



Integrating Social Media into the Marketing Mix: The Determinants of Success

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ABSTRACT

Dissertation Title: Integrating Social Media into the Marketing Mix: The Determinants of Success

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The aim of this dissertation is to demonstrate how three different companies (Starbucks, Walmart and Hewlett-Packard) are integrating Social Media into their marketing mix. How Social Media is a changing trend and why it is becoming essential for companies to adopt it as a marketing strategy in order to gain competitive advantage. The main Social Media Platforms that will be analysed are; *Facebook*, *Twitter*, *LinkedIn* and *YouTube*. The literature review encompasses many different academic researchers' and allows for the integration of ideas, opinions and insights on the importance of being active in Social Media, Social Media benefits, drawbacks and challenges, the analysis of Social Media data, and how to develop a Social Media strategy by providing guidelines. The conceptual framework is a honeycomb framework of seven building blocks, which is then used to highlight the importance of these different components in each case study. It is used to describe how each company can use different set of tools to position themselves, depending on their overall objectives. The case studies present an overview of each company and describe its main benefits, drawbacks and what each enterprise should adopt as a set of Social Media guidelines. The managerial benefits of discussing these cases will allow to comprehensively evaluate the trade-offs of integrating distinct Social Media tools into a company's overall marketing mix. In the teaching notes, the main learning objectives, suggested assignment questions and respective answers are presented. Finally, the conclusions, limitations and future research of the study are outlined.

RESUMO

Título da Dissertação: Integrating Social Media into the Marketing Mix: The Determinants of Success

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O objetivo desta dissertação é demonstrar como três empresas diferentes (Starbucks , Walmart e Hewlett- Packard) estão a integrar as redes sociais no seu Marketing Mix. A introdução da dissertação explica como as redes sociais são uma tendência que está a mudar e que se está a tornar essencial para as empresas adotá-las como uma estratégia de marketing para obter uma vantagem competitiva sobre as suas rivais. As principais plataformas de redes sociais a serem analisadas são: *Facebook*, *Twitter*, *LinkedIn* e *YouTube*. Para abordar este tema, vários estudos académicos foram analisados. Obtiveram-se pontos de vista e opiniões diferentes sobre a importância de uma empresa estar ativa nas redes sociais, os benefícios das mesmas, as desvantagens e desafios, a análise de dados das ditas redes , e como desenvolver uma estratégia integrando as redes sociais ao Marketing Mix. A estrutura concetual é constituída por sete blocos que, posteriormente, são utilizados para realçar a importância das diferentes componentes, em cada estudo de caso. Os estudos de caso apresentam uma visão geral de cada empresa e descrevem as suas principais vantagens e desvantagens, assim como as linhas de orientação que cada empresa segue para desenvolver estratégias que englobem as redes sociais. Os benefícios principais de discutir os casos, permitirão a avaliação abrangente de integrar diferentes ferramentas sociais no Marketing Mix de cada empresa. Na seção ‘Notas de Ensino’ são abordados os principais objetivos de aprendizagem dos estudos de caso e questões relevantes. Finalmente, as conclusões, limitações e futuras pesquisas são delineadas.

TABLE OF CONTENTS

ACKNOWLEDGMENTS	2
ABSTRACT	3
RESUMO	4
1. INTRODUCTION.....	7
1.1 Background	7
1.2 Problem Statement	7
1.3 Aim.....	7
1.4 Scope and Research Method	8
1.5 Relevance	9
1.6 Dissertation Outline.....	10
2. LITERATURE REVIEW.....	11
2.1 Being active in Social Media.....	12
2.2 Social Media benefits	13
2.3 Social Media drawbacks and challenges	17
2.4 Analysing and evaluating Social Media data	18
2.5 Integrating Social Media into the marketing mix.....	20
2.6 Developing a Social Media strategy - guidelines	21
3. CONCEPTUAL FRAMEWORK.....	24
3.1 The Honeycomb Framework – The building blocks	24
3.1.1 Identity.....	24
3.1.2 Conversations	24
3.1.3 Sharing.....	25
3.1.4 Presence	25
3.1.5 Relationships	25
3.1.6 Reputation	25
3.1.7 Groups	25
3.2 Linking Social Media blocks to different Social Media Platforms	26
4. CASE STUDIES.....	28
Case study 1: Starbucks.....	29
4.1 Company history and background.....	29

4.2 Social Media strategy and benefits	29
4.3 Social Media challenges	32
Case study 2: Walmart	33
4.4 Company history and background	33
4.5 Social Media Platforms and benefits	33
4.6 Social Media challenges	35
4.7 Social Media strategy	35
Case study 3: Hewlett-Packard (HP)	37
4.8 Company history and background	37
4.9 Social Media Platforms	38
4.10 Social Media benefits	38
4.11 Social Media challenges	39
5. TEACHING NOTES	40
5.1 Teaching objectives	40
5.2 Assignment questions	41
6. CONCLUSIONS	47
6.1 Case studies' main conclusions	48
6.2 Limitations and future research	52
7. REFERENCES	53
8. APPENDICES	60

1. INTRODUCTION

1.1 Background

Social Media is changing how companies interact with consumers and vice versa. Recent reports indicate that Social Media is being used more than a company's website (Dey 2008). As reported by (Stelzner 2011) 90% of Marketers indicate that Social Media is important for their business. Measuring and integrating Social Media into their marketing mix as, therefore, essential for Marketers. In this dissertation we will define exactly what Social networking sites and Social Media is. According to Kaplan and Haenlein (2010) Social Media is also a unique environment that introduces a third direction of communication among consumers. It is an interactive experience between consumers and the firm, as opposed to a one-way communication channel, that is, traditional Media. Ramsaran-Fowdar and Fowdar (2013) believe Social Media tools do not replace the traditional marketing tools, but can and should be used as a complement, to reinforce the overall marketing strategy of a company. That is exactly what will be done in this dissertation: the integration of Social Media into the marketing mix of companies.

1.2 Problem statement

Social Media channels are used to connect people through mediums such as; *Facebook*, *Twitter*, *LinkedIn*, *YouTube*, amongst many others. Social Media marketing has allowed many companies to conduct business in a new way; the fact that enterprises allow multiple-interaction means they are able to better promote their products and services. There are various approaches in how to integrate Social Media into a company's overall Marketing Mix. In this dissertation, the benefits, drawbacks, challenges and risks of integrating Social Media into the marketing mix of companies will be analysed, by evaluating different reputable researchers. This will allow companies to better understand the practical implications of adopting a new marketing strategy, in this case, implementing Social Media into the traditional marketing mix. Therefore, the problem statement of this dissertation is: **How to integrate Social Media into a company's marketing mix?**

1.3 Aim

The aim of this dissertation is to study to what extent Social Media tools can be integrated into the marketing mix of companies and what the determinants of success are. By studying three

different case studies, one can develop a set of useful guidelines to distinguish Social Media practices between different companies.

In order to address these issues, we will be answering the following three research questions:

RQ1: What are the key benefits of using Social Media tools?

When answering this question, we will be identifying what the general benefits of integrating Social Media into the marketing mix are. We will study the benefits for each individual case study and present guidelines for other similar companies to follow, if they were to implement a Social Media strategy.

RQ2: What are the main drawbacks and challenges of using Social Media tools?

For this question, one will be looking at the drawbacks and challenges of integrating Social Media into the marketing mix and this will allow other companies to prevent similar mistakes from happening. By identifying the main drawbacks and challenges, companies will be able to know what the problems and dangers with attempting to implement Social Media into their marketing mix are, and be able to define a more perfected Social Media strategy.

RQ3: What are the main guidelines for adopting a successful Social Media strategy as a part of the overall Marketing Mix?

Finally, in this question, one will be looking at general Social Media guidelines examined by academic researchers, and then seeing what different Social Media guidelines each company, in each case study, has adopted.

1.4 Scope and Research Method

This dissertation focuses on the integration of Social Media into a company's marketing mix. It will be addressing the benefits, drawbacks and challenges, giving detailed guidelines on how certain companies can adopt these strategies successfully.

In order to better understand how Social Media is altering the way companies adopt their marketing strategies, the dissertation encompasses a wide variety of secondary data sources, such as: academic articles, academic books, Internet websites and academic industry reports. Qualitative data will be used to analyse and evaluate the academic articles that have been encountered on the EBSCO platform. The main focus of the study will be on companies, and more specifically, there will be three case studies to illustrate how each one has integrated Social Media into their marketing mix.

1.5 Relevance

This topic is extremely interesting and relevant, seeing as it is an emerging trend and more and more companies are beginning to understand that in order to be successful, they should have Social Media implemented into their Marketing Strategy.

We will be examining which companies are adopting Social Media as a strategy and how it can be used as a tool. Furthermore, in regards to the companies that are using Social Media as a tool and integrating it into their marketing mix, we will be able to come up with a general guideline of how they can successfully adopt Social Media into their overall strategy.

It's also very interesting for managers and students, as it gives a comprehensive overview of the most important contributions in the Social Media academic literature, with a practical outlook on three different companies, namely; Starbucks, Walmart and Hewlett-Packard. My contribution to the topic, will be to demonstrate to these managers and students, by having three different case studies, that there is no 'one-size-fits-all' Social Media strategy.

The value that this dissertation brings is due to the comprehensive conceptual framework that allows the reader to take a global look at using Social Media tools effectively, whilst understanding the challenges behind them. Value will be added for professors as well, as they will be able to use these three case studies in their classes, as effective examples. They will not need to look somewhere new, and even if they do, they can fall back on the conceptual framework used in this dissertation to explain how different companies have integrated Social Media into their marketing mix. The professors will have a methodological tool to discuss this topic that is not easy to discuss in class.

The study of integrating Social Media into a company's marketing also allows Managers to better understand the benefits, drawbacks and challenges, and possible strategies that can be used. By being able to explain to the audience how companies have misused Social Media tools; approaching it with a strategy that was different to their company's main objectives, is adding value to the already illustrative academic literature on Social Media. By highlighting the most relevant benefits, drawbacks and challenges in the three different cases, the class is able to understand more clearly how they would adopt a Social Media strategy in different circumstances. For example, if the company's main aim was to increase brand awareness and exposure, then they would have certain guidelines to follow. On the other hand, if a company was looking to increase web traffic and purchase intentions, then they would have different guidelines to follow.

There is still limited academic literature on the integration of Social Media into the marketing mix; therefore, this dissertation will outline the main drivers for success.

1.7 Dissertation outline

The dissertation has the following outline:

In the second chapter, the literature review is important for analysing and evaluating various academic articles regarding the benefits, drawbacks and challenges, and possible Social Media strategies and guidelines that companies can implement.

The third chapter presents the conceptual framework. This is useful when discussing the case studies, as we can identify how the different building blocks (from the conceptual framework) can be adopted by the three different companies while developing their Social Media strategies.

The fourth chapter presents three case studies, namely; Starbucks, Walmart and Hewlett-Packard, and how they are integrating Social Media into their marketing mix, and the suggested guidelines based on the analysis of each different case study.

The fifth chapter provides an overview of the importance of studying the case studies, describes the teaching objectives and the main topics that should be learned when reading and evaluating them, and present a few assignment questions and suggested answers on the integration of Social Media into the marketing mix.

The sixth chapter will present the main conclusions of the dissertation and the answers to the initial research questions. To aid in answering the initial research questions, we will be interconnecting the perspective of the academic researchers in the literature review and analysing their main findings with the perspective of the three case studies, in order to answer the problem statement. The dissertation concludes by highlighting the limitations, and there are some suggestions and ideas for future research to be conducted.

Finally, the references and appendices will be presented.

2. LITERATURE REVIEW

Social Media is described as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content” (Kaplan and Haenlein 2010). The internet-based applications that will be most used and analysed, can be distinguished in terms of Social Media Platforms; *Facebook*, *Twitter*, *LinkedIn*, *YouTube* and as individual Social tools, such as; *Blogs*, *Wikis*. Having defined Social Media, one will now describe briefly what each of these Social Media Platforms is used for.

We will now describe the main Social Media Platforms that will be used during this dissertation. *Facebook* has many advertising options, whilst giving customers the opportunity to customize their profiles, sharing important and relevant information when creating their brand community. It also allows customers to specifically target their consumers, giving them the opportunity to respond and interact. *LinkedIn* is a Social Media platform with a more professional outlook. It allows companies to advertise jobs and opportunities and develop relationships between companies and customers. *Twitter* is a microblogging tool and it is ideal for engaging with consumers and having conversations regarding the company's brand, products or services and is also effective at building and developing relationships with stakeholders. Blogs can be used as an effective marketing tool as it as a forum to give tips and advice, questions can be answered and comments can be responded to maintaining conversations going, customer stories can be easily seen and there can also be contests. *YouTube* can be an effective Social Media tool as it is the second most searched site after Google. The videos that people watch and find interesting or relevant can have direct links to the website, increasing its traffic. Having described the main Social Media Platforms that will be studied and evaluated throughout this dissertation, one can explain how Social Media trends are changing the way companies conduct their businesses.

Social Media usage is growing rapidly and companies must begin to understand and utilize these tools. However, we must not forget that the true meaning of marketing is to maximize relationships (Thomas 2011). It is argued that tools like websites, e-mail, Social Media, web analytics, search engines, and online advertising help keep and maintain relationships that subsequently lead to sales (Thomas 2011). The key to success is how these tools are used to make meaningful relationships between enterprises and consumers. Having understood that

maintaining relationships is essential for companies to prosper, we will now go on to what customers are expecting and demanding from companies.

With increasing customer expectations, customers want a forum to voice concerns (Marketo 2010). This illustrates that customers are beginning to have higher expectations regarding products, services and brands. Hence, they request a public forum to be able to express their feedback and voice their opinions. Andzulis, Panagopoulos and Rapp (2012) highlight that customers' want a platform where they can be rewarded with special offers, for their continuous loyalty. They also want to know exactly what types, when and why products and services are being offered. These demands demonstrate that consumers are finding more and more alternatives, therefore companies should distinguish themselves by having an up-to-date, relevant and interesting integrated Social Media strategy. Henceforth, understanding the customer's increasing demands and how they have become empowered to give their opinions, we will now discuss how companies need to recognize that no company is the same, and therefore, should adopt different Social Media strategies.

There are many Social Media Platforms that companies can be present in, however, depending on their overall goal, they should decide which suits their needs best. Andzulis et al. (2012) consider that nowadays Social Media resolves customers' issues in real time, prevents crises and offers pricing alternatives that attract and influence consumer's purchases intentions. It is clear that Social Media is becoming another means of talking with consumers and for consumers to talk amongst themselves. In some cases, it is also becoming an interactive way of conducting business. Therefore, companies should understand the benefits and drawbacks that adopting a Social Media strategy can have. In order to analyse what role Social Media tools play in any organization, we should understand that Social Media is not just about selecting some common guidelines that everyone else has suggested and are using, because, no two companies are the same (Lanz 2010). These authors go on to argue that Social Media requires a vast amount of research in order to identify which approaches are more in line with the organization's goals. Having introduced Social Media, and described the different Social Media Platforms available, the importance of being actively present in these Social Media Platforms will now be analysed.

2.1 Being active in Social Media

Companies want to reach the biggest possible masses of consumers, and seeing as there are more and more people joining Social Media Forums every day, it makes sense that companies are actively present. Andzulis et al. (2012) express that the contact between customers and

companies' can be more active or passive, depending on the companies' and consumers' level of commitment. The passiveness or activeness of the customers and/or companies is important, seeing as the company doesn't want to tire the customers with too many images, videos, links, etc. On the other hand, it also doesn't want to be invisible, hence, there should be an even balance. Acknowledging this point of view, it may be appreciated that a company wants to tap into conversations, because it wants to be a part of these conversations, but not, by any means, disrupt or idly stand by it. Therefore, companies should not under or over exaggerate their presence in Social Media Platforms. Moreover, Kaplan and Haenlein (2010) add that there should be a need for companies to identify the right Social Media platform for their messages to be communicated, in terms of their desired target. Furthermore, they also consider that companies should be active wherever their customers are present. Having analysed the importance of companies being present and active in Social Media Platforms, we will now describe and analyse the main benefits, both for companies and customers, of adopting a Social Media Strategy.

2.2 Social Media benefits

The fact that more and more people are using Social forums is shown by the fact that many large companies are adopting "Social Media to accommodate this growing trend in order to gain business values such as driving customer traffic, increasing customer loyalty and retention, increasing sales and revenues, improving customer satisfaction, creating brand awareness and building reputation" (Culnan, McHugh and Zubillaga 2010, Kietzmann, Hermkens, McCarthy and Silvestre 2011, Sinderen and Almeida 2011, Weber 2009). These are some of the many benefits of having a presence in a Social Media platform. Only by having a meaningful active presence online and a specific set of guidelines, that are aligned with the company's overall objectives, will companies be able to gain whichever Social Media benefits they are attempting to achieve.

In agreement with the authors above, Jarvinen, Tollinen, Karjaluoto and Jayawardhena (2012) highlight the main benefits of Social Media marketing as being:

- Creating awareness
- Enhancing brand image
- Growing sales with new customers and existing customers
- Decreasing costs
- Improving customer service
- Enhancing customer loyalty

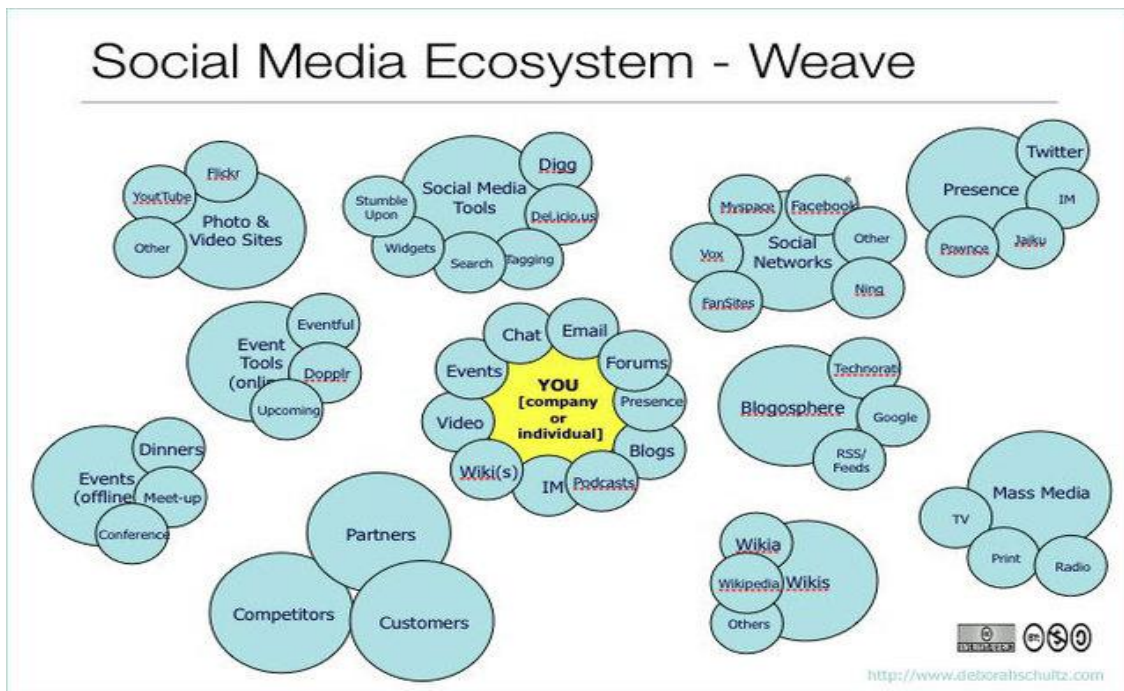
- Improving customer satisfaction

Having outlined the main benefits of implementing a Social Media strategy, we will now examine these in a critical way. Social Media is a tool that can be used as an additional customer service and communication tool to learn and understand consumers' needs, wants, concerns and behaviours, in order to be able to provide them with the most interesting, fun, relevant and up-to-date campaigns. Essentially, consumers spend time at Social forums in order to relax and feel entertained, therefore, Marketers should use this opportunity to do just that and not attempt to pile products and services onto consumers 'laps'. By entertaining them and developing a relationship with them, companies can begin to gain their loyalty, which can then potentially generate sales. Many companies make the mistake of trying to sell their products and services in Social Forums. According to Gordhamer (2009) Social Media is related to relationship marketing, where firms need to shift from 'trying to sell' to 'making connections' with the consumers. Those who focus on building and maintain relationships, instead of simply selling to consumers will reap more benefits. It is understandable that, just like promotions, the general attitude in marketing is to sell, but long-term success is built on brand-consumer relationships. These authors also state that, seeing as today's customers are much more busy and powerful, companies should be available on all Social Media Platforms at any times. By integrating Social Media into a company's marketing mix, customers and companies can create and develop relationships that otherwise they would probably never achieve, if only using traditional Media. In a recent study Guinan, Parise and Rollag (2013) state that "most Managers recognize that in today's competitive, global economy, the companies that will survive will be the ones that can find the most effective ways for employees, customers, suppliers, and other key stakeholders to engage and collaborate with each other for mutual success." Previously, authors have identified that customers and companies need to engage through Social Media in order to create relationships. This idea helps to reinforce the need for companies to integrate Social Media into their marketing mix, in order to develop a healthy two-way interactive communication system.

Being audience focused "can really help to build up a network of friends and followers with whom companies can maintain a real-time contact and create long-term and supportive relationships" (Grunig 2006, Seltzer and Mitrook 2007, Carroll and Buchholtz 2009, Waters and Williams 2011). These authors state that companies need to really take into consideration what consumers are saying. By listening to them and acting in a helpful way, they can create long lasting relationships that in turn, can lead to customer loyalty. Before conversing with consumers, companies must understand exactly what consumers are looking for, by listening very carefully to their needs and wants. When they have understood what consumers are after,

they can begin conversing with them and develop long lasting relationships. In turn, consumers also converse between themselves, providing companies another “cost effective way to increase brand awareness, boost brand recognition and recall, and increase brand loyalty” (Gunelius 2011). Thus, it can be said that “Social Media helps firms to build brand loyalty through networking, conversation, and community building” (McKee 2010). Furthermore Singh et al. (2008) emphasize that “communicating with the customer involves using the many tools available to the firm, and targeting them in an integrated manner so the message remains focused, differentiated, and relevant.” By communicating the message in this way, the company will be able to distinguish itself by gaining a competitive advantage. By standing out in a positive way, more customers will be intrigued and interested to follow this company. Also, by spotting competitors’ mistakes, it will enable companies to stay ‘one step ahead,’ preventing similar mistakes to be made.

The real power of the Social Media ecosystem is that “we’re all connected” (Hanna et al. 2011). This is supported by Brogan (2010) and Zarella (2010) that state that “Social Media are highly accessible (easy to get to) and scalable (can be used to reach large numbers).” In figure 1, (Schultz 2007) shows how powerful the Social Media is and how all these different Social Media Platforms are interconnected. He discusses the importance of knowing how to weave through the ecosystem in order to keep up with the fast changing environment. Li and Bernoff (2008) segment active participants on the basis of five different types of Social behaviours: “Creators (e.g. publish, maintain upload); Critics (e.g. comment, rate); Collectors (e.g. save, share); Joiners (e.g. connect, unite); and Spectators (e.g. read).” These authors provide further arguments to illustrate the importance that Marketers should give to understanding and integrating in these multiple platforms, having in particular, attention to the variances in Social behaviours amongst consumers in the different Social Platforms. This can be supported by Hanna et al. (2011) where they argue that in the Social Media ecosystem, not all participants behave the same way, and that not all actions are the same on each different Social Media platform. Therefore, different Social Media strategies are needed for different Social Media Platforms. The above discussion of understanding the power of Social networks and how they connect everyone is an extremely important benefit for any company, in order to be able to coordinate communication across all Social Media Platforms in a consistent way.

Figure 1: Social Media Ecosystem

Source: Schultz 2007

Having analysed the importance of the Social Media Ecosystem previously, we will now examine how Social Media Platforms are able to communicate information. In a recent case study it has been shown that to a certain extent, Social Media operates like “a giant word-of-mouth machine, catalysing and accelerating the distribution of information” (Dellarocas 2003, Godes and Mayzlin 2004, Kumar, Petersen and Leone 2007). This simile demonstrates how the Social Media Platforms provide companies the opportunity to deliver their products and services in the most efficient way. By making it go viral and reaching more people in less time, companies are able to do just that. However, word-of-mouth can be positive or negative and companies can’t control consumers’ negative ideas and opinions regarding their product or service. Therefore, they can attempt to differentiate their Social Media strategies, integrate them with traditional marketing strategies, and improve customer service.

Positive word-of-mouth increases the likelihood that these customers will visit the companies’ websites. For example, a florist site offers a widget on *Facebook* called ‘Gimme Love’ where customers can send virtual bouquets to friends or go to the company’s website and send them real flowers (Kaplan and Haenlein 2010). This strategy is being widely adopted by various companies. They offer a virtual way of doing things, where consumers can get a taste and

understand how the product or service works, in order to push them to their sites, where the real transactions can start happening. According to Jin (2009) *Twitter* offers great ways and possibilities for interaction, such as their short and real-time updates. Companies, such as Dell publicized that *Twitter* had provided the opportunity of making \$3 million since 2007 as there were more and more customers following links to their website and completing transactions. The previous examples have illustrated how consumers are driven to companies' websites. To this end, by interacting with customers and providing virtual ways of using products and services, companies are able to enjoy another benefit of using Social Media as a marketing tool. Certainly, not every customer followed the links to this company's website. Dell, combined real and virtual worlds and had to create and develop a relationship with its customer base, and consequently this led consumers to visit their website, which in turn, led to the purchase of their products. Yang and Kang (2009) provide further supportive arguments that interactive blogs create personal connections with users, generate positive attitudes, whilst also improving word-of-mouth. Similarly, Kelleher (2009) state that there is a stimulation of dialogue, a build in trust and satisfaction when consumers utilize blogs.

Many companies are now integrating Social Media into their Marketing Mix. It has become of utmost importance and extremely popular for consumers, the presence of companies on Social Media Platforms (Bulik 2008, Raacke and Bonds-Raacke 2008). According to a study conducted on Pizza companies He, Zha and Li (2013) argue that "customers are engaging in activities such as customizing pizzas, discussing pizza quality, tastes, giving praise and complaints, providing feedback to pizza seller." The authors state that the pizza companies were willing to adapt when they weren't able to answer customers' queries. They would apologize and direct customers to a toll-free telephone for customer assistance. Even though this seems like a positive way of going forward, customers want to resolve their problems promptly and don't want to be re-directed. If the company doesn't know the answer, the employer in charge should phone assistance himself and provide the customer with an answer in a timely manner. This shows that the company can answer all types of questions and is willing to listen and provide the best service to their consumers. It also demonstrates that the company is doing what it takes to maintain the customer satisfied. Usually, customer satisfaction leads to customer loyalty, which is another Social Media benefit outlined previously.

2.3 Social Media drawbacks and challenges

Having evaluated and analysed how integrating Social Media into a company's marketing mix leads to benefits for both companies and customers, we will now look at the drawbacks and challenges of implementing a Social Media strategy. The challenges of having a Social Media

strategy are “getting the consumer involved, giving the consumer a reason to participate, listening to the customer, resisting the temptation to focus primarily on selling, giving up control, and not being afraid to experiment” (Parise, Guinan and Weinberg 2008).

We will now present the main Social Media drawbacks and challenges that many companies face. According to Jeff (2010), the main Social Media marketing drawbacks and challenges to companies are:

- How best to use and optimize the Social Media Platforms
- Choosing the right Social Media channels to use
- Getting followers or friends on *Twitter* or *Facebook* and subsequently turning them into customers
- How to make money using Social Media marketing
- Getting traffic to your website, blog or *Facebook* page
- Creating relevant and creative content and good quality online videos
- Getting subscribers to your blog
- Creating positive noise and Buzz about your brand on Social Media
- Managing your time and productivity
- Finding high quality Social Media marketing training and resources
- Unclear ROI
- Unstructured Social Media data

Having looked at the main benefits, drawbacks and challenges of integrating Social Media into a company’s marketing mix, we will evaluate how a company would go about analysing its Social Media data.

2.4 Analysing and evaluating Social Media data

The various Social Media analytical tools that are used to analyse, evaluate and monitor Social Media data are: Google Analytics, Woopra, Clicky, Piwik and the main function is to provide detailed reports on consumer’s characteristics (Catronovo and Huang 2012). Yahoo and Web Analytics’ main functions are to provide demographical and categorical information of consumer’s, provide campaign management features and being able to understand consumer’s needs. Blog Tracker tracks key performing statistics. Goingup allows companies to aid in searching in optimization, referring URLs and search engine traffic. Gr.aiderss refers to the number of times website posts are shared on Social Media Platforms. Social meter.com measures a website’s Social popularity. Another Social Media site that features exceptional

features for a company's metrics measurement, is Socialreport. In this site, there is robust analytics, campaign publishers where there is an optional tracking code in order to calculate ROI, buzz discovery that allows for the trending online of popular keyword, being able to create reports, manage teams and integrate API and customization. Having described the many Social Media analytical tools to measure data, we will now explain when and how to measure these processes.

Before a company begins to monitor and measure Social Media data, benchmarks should be set in order for the Social Media metrics to be comparable to traditional marketing metrics, such as sales, traffic, brand satisfaction, and customer loyalty (Henning-Thurau et al. 2010). Social Media marketing strategy should be measured before and after implementing the tools in order to understand what needs to be adjusted and whether or not the company's overall objectives were achieved (Catronovo and Huang 2012). Also, traditional and Social Media metrics should be used in conjunction in order to be able to effectively measure the interactive marketing programs. According to Narayanan, Asur, Nair, Rao, Kaushik, Mehta, Athalye, Malhotra, Almeida and Lalwani (2012) the best way to measure Social Media success is through four metrics such as "Conversation rate, amplification rate, applause rate, and economic value."

Analysing and evaluating Social Media data is essential if any company wants to be able to measure results and discover which areas need improvement. In the following paper, He et al. (2013) provide "an effective way to extract business value from the vast amount of available Social Media data." It deals with three large pizza chains, such as Pizza Hut, domino's Pizza and Papa John's Pizza. Text mining is focused on "finding useful models, trends, patterns, or rules from unstructured textual data such as text files, HTML files, chat messages and emails" (Abdous and He 2011, Chiang, Lin and Chen 2011, Hung and Zhang 2008, Lin, Hsieh and Chuang 2009, Romero, Ventura and Garcia 2008). Fundamentally, text-mining is used in order to be able to assess and measure content on *Twitter* and *Facebook*. Marketers can "dig into the vast amount of Social Media data to detect and discover new knowledge (e.g., brand popularity) and interesting patterns, understand what their competitors are doing and how the industry is changing" (Dey, Haque, Khurdiya and Shroff 2011, Governatori and Iannella 2011). These authors identify how new knowledge and patterns can lead to gaining an upper hand against their competitors. By analysing and evaluating this data, it leads to the finding of vital information, hence, Marketers are able to define their marketing plans in a more structured and directional way and are able to get a clearer view whether or not anything needs to be changed in the overall marketing strategy. Also, whether or not objectives need to be re-defined because goals aren't being reached.

Social Media data can also be analysed when looking closely at the content of comments. These comments can produce “insights regarding new products, unanticipated benefits or uses of existing products, more effective ways of positioning a product, and better ways to segment existing customers” (Malthouse, Haenlein, Skiera, Wege and Zhang 2013). In accordance with Kaplan and Haenlein (2010) by reading customer reviews and blogs, “brand Managers gain insights into how customers are using their products and how they think about them and how to produce more effective CRM contact points.” These are all benefits for a company that is attempting to integrate Social Media into its marketing mix. These authors don’t agree with measuring Social Media using *Facebook* ‘likes’, number of Tweets or number of views on *YouTube* videos. They state that these measures quantify outputs, rather than outcomes. Moreover, Kaplan and Haenlein (2010) criticize that “evaluating success based on outputs rather than outcomes can encourage employees to take actions that are unprofitable and counterproductive.” Having analysed and criticized how companies should use Social Media data, we will finalize by describing what the best approaches are to integrate Social Media into the Marketing mix of a company.

2.5 Integrating Social Media into the marketing mix

Consumer-generated brand stories are more impactful than traditional channels due to the fact that they utilize “Social networks, are digital, visible, ubiquitous, available in real-time, and dynamic” (Hennig-Thurau, Thorsten, Gwinner, Walsh and Gremler 2004). These authors established that Brand Managers are facing the challenge of integrating these consumer-generated brand stories and Social Media into their communication mix. If they manage to integrate them, they will gain an important competitive advantage. As reported by Weinberg and Pehlivan (2011) Social Media isn’t a ‘one-size-fits-all’ and doesn’t substitute traditional marketing, which is why companies should integrate into their marketing mix, and not just adopt it as a completely new strategy. This is due to the fact that the other two ways of communication are still present and consequently, have to be coordinated. Social Media has become an additional means for marketers to disseminate their messages; their overall objectives remain a guide for the activities, regardless of whether or not they are using traditional channels or Social Media tools. Put otherwise, these authors are outlining that companies should indeed integrate these tools into their marketing mixes, however, there isn’t a general guideline that companies can just follow in order to come up with a successful strategy. This is supported by Berthon, Pitt, Plangger and Shapiro (2012) where they state that “these channels transform monologues (one to many) into Social Media dialogues (many to many).” In agreement with the authors above, Catronovo and Huang (2012) reveal that there aren’t a set of rules or guidelines for integrating Social Media into the marketing mix, however, there are

certain best practices that can be used in order to improve the effectiveness of such a campaign. In line with the authors above, it is stated that the combination of both traditional and social mediums “allows companies to develop integrated communication strategies to reach consumers on a myriad of platforms, enabling a wide sphere of influence” (Hanna, Rohm and Crittenden 2011). Once again, it is demonstrated that Social Media should be integrated with traditional Media, as it can reach great masses of consumers.

Furthermore, Hanna et.al (2011) add that consumers have the expectations of being active participants in the Media process. This Media doesn't replace traditional Media, but expands on the Media choices and is able to capture more reach, intimacy and engagement. Ultimately, every company wants to achieve this visibility and recognition. By interconnecting Social Media tools with traditional Media, there is a higher chance of developing a more complete, relevant, and up-to-date online marketing strategy.

A successful marketing strategy engages consumers' feelings and focuses their experiences around brands and products (Singh, Veron-Jackson and Cullinane 2008). These authors state that customers' want to be more involved with the products or brands. In addition, we could argue that this way of doing marketing is much more interactive than the traditional way of doing marketing, enabling the customers' to provide their opinions, concerns, and general feedback regarding products or services. The fact that consumers can voice their opinions, means companies can learn what they have done rightly or wrongly and improve their marketing strategies.

Having analysed all of the above researchers, we can see that by integrating Social Media into a company's marketing mix, there is much more interaction and marketers can execute a more successful marketing campaign. Therefore, having discussed how companies integrate Social Media into their marketing mix, we will now provide a set of Social Media guidelines.

2.6 Developing a Social Media strategy - guidelines

The first steps to having a successful Social Media strategy are to understand the consumer characteristics, conversations and be able to create and develop a healthy relationship with them (Moran and Gossieaux 2010). According to Nair (2011) it is important to conduct market research in order to understand when the best times to engage with the consumers, and how often to engage with them.

There are three main elements for the implementation of a successful Social Media strategy (Culnan et al. 2010). Firstly, there needs to be a mindful decision in regards to the initial adoption. This decision encompasses the following aspects: Which Social Media Platforms to be present in and how to use them; Identifying the Social Media metrics that make sense with the companies' goals and objectives; Being able to manage risk and making sure that all content is readily accessible at all times. Secondly, companies need to build communities. By building a community, companies manage to attract and retain a large mass of participants. Thirdly, they need to learn from what their customers have been saying and develop absorptive capacity. They need to understand what their customers are saying and respond appropriately.

In order to successfully integrate Social Media into a company's marketing mix, Culnan et al. (2010) have imposed the following implementation. They have three different elements: Mindful adoption, community building and absorptive capacity. These recommendations have been developed after reviewing a large amount of academic literature. The following guidelines for Mindful adoption, community building and absorptive capacity are adopted from Culnan et al. (2010):

Figure 2: Social Media general guidelines

MINDFUL ADOPTION	
<ul style="list-style-type: none"> • Match the adoption of Social Media Platforms to the organization's culture, business objectives and customers <ul style="list-style-type: none"> - By understanding what the company's culture and objectives are, a company can decide which Social Media Platforms it makes sense to be present in 	
<ul style="list-style-type: none"> • Be able to find applications easily <ul style="list-style-type: none"> - By maintaining an inventory of all its Social Media Platforms - Provide direct links from website to Social Media platform and vice versa and cross-navigation between Social Media Platforms 	
<ul style="list-style-type: none"> • Make sure there are quantitative and qualitative metrics in order to measure your Social Media application effectively <ul style="list-style-type: none"> - Implement metrics that measure the size of community, participation frequency, how often content is shared amongst other Social Media Platforms - Integrate Social Media metrics with traditional Media metrics in order to be able to measure ROI, revenues, cost savings, customer satisfaction 	
<ul style="list-style-type: none"> • Control any risk management concerns, such as privacy and security <ul style="list-style-type: none"> - Have a formal policy for correct use of Social Media to be implemented by employees - Train employees - Monitor Social Media applications in order to prevent any risk concerns - State what the privacy rules are for all participants, so there is no 	

misunderstanding in the future
COMMUNITY BUILDING
<ul style="list-style-type: none"> • Distribute engaging content <ul style="list-style-type: none"> - An employee should be responsible for creating content - By having celebrities or executives interacting with consumers, there is a creation of further engagement
<ul style="list-style-type: none"> • Provide participation incentives
<ul style="list-style-type: none"> • In every conversation, there is no need to mention the company
<ul style="list-style-type: none"> • Having a balance between which content to delete and giving a certain freedom of speech
<ul style="list-style-type: none"> • Take into consideration the policies and norms of each Social Media platform
ABSORPTIVE CAPACITY
<ul style="list-style-type: none"> • Make sure the monitoring of Social Media Platforms has designated responsibility assigned to
<ul style="list-style-type: none"> • Build on your company's already existing processes in order to process customer communications more effectively
<ul style="list-style-type: none"> • Integrate Social Media applications with related applications and website
<ul style="list-style-type: none"> • Develop strict message processing procedures <ul style="list-style-type: none"> - Having someone to take charge in answering all types of messages in a timely manner
<ul style="list-style-type: none"> • Develop applicable and relevant metrics to facilitate reporting

Source: Culnan et al. 2010

These guidelines were developed for companies to understand what the main steps are to implementing a successful Social Media Strategy.

3. CONCEPTUAL FRAMEWORK

To help address the gap that exists in understanding Social Media and the various forms it can take, and Kietzmann, Hermkens, McCarthy and Silvestre (2011) present a honeycomb framework of seven Social Media building blocks. These Social Media blocks can help Managers make sense of the Social Media ecology, understanding both their audience and engagement needs. The seven functional building blocks are: identity, conversations, sharing, presence, relationships, reputation, and groups. The blocks are “neither mutually exclusive, nor do they have to be present in a Social Media activity. They are constructs that allow us to make sense of how different levels of Social Media functionality can be configured” (Kietzmann et al. 2011). They allow Managers to better understand the Social Media ecology, by looking closely at each individual aspect of Social Media experience. Essentially, this honeycomb framework can be used as a tool to analyse the constant Social Media shifts. Firms that are keen on developing a Social Media strategy and integrating it with their marketing mix can use this framework to monitor and understand how these Social Media activities vary in terms of function and impact. Therefore, by evaluating which building block is the most relevant, firms can develop a congruent Social Media strategy. Having introduced the conceptual framework, we will describe and evaluate each different building block individually.

3.1 The Honeycomb Framework – The building blocks

3.1.1 Identity

The first block is Identity: This functional block represents how consumers and organizations reveal their identities in a Social Media setting. For example; name, age, gender, profession, location, etc. A major implication is privacy, and even though users share their personal information freely on Social Media networks, they have “serious concerns about how secondary firms use their information as a source for data mining and surveillance” (Kietzmann and Angell 2010). Some users go as far as having anonymous identities and having different names and identities on different Social Media Platforms in order to protect their privacy. Therefore, this shows that users’ profiles may not always be accurate.

3.1.2 Conversations

The second block is conversation: this block represents the extent to which there is communication between users and organizations in a Social Media setting. The fact that there is

a vast amount of conversations happening in these Social Media networks, means that there is a proposed format by which firms should be tracking and monitoring all conversations for further analysis.

3.1.3 Sharing

The third block is sharing: this block represents the extent to which users “exchange, distribute, and receive content” (Kietzmann et al. 2011). In order for sharing to be successful, firms must identify what objects of Sociality their users have in common in order for a network of connections to be available between them.

3.1.4 Presence

The fourth block refers to presence: this block represents the extent to which users are aware of whether or not other users are present and accessible on Social networks. This is very important for firms, seeing as they can begin to understand users’ behaviours.

3.1.5 Relationships

The fifth block represents relationships between users and firms: in this block, the extent to which users are connected determines the flow and distribution of information between them. Usually, most firms attempt to build their Social networks as much as possible, however, some firms prefer to maintain their existing relationships. In this case, these firms prefer customer retention instead of customer acquisition.

3.1.6 Reputation

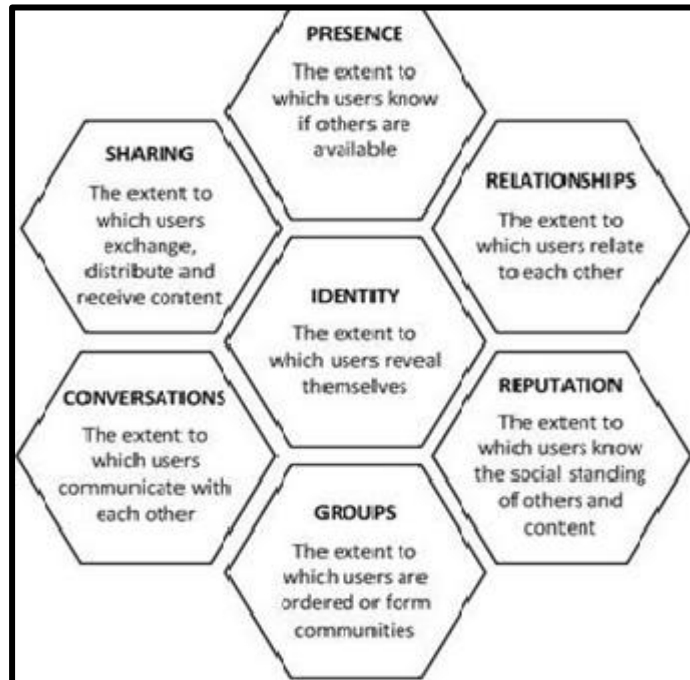
The sixth block refers to reputation: this blocks determines the extent users can distinguish the standings and content of other users. Social Media service sites, such as Social Mention give the opportunity to firms and users to be able to monitor the amount of times they are mentioned. This is done, using the following metrics: “strength (the number of times you are mentioned); sentiment (the ratio of mentions that are positive to those that are negative); passion (how often certain users talk about you); and reach (the number of different users talking about you divided by the total number of times you are mentioned)” (Kietzmann et al. 2011).

3.1.7 Groups

Finally, the seventh block refers to the extent to which users are able to form communities and sub-communities. The aim of a firm is to grow its Social network, in order to obtain more friends, followers and contacts. However, firms must not forget that some friends and groups may not like each other, so they should be able to understand exactly in what groups they want to be and which friends they want to have.

The Social Media functionalities that each different building block provides are summarized below in Figure 3.

Figure 3: Social Media Functionalities

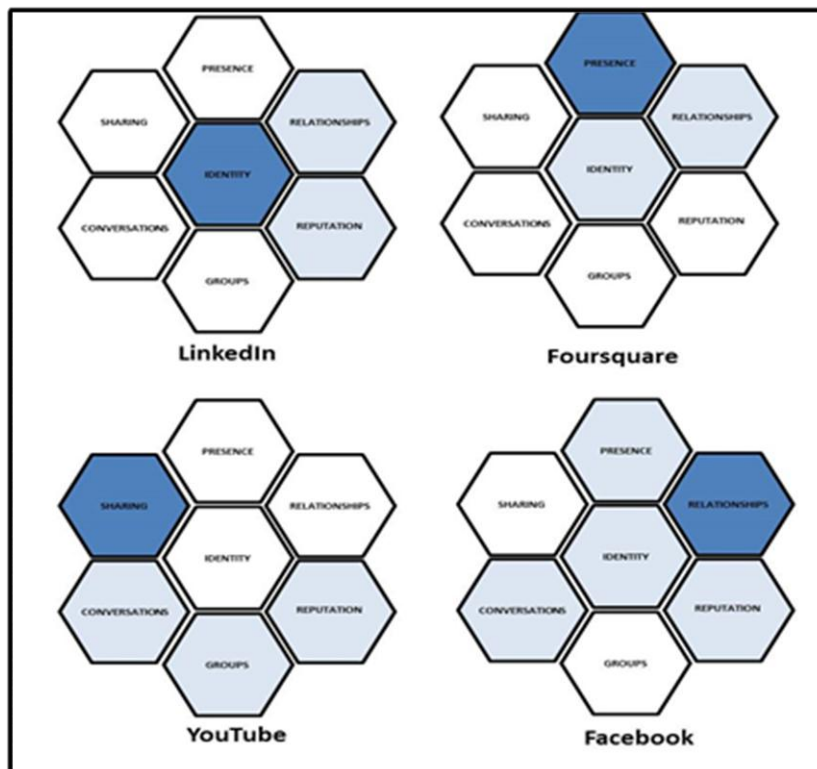


Source: Kietzmann et al. 2011

3.2 Linking Social Media blocks to different Social Media Platforms

Having outlined each individual component of the honeycomb framework, linking a few components to each Social Media site becomes clearer. The four Social Media sites that were analysed in this study were *LinkedIn*, *Foursquare*, *YouTube* and *Facebook*. In the following figure 4, it is clear that *LinkedIn* is more concerned with Identity and its secondary concern relates to keeping relationships and a good reputation. *Foursquare*, is more concerned with presence, with its secondary concerns relating to identity and relationships. *YouTube* is more interested in sharing, and its secondary concerns lie in conversations, groups and reputations. *Facebook*'s primary concern has to do with relationships, and it is also interested in presence, identity, conversations and reputation.

Figure 4: Using the honeycomb framework to contrast functionalities of different Social Media Platforms



Source: Kietzmann et al. 2011

4. CASE STUDIES

We have chosen Starbucks, Walmart and Hewlett-Packard because they all have differing business models, are all Fortune 100 firms, have a well-defined overall marketing strategy and it would be very interesting to get a better understanding of how they have integrated Social Media into their marketing strategies.

In the three different case studies, it will be evident how the conceptual framework can be applied in a practical way. For example, some companies are more interested in having a strong identity and building relationships (which are two Social Media building blocks from the honeycomb framework). On the other hand, other companies may be more interested in engaging with customers through conversations and sharing of content.

Case study 1: Starbucks

4.1 Company history and background

Starbucks coffee began in Seattle in 1971 and were initially a retailer of beans, coffee, tea and spices. Nowadays, it is the biggest coffee retailer in the world, with more than 19,000 stores in more than 60 countries (Krikorian 2014). It has 33% of market share for coffee in the U.S and this is due to the fact that it has targeted a well-defined audience (O'Farrell 2013). In their mission of statement they state that what they really care about is human connection.

4.2 Social Media strategy and benefits

Starbucks began engaging with consumers using Social Media in 2008, when it launched 'My Starbucks idea,' its first online community (Starbucks Company Timeline 2014). In the same year, it also joined *Facebook* and *Twitter*, developing a very impressive Social Media strategy. Their Social Media is also built around *Pinterest*, *G+*, and *YouTube*. In this case study, Starbucks's Social Media strategy will be outlined, the benefits and challenges it has encountered and a set of guidelines will be given.

Starbucks maintains four primary digital touch points which are: a *Facebook* page, where it communicates with its consumers and fans internationally; a *Twitter* feed, to serve as a customer service channel. A *YouTube* channel, to upload various videos, and 'My Starbucks idea', a digital suggestion box where consumers can feel free to drop off any ideas regarding the improvement or development of new products or services (Quenqua).

The Social Media strategy that is presented by Starbucks in a study conducted by Gallagher and Ransbotham (2010) can be organized in the (3-M) framework. This framework focuses closely on the three flows of communication, such as: firms to customers (functioning as Megaphone), customers to firm (functioning as Magnet), and customer to customer (functioning as Monitor).

Firstly, when using Social Media as a megaphone, Starbucks uses different strategies on different Social Media networks. When the Megaphone is used effectively, it can "underpin brand positioning and perception, establish a clear message, convey corrections, promote contests, distribute time-sensitive information, and even recruit customers, partners, and staff" (Gallagher and Ransbotham 2010). When Starbucks uses Social Media like a magnet it

captures “customer feedback, enhances market research, augments customer service, and fosters innovation” (Gallaughier and Ransbotham 2010). Finally, to keep track of all conversations and customer dialogs, Starbucks needs to monitor these very closely. Therefore, customer insight, alongside with market intelligence can be yielded.

On *Facebook*, it has the largest corporate fan page and it manages to connect with 36 million fans (Exhibit 1). It usually updates its fans through the news feed, where it can include promotions (for example; the free pastry day), cause marketing (for example; Love project or day of service), and it can post various different videos and images relating to Starbucks. Starbucks also suggests topics on which consumers can engage with. A study conducted in 2012 revealed that *Facebook* is a dominant Social networking site “with an audience of approximately 160 million U.S visitors each month. It accounts for 90% of all time spent on Social -networking sites” (Lipsman et al. 2012). These authors state that when a brand focuses on acquiring and engaging fans it can usually benefit from secondary effects, such as the exposure to the friends of the acquired fans. By providing a platform, the sharing of photos, videos and news is possible. According to the conceptual framework used in the previous chapter, the main building block that Starbucks is using, is ‘Relationships.’ However, it is also using focusing on ‘Presence, Identity, Conversations and Reputation.’ Starbucks uses Facebook for more than advertisement; their posts reflect positive and funny remarks that help to engage and start conversations with the consumers (Davison 2014).

On *Twitter*, it has had 20.6 million tweets, uploaded 646 photos/videos and have 6.15 million followers (Exhibit 2). It broadcasts in-store and delivers partner promotions, which relate to the special offers, such as 2-for-1 in stores. There is also commentary regarding their corporate Social responsibility staff and to emphasize on nutrition. In Starbucks, Social Media has improved communications between customers and firms. It also allows the monitoring of customer dialog. Social Media operates like a “giant word-of-mouth machine, catalyzing and accelerating the so-called viral distribution of information” (Gallaughier and Ransbotham 2010). For example, in *Twitter*’s case, the ‘re-tweet’ option allows messages to be spread, whilst on *Facebook*, this is done by ‘liking’ and/or ‘sharing’ a post. By monitoring these Social Platforms very closely, Starbucks has been able to amplify positive messages, improve inaccuracies and alleviate further damage. An example of a successful campaign that Starbucks used Twitter as their Social Media tool was launched on the 28th of October and was called ‘Tweet-A-Coffee’. This campaign allowed customers to buy each other coffees by connecting their Starbucks account to their Twitter account and tweeting ‘@tweetacoffee’ to consumers’ friends profiles. The results were that 54,000 used Starbucks and Twitter at the same and Starbucks managed to make \$180,000 in purchases (Hames 2013).

On *YouTube*, it has had 11.128.151 visualizations (Exhibit 4). It has its one channel and uploads corporate Social responsibility videos on what the firm is doing. It also promotes music that is sold by the firm. According to the conceptual framework, the main objective of *YouTube* is to 'Share' content. However, it is also involved in 'Conversations, Groups and Reputation.'

Finally, on *foursquare*, it has 1.837.150 follows. It uses an application that is location-based in order to advertise where the closest stores are. It also leads to store traffic due to that fact that whenever someone checks in near Starbucks, there is a popup tab. According to the conceptual framework, the main objective is to have a 'Presence.' However, 'Identity and Relationships' are also important.

Secondly, when using Social Media as a magnet, it also uses different strategies. On *Facebook*, it can support requests and product suggestions, draw praise or complaints. The firms' wall is where the attention is focused, in order for it to be managed effectively. On *Twitter*, it provides an opt-in platform that has more than 1 million followers. By having short-lived complaints, it manages to keep a good reputation. On *YouTube*, it is involved in being an outlet for video campaigns that are submitted by customers, such as the Love project used for Aids relief. By collecting customer suggestions for using the VIA ready brew instant coffee, it can improve customer service. On *foursquare*, if companies purchase through Social gaming, they are rewarded. Here we witness how Starbucks manages to improve its customer loyalty.

Thirdly, when using Social Media as a monitor, once again it applies different strategies to the different initiatives. On *Facebook*, Starbucks' exposure is measured, the demographics and customers' activity is shown, and the actions that have resulted from each campaign are perceived (such as, click-through rate, page visits or likes). This informs Starbucks' employees of the customers that have stopped following them as fans, or simply ignored the content. The more likes and comments between consumers and the firm, means there will be greater visibility. On *Twitter*, it provides keyword mentions, re-tweets and the resultant activity regarding a campaign (such as click-through rates) as the main metrics used. Hashtags to followers are suggested for customers to be able to also monitor what is happening around campaigns that interest them. It also allows staff to react in a timely manner by providing and type of apology, praise, help or correction. On *YouTube*, success is measured by view statistics and the amount of comments. It encourages consumers to converse, in order to create further engagement. On *foursquare* it distinguishes between the loyal customers, by taking into account how often they check-in and their demographics. By providing in-app shouts and tip posting, it creates and encourages consumers to converse.

4.3 Social Media challenges

Starbucks has also encountered challenges regarding its use of Social Media. The first challenge that Starbucks faces is dealing with the balancing of centralized vs decentralized government control. In decentralized governance, efforts aren't aligned. On the other hand, in centralized governance, there may be lack of innovation. Starbucks is able to deliver a centralized, cross-functional Social Media approach. This means that there is the same tone, look and feel throughout the Social Media Platforms.

The second challenge lies in the balancing of facilitating or censoring content. Starbucks will remove self-promoting, offensive and inappropriate posts. However, full transparency is shown by responding to aggressive comments. While Social Media allows rumors to quickly spread, by having someone in charge of monitoring and intercepting them, there can be an appropriate response in a timely manner.

The third challenge that Starbucks finds is mobilizing supporters to counter detractors. Basically, there are protesters against certain campaigns that criticize Starbucks's movements. By monitoring these posts, Starbucks was able to respond to negative criticism by highlighting the firm's CSR initiatives and employee policies.

The fourth challenge falls in managing expectations and results from Social Media innovations forums. Criticisms regarding 'My Starbucks Idea' reveal that the ideas are not novel. However, one of the Social Media Managers explains that 'My Starbucks Idea' is an organizational channel to manage initiatives that consumers believe are important. Therefore, the role of this specific forum may be to direct ideas, rather than identify them.

The fifth challenge that Starbucks can experience is to respond without reinforcing negative behaviours. For example, Starbucks may be tempted to compensate the customer's bad experience by offering the customers gifts. However, this may not be the best alternative, because by rewarding consumers that complain, there may be an increase in the number of consumers complaining due to the fact that they will see this as an opportunity to gain free gifts. A Starbucks Manager advised to make friends, instead of making offers. In chapter 2 (Literature review) it was clear that many authors agreed with this approach. They stated that creating and maintaining a relationship with customers was more important than attempting to sell their services and products.

Case study 2: Walmart

4.4 Company history and background

Walmart, founded in 1962 by Sam Walton in Rogers, is an American multinational retail corporation, running various large department and warehouse stores. It operates more than 11,000 retail units in 27 countries and currently has e-commerce websites in 10 countries. According to Fortune's Magazine, Walmart is the largest public corporation in the world. It began trading publicly in the NYSE in 1972 (Wei, Wang, Zhang, Ao).

4.5 Social Media Platforms and benefits

They engage with their customers and stakeholders in five different Social Media Platforms, namely: *Facebook*, *Twitter*, *YouTube*, *Flickr* and *Foursquare*. Walmart has 14 *Twitter* accounts, 3 *Facebook* pages and 2 Blogs, and its main objectives are to improve branding and sales. Its Social Media strategy is centralized, seeing as its applications have direct links to its homepages in its retail and corporate websites.

Walmart bought a Social Media firm, called Kosmix, in 2011. Mass Market Retailer (2011) stated that Social networking is becoming a part of our customers' day-to-day lives around the world, having a direct influence on how they shop on-line and at the stores. Walmart's vice chairman, in agreement with many academic researchers understands how Social Media is a growing trend. According to Mass Market Retailer (2011) the company's "technology platform searches and analyses connections in real-time data streams to deliver highly personalized insights to users." This approach is also in alignment with various suggestions of academic researchers, where the importance of creating and maintaining relationships is essential for customer loyalty.

On their *Twitter* account, they have had 231 million tweets, 1.818 photos/videos and have 495 million followers (Exhibit 8). Their main aim is to provide information on what Walmart's main activities and initiatives are. It gives encouragement for customers to comment and give their opinions on any given topic proposed by Walmart. However, their *Twitter* account doesn't allow customer service comments to be replied to, and this should be done through *Facebook*, their website or by calling them. In terms of creating engagement through *Twitter*, Walmart encourages consumers to having dialogues. If any interesting stories or news articles are posted by consumers, Walmart encourages them to provide direct links, backed up by facts, if possible.

They attempt to answer to as many relevant questions as possible, but need to be selective, because many will not be relevant, and they can't afford to be inefficient. The best-performing tweets are promoted in order to have a wider reach and have a longer lifecycle online. If there are negative comments, it attempts to explain their point of view in an alternative way.

Walmart's two main responsibilities in terms of their digital communications team is to ensure that customer and future customers know that they have the lowest prices in the market and can live better. The second responsibility is to ensure that Walmart's reputation is protected. To ensure they succeed in achieving these objectives, Walmart uses *Twitter* as one of its main Social Media Platforms. According to Brown (2013) their main accounts feature the following topics:

Twitter's main accounts
<ul style="list-style-type: none">• @WalmartNewsroom – Press releases and other announcements
<ul style="list-style-type: none">• @WalmartVeterans – Hiring initiatives and other efforts involving veterans
<ul style="list-style-type: none">• @WalmartGreen – Sustainability-related news
<ul style="list-style-type: none">• @WalmartGiving – Philanthropic efforts
<ul style="list-style-type: none">• @WalmartAction – Public policy issues
<ul style="list-style-type: none">• @WalmartHealthy – Fresh and healthy foods

Regarding *Facebook*, it connects with 34 million fans. It uses it for community building, and in its largest website, it has more than 1 million fans. Walmart has a strict guide for *Facebook* and if consumers don't follow these accordingly, their comments will be deleted. Some of the main guidelines imposed by Walmart are to be polite and courteous with other consumers, staying on topic and contributing relevantly. Posts needs to be done by real people and anonymous or fake profiles will be deleted.

For the Walmart associates, Walmart states that rules should be known, for example (don't share private or confidential information). Associates should know that there is already a dedicated team that has the responsibility to respond to all customers' comments, opinions, and criticisms. Therefore, they should not attempt to reply to any comments that don't concern them, and confusion is avoided, as there are no similar answers. Walmart attempts to answer to any questions or comments in the most transparent way possible.

According to Quinn (2014) Walmart is getting a marketing equivalent of 10 times on its return on investment both on *Facebook* and *Twitter* when comparing to other marketing campaigns that they are involved in. He doesn't agree with the opinions of many people regarding the difficulty to measure ROI on Social Media. Quinn (2014) states that "Walmart has a ROI that's really strong. And, it's transforming our organization. This level of engagement we now have with customers is changing a whole bunch of other aspects of our marketing."

As reported by Sternberg (2013) "Walmart has conducted audience audits, looking at influencer stats, as well as who was engaging with the brand, why they were interacting, and when." This shows how Walmart is committed and dedicated to trying to understand and make sense of how consumers are engaging and interacting on their Social Media platform in order to be able to provide an even better service for them.

4.6 Social Media challenges

Walmart does have its challenges, and delivering tailored messages to different segments, at the right time and on the right Social Media Platforms needs a clearly defined Social Media strategy.

One of Walmart's biggest Social Media problems was in 2006, regarding the 'Wal-Marting across America blog.' Basically, the company would blog about how the employees of Walmart loved their jobs, however, when the financial relationships between the bloggers and Walmart was revealed, people began to not trust the company, and as consequence, the company lost credibility. In 2007, an account on *Facebook* was opened, but the lack of monitoring by Walmart's employees, meant customers felt ignored, and this was seen as another failed campaign (Barker et al. 2012).

One of the other challenges that the company faced was regarding its story telling, and in order to overcome this, they studied and adopted a very clear Social Media strategy. Other challenges involve the overcoming of stereotypes, internal perceptions and having a negative past experience with the brand.

4.7 Social Media strategy

According to Sternberg (2013) "if you're not on Social Media to build relationships, it doesn't make much sense to be there." In the literature review, this is a recurring theme and it illustrates the importance of creating and developing relationships with your customers on Social Media Platforms. This will lead to customer loyalty and a gain in competitive advantage.

Brown (2013) argues that “it’s not about when you want to send a message, but when the audience wants to consume it.” This involves a clear strategy and being able to listen and understand your consumers. By creating and developing relationships with consumers, Walmart is able to get to know its consumers and get a clearer idea of when they are more inclined to be more receptive to posts.

It is stated by Brown (2013), that Walmart is mentioned hundreds of thousands of times every day. Of these mentions, 80,000 are relevant, and it “generates internal alerts to highlight mentions, activity volume, and sentiment” (Brown 2013). By having a clear aligned Social Media strategy, Walmart is able to distinguish between the relevant mentions, and answer in a timely manner.

Walmart learnt that it has to be divided into two teams: Marketing and corporate reputation management. One team handles the Walmart’s *Twitter* and *Facebook* accounts, whilst the other team handles non-store and issued based mentions.

Walmart divided its *Twitter* presence and this has enabled customers to be more attentive and up to date on specific topics that really interest them. It is a better way to segment different types of customers.

Case study 3: Hewlett-Packard (HP)

4.8 Company history and background

HP is an American multinational information technology corporation. It provides software, hardware, solutions and services to many different business entities. According to Dand (2011) HP has 1 billion customers in more than 170 countries and more than 300 million employees worldwide. Its three business groups consist in Enterprise business, personal group, and imaging and printing.

HP took two years to listen to what their customers were saying before getting involved with them. When they knew where they were having these conversations, they began engaging. Opportunities in Social Media are vast, and prioritization was key, therefore, HP took a look at the landscape and mapped it against their objectives, their targeted audience, their KPI's and business drivers, and then prioritized Social Media Platforms at the worldwide and regional level. Regional priorities have a much more diversified landscape, hence they expanded their footprint accordingly there (Marketing Solutions Webcast: How HP uses Social Media to Drive Product Recommendations 2011).

Recently, there has been a wide adoption of Social Media tools and this has led to the opportunity of many companies to have a better understanding of consumer's patterns and behaviours. According to Roman (2013) companies need to understand how consumers are using Social Media and what their patterns and behaviours are in order to develop relevant Social Media strategies. Also, according to Roman (2013), referrals from Social Media Platforms doubled, and HP's 'Expert day' attracts hundreds of thousands consumers.

According to the Director of Digital Strategy, Larry Nelson, HP's social media team is involved and responsible for the global acceleration in terms of; creating the encouragement for HP's products and services. They are also responsible for creating and generating conversation, engagement and sentiment regarding HP's products and services. They should be available to answer and reply in a timely manner regarding any customer queries. And ultimately, they are aiming to drive lead generations, increase revenue and conversion, whilst cutting on costs. Community building is also one of HP's objectives and it has over 100,000 fans. Content is created both by its employees and by customers.

4.9 Social Media Platforms

HP's Social Media strategy consists of *Facebook*, connecting with 3.065.900 fans (Exhibit 13). *Twitter*, where it has 27 million tweets, 1.000 videos/photos and 664 million followers. It also consists of forums (Exhibit 15) and blogs (Exhibit 16) in order to interact with its customers more effectively. It has 5 different *Twitter* accounts, 6 different *Facebook* pages, more than 80 forums and more than 50 blogs. Its main objectives are for branding and customer service and support. There is a mix of centralized and decentralized approach to its Social Media Platforms. There has been unprecedented growth of Social Media Platforms and each Platform serves a distinct purpose. Lately, it has also engaged on *LinkedIn* (due to the very accurate and precise way of targeting professionals) in order to manage their professional Identity, build business relationships, and gain and share professional insights. When it created a company page on *LinkedIn*, it established a presence, was able to showcase their products and services, and generated and displayed recommendations. Also, this *LinkedIn* page allows marketers to have an access to a variety of robust analytics, such as; clicks on products and services, click on career pages, members following, and members visits. HP managed to generate 20 million new followers and have 2.9 million recommendations with the launch of the new company page on *LinkedIn*. It also developed a new Social Media metric, known as; click to recommend ratio.

4.10 Social Media benefits

For many companies, Social Media interactions and data is still a new concept that isn't understood by many. HP explore, human-generated information can be understood in real time, turning it into a key competitive advantage.

The new HP customer engagement management services supports the adoption and integration of Social customer relationship management into a company's existing strategy. This means that employees can respond to any queries, opinions, in the channel they prefer, and this means they will respond in a timelier manner and provide better customer service. Subsequently, this will lead to the retaining of existing customers and potentially the attraction of new customers.

HP has a Social command center for clients, which includes 24/7 a view to a Social Media dashboard, showing the main trends in topics, volume and sentiment. By knowing these figures, employees can understand what conversational topics to begin in order to improve engagement and increase visibility. HP joins customers and employees on the basis of Social Media mentions, in order to provide the best possible meaningful and relevant conversation.

The enterprise analytics creates a single, holistic customer view, by linking customers in the Social Media Platforms to the conversation hub. There is real-time data mining for contextual

meaning and keywords, which enables customers to have targeted engagement on a one-to-one basis. It also provides trend analysis, which in turn can identify recommendations in terms of new marketing strategies.

HP is successful in Social Media, because it has integrated it effectively with all customer points. It also strives to ensure customer experiences are unique, by segmenting to different customers, in different locations and languages.

4.11 Social Media challenges

In terms of challenges, there was a great deal of skepticism, as everyone was unsure about how to best adopt Social Media. There was a lack of knowledge, as many employees didn't know how to use Social Media effectively, as it requires intensive knowledge. There are certain challenges, such as analysing the unstructured Social Media data, which is more difficult to analyse than traditional structured data. Companies that haven't integrated Social Media into their marketing mix are missing out valuable ideas and insights from consumers. In HP, Social Media employees listen, monitor and then take the action that is needed.

In 2011, HP had the challenges of engaging with commercial clients on *LinkedIn* and encourage these clients to recommend HP products and services to their networks. Therefore, it created a *LinkedIn* Company page in order to engage with more commercial clients and increase their recommendations on products and services. HP chose did special social media platform, due to the fact that it is the best in terms of bringing together career-minded professionals. Also, its precise targeting on jobs, industry and location is exceptional. The results of this campaign were very positive for HP, as they managed to obtain 2,000 product recommendation in just two weeks. They acquired 20,000 new followers on their new page and had 500,000 viral updates regarding HP's products and services.

5. TEACHING NOTES

These case studies were done in order to generate class discussion, teach marketing students what the main benefits, drawbacks and challenges are for integrating Social Media tools into a company's overall marketing mix. These three case studies were done in order to add value for professors teaching Marketing courses, more specifically, Digital Marketing. It is a specific outlook on how companies can attempt to integrate Social Media into their marketing mix. By looking at three different case studies, we are able to extract the different benefits, drawbacks, strategies and present a set of guidelines that each company could adopt when implementing Social Media into their marketing mix. By having three diverse companies, these case studies illustrate the different components used on the conceptual framework. The teaching objectives, questions and suggested answers will be provided in this chapter.

5.1 Teaching objectives

The main teaching objectives of these three different case studies is to understand how to successfully integrate Social Media into the already existing marketing mix of each company. By describing each company's main benefits, drawbacks and challenges, and presenting a useful guideline for the adoption of a Social Media strategy, students and companies will be able to understand how to effectively integrate Social Media into the overall marketing mix of a company.

The main learning objectives associated with the three case studies:

- Understand the importance of having a Social Media strategy implemented in a company
- Understand that there are always benefits and drawbacks in implementing a Social Media strategy
- Realize that there are different Social Media strategies for each company and there isn't a 'one-size-fits-all' approach
- Realize that market research needs to be done before integrating Social Media into a company's overall marketing mix

- Comprehend that Social Media is a growing trend and companies are feeling the need to be actively present
- Understand that a Social Media strategy can be successful in one or in various Social Media Platforms
- Be able to distinguish between the different Social Media Platforms
- Understand that word-of-mouth can be both positive or negative
- Different Social Media strategies are needed for different Social Media Platforms
- Know the general guidelines for implementing a Social Media strategy: Before a company attempts to integrate Social Media into the marketing mix of its company, it should:
 1. Set goals and objectives
 2. Determine its metrics
 3. Determine its audience
 4. Discover the right Social Media Platforms
 5. Determine roles
 6. Create content

5.2 Assignment questions

- i) **Compare and contrast the main Social Media benefits in each company in the three case studies.**

In this question, students need to focus on the three different case studies and describe their main benefits. Students should focus on:

- Outlining Starbuck's main Social Media benefits as being:
 - Improved communications between customer and firm
 - Allows for the monitoring of customer dialog
 - Amplify positive message
 - Improve inaccuracies
 - Customer insight and market intelligence can be yielded
 - Captures customer feedback

- Enhances market research
 - Augments customer service
 - Fosters innovation
 - Promotes contests
 - 2-for-1 promotions
 - Store traffic
 - Improves customer service by collecting customer service suggestions
 - Creates customer engagement and conversation by providing in-app shout and tip-posting
- Outlining Walmart's main Social Media benefits as being:
 - Encouragement of dialogue
 - Answers to as many questions or comments in the most transparent way possible
 - Marketing equivalent of 10 times on its ROI
 - Better segmentation of its customers has led to more precise targeting
 - Outlining Hewlett-Packard's main Social Media benefits as being:
 - HP customer engagement management services that enable employees to reply to any queries, opinions on the Social Media platform they prefer, meaning they provide a quicker and better customer service
 - Improved customer satisfaction and customer loyalty
 - By analysing the Social command dashboard for clients, HP provides more meaningful and relevant conversations to customers on the basis of Social Media mentions
 - The enterprise analytics provides targeted engagement on a one-to-one basis
 - Segments to different customers, in different locations and languages

ii) Compare and contrast the main challenges faced by each company in each case study.

In this question, students need to focus on the three different case studies and describe their main challenges. Students should focus on:

- Outlining Starbuck's main Social Media challenges as being:
 - Dealing with balancing of centralized vs decentralized government control
 - Balancing of facilitating or censoring content
 - Mobilizing supports to counter detractors
 - Managing expectations and results from Social Media innovations
 - Reply to comments without reinforcing negative behaviours
 - Outlining Walmart's main Social Media challenges as being:
 - Overcoming of stereotypes
 - Internal perceptions
 - Whether customers have had a negative past experience with the brand
 - Delivering tailored messages to different segments at the right time and at the right time
 - Outlining Hewlett-Packard's main Social Media challenges as being:
 - Analysing unstructured Social Media data
- iii) In regards to the conceptual framework (honeycomb framework), is it necessary for companies to encompass the seven building blocks into their Social Media strategy, in order for it to be successful?**

To answer this question, students must clearly read and understand the conceptual framework and see how it has been linked to each case study. Students should focus on:

- Identifying the most important functionalities of each different Social Media platform:
 - *LinkedIn's* primary concern is with 'Identity,' and it is also interested in 'Relationships' and 'Reputation'
 - *YouTube's* primary concern is with 'Sharing,' and it is also interested in 'Conversations,' 'Groups' and 'Reputation'
 - *Foursquare's* main concern is with 'Presence,' and it is also interested in 'Identity' and 'Relationships'

- *Facebook's* primary concern had to do with relationships, and it is also interested in presence, identity, conversations and reputation.
 - Understanding that if they want to be present in only one Social Media platform, then not all of the building blocks are essential, because, as it has been identified previously, each different Social Media platform deal with different building blocks
 - Understand that Social Media is revolutionizing how companies are interacting with consumers, and that in order to gain competitive advantage, companies should seek to be actively present in most of the Social Media Platforms, as they have more chances to engage with potential customers
- iv) **What are the proposed Social Media guidelines for each company in each case study?**

For this question, students should focus on:

Social Media recommendations for Starbucks

The Social Media guidelines that are proposed in the study conducted by Gallagher and Ransbotham (2010) are the following:

- A firm should align its Social Media with its culture and strategy
 - By monitoring Social Media activities, a company can achieve competitive intelligence and prevent potential problems from occurring, such as negative criticisms.
- Firms need to organize with clear authority, responsibility, and leadership. By having a well-designed governance structure, it helps execute, coordinate and learn the marketing plan. This approach also enables for the analysis and reflection, and to be able to understand if there needs to be any change in the strategy.
- Firms should guide efforts through high-level principles, not low-level rules. According to Wheeler (2013), Director of digital Strategy at Starbucks, these include “listen, be transparent, use authorities, be human, share timely information, offer personal attention, thoughtfully deputize throughout the company, be humble in replies, don’t preach, give fans access, and don’t spam users.”

- Starbucks delivers a consistent and authentic voice. By always posting and replying in the same tone, customers can develop relationships with the firm. Also, it reflects the interactions that happen at the firm's stores, it gives a more human voice.
- Starbucks coordinates resources and balances activities. Firms must examine how opportunities fit within a firm's overall Megaphone, Magnet, and Monitor framework.
- Finally, Starbucks doesn't forget other customers. Social Media customers may not be representative of all of a firm's customer base. Firms must maintain posts that less tech-savvy customers can understand and in turn, engage with.

Social Media recommendations for Walmart

According to Brown (2013) the main Social Media strategy for Walmart has four different components:

1. Human (Cross-functional team, Influence, Data analysis)
2. Strategic (Discovery, Risk assessment, Engagement)
3. Technology (Monitoring / Research, Content optimization, Analytics)
4. Culture (Collaborative planning, Team execution, Command center)

Social Media recommendations for HP

HP present their guidelines, and they are the following:

- Provide customers with a Social Media platform
 - The company is able to gain valuable feedback regarding its products and services
- Monitor all Social Media Platforms at the same time
 - Having the data from all Social Media Platforms organized in one place, makes it easier to monitor and analyse
- Engage influencers and consumers who set trends
 - Target these consumers, in order to get better engagement and provide value

- Analyse the vibe or sentiment
 - Determining whether a vibe or sentiment is positive, negative or neutral and acting upon it
- Community ambassadors
 - More than 100 HP experts help customers every day by providing advice on many different topics
- Have a set of policies implemented and employee training
 - In order to maintain a consistent Social experience for the customer
- Identifying interesting and viral topics

6. CONCLUSIONS

In this chapter, we are able to make a connection between what the researchers are saying in the literature review to what the companies in the case studies are doing in practical terms. The main aim of this dissertation was to show managers and students that there are various approaches of integrating Social Media into a company's marketing mix, and even though there are general guidelines for the implementation of Social Media into the marketing mix, every company should adopt a different strategy. This is due to the fact that every company has different objectives and aims, diverse ways that they can measure their metrics, and specific target audiences. Companies' can be present in one or in various Social Media Platforms, and their content is going to be specific to what they are trying to achieve. The research questions have all been addressed and the answers are summarized.

RQ1: What are the key benefits of using Social Media tools?

- Driving customer traffic
- Developing relationships
- Increasing customer loyalty and retention
- Improving customer satisfaction and customer service
- Increasing sales and revenues
- Decreasing costs
- Creating brand awareness
- Enhancing brand image
- Building reputation
- Positive word of mouth

RQ2: What are the main drawbacks and challenges of using Social Media tools?

- How best to use and optimize the Social Media Platforms
- Choosing the right Social Media channels to use
- Getting followers or friends on *Twitter* or *Facebook* and subsequently turning them into customers
- How to make money using Social Media marketing
- Getting traffic to your website, blog or *Facebook* page
- Creating relevant and creative content and good quality online videos

- Getting subscribers to your blog
- Creating positive noise and Buzz about your brand on Social Media
- Managing your time and productivity
- Finding high quality Social Media marketing training and resources
- Unclear ROI
- Unstructured Social Media data

RQ3: What are the main guidelines for adopting a successful Social Media strategy?

- Set goals and objectives
- Determine its metrics
- Determine its audience
- Discover right Social Media Platforms
- Determine roles
- Create content

The three different case studies were an important way to demonstrate how Social Media is a changing trend and that it is not a ‘one size fits all’. Therefore, by analysing and evaluating three different companies, we can identify specific guidelines and strategies for the integration of Social Media tools into their marketing mix. The limitations of the dissertation are also addressed. What can be done in terms of future research is also stated – further insights and ideas are provided

6.1 Case studies’ main conclusions

Starbucks is actively present in six different Social Media Platforms, such as; *Facebook*, *Twitter*, *Pinterest*, *G+*, *YouTube* and ‘My Starbucks ideas.’ It uses a (3-M) framework, such as; Megaphone, Magnet and Monitor.

Its main benefits of integrating Social Media into its marketing mix are:

- Improves customer loyalty by providing promotions for customers (2-for-1 offers)
- Improves customer service by collecting suggestions for using the VIA ready brews instant coffee

- Clear metrics are used to measure its Social Media strategy, being able to monitor their Social Media Platforms effectively and improving their service. This also allows the amplification of positive messages, improve inaccuracies and alleviate further damage
- Creates engagement and conversations by providing in-app shouts and tip postings

Its main challenges and drawbacks of integrating Social Media into its marketing mix are:

- Dealing with the balancing of centralized vs decentralized government control
- Dealing with the balancing of facilitating and censoring of messages posted by consumers
- Negative word of mouth
- Mobilizing supporters to counter detractors: protesters against certain campaigns
- Managing expectations and results from Social Media innovations forums
- To respond without reinforcing negative behaviours

The suggested guidelines to integrate Social Media strategy into its overall marketing mix are:

- Aligns its Social Media with its culture and strategy
- It organizes with clear authority, responsibility, and leadership
- Guide efforts through high-level principles, not low-level rules
- Delivers a consistent and authentic voice
- Coordinates resources and balances activities
- Doesn't forget other customers

Walmart is actively present in five different Social Media Platforms, such as; *Facebook*, *Twitter*, *YouTube*, *Flickr* and *Foursquare*.

Its main benefits of integrating Social Media into its marketing mix are:

- Walmart is getting a marketing equivalent of 10 times on its return on investment both on *Facebook* and *Twitter* when comparing to other marketing campaigns that they are involved in
- Creating and building relationships
- Conducted audience audits, to understand who, why and when is engaging with brand in order to improve customer service
- Close monitoring of Social Media Platforms, with a dedicated team responsible to answer all customers comments, opinions and criticism
- Clear set of guidelines for Walmart's employees in order for there to be a consistent Social Media strategy
- Segments different types of customer effectively by dividing its *Twitter* presence

Its main challenges and drawbacks of integrating Social Media into its marketing mix are:

- Overcoming stereotypes
- Internal perceptions
- Consumers that have had a negative past experience with the brand

The suggested guidelines to integrate Social Media strategy into its overall marketing mix are:

- Human (Cross-functional team, Influence, Data analysis)
- Strategic (Discovery, Risk assessment, Engagement)
- Technology (Monitoring / Research, Content optimization, Analytics)
- Culture (Collaborative planning, Team execution, Command center)

HP is present on *Facebook*, *Twitter*, blogs and forums.

Its main benefits of integrating Social Media into its marketing mix are:

- HP explore, human-generated information can be understood in real time, turning it into a key competitive advantage
- The new HP customer engagement management services supports the adoption and integration of Social customer relationship management into a company's existing strategy
- Improved customer service
- Attraction and retaining of customers
- Improves engagement and increases visibility with a Social command center for clients
- Provides meaningful and relevant conversations to customers
- Targeted one-to-one customer engagement using enterprise analytics
- Trend analysis, in order to identify recommendations for new marketing strategies
- Segments to different customers in different locations and languages

Its main challenges and drawbacks of integrating Social Media into its marketing mix are:

- Analysing Social Media unstructured data, which is more complex than traditional structured data

The suggested guidelines to integrate Social Media strategy into its overall marketing mix are:

- Provide customers with a Social Media platform
- Monitor all Social Media Platforms at the same time
- Engage influencers and consumers who set trends
- Analyse the vibe or sentiment
- Identifying interesting and viral topics
- Community ambassadors
- Have a set of policies implemented and employee training

As Social Media is becoming an important tool for companies to gain a competitive advantage, it becomes essential for companies to understand what the main benefits, drawbacks and

challenges, general guidelines, in order to implement and integrate a successful Social Media into their marketing mix. By measuring and monitoring their Social Media data effectively, companies are able to analyse what needs improvement, and act on it. Researching and evaluating the many different viewpoints of academic researchers on Social Media and looking at three different case studies in order to obtain a practical outlook on how they are using Social Media, have enabled the author to gain a better understanding of how to integrate Social Media into a company's marketing mix.

6.2 Limitations and future research

- The metrics used for measuring company's performances is still an area that needs more studies by researchers
- There was no primary research done. This would've strengthened the conclusions and given a more practical outlook on the study

In the literature review, there is a great deal of conformity regarding the use of metrics for measuring a company's success. However, these case studies don't analyse the metrics companies should use to measure their performance. Instead, they concentrate on the benefits, drawbacks and possible Social Media strategies that are present. It is in itself, a limitation of the dissertation, however, that wasn't a research question or the main aim of this dissertation. Future research could be done on what the best metrics to use for different types of companies are, in order to be able to measure their success and whether or not they should adopt a Social Media strategy.

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8. APPENDICES

Exhibit 1 – Starbuck’s Facebook page

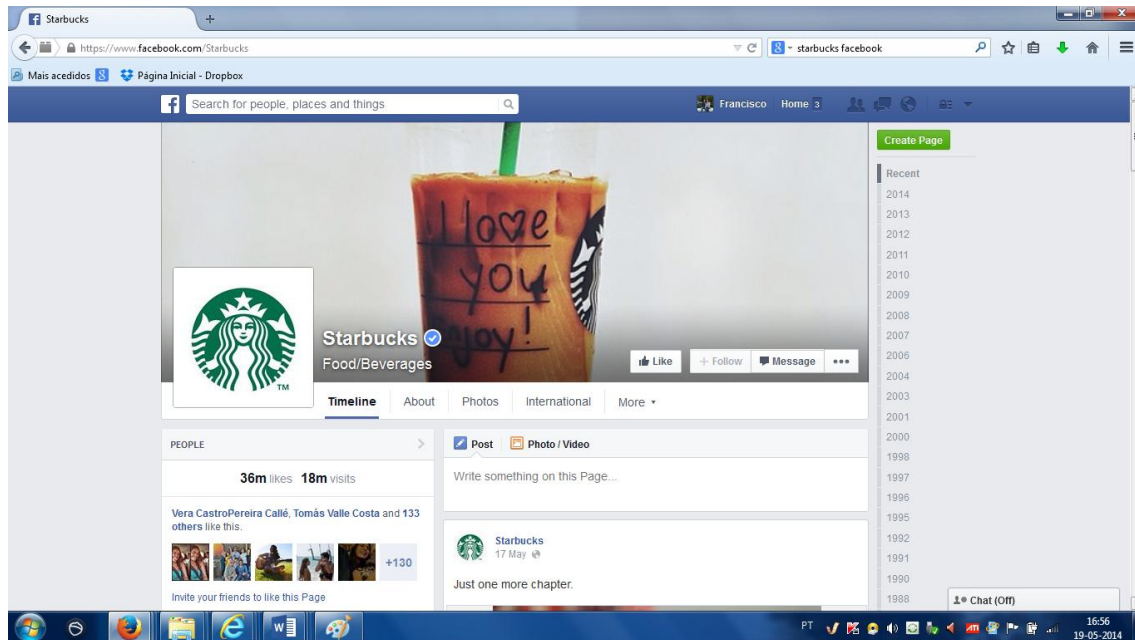


Exhibit 2 – Starbuck’s Twitter page

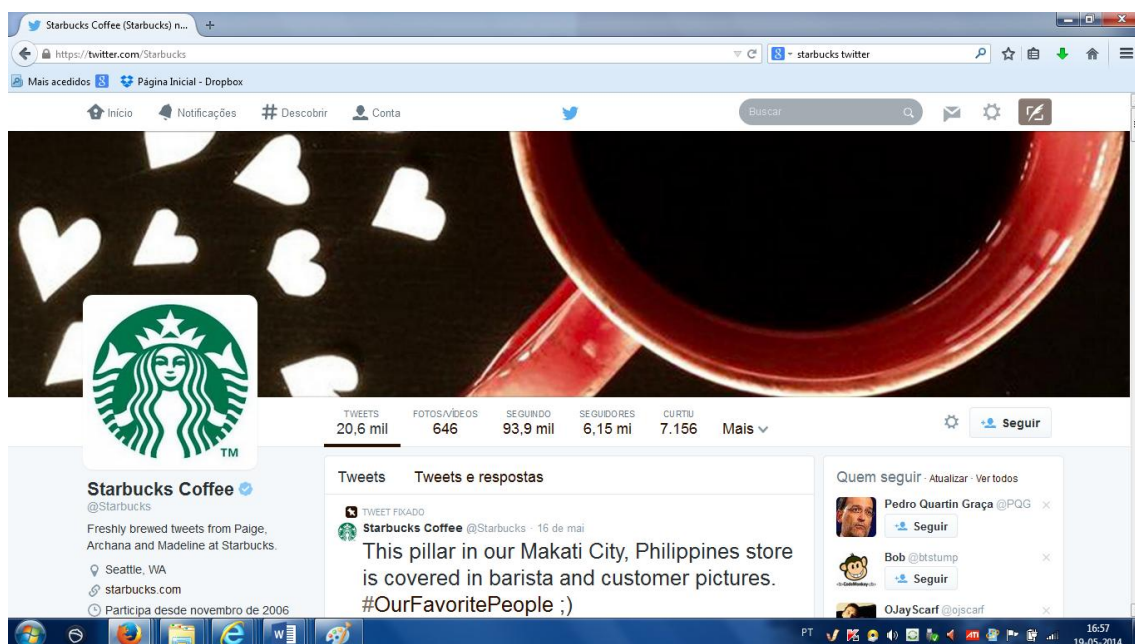


Exhibit 3 – Starbucks's Pinterest page

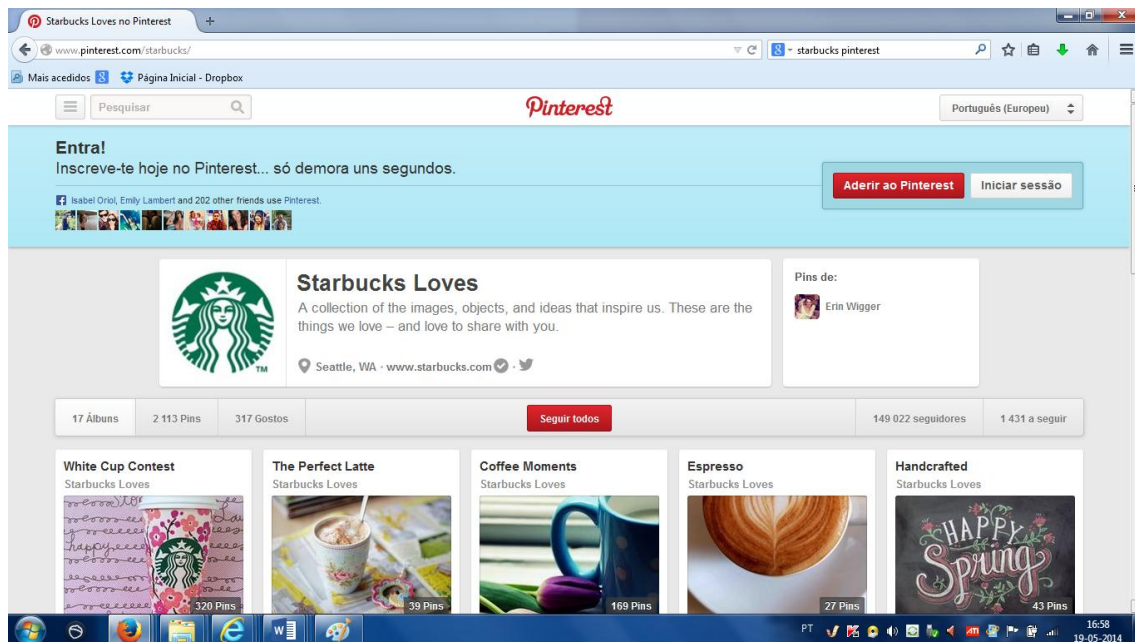


Exhibit 4 – Starbucks's YouTube page

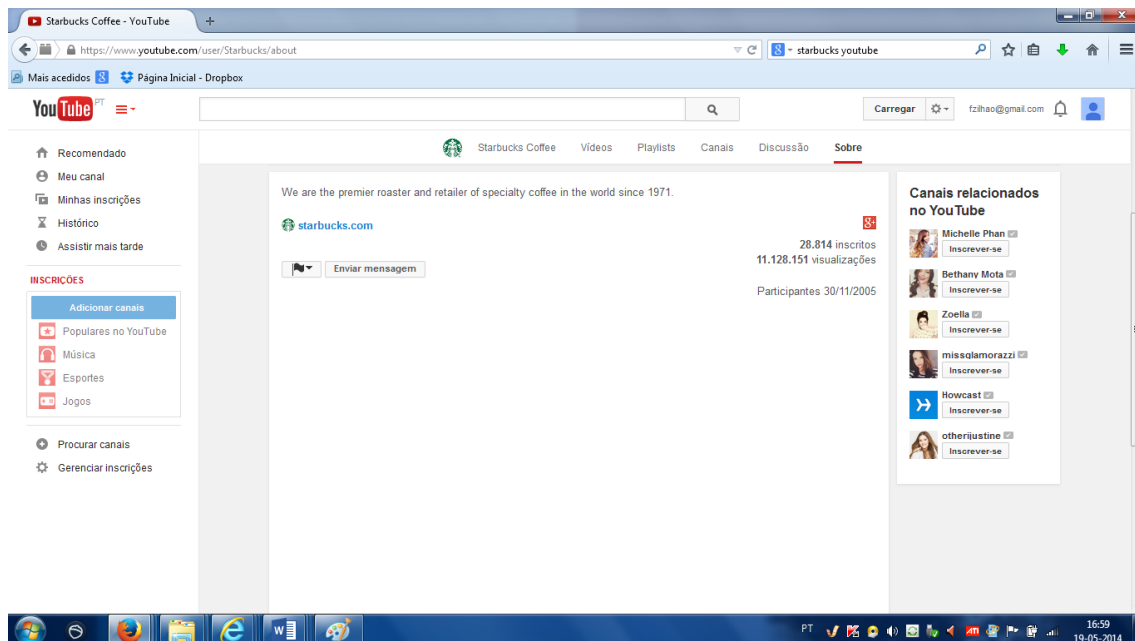


Exhibit 5 – Starbucks's foursquare page

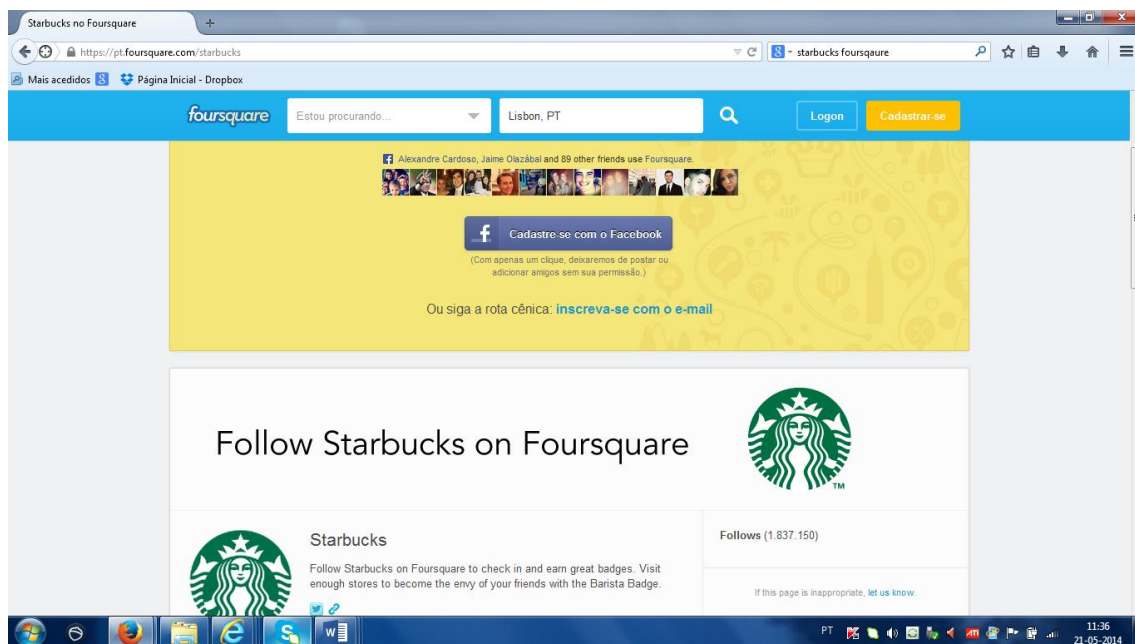


Exhibit 6 – Starbucks's G+ page

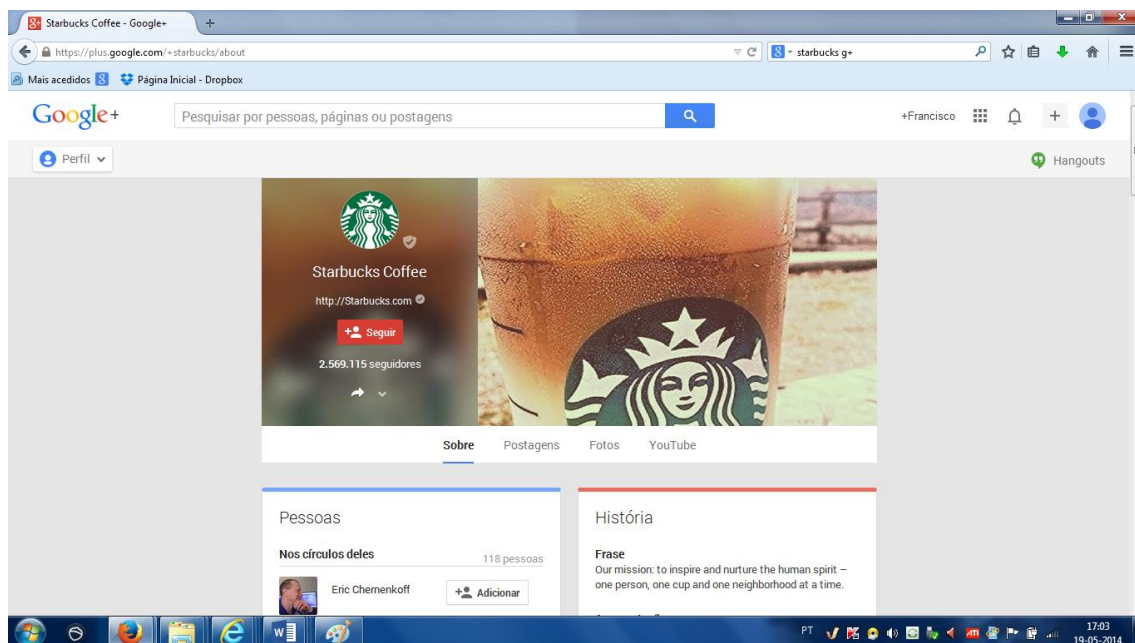


Exhibit 7 – Walmart's Facebook page



Exhibit 8 – Walmart's Twitter page



Exhibit 9 – Walmart's Flickr page

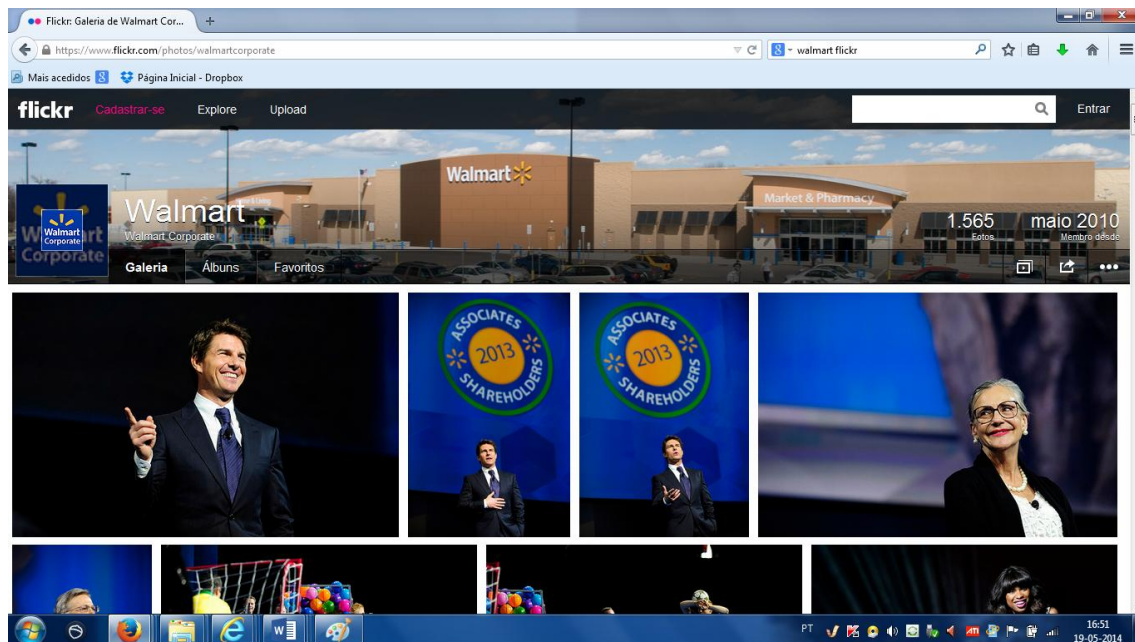


Exhibit 10 – Walmart's YouTube page

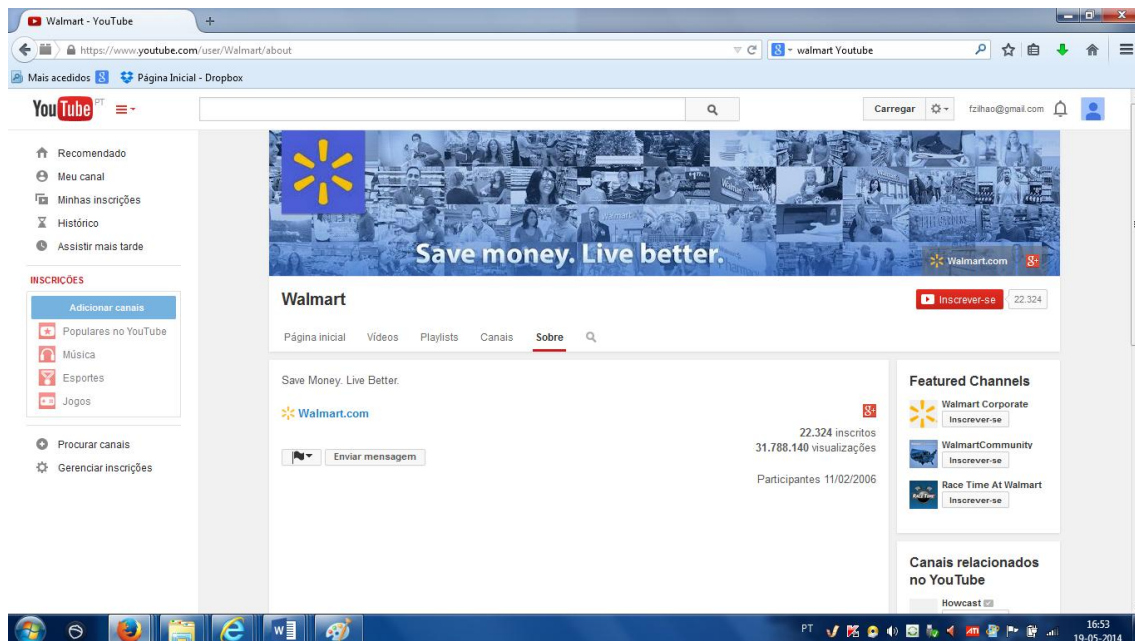


Exhibit 11 – Walmart’s foursquare page

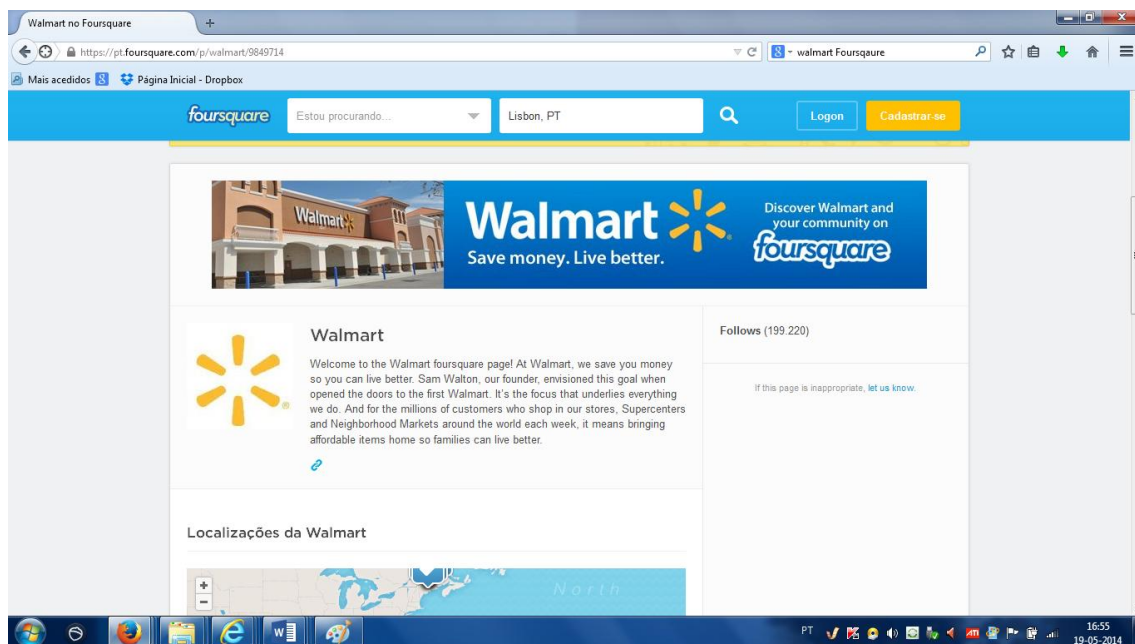


Exhibit 12 – Walmart’s ‘My Starbucks Idea’ page

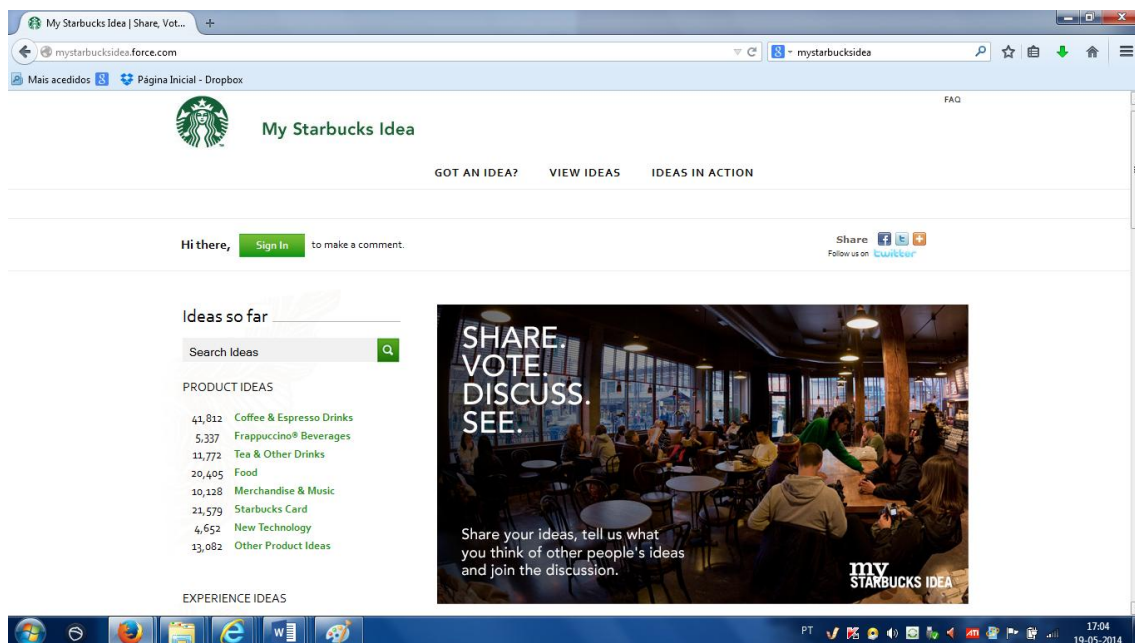


Exhibit 13 – HP's Facebook page



Exhibit 14 – HP's Twitter page

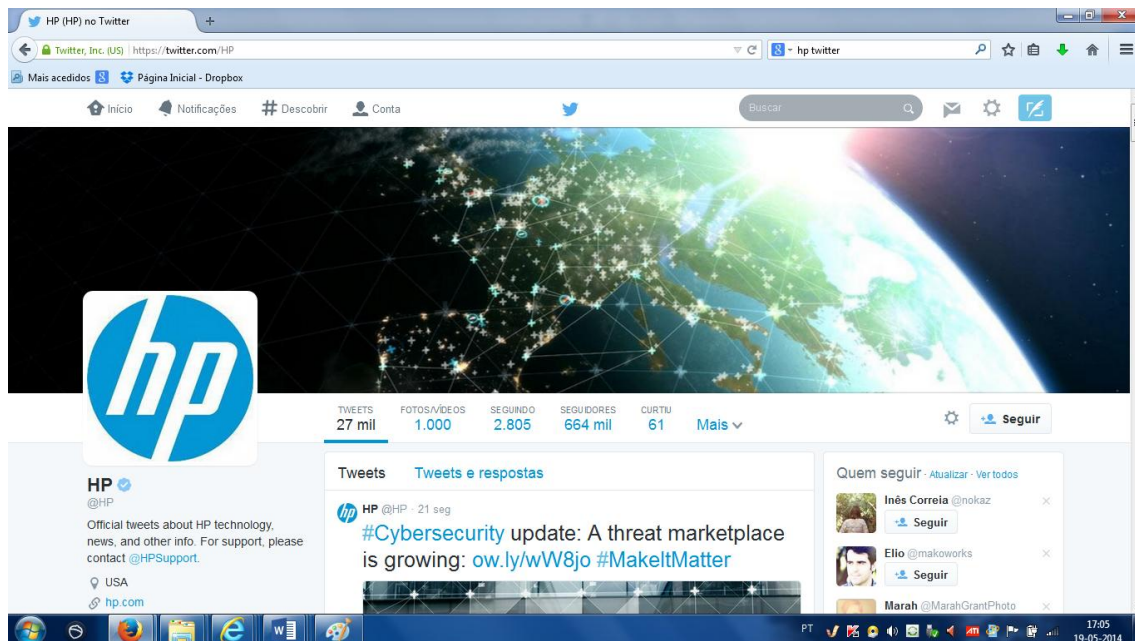


Exhibit 15 – HP's Forum page



Exhibit 16 – HP's Blog hub page

