environment where they share information allowing us to gain access to important information about our demographics”.

D) Conclusion of social organisations survey respondents’ analysis

The conversation between an organisation’s brand and its customers is the pivotal structure which underlies the essence of the practice of public relations and marketing. Customers are imbedded as active participatory users in several social media channels at a time, which allows for immediate communication. Many organisations have already seen the benefits of using SCRM to allow for this immediate communication to take place between their brand and potential customers

Conclusions drawn from the organisations survey respondents identify that using Facebook as a tool for SCRM offers its public relations specialist’s online tools to engage with customers, powered by the Internet. Unlike its predecessors, SCRM has successfully allowed for companies to establish personal relationships which elicit the opportunity for organisations to monitor engage and manage conversations and relationships through Facebook.

III. Content analysis of 10 South African organisations

Many organisations have understood the importance of incorporating SCRM into their marketing strategies as a means of reaching the social customer, and of providing customers good relationships in an environment that meets with their needs and demands. Many organisations have already implemented a two way symmetrical model into their daily practices, through the development of a Facebook group or page. This is demonstrated

according to McCorkindale (2010), who advises there are currently more than 45 million active user groups on Facebook, with more than 10 million users who become fans of Pages each day.

The following section includes a content analysis of 10 organisation's fan pages, which was conducted and analysed between 1 September 2011 and 1 November 2011, to determine how these companies are using Facebook. This section includes the authenticating of data which was obtained through a qualitative content analysis of case studies of selected organisations that have incorporated Facebook into their SCRM strategies. The purpose of the various organisations' fan page analysis was to determine how many fans the organisation had, what information they provided to their fans, their use of photos and videos, and whether they engaged with fans through the use of discussion boards.

Conclusions were thus drawn that a large number of these organisations had incorporated the use of Facebook into SCRM strategies; however, most of these organisations were not using the site effectively in terms of engaging in conversations with fans.

The timeframe for research here is from 1 September to 1 November. This is to allow for analysis of relevant content, as certain Facebook pages will contain huge amount of generated content from the users and administrators.

The Facebook fan pages whose text was analysed were taken from 10 South African organisations, as follows:

- Strategy Advertising:
<http://www.facebook.com/#!/StrategyAdvertising?sk=wall>
- Havilah Design Jewellery:
<http://www.facebook.com/#!/groups/403966731039/>
- Pandora:
<http://www.facebook.com/#!/group.php?gid=100354616671410>
- Profiles Health and Fitness:
<http://www.facebook.com/#!/group.php?gid=100354616671410>
- Starlight Photography:
<http://www.facebook.com/#!/pages/Profiles-Health-Club/112684085473156>
- D & N Photography:
<http://www.facebook.com/#!/pages/Profiles-Health-Club/112684085473156>
- Bite Promotions:
<http://www.facebook.com/#!/BITEproductions.and.promotions>
- Unique productions:

<http://www.facebook.com/groups/2406660476/>

- Dale's Liquorland:
<http://www.facebook.com/groups/2406660476/#!/group.php?gid=6674286181>
- Deck Party Port Elizabeth
<http://www.facebook.com/#!/van.wilder.pe>

The organisations which are represented above were analysed across Facebook in terms of fan page posts and comments, administrator's posts and comments, links, photos and videos uploaded by the administrators, as well as photos and videos uploaded by the user. This analysis provided insight into the different types of conversations that were taking place over the various Facebook pages between users and administrators.

From the content analysis, together with the two research survey questionnaires, conclusions can be drawn about whether South African organisations are successful in their attempt to revolutionise the way they communicate with their customers, through the implementation of a Facebook platform to manage, monitor and, engage with customers and potential customers.

All organisations which formed the sample were local Port Elizabeth businesses, and this was in line with Pearlman and Abram's (2010:199) finding of the most common categories for business profiles on Facebook being "local businesses, specific products, non-profits or big names". These 10 organisations which formed the sample used in the case study analysis included the following:

1. Strategy Advertising



(Figure 4.1: Strategy Advertising. Source: Facebook 2011)

Descriptive summary

- This group allows customers and potential customers who have an interest in gaining information about the happenings taking place within the organisation to join the Strategy Advertising page

Group usage

- local business

Message ratio and statistics

The fan page allows for users to generate their own content on the platform. From 1 September 2011 to 1 November 2010, users generated the following:

- The majority of posts use Facebook as a brag wall for employee accomplishments, as seen below

User Generated:

- 11 posts

The composition of the posts were as follows

- Employee accomplishments.

Active summary

The strategy advertising fan page is comprised of 103 active fans

- 116 uploaded pictures
- No discussion boards

Message tones

The tone of the Facebook wall posts analysed within the designated research time frame all proved to be positive comments.

Examples of positive user generated comments:

*Please note that the following answers are stated as they were posted by the respondents:

Positive User-generated Posts:

- "Well done lubz who says there is no talent in the Eastern Cape congrats";
- "Well Done Lubabalo on your amazing accomplishment!!! :) That's awesome news to read.
- *So happy for you and Strategy!*"(Facebook 2011).

Summary

It is thus evident that a Facebook page was incorporated to create a brand presence on the social web; to create a platform for users with greater interaction opportunities in which it

allows for users to add various links, upload pictures, and to upload wall posts, as well as to engage in collaborative conversations with others in the same network. Strategy Advertising substantiates these findings in the survey questionnaire, by stating that the most successful part of having a Facebook page was to “show the brand has real life personality, in a way that people can see what we doing, speak to us, interact with us and share with us. It’s quick, easy and convenient to update from our computer”. They have been successful in this attempt by providing the public with continuous updates about their brand

2. Profiles Health Club



(Figure 4.2: Profiles Health Club. Source: Facebook 2011)

Descriptive summary

- The Profiles Health Club page is very active, and invites those social customers who are members of the gym to join;
- Profiles Health and Fitness Club has moved beyond traditional advertising and incorporated a platform which provokes a two way symmetrical model, providing constant communication between an organisation and its public;
- The Facebook page provides much greater opportunities for user engagement, by providing the social customer with the potential to upload wall posts, links, photographs and involvement in discussions.

Group usage

- Sports/Recreation/ Activities.

Member composition

- 729 members;
- 79 fans talking about the brand with their friends.

Message ratio and statistics

From 1 September 2011 to 1 November 2010, generated content was as follows

Profiles generated:

- 79 wall posts;
- 33 comments to fans posts were made.

The composition of the administrator's posts was as follows:

- Class updates for the week;
- Inspirational quotes encouraging fitness guru's not to give up;
- Competitions;
- Promotion of facilities and events.

User Generated:

- 24 posts;
- 147 comments to posts.

Active summary

- 563 photographs;
- 79 people talking about this.

Message tone

The tone of the Facebook wall posts analysed within the designated research time frame all proved to be positive comments.

Examples of positive user generated comments:

*Please note that the following answers are stated as they were posted by the respondents

Positive User-generated Posts:

- "AMEN* damm had a hard workout today profile's 4 life!!".
- "The gym is looking good (o: I ♥ Profiles (o:".;
- "Colin's XTraining classes are the best!";
- "The classes are great - Colin's is the one I most look forward to every week - just wish there was a class of some sort on a Friday!" (Facebook: 2011).

Summary

Profiles Health Club is successful in keeping their page up-to-date. The page encourages users to participate in the content that has been uploaded by the administrator, as well as

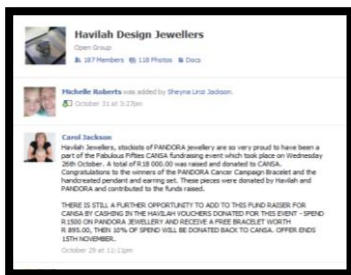
encouraging user generated content through comments that require participation and response from their fans.

It is evident by investigating the *Profiles Health Club's* Facebook page that they use the platform on a daily basis to provide up-to date information, which is evident through the high number of posts made within the designated time frame.

While the majority of posts are managed by the internal employees of the organisation behind the brand, they maintain a visible space in the social media environment through the initiating of conversations, keeping users informed about current activities and events of the brand, and replying to user comments and questions as they posted on the wall.

The content analysis observations of the usage of the Profiles platform resonate with the results from the survey questionnaire of the social organisation, where the respondent claimed that the main reason for implementing a Facebook page was to “gain information and chat about experiences in the club”.

3. Havilah Design Jewellers



(Figure 4.3.Havilah. Source: Facebook 2011)

Descriptive Summary

- Invites participants who are interested in the jewellery which they stock to subscribe.

Group Usage

- Local business.

Member Composition

- 187 members.

Message ratio and statistics

From 1 September 2011 to 1 November 2010, users and administrators generated the following:

Havilah generated:

- 6 posts.

The posts were made up of the following:

Links to other articles of interest

- Links to YouTube channel;
- Advertise job positions;
- The majority of posts use Facebook as a brag wall for employee accomplishments, as seen below.

User Generated:

- 1 post.

Message tone

Due to the low number of user generated content of this group, message tone was not analysed.

Active summary

- 118 photos.

Summary

Although the platform shows potential in its mission to engage users in content about the brand, it does not display the levels of participation that is seen in the above case studies. It is important for the Havilah organisation, who in the survey questionnaire claimed that the main reason for implementing a Facebook page was “to reach a wider audience and enlarge their customer base”, to ensure that they provide content on a regular basis to ensure that the social customer is always in conversation with the organisation, and sharing good experiences with the brand with friends on their social networks. This level of involvement with customer and potential customers over Facebook is beneficial to the brand, as it suggestively shows its competitors in the marketplace that they have moved beyond traditional marketing to meet the needs and demands of social customers.

4. Star Light photography



(Figure 4.4: Starlight Photography. Source: Facebook 2011)

Descriptive summary

- A group for anyone with an interest in photography.

Group usage

- Local Business.

Member composition

- 1969 members.

Message ratio and statistics

From 1 September 2011 to 1 November 2010, generated content was as follows

Starlight photography generated:

- 79 wall posts;
- 47 comments to fan's posts were made.

The composition of the administrator's posts was as follows:

- Links to photography specials advertised by the administrator;
- Creation of photo albums;
- Competitions ;
- Up-to-date information of the brand's products and services.

User Generated:

- 30 posts;
- 103 comments;

Message tone

The tone of the Facebook wall posts analysed within the designated research time frame all proved to be positive comments.

Examples of positive user generated comments:

*Please note that the following answers are stated as they were posted by the respondents.

Positive User-generated Posts:

- “Our fotos are as they say picture perfect”;
- “I am interested! My mom has been begging us to take family pics and she would love this!!!!”
- “I'm also looking for a nice package on a lingerie shoot. It's for me and my best friend! What will such a shoot be? :)” (Facebook: 2011);

Active summary

- 59 pictures;
- 5 people talking about the page.

Summary

From the analysis of the organisation's Facebook page, it is evident that the organisation is very active in their attempt to engage the social customers with informative content about the brand, and users were very positive about the organisation, with no negative comments being made about the brand within the designated time frame.

The Starlight Photography page uses the platform, as evident in the analysis, to provide users with up-to-date information about the organisation and the various products and services on offer, and to provide links to various competitions, which seems to be a once-a-month activity.

Starlight Photography, from the survey questionnaires' respondent, claims that the main reason for implementing a Facebook page was “to promote my business”. The analysis concludes that the Starlight Photography fan page has been successful in its attempt to use the Facebook page as a platform to promote the business and to inform customers and potential customers of the organisations' products and services.

5. Bite Promotions



(Figure 4.1. Bite Promotions. Source: Facebook 2011)

Descriptive summary

- This group invites those corporate or individuals looking for event planners to join the group and keep abreast of events and promotions that have taken place.

Group usage

- Event Planning/Event services.

Member composition

- 1669 members.

Message ratio and statistics

From 1 September 2011 to 1 November 2010, generated content was as follows

Bite Productions generated:

- 0 wall posts;
- 0 comments to fans posts were made.

User Generated:

- 3 posts ;
- 0 comments.

Message tone

- No message tone analysis due to the group being inactive during the designated timeframe outlined for this analysis.

Active summary

- 23 pictures.

Summary

The organisation's respondent advised that their need for a Facebook page was to "virally spread information to the fans of our page but spread our brands information to their friends and friends of friends".

The organisation has been very successful in recruiting social customers to join the page, with the most members (1669) of all the organisations who have been analysed in this section. Although the platform was successful in recruiting these social customers, they do not display any brand activity over the 3 month timeline.

In answering the question, "what do you think the most important part of your Facebook page is", the respondent answered "I strongly believe that the most important part and my most successful part of the Bite Productions Facebook page is the large database at our disposal, which was also the main reason for implementation". One could thus suggest that once the large database was attained, the need for customer engagement over Facebook was no longer a priority as the main aim for implementing the Facebook page was achieved.

6. D & N Photography



(Figure 4.6: D & N Photography. Source: Facebook 2011)

Descriptive summary

- Invites the members of Facebook to join the fan page and be kept up-to-date on specials, competitions and various happenings with the brand.

Group usage

- Professional services.

Member composition

- 216 members.

Message ratio and statistics

From 1 September 2011 to 1 November 2010, generated content was as follows

D & N photography generated:

- 17 wall posts;
- 0 comments to fans posts were made.

The composition of the administrator's posts was as follows:

- Links to photography specials advertised by the administrator;
- Creation of photo albums;
- Competitions.

User Generated:

- 2 posts;
- 7 comments.

Message tone

The Facebook platform displayed communication that was primarily positive in tone.

Examples of positive user generated comments:

*Please note that the following answers are stated as they were posted by the respondents.

- "I will definitely choose D & N Photography for my special occasions one day
Stunning work :D :D :D";
- "Looking forward to our photoshoot on Saturday!";
- "Beautiful Pics!".

Active summary

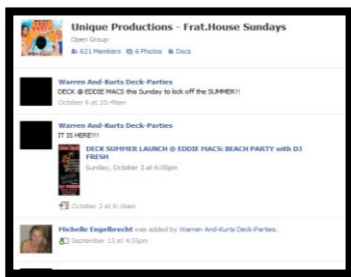
- 292 pictures;
- 4 people talking about the brand.

Summary

From the findings from the analysis of the D & N photography page, it is evident that the brand was created with the main purpose of creating awareness of D & N photography's services and provides the social customer with up-to-date price lists and specials.

According to the survey respondent, the aim for implementation was to "have more exposure and to be able to liaise with customers over Facebook". From the abovementioned analysis this would appear to have been successful.

7. Unique Productions



(Figure 4.7: Unique Productions. Source: Facebook 2011)

Descriptive summary

- Invites those individuals who would like an events planning organisation to plan their parties, to join.

Group usage

- Local business/events services.

Member composition

- 621 members.

Message ratio and statistics

From 1 September 2011 to 1 November 2010, generated content was as follows

Unique Productions generated:

- 6 wall posts;
- 1 comment.

User Generated:

- 2 posts;
- 2 comments.

Message tone

- No message tone analysis due to the group being inactive during the designated timeframe outlined for this analysis.

Active summary

- 6 photographs.

Summary

Through the observation gained from the Unique Production Facebook page, it is evident that, while the page has a large fan base at their disposal, they are only using the page to promote events as they occur, in the hope that their fans will help them promote and spread the word to their social networks. Suggestively, this could be one of the main reasons why daily posts have not been made by the organisation's administrator.

These results are substantiated by the respondent's response, when he claimed that "our Facebook page is to provide our fans with information about our events as they occur". Results from the study conducted among the social customers who subscribe to a particular organisation found that more than half of the respondents (70 %) claimed that they share interesting content about a brand with their friends on Facebook. Taking this into account, administrators can engage with their fans by providing them with other information that relates to their business, which will keep the conversation active between the organisation and customers, especially when there are no events to promote on the wall.

8. Deck Party Events Port Elizabeth



(Figure 4.8: Deck Party Events. Source: Facebook 2011)

Descriptive summary

- This Facebook page invites users who enjoy the night life that the Eastern Cape has to offer, to join.

Group usage

- Local business.

Member composition

- 1712 members.

Message ratio and statistics

From 1 September 2011 to 1 November 2010, generated content was as follows

Deck Party Port Elizabeth generated:

- 59 wall posts;
- 11 comments to fans posts were made.

The composition of the administrator's posts was as follows:

- Links to deck party events in Port Elizabeth, arranged by the organisation;
- Information on various deck parties happening in Port Elizabeth;
- Competitions.

User Generated:

- 11 posts;
- 5 comments.

Message tone

The Facebook platform displayed communication that was primarily positive in tone.

*Please note that the following answers are stated as they were posted by the respondents

Examples of positive user generated comments:

- “yea! Night race, always a goodie!!!!”;
- “Wens the next dub party??”.

Active summary

- 44 photos.

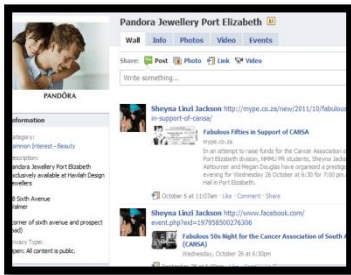
Summary

The Port Elizabeth Deck Party Events group is one of the more active groups in this section of analysis. The page is used for entertainment purposes, and provides Eastern Cape members with information on all the up-and-coming deck parties taking place.

While the page is used mostly as an informative platform, as seen in the large amounts of posts on the Facebook wall, it is ineffective in providing the large fan base content they can interactive with, as seen in the low number of user generated content in comparison with content uploaded by the Facebook administrator.

The content analysis observations of the usage of the Port Elizabeth Deck Party Events group platform resonate with the results from the survey questionnaire of the social organisation, where the respondent claimed that the main reason for implementing a Facebook page was to have a “cost effective way to provide information to fans of our fan page”.

9. Pandora



(Figure 4.9: Pandora. Source: Facebook 2011)

Descriptive summary

- A taste of class, this group invites the social customer to join the group if they are interested in investing in this jewellery brand.

Group usage

- Local Beauty Business.

Member composition

- 169 members.

Message ratio and statistics

From 1 September 2011 to 1 November 2010, generated content was as follows

Pandora generated:

- 4 wall posts;
- 0 comments to fans posts were made.

The composition of the administrator's posts was as follows:

- Links to specials which are advertised with a photograph;
- Short pieces of information about the Pandora brand;
- Competitions and specials.

User Generated:

- 1 posts;
- 0 comments.

Message tone

- No message tone analysis due to the group being inactive during the designated timeframe outlined for this analysis.

Active summary

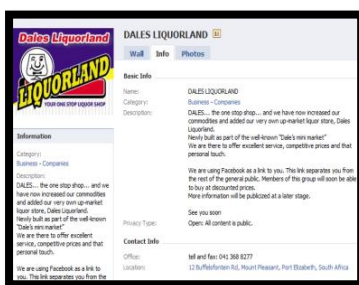
- 21 pictures.

Summary

This organisation's respondent identified their need for a Facebook page as being "to market our products to our clients as well as have customer relations". While this organisation is successful in its attempt to market their products on Facebook, by uploading a catalogue of photos of the organisation's products and services, according to the analysis they have not been successful in their attempt to gain customer relations, as seen in the low number of user generated content.

In order to build relationships with the customers that form part of the organisation's social network, a constant flow of interactive content needs to be provided to meet the needs of these customers, in the channel they want to be communicated with. In the survey conducted among the social customers, (69%) revealed that the only reason they liked an organisation's Facebook page was to learn more about the brand and its products and services on offer, through insightful information that was provided to fans by the Facebook administrator.

10. Dale's Liquorland



(Figure 4.10: Dale's Liquorland. Source: Facebook 2011)

Descriptive summary

- The Facebook page invites users to join the Dale's Liquorland group, to enable them to have a direct link to their social customers.

Group usage

- Business.

Member composition

- 525 members.

Message ratio and statistics

From 1 September 2011 to 1 November 2010, generated content was as follows:

Pandora generated:

- 0 wall posts;
- 0 comments to fans posts were made.

User Generated:

- 0 posts;
- 0 comments.

Message tone

- No message tone analysis due to the group being inactive during the designated timeframe outlined for this analysis.

Active summary

- 33 photographs.

Summary

From the analysis of Dale's Liquorland's Facebook page, it is evident that the group has become inactive, with the last update being made in June 2011, which falls outside of the designated timeframe outlined for this study's analysis. The respondent claimed in the survey questionnaire that the creation of the organisation's Facebook page was "to create a digital footprint for the brand".

The organisation states that "We are using Facebook as a link to you" (Facebook: 2011). Unfortunately, as observed, the Facebook group has been inactive and unsuccessful in their

attempt to create a link between their brand and the social customer. Organisations that have shifted their marketing strategies need not only to create a digital footprint, but to incorporate SCRM strategies into their daily practices, in order to open up a distinctive medium which is characterised by user participation.

Through the large amount of members that have chosen to follow the Dale's Liquorland brand, the administrator can easily link the brand to the fans through a continuous flow of interactive content for the fans to engage with.

E) Similarities

For the South African organisations under study, the following similarities were identified:

- All organisations have used their fan page as a brand management tool, which they have co-ordinated through a display of brand related colours, logos and corporate images which all pertain to the brand;
- All fan pages related to the organisations under study have encouraged user generated content through posts made by the fan page administrator;
- The organisations are all business-focused fan pages, with an attempt at creating brand awareness of the organisation's products and services to the social customers who subscribe to their fan page.

F) Themes

All organisations have used specific themes to engage in intended target group. For the South African organisations under study for the following themes were identified:

- Custom image: All Facebook fan pages have used a custom image to promote their page, grabbing immediate attention of customers and potential customers;
- New Features: All organisations under study have taken advantage of the interactive nature of web 2.0 technologies and are using new features of Facebook, such as direct feeds for fans, discussion boards and multi-media integration to engage with fans;
- User profile for brands: All organisations under study have created a fan page which acts as a user profile, but just for their organisation. All 10 fan pages under study resemble the user's own personal page with the additional feature of the ability to engage with thousands of fans with the same interest of the user;

G) Conclusion

From the observations made through the analysis of the organisations' Facebook pages, over a designated three month period, it can be deduced that Facebook, when managed efficiently by the Facebook administrator, can be effective in allowing organisations to provide the opportunity to monitor, engage and manage conversations and relationships through Facebook.

Through the observations obtained by the content analysis, all of the organisations (10 of 10) have hundreds of fans subscribed to their organisation's Facebook fan pages. These organisations thus have the resource to effectively promote their organisation's products and services by the means of engaging with these customers, and turning these conversations into meaningful relationships, allowing for advocates of the brand to form. Most of the respondent from the survey conducted among the social customers identified that they usually subscribed to the organisation's fan page to enter into dialogue with the brand, and learn more about the brand through these conversations.

The above summary of organisations' activities on the various Facebook pages concluded that more than half (7 of 10) organisations are active users of Facebook, providing a continuous flow of content that is relevant to their organisations. These results are in line with the social customer's needs and demands, as (69%) of the social customers' respondents revealed that the predominant reason they liked an organisation's Facebook page was to learn more about the brand and its products and services on offer, through insightful information that was provided to fans by the Facebook administrator.

However, the analysis revealed that the minority (3 of 10) of organisations, even though they have created a Facebook page for their brand, have not yet identified Facebook as a platform to monitor, engage and, manage conversations with their customers, thus allowing their fan page to become inactive. This is evident as all three organisations have made less than three wall posts within the three month designated timeframe outlined for this analysis. With 80 % of the social customer respondents identifying that they will always share interesting content received by an organisation with their friends, these organisations need to take advantage of these results and use the large fan base subscribed to their channels to further the reach of their organisation's brand, products and services.

With over 6000 social customers linked to the 10 organisations who were under study in this content analysis, it is evident that the social media spaces are being fully utilised by the social customer, and that they have provided the organisations the opportunity for real time conversations and continuous contact between themselves and potential customers. According to conclusions obtained from the survey, the social customer identified that they

usually become subscribed to an organisation's Facebook page if their friends in their social network had either liked the same page or made a positive referral. This therefore shows the high tendency of the social customer to share their positive experience with the organisation's brand with the friends in their social network.

CHAPTER 5: SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 Introductions

In concluding this research study, this chapter will bring forth an overview of the research findings, including the various limitations encountered, the overall conclusion drawn from chapter four's data analysis, and the future recommendations that can be made based on these conclusions. Due to the fact that only a very small section of the potential research was conducted within the field of social media, there have been many additional areas of future research which have been highlighted.

5.2 Limitations encountered during this study

A diminutive amount of limitations were encountered during the study. However, these limitations did not affect the course of the research. Limitations encountered related to the survey questionnaire and content analyses include:

- With over half of South African Facebook users accessing the site via mobile phones, many of the respondents were unable to access the e-survey site, limiting the amount of respondents who were able to fill out the questionnaire.
- Due to the fact that completing the survey was voluntary, it was a challenge to reach the full number of respondents as outlined in chapter three. All respondents were invited to participate in the survey on Facebook. In order to reach the desired number of respondents, randomly selected Facebook users subscribed to an organisation's brand page were also invited to complete the survey, in line with the ethics requirements set out by Nelson Mandela Bay Metropolitan University's RTI committee. Although the recommended total of 100 respondents was not reached, a slighter lesser number of 77 were reached, a number which was, nonetheless suitable for analysis.
- Research time was lost due to the unpredictability of the Internet connection used for research.

However, these limitations were managed effectively and did not affect the course of the research.

5.3 Summary of research

This study provided insight into the field of public relations, and investigating the effectiveness of Social Customer Relationship Marketing in enabling organisations to monitor, engage and manage conversations and relationships through Facebook. This study, through the use of its research methodology as outlined in chapter three, focused on the extent to which Facebook provides platforms which allow organisations to have conversations about their brand, product or service, as advocated by these particular dedicated social media platforms

This study's analysis was aimed to provide South African public relations practitioners with an insight into the management of customer relationships through social media channels, and the dynamics of SCRM as a marketing 2.0 tool to facilitate the monitoring, management and engagement in conversations with the customer, with the goal of converting these engagements into long lasting relationships. To address this research aim, a set of research objectives were outlined which helped guide the growth of the research. These research objectives addressed in the study include:

- To determine whether Social Customer Relationship Marketing is a viable marketing tool for organisations to monitor, engage and manage conversations and relationships through Facebook;
- To determine the effectiveness of Facebook as a tool for Social Customer Relationship Marketing;
- To identify whether user-generated content on an organisation's Facebook page positively or negatively effects a brand's reputation;
- To determine the thematic nature of the user generated content on an organisation's Facebook page, and
- To identify the social customer's motivation for being part of an organisation's social media group.

In order to fulfil these research objectives and answer the research question, a case study was compiled, reflecting the Facebook channels of selected organisations that have incorporated Facebook into their SCRM strategies. The case studies consisted of the results

of the content analysis performed on the contents of the 10 South African organisations' Facebook page, as well as the results of the two research surveys which were conducted among, firstly, social media users who subscribe to an organisation's Facebook page and, secondly, a survey conducted among the 10 social organisations that featured as the core sample of the content analysis.

5.4 Research conclusions and recommendations

From the literature review conducted in chapter two, and the results of the qualitative content analysis and two survey questionnaires that were compiled and analysed, a number of conclusions and recommendations were made. These may help to provide insight into guiding public relations practitioners in South African on the future use of Facebook as a tool for SCRM. A number of similarities were found between case studies and the organisations' use of Facebook. These recommendations are discussed below:

5.4.1 Research conclusions

Facebook, when supported by a well-designed and well managed platform, and driven by an administrator that is knowledgeable about the brand, can thus be effective in allowing organisations to grasp the opportunity to monitor, engage and manage conversations and relationships through Facebook.

Through the observations obtained by the content analysis, more than half of the organisations succeeded in creating an online platform which reflects their organisation's offline practices. The platforms were managed by the administrator and they allowed for a continuous flow of user generated content to be created around the posts made by the fan page's administrators.

From the high number of social media users across all the analysed organisations' Facebook pages, it is evident that the social media spaces are being utilised fully by the social customer, who provided the organisations the opportunity for real time conversations and continuous contact between themselves and potential customers. Most of the

respondents from the survey among the social customers disclosed that they only became subscribed to an organisation's Facebook page if their friends in their social network had either liked the same page or made a positive referral. This therefore demonstrates the significant tendency of the social customer to share their positive experience with the organisation's brand with the friends in their social network.

Through the content analysis of the various organisations, it was revealed that the main usage of an organisation's Facebook page was not only to create a social media footprint for their brand but furthermore to use the platform, as a platform to disseminate important information about the brand to customers and potential customers. The survey conducted among the social customer revealed that the main reason many fans subscribed to an organisation's fan page was to receive a constant flow of information about the brand, which could be anything, from the current activities of the brand, specials on products and services, events that are open to the public and any newsworthy information that the social customer can interact and engage with.

5.4.2 Recommendations

From the research that was conducted in this study, further recommendations can be made relating to an organisation's use of Facebook as a tool for SCRM.

The majority of the organisations under study used Facebook merely as an educational tool, to provide quality and engaging content relating the brand to its customers and potential customers. Public relations practitioners should be responsible for the brand's Facebook presence, and should provide and stimulate conversation on the various Facebook fan pages to sure the page does not become inactive, as seen in 3 of the 10 organisations which formed the sample of the content analysis. Through regular updates and adding useful links and content on the platform, they will ensure the platform features more prominently in social media users' feeds.

As found in the case studies and the responses from the survey among South African organisations, the majority (7 of 10) of the fan pages had enough regular activity to stimulate social customers' use of the platform, while the remaining (3 of 10) were either inactive or engaged with content that was irrelevant to the brand.

In the case of all of the above mentioned social media channels, basic considerations should be kept in mind when using the channels as platforms for the interaction between an organisation and social media customer, namely:

- All posts that are made on social media networks should be responded to immediately;
- The organisation's administrators should comment in areas of expertise and seek additional sources for those areas of which they are unsure;
- Published posts that are not from the organisation must be cited and referenced correctly;
- Track the conversations and statements that are taking place about the brand daily, through the use of various monitoring tools;
- Designate one person to be in charge of the organisation's fan page, who has knowledge not only about the brand but about social media as a discipline;
- In times of a crisis, this will only be responded to in the channel in which it appeared;
- Draft a weekly evaluation report to understand where the brand is situated in the market place.

Many organisations have already realized the benefits of using SCRM, and are shifting their traditional mind-sets to incorporate social media into traditional marketing strategies. For all organisations that have incorporated SCRM into their marketing strategies, the ideas, practises and guidelines which govern these networks remain constant, and are applicable to be used for any organisation and user.

Regarding the social media channels discussed, there are certain basic points that should always be kept in mind when using the channels as platforms for the interaction between an organisation and social customer, and these are as follows:

1: Transparency

Always be honest about who you are and the business to which you belong. A simple way to disclose your information is to ensure you have an "about" page on all your social networks to which you belong and, where possible, to provide a link to your website.

Be true to yourself and who you are in your marketing, online and off. People can see right through your BS even online. You'll build trust, and trust equals loyalty (Coree: 2009)

2. it's a conversation, be responsive

Talk to your readers and fans as if you were communicating with them face to face. Be responsive and be quick to respond to comments and questions. As a rule, make sure that everything that you post invites conversation from fans and followers.

3. Quality not quantity

This is one of the most important rules of engagement to remember. It is about the quality of your responses, not about the quantity of responses. You need to write quality responses that people will value. According to Corree (2009), “social communication should be thought-provoking, and build a sense of community”.

4. Relationships

By building solid relationships you are building advocacy. Social media is all about building relationships with customers and possible customers. You need to constantly enter into collaborative conversations with everyone connected to your network, because relationships often turn into loyal customers.

5. Be Judicious

Users are able to publish their own content freely in the social network sites to which they belong. Be careful when publishing your own content, as it can often lead to a legal issue. For example: copyright material or defamation. Defamation is “a harmful statement of other people” (Goldman: 2007:1). Make sure that you never attempt to pass off someone else’s work as your own. Give proper citation and credit your sources.

6. Be different and create excitement

Stand out among the crowd by adding your own personality to your social networks. Stand out among your competitors by making real thought-provoking contributions.

7. Discover ALL communities

While Facebook is the platform under study for the purpose of this research study, choosing the right network will depend on the nature of your organisation, and your choice will depend critically on the nature of your product and the services you offer, as well as where your target audience participates.

In order to trace where your target market is situated, you need to do research and make investigative observations to find out and understand the culture which exists in each social networking site. You can’t be everywhere; it is recommended that a site is chosen which is germane to your organisation and the people that you want to reach.

8. Listen

Listen all the time, listen and discover what people are saying about your brand. In order to make this easier, use free tracking tools which allow you to easily track what is being said about your brand on social media sites.

8.1. Listen before you post

Before contributing to an existing conversation, make sure that you understand the context of the conversation.

9. Participation is everything

By participating and being responsive you will gain value for your organisation and increase your customer base, fans and followers.

10. Reputation

If you make a mistake, fix it immediately. By being honest about your mistakes and quick to respond in a crisis, your honesty will be appreciated by your fans and followers. According to Coffee (2011), if you are the point of contact for a customer or employee complaint, stay with it until it is resolved.

5.5 Opportunities for further research

The introduction of PR 2.0 has launched a massive transformation, which is characterised by social change, and ideally dramatised through a revolution of how individuals want to communicate with an organisation and how an organisation can reach, communicate and manage conversations with their consumers. These transformations give rise to a changing environment in which organisations need to adapt their approach in terms of the manner in which they communicate with their key public. Despite the fact that public relations practitioners have the entire social media environment available to them to connect their organisations to, this study was narrowed down to focus on Facebook as a tool for SCRM, as it is one of the many social media channels freely available to the public relations practitioner.

The study provided an overview of the use of Facebook in South Africa as a SCRM tool used by organisations, as well as an in-depth look at how South African organisations and

the social customers who prescribe to these fan pages are using Facebook to engage, manage, and monitor conversations with the brand, product or service. It is thus evident that, although the research provided a useful perspective on the effectiveness of Social Customer Relationship Marketing in enabling organisations to monitor, engage and manage conversations and relationships through Facebook, further research in the field is required.

This may include, but is not limited to:

- An analysis of the use of Facebook by organisations in South Africa;
- The experimentation of Facebook as an information-gathering platform used by South African organisations;
- An analysis of Nelson Mandela Bay students' perceptions of social media channels versus traditional media;
- The use of Facebook by brands as a viral marketing tool;
- A competitive analysis of the use of social media by South African organisations;
- An investigation into the social customer's use of Facebook to engage and converse with brands over Facebook;
- A statistical breakdown of the social customer's use of Facebook by age, gender and race.

5.7 Conclusion of study

This study examined an area of the thus far limited use of Facebook as a tool for SCRM. The results revealed that Facebook, firstly, can be used as a useful tool to allow organisations to meet the needs of the social customer to engage in content with the brand and in collaborative conversations, with the goal in mind to convert these conversations into meaningful relationships and, secondly, that Facebook can be used as a platform for the social customer to effectively gain insightful information rather than to engage with the organisation's brand over other mediums.

However, it can be seen that some organisations have merely created a Facebook presence to create a digital footprint for their organisation, with the result that there is a lack of efficient usage and engagement by the organisation's representatives. This is in line with the observations found by Grunig (2009), who also notes that "many practitioners have merely transferred their traditional media skills and techniques to social media".

The way the social customer demands to engage in content has drastically changed, as seen by CBS Marketwatch in 2008 (cited by Greenburg (2010:18) who state that “now the customer dictates how they will purchase and consume- where, when, and how much- using a variety of channels, largely if not exclusively, configured by them”

South African organisations are making attempts to embed their brands in social media channels, as a means to meet the needs of the social customers’ demands to communicate over social media channels, configured by them. This allows organisations to meet these needs and demands through constant communication, which in turn will create beneficial relationships. It is believed that the more these organisations engage with their public over Facebook, the more they will evolve and find a way to use Facebook to better suit themselves and monitor, engage and manage conversations and relationships through Facebook more effectively.

Similarly, while the majority of organisations in this study’s analysis are effectively using Facebook, organisations need to realise that creating a Facebook page is just the beginning of introducing your brand to the social web, and this is only the start of creating an effectively managed brand in the social media environment. Facebook, more than other types of online marketing, require a dedicated social media officer, whose knowledge about the brand can provide the social customer with up-to-date and worthwhile content of the brand at all times.

Grunig (2009) believes that social media will “inevitably make public relations practice more global, strategic, two-way and interactive, symmetrical or dialogical, and socially responsible” (Grunig 2009; 1). This epitomises the fact that social media, as they continue to own understanding of how they can use platforms such as Facebook to maximise the creation of conversations and, in turn, make the communication between the organisation and social customer a mutually beneficial and desired relationship

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ADDENDA

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• PO Box 77000 • Nelson Mandela Metropolitan University

• Port Elizabeth • 6031 • South Africa • www.nmmu.ac.za

**SOUTH CAMPUS
FACULTY OF ARTS**

Tel. +27 (0)41 5042855 Fax. +27 (0)41 5049855

noxolo.mngonyama@nmmu.ac.za

Ref: H/11/ART/JMS-009

16 August 2011

207051525
Miss L Puffett
60 Beethoven Avenue
Walmer Heights
PORT ELIZABETH
6070

Dear Miss Puffett

**AN INVESTIGATION INTO THE USE OF FACEBOOK AS A TOOL FOR SOCIAL
CUSTOMER RELATIONSHIP MARKETING**

Your above-entitled application for ethics approval served at the RTI Higher Degrees sub-committee of the Faculty of Arts Research, Technology and Innovation Committee.

We take pleasure in informing you that the application was approved by the Committee.

The Ethics clearance reference number is **H/11/ART/JMS-009**, and is valid for three years, from

03 August 2011 – 03 August 2014. Please inform the RTI-HDC, via your supervisor, if any changes (particularly in the methodology) occur during this time. An annual affirmation to the effect that the protocols in use are still those, for which approval was granted, will be required from you. You will be reminded timeously of this responsibility.

We wish you well with the project.

Yours sincerely
Ms Noxolo Mngonyama

FACULTY OFFICER

cc: Promoter/Supervisor
HoD
School Representative: Faculty RTI

ADDENDUM B

Tel: 082 881 0093

Fax: 041 366 1602

E-mail Primary Investigator: laurenpuuf@gmail.com

Ref: **H/11/ART/JMS-009**

QUESTIONNAIRE COVERING LETTER

Dear Respondent

Facebook as a tool for Social Customer Relationship Marketing

In order to meet the requirements for the Masters Degree in Applied Media at the Nelson Mandela University, I am currently conducting a survey on the use of Facebook as a tool for Social Customer Relationship Marketing.

It will be greatly appreciated if you can take some time to complete the questionnaire and return to me before the 30 November 2011. Participation in this research study is completely voluntary. You are not obliged to take part in any research. If you choose not to participate you will not be affected in any way and you will incur no penalty and/or loss of benefits to which you may otherwise be entitled. I also wish to assure you of the confidentiality and anonymity of your response.

Furthermore, it is important that you are aware of the fact that the ethical integrity of the study has been approved by the Research Ethics Committee (Human) of the university. The REC-H consists of a group of independent experts that has the responsibility to ensure that the rights and welfare of participants in research are protected and that studies are conducted in an ethical manner. Studies cannot be conducted without REC-H's approval. Queries with regard to your rights as a research subject can be directed to the Research Ethics Committee (Human), Department of Research Capacity Development, PO Box 77000, Nelson Mandela Metropolitan University, Port Elizabeth, 6031.

A summary of the findings can be made available on request. Should you have any queries, feel free to contact me at 082 88 10093

Yours sincerely

Lauren Puffett (Primary Investigator)

ADDENDUM C

SOCIAL CUSTOMER SURVEY

Welcome to the survey investigating Facebook as a tool for Social Customer Relationship Marketing. Below you will find the purpose of this study, terms of participation and data use of this survey. The survey questions follow thereafter.

Thank you for your participation!

Kind regards,
Lauren Puffett (Primary Investigator)

MA Applied Media Studies student at the Nelson Mandela Metropolitan University, Port Elizabeth, South Africa
E-mail: laurenpu@gmail.com

Purpose of this study

The purpose of this survey is to investigate the effectiveness of Social CRM in eliciting the ability of organisations to monitor, engage and manage conversations and relationships through Facebook. For the purpose of this investigation, Social CRM will be defined as:

- A marketing tool that is used to effectively engage with customers through social media
- A strategy incorporated into an organisations marketing strategy that uses a technological platform
- An interactive platform in which an organisations fan base can collaborative in conversations

The use of data that is collected will be used for the following:

The data that will be obtained from the survey questionnaire will be used in partial fulfilment of the MA Applied Media Studies Degree. All information that is gathered will only be used for this research study and will be kept on a database for 8 months following deletion. The data for this study is only stored for reliability and validity purposes.

Terms of participation

In order to qualify for this survey, individuals need to be over the age of 18 and be a participant of one or more organisations Facebook group.

Participation in this survey is voluntary and you may opt out of the survey at any time without any repercussions against you.

Thanking you,
Lauren Puffett

CONSENT BY PARTICIPANT (Individuals who have subscribed to one or more organisations fan pages on Facebook)

By marking the below circle with a cross (X), I hereby accept that I have read, and understand the purpose, reasons for collection of data and the terms of participation of this study and that I solemnly agree that I meet all the requirements for participation in this survey. I give my full consent to the Lauren Puffett, the primary investigator to use the information provided by me. She may use all the information in her findings and analysis section of her treatise which is being done in partial fulfilment of the MA Applied Media Studies Degree.

I understand that my participation in this survey is voluntary and that I may exit the study at any time without any repercussions against me.

I agree
 I do not agree

Participants Signature

I _____
Agree to the terms of participation provided by Lauren Puffett (Primary investigator)
Date: _____
Signature: _____

Section 1: Biographical Information

The use of Facebook as a tool for Social Customer Relationship Marketing

Instructions

Please answer the following questions by placing a cross(X) in the appropriate box. If you are asked to elaborate on your response, please continue by printing your answers in the sections provided.

Age :

Race:

Gender :

As a social customer belonging to a particular organisation's official Facebook page, I participate as a member?

Daily	Everyday	Once a week	2- 4 times a week	Once a Month	Never (Inactive member)
-------	----------	-------------	-------------------	--------------	-------------------------

Attention:

With the following questions please mark with a cross (X) in the appropriate block whether you agree or disagree, please note that only one cross(X) per question.

Section 2: Likert Scale

Reasons for participation

Strongly
Agree

Agree

Uncertain

Disagree

Strongly
Disagree

Being part of an organisation's Facebook page makes me feel more involved and part of that organisation's online community.

The people that are fans of the same organisation on Facebook have influenced my decision to buy into a particular brand.

I always become linked into an organisation's Facebook page to gain insightful information about a particular brand.

I normally only like an organisation's Facebook page when I see that my friends have liked the page too.

I only become a member of an organisation's Facebook page for amusement purposes

Content provided by organisation

Strongly
Agree

Agree

Uncertain

Disagree

Strongly
Disagree

I always receive more insightful and helpful information via Facebook than I do via call help centres.

I always share good customer service and a good customer experience with my friends on my Facebook.

I trust that the information provided by an organisation is always accurate.

I always share interesting content that I receive about a brand on Facebook with other friends in my social media network.

Receiving content on Facebook about a brand is more convenient than other mediums.

Participation by you

Strongly Agree Agree Uncertain Disagree Strongly Disagree

I often enter into discussions on Facebook with representatives of the organisations whose brand I am connected to.

I belong to an organisation's page on Facebook to comment on posts I am interested in, and ask questions when I am unsure.

I always enter into discussions about a brand on the organisation's official Facebook page with other members who are fans of the same page.

My comments on the organisation's brand page are always positive.

I only participate by posting on an organisation's brand page when I have a customer complaint.

Please add any additional information which you believe that was not covered in the above survey.

Section 3: Open-ended questions

Please answer the following questions about the use of Facebook as a Social customer related marketing tool. Please answer in full sentences and take note that your answer can not be incorrect.

Questions

1. Do you know what a social customer is, if yes please elaborate?

(Please indicate answer here)

2. What makes you join an organisations official Facebook group?

(Please indicate answer here)

3. Do you link yourself to more than one organisations Facebook group?

No

Yes

(Please indicate here a reason for your answering either yes or no)

4. Where did you hear about the organisations official Facebook group?

(Please indicate answer here)

5. Do you prefer being provided your information about a particular organisation and its products over Facebook rather than over the phone?

(Please indicate answer here)

ADDENDUM D

SOCIAL ORGANISATION SURVEY

Welcome to the survey investigating Facebook as a tool for Social Customer Relationship Marketing. Below you will find the purpose of this study, terms of participation and data use of this survey. The survey questions follow thereafter.

Thank you for your participation!

Kind regards,
Lauren Puffett (Primary Investigator)

MA Applied Media Studies student at the Nelson Mandela Metropolitan University, Port Elizabeth, South Africa
E-mail: laurenpu@gmail.com

Purpose of this study

The purpose of this survey is to investigate the effectiveness of Social CRM in eliciting the ability of organisations to monitor, engage and manage conversations and relationships through Facebook. For the purpose of this investigation, Social CRM will be defined as:

- A marketing tool that is used to effectively engage with customers through social media
- A strategy incorporated into an organisations marketing strategy that uses a technological platform
- An interactive platform in which an organisations fan base can collaborative in conversations

The use of data that is collected will be used for the following:

The data that will be obtained from the survey questionnaire will be used in partial fulfilment of the MA Applied Media Studies Degree. All information that is gathered will only be used for this research study and will be kept on a database for 8 months following deletion. The data for this study is only stored for reliability and validity purposes.

Terms of participation

In order to qualify for this survey, the responded needs to be over the age of 18 and be in charge of the organisations social network. To qualify as a respondent, an organisation needs to have been incorporating a Social CRM strategy into their business practices for five years or longer. Participation in this survey is voluntary and you may opt out of the survey at any time without any repercussions against you.

Thanking you,
Lauren Puffett

CONSENT BY PARTICIPANT (THE ORGANISATIONS NAME)

By marking the below circle with a cross (X), I hereby accept that I have read, and understand the purpose, reasons for collection of data and the terms of participation of this study and that I solemnly agree that I meet all the requirements for participation in this survey. I give my full consent to the Lauren Puffett, the primary investigator to use the information provided by me. She may use all the information in her findings and analysis section of her treatise which is being done in partial fulfilment of the MA Applied Media Studies Degree.

I understand that my participation in this survey is voluntary and that I may exit the study at any time without any repercussions against me.

I agree
 I do not agree

Participants Signature

I _____
Agree to the terms of participation provided by Lauren Puffett (Primary investigator)
Date: _____
Signature: _____

Section 1: Biographical Information

The use of Facebook as a tool for Social Customer Relationship Marketing

Instructions

Please answer the following questions by placing an X in the appropriate box. When asked a question, please continue by printing your answer where appropriate

Name of organisation:

Designation:

Age:

Gender :

As a social business, who uses Facebook as a tool to engage with the social customer, how often do you use Facebook?

Daily	Everyday	Once a week	2- 4 times a week	Once a Month	Never (Inactive member)
-------	----------	-------------	-------------------	--------------	-------------------------

Attention:

With the following questions please mark with a cross (X) in the appropriate block whether you agree or disagree. Please note that only one cross (X) per question.

Section 2: Likert Scale

Reasons for participation

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
--	----------------	-------	-----------	----------	-------------------

A Facebook page gives us a solution to meet the social customers needs and demands.

Our Facebook page provides a perfect platform to monitor, engage and manage conversations and relationships with our customers.

Our Facebook page is used as a successful tool for customer engagement.

We have joined the social revolution with hope that our customers will become brand advocates.

We created a Facebook page for our organisation to reach a wider demographic.

Content provided by organisation

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
--	----------------	-------	-----------	----------	-------------------

We use Facebook as a platform to upload videos, pictures, interactive games which provide a bulk of information that customers can only receive if they are part of our Facebook page.

We use Facebook to enter into continuous dialogue with our customers as their opinion is important when planning future marketing strategies

The Facebook page is the ideal platform to promote new products and services.

We use the organisations Facebook page as a platform to provide quality information to our key audience

We provide all our recent content on our Facebook page.

Participation by your organisation

Strongly Agree

Agree

Uncertain

Disagree

Strongly Disagree

We believe in quality of the response not quantity of responses.

We use the organisations Facebook page as a complaints management tool.

We are constantly in conversation with our customers in hope that we can converse these conversations into meaningful relationships

Our client base has increased since we have shifted our marketing strategy to appeal to social media users on Facebook

Section 2: Open-ended questions

Please add any additional information which you believe that was not covered in the above survey.

Please answer the following questions about the use of Facebook as a social customer relationship marketing tool.

Please answer in full sentences and take note that your answer can not be incorrect.

Questions

1. Do you understand the term Social Customer Relationship Marketing? If yes please elaborate on your understanding.

(Please indicate answer here)

2. What was the main reason for implementing a Facebook group for your organisations?

(Please indicate answer here)

3. Do you believe that it has increased customer loyalty since you have created the page for your organisation?

No

Yes

4. If yes, please specify how you have noticed these changes?

(Please indicate answer here)

5. Would you recommend that other organisations not using social media start incorporating social media channels into their marketing strategies?

No

Yes

6. As an organisation, what do you think is the most successful part about making your Facebook group an online hub for your offline organisation?

(Please indicate answer here)

