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A Social Media Marketing Plan for a Medium-sized Consumer Goods Company

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Preface

The topic of this Master's thesis is very interesting to me. From my childhood I have been interested in the integration of technology into various aspects of my daily activities. But as time and circumstances would have it, I came to be exposed to the marketing world by virtue of being employed in the marketing communications department of a production company. Thus, I have focused on how to reach a target group(s) of people by using technological methods of marketing, especially social networks.

The current world of technology and marketing is evolving in an unprecedented pace, especially in terms of developing platforms for communications and operations. Thus, this Thesis focuses on the use of social media marketing in reaching a larger group of prospective customers with the case company's business message.

I dedicate this project to my family and parents. I appreciate their moral, financial and prayerful support that they gave me in the course of this study. I am also grateful to my Thesis instructor, James Collins, PhD, the program coordinator, Dr Marjatta Huhta, Zinaida Grabovskaia, PhL and all the lecturers of the Industrial Management programme, for their sincere support and assistance during my course and this research project.

I would also like to thank all those who cooperated with me during the interviews for gathering my primary data, the case company's administration and ultimately, I thank God almighty for the success of this Thesis.

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The objective of this study is to develop a social media marketing plan for the case company to integrate it into its existing marketing communications. The case company of this study is a medium-sized consumer goods producing company that advertises its brand and products using traditional methods of advertising (radio, television, flyers and event promotion). At the moment, these methods seem to be lacking in efficiency and effectiveness caused by the saturation of marketing information which is missing the target group of people. But since the modern communications are developing beyond geographical boundaries when selling and creating awareness of companies' product and services on the internet, the case company intends to start using social marketing to expand its consumer audience.

This research employs a case study approach to tackle the company's problem. The outcome of this research is a Social Media plan for the company. It enumerates the need for the enterprise to embrace the opportunities that social media communities offer in reaching target groups with customized messages about their brands and products. This proposal is based on the success stories of some SMEs within and outside developing countries; it is designed to suit the method of operation of the case company.

The outcome of this paper is a social media marketing plan for the case company to integrate social media marketing into its existing marketing strategy. The plan outlines strategic ways in which the case company can utilize the usefulness of online communities to their businesses, and the ways in which these recommendations can be implemented.

Keywords	Social Media plan, Social Media marketing tools and communities, Customer Relationship Management

1 Introduction

This research aims to develop a social media marketing plan for a customer goods producing company. It explores the existing best practices and literature, and investigates practical examples and social media marketing strategies of real companies. The resulting social media plan intends to suit the social marketing needs of the case company which is a Small and Medium Enterprises (SME).

1.1 Overview of the Business Problem

Owing to the fast growing pace of social communities on the internet, the world virtually knows no boundaries during interaction over the internet. Although there are some negative sides to the use of social media communication, customers are caught up in an improved method of communication over the internet (Strom and Strom 2012).

Social media communities are such that people tend to cluster, forming common groups of common perspective, goals and ideas, thus making it possible for knowledge and capabilities to be distributed across the members, within and among such groups. (Cadima, Ojeda and Monguet 2012)

Currently, the internet social media communities are also having a big impact on the modern business world. This is the reason why the case company wishes to capitalize on this fast growing trend in social media marketing communication. The case company aims at taking advantage of the positive side of internet social communities for expanding its business and creating awareness about its brand and products. The incorporation of a social media method of marketing into its existing integrated marketing communications has also become highly important for the case company wishing to meet the ever pressing needs and expectations of its customers.

1.2 The Case Company

The case company of this Thesis is a medium size enterprise located in Nigeria, West Africa. The company specializes in the production of alcoholic and non-alcoholic beverages and livestock. Currently, the company has two branches for the production of

food drinks, two fish farms and is currently constructing a third farm which is a semi-natural habitat for the production of a larger quantity of livestock to meet the growing demand of the livestock producers.

The company's drink producing unit focuses on the production of fruit wines, alcoholic and non-alcoholic drinks, bottled water and sachet juices. This department supplies its products to several leading, medium and small size super markets, hotels, schools and catering agencies within the country.

The livestock farm department focuses on the production of a variety of live fishes. The fish farm is currently serving the purpose of production and rearing of cat fish and several other ornamental fishes from birth to adulthood, due for harvesting. These live stocks are mainly exported on demand. The highest order for the fish products so far has been from customers in Central Europe, Germany.

Like many other existing firms, each of these two production units of the case company has a system of inventory, warehouse, logistics, research and development, human resource, management and customer service department. Presently, the company aims at being among the leading producers of food drinks in the country and also increasing its international customer base for the livestock produce. Thus, the viable social marketing plan investigated in this research project, if applied, will help the company in creating more awareness of its brand and products, and boosting its market share.

1.3   Research Objective and Research Question

In this new marketing situation, the objective of this study is to develop a social media marketing plan for the case company to integrate it into its existing marketing communications. The above stated objective thus leads to finding the answer to the following research questions:

> - *What factors should the case company take into consideration in order to create a feasible social media plan to boost its marketing efforts?*
> - *How can such a plan be implemented by the case company?*

The answers to these questions are gained from exploring literature and best practices of social media marketing strategies used in the engagement of prospective and existing customers on a new level of communication, known as the 3.0 and applying some applicable elements to suit the mood of the marketing operations of the case company. The outcome of this Thesis is a social media marketing plan for the case company and an embedded set of strategic recommendations on the implementation of the SMM plan.

1.4   Research Design

The research design used in this paper is based on the current state analysis of the company needs, the theoretical literature review and the primary data collection which includes interviews conducted with five key persons in different stake holding relevant positions from different companies of different sizes.

The literature review which explores best practices of online marketing associated with SMEs, social media tools, strategies and social media communities, forms the basis on which the interview questions are framed. Thus, the conceptual framework of this research paper is formed by a careful integration of the data collected from the interviews, case company analysis and best practices. Figure 1 describes the research design of this research paper.

Figure 1. Research Design.

As shown in Figure 1, the design of this research is divided into four main parts that are merged through the research process: the theoretical analysis, the practical analysis, and the resultant part which contains a synthesis of the theoretical and the practical analysis resulting in the outcome of the proposed SMM plan.

The theoretical analysis is based on the general literature review, while the practical analysis is the primary data collected from qualitative interviews. The validation stage is built around the feedback gotten from the key persons in the case company.

The identification of the research problem thus leads to a current state analysis of the case company's current marketing processes. The case study analysis is thus grounded by the data gotten from all the interviewees who are experts in the field of social

media marketing. The data gathered from the interviews is then incorporated into the building of the plan in this research paper, to prove that the practicalities involved in social media marketing can be workable and beneficial to the case companies, and to show how the case company can start and make the best out of the social media marketing strategies.

Similarly, the data gathered from the qualitative literature review is thus incorporated into the various sub sections as Social media strategies, social media tools and social media communities. From the strategic reformation of the data and information collected, a proposed plan for the company will be produced, and then analyzed and evaluated by the case company's management, after which a refined plan will be formed as the final outcome of this research work.

This research paper consists of eight sections and one appendix. Section 1 introduces the research and its connection to the case company, the research problem and a description of the research objective and design.

Section 2 describes the research method and materials. It also contains the data collection stage of this research. Section 2 also contains the names, dates and the method of documentation of the interviews conducted and how they can be complemented by the adoption and implementation of social media marketing strategic processes.

Section 3 presents a theoretical overview of social media marketing. It also discusses traditional marketing, social media communities, consumers and the difference between traditional and social CRM. Also, this section discusses tools and strategies employed in web 3.0 marketing.

Section 4 contains analyses of the needs and targets of the case company. It discusses the current marketing strategy of the case company from the point of view of web marketing 3.0 and based on the analysis of the data and the results gotten from the interviews conducted with the stake holders and other key persons.

Section 5 provides a review of current best practices; it goes into further details about the comparison of social media practice and communities in the existing firms with those practices gotten from the literature review.

Section 6 contains the analysis of the interviews conducted outside the case company, the building of the proposed social media marketing plan including the description of the tools, strategies and guidelines that are embedded in the SMM plan. It also contains details on how the case company can integrate web 3.0 marketing into its marketing strategy in order to reach its target group effectively. Section 6 also contains the conceptual framework of how the data and information gathered are synchronized during the building stage of the proposed SMM plan.

Section 7 reports on the validation of the proposed social media marketing plan for the case company, with the key person from the case company. The same section includes a table containing the feedback gotten from the key persons in the case company regarding the feasibility of the proposed SMM plan to the case company.

Section 8 completes this thesis with the conclusion, summary of this research, managerial implications and the validation and reliability of the study.

2 Method and Material

This section describes the research approach, data collection and analysis methods, and discusses the validity and reliability aspects considered while conducting this research project. It also specifies how the data used in this paper were collected and analysed to build the final outcome of this investigation.

2.1 Research Approach

The research method employed in this paper is the case study method which represents an effective way to approach research problems associated with developing companies' strategies. A case study method takes a holistic approach to investigating a company or department in its context (Ab-Rahman 2011), and it can lead to developing a well-grounded solution to the investigated problem.

The case study methodology has been chosen for this research because a qualitative case study facilitates the exploration of a phenomenon within its context using a variety of data sources. This ensures that the research problem is not explored myopically and tackled through only one angle, but it is rather seen through a variety of angles thus producing multiple facets of the research phenomenon to be revealed and understood. (Baxter and Jack 2008)

Case studies are clear questions usually in the form of *how* and *why*, which serve as a basis for a theoretical and contextual analysis of the case study, multiple data collection methods, data triangulation and the case study data base. While in the data analysis stage, there should be a project review, logical chain of evidence and explanation building (Dube and Pare 2003:10). These attributes are implemented throughout the introduction, building and the analytical development stages of this research paper.

2.2 Analysis Method

This research utilizes materials collected from a range of sources, using data targeting the triangulation; this means that in this research data was strategically collected in a cyclic manner from multiple sources (Bekhet and Zauszniewski 2012). For the development of the theoretical approach, information was collected from multiple sources:

books, research articles, a published business case, and online material related to Media Marketing. Likewise for best practices, information was collected from internet resources and published case studies. Primary data was collected by means of interviews after which the results were recorded and analyzed. The questions for the interviews and the questionnaire are based on the results from the current state analysis and literature review.

An additional way in which the data was gathered was by the use of researcher's observations on social media practices; this method of data collection was employed in both the analysis of best practices and the current state analysis of the case company. According to Hoover, Giambatista and Belkin (2012: 3), observation is one way through which data can be reliably obtained.

2.3   Data Collection

The main source of data for this study was the interviews conducted by the researcher. The interviews conducted can be segmented into two groups with a total of five key persons involved: external key persons (a social media customer and two experts from outside firms which are currently practicing social media marketing), internal key persons: two stakeholders from the case company.

Table 1. Interviews conducted with the external key persons.

Informant	Position	Duration	Theme	Type of documentation
1	Head of Business Development	45 Mins	SMM/ SCRM	Face to face, Video, Email
2	Admin Public Relations Dept.	35 Mins	SCRM	Video Chat
3	Social Customer	15 Mins	SMM	Face to Face

As shown in Table 1, the interviews conducted outside the case company are mostly related to SMM and SCRM; Table 1 also shows the names, positions, durations and themes and indicates the type of each interview. The key persons were selected based on their positions and functions in their respective companies, as well as their practical experience and knowledge in the field of Social Media and Field Marketing.

In addition to the SMM experts that were interviewed, a non-professional social customer was also interviewed in order to get an unrefined view and unpolished perception on how social consumers perceive social ads and their thoughts about products and services that are regularly and randomly marketed to them on social media platforms.

Table 2. Interviews conducted with the internal key persons.

Informant	Position	Duration	Theme	Type of documentation
1	Manager	15 Minutes	Current Marketing Analysis	Telephone
2	C.E.O	30 Minutes	Current Marketing Analysis	Telephone, Video chat

As shown in Table 2, these are the name, position, duration and the method of data collection of the key persons interviewed in the case company. This interview contains a different set of questions concerning the case company's current marketing strategy. All the questions for the interview were created based on the framework developed from the literature review on best practices. The lists of questions for the interviews can be found in Appendix I.

After the interviews were conducted and the data obtained from them was documented, the results were analyzed using the content analysis method. This methodology is applicable to this Thesis because the data collected in the course of this research need to be systematically and objectively studied and presented. It was done by using the basic steps involved in the Content analysis method through data preparation, data

familiarization, data categorization and data refinement (Krippendorff 2013). The final stage of Content analysis and data refinement is an important step which interprets the information obtained from the raw data.

2.4   Research Validity and Reliability

A research that explores several approaches in order to produce textual data rather than numbers can be said to be qualitative. Thus, validity in this type of research lies in the internal coherence of the entire research and it is also assessed by how qualitatively the research tools analyze the phenomena under investigation (Roberts, Priest and Traynor 2006)

In the case of interviews, the validity and reliability of the interviewees and their relationship with the subject of the matter need to be considered. Also in this case, the researcher needs to be neutral and non-reactive to the opinions of the interviewees, thus minimizing bias in data collection, interpretation and presentation of findings. It is also vital for the researcher to be transparent in his findings and sources for this will help readers to be able to trace the orientation, methodology and analysis throughout the course of the research without encountering any gap or breakage in the line of thought of the research. This will thereby prove the reliability of the whole research process and outcome (Roberts, Priest and Traynor 2006)

In the same vein, logical coherent development throughout the life of the research will serve as a basis for the research validation. There will be a clear segmentation between the theory and practical sections of the research but yet a smooth and clear bridge between these parts of the research to show how these data were collected from multiple sources and systematically synchronized in order to produce a qualitative outcome. This is known as the triangulation method. (Bekhet and Zauszniewski, 2012)

3   Literature Review

Section 3 contains a theoretical overview of social media marketing. It contains an overview of the concept of marketing, traditional marketing. It also discusses social media communities, social consumers, social media tools and strategies employed in web 3.0 marketing and lastly, differences between traditional CRM social CRM.

3.1   Marketing

There are several definitions of marketing posed by experts as contained in literature, two of these are contained in this subsection. Defining what marketing is, will help to lay a ground work for further discussions and understanding of the concept of traditional and social media marketing known as marketing 1.0 and 3.0 respectively. And the major differences between these two methods of marketing.

According to Kotler and Armstrong (2004:5), marketing is:

> A social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others.

Sherlekar et al (2010:2) defines marketing as:

> All the activities involved in the creation of place, time and possession utilities.

Hence, from the above definitions of marketing, it can be deduced that marketing involves the general process of offering goods and services from the point of conception to the point of consumption. It is a process that involves steps and management of offered commodities towards the building and sustenance of profit-driven business relationships between artificial and/or natural persons. Thus, marketing processes are geared towards the realization of profitable exchange and the creating of values and satisfaction in such relationships.

It has been established that nature of marketing is consumer oriented, and this means that in order to satisfy the needs of the customers, marketing should start and end with the customers. This factor underscores the point that the influence of customers through the whole process of marketing is profound. The system of marketing is dynamic, in that it involves several activities that are geared towards the reaching of the customers and profit making through a process of exchange. (Hundekar, Appannaiah,and Reddy 2010)

However the aim of marketing is to make sure that customers buy their products or service and this has led to the development of the segmented concepts of marketing methods. These are *product* and *sales* oriented marketing, and *consumer* oriented and *relationship marketing*. These methods of marketing are directly linked to the driving force and idea behind the marketing. The first two methods of marketing are the orientations of traditional marketing, which focuses on actual sales of products and taking into consideration the need of the company only. The last two are connected to marketing 3.0 where the organization places the customers at the center of its organization's activities and focuses on creating and maintaining a long term relationship based on the life time value of the customers. (Blythe 2005)

3.2 Traditional Marketing

This is the product centric method of marketing which goal is to mass-market and sell products to anyone who would buy them. The concept of traditional marketing is to sell products to mass buyers using a one to many method of transaction with the goal of building and sustaining sales relationship with any customer who would buy the products. This method of marketing focuses more on the product creation and development, place and price than the people for whom the products are produced. Hence traditional marketing ignores the influential role that the prospective and existing buyers play before, during and after the production stages. (Kotler 2010).

Over the years, owing to globalization that was brought about as a result of new wave technology advancement, consumers have become well informed and are ready to compare prices and quality of products in order to make choices by means of interactivity, connectivity and collaboration. Such factors of consumer networking are the core drivers of the developed method of marketing based on internet technology, known as Web Marketing 3.0.

3.3 Web 3.0 Marketing as a New Marketing Approach

Web Marketing 3.0 often known as Social Media Marketing (SMM). Although there are several definitions to it, it is often discussed as a phenomenon rather than defined. The concept of Web 3.0 is personalization, mobility, video, and micro-blogging of information such as customers' feelings and feedbacks (Wiley 2010)

SMM is explained by Kotler (2010:6) as a form of collaborative marketing process that integrates old marketing strategies into use of recent advance internet technologies, being driven by the human mind, heart, spirit, values, cultures and emotions. From the above statement, it can be deduced that SMM is a strategic method of marketing that involves "many to many" form of collaboration, which is one of the recent developments in marketing processes and an added advantage of SMM or Web 3.0 marketing over previous traditional forms of marketing which were usually "one to one", "one to many", product-centric or consumer oriented. SMM is thus, a complex marketing network process, driven by value.

Explaining the values-based Matrix of Timberland, a leading company in fashion designing, Kotler (2010) stated that SMM tends to deal with almost all aspects of the life of people. This thus forms the basis for a deliberation on fundamental aspects of SMM such as customer relationship management in the presence of shared values, common goals and innovations within and among members of a network of social media communities. (Kotler 2010:44)

As seen from the explanations above, Web Marketing 3.0 is the fusion of marketing strategies with the use of web 3.0 using process via the internet using web tools, marketing concepts and strategies. And with its practice, companies can effectively discern and respond to the feelings and reactions of their customers via the internet.

3.4 Social Media Communities

Recent advancement in information technology has produced a new era of content delivery. Through the use of these, information can easily be shared and accessed. These forms of advanced platforms are online communities. They serve as a tool to facilitate chances of general knowledge generation and sharing. (Chen, Xu and Whinston 2011) Common among of these platforms is social media communities.

According to Andrews, Preece and Turoff (2002: 1):

> An online community is a social network that uses computer support as the basis of communication among members. Online communities are made up of people who interact socially to satisfy their own needs or to perform special roles with a shared purpose, and whose interaction is guided by tacit and explicit policies using computer systems to support and mediate the social interaction**.**

Yuqing et al. (2012: 2) also defines online communities as the:

> Persistent collection of people with common interest, whose primary method of communication is the internet.

The definitions above clearly show that online communities differ from face-to-face communities. But like other forms of communities, online community requires active facilitation, a desire of members to communicate with other members, and the interchanging of valuable information. This in effect unveils other important factors such as language of communication, confidentiality and security, interactional dynamics, interactional modalities and even the life style of its members. The latter is synonymous to the behavioral segment of traditional marketing 1.0

Another important aspect of a social media community lies in its sociability and usability. A social media community with high usability is one that people can access and consistently make use of its knowledge creativity and interactivity with ease and intuition.

On the other hand, sociability, as stated above, is the social interaction that occurs in an online community. Good sociability creates and fosters an online culture in which the target groups of people feel free and comfortable to express their feelings about certain topics related to the company, its services and/or products. (Andrews, Preece and Turoff 2002)

Therefore, active participation of the members of an online community is directly dependent on their degree of involvement and attachment. The degree of involvement of members is usually cultivated by providing members of such communities with interest-

ing topics and/or messages. Thereby connecting people of like minds together, creating and/or identifying a target group with similar interest (Yuqing et al. 2012) Moreover, as noted earlier in the introduction section of this thesis, one of the aims of this research is to create a social media plan which would increase the effectiveness of content delivery. This will help in effectively reaching the most number of target groups of social consumer with the company's message.

3.5   The Social Consumer

A social consumer is one who participates in social media activities. Almost six hundred million people around the world now are social consumers. A huge amount of people around the world read blogs, watch online videos via multimedia sharing tools, write and post reviews on forums such as wikis. These also create their own content, publish blogs and upload videos and audios to sites such as YouTube. Others are bloggers who post their opinions about products and brands. (Acker et al, 2011)

Collaboration on social networking platforms makes it possible for consumers to easily compare, discuss, review and comment on products and services. With a wide variety of new technologies at their disposal, the interactions between companies and consumers are now actively evolving, being more transparent and making it easy for consumers to control conversations and to have a massive knowledge about the company's brand of product and services.

Online communities consist of different social consumers that are although, socio-psychologically connected to one another through the social networks with different degree of attachment but also naturally different from one another in various aspects. Thus, as in other forms of community development, there exists the need for strategic social media relationship creation and management; modulation and sustenance.

 Also, since the relationship with the social consumer goes far beyond the just the sales orientation, transactional-thinking or product-centric processes. It evolves into a more transparent relationship between the company and its customers, showing the customers respect and understanding by creating an ongoing conversation with customers which can build trust and a long-lasting relationship with them.

In a company, the sales and customer service teams are to collaborate in handling and

managing social consumer-related issues, by developing sets of social capabilities and tools. This strategic process of social customer relationship and care is known as social customer relationship management (SCRM) (Acker et al 2011)

3.6 Customer Relationship Management

For the purpose of this thesis, CRM 1.0 and 2.0 are referred to as traditional CRM. In describing what social CRM is, it is important to first understand what the traditional CRM really means. This will thus help in the correct understanding of what social CRM means and how it differs from traditional CRM.

There are different ideas about the term CRM, some reasons for this disparity in the meaning of CRM according to Campbell and Roberts (2007:1), are that the term is more of an action word than just a name and it is much more philosophized than practiced. This means that CRM in most cases is seen as a mere company's culture rather than a strategic business practice.

3.6.1 Reasons for Practicing Customer Relationship Management

As noted earlier, many have confusing ideas about the term CRM. This may be a result of misunderstanding the reason behind its practice. Subsequently, three reasons, relating to the company's profitability are thus discussed. The first reasons behind the practice of CRM, is the customers. Customers long for mutual commitment between them and the company and they love to be respected. (Campbell and Roberts 2007)

A second reason for CRM lies on the side of the company. This is the fact that CRM provides opportunities for companies to personalize their content delivery to customers. (Maclure 2010). CRM can help the companies to gain useful insight to what exactly the customers want and anticipating their needs. Knowing the customers' behaviors and how to communicate with them in the best way possible thus becomes easy and possible as a result of CRM. When the companies' ability to communicate with the customers becomes more and more noticeable, it creates and increase customers' loyalty.

A third reason for CRM is in the fact that the company's innovative ability is somewhat

dependent on the level of relationship between it and its customers. When a company is successful in creating and managing close relationship with its customers, its innovativeness becomes ever more effective. Thus producing superior performance and putting the company at an advantageous edge over its rival in the today's competitive business environment. (Moustafa and Mohamed 2010)

An example in personalized offers is seen in EBay, a global leading online shop and community (www.ebay.com). On registering as a member for the first time, a new customer receives due pleasantries. These messages are personalized, meaning that the same messages are not repeatedly sent to different customers at different instances. The company's database and customer relations, which are all parts of CRM, make it possible for each member to get personalized offers that are exactly in harmony with the customers' need and routine shopping.

3.6.2   Concept of Traditional CRM

According to Boulding et al (2005:2) CRM is the outcome of the continuing evolution and integration of marketing ideas and newly available data, technologies, and organizational forms*.*

CRM has also be explained as a process of achieving and maintaining an ongoing relationship with customers across multiple customer touch points through differential and tailored treatment of individual customers on their likely responses to alternative marketing programs in such a way that the contribution of each customer to overall profitability of the firm is maximized. (Lalitha and Prasad 2012)

From the above explanations on the concept of CRM, it can be deduced that the implementation of relationship management between firms and customer, lies on the level of customer knowledge possessed by the company.

In order to strategically carry out CRM, a company should take into consideration the three main business practice phases of CRM: *contact management, campaign management, and data-driven decision making.* (Campbell and Roberts 2007)

Contact Management is the phase of CRM that allows companies to electronically

store and track activities such as purchase history, encounters and interactions that a customer has with the company. This phase includes entering new data, updating existing data and sharing the data for the company's usage.

Campaign Management phase is a collaborative and operational phase that which deals with the process of designing and automating marketing strategies based on the data obtained in the contact management phase. In this phase, marketing communication is an essential ingredient. This phase makes it possible to also determine the customers' behavior and responses to the company's goods and services. Thereby being able to segment customers based on their worth and value to the company.

Data-driven decision making phase is the third on the list. It is an analytical phase. This phase justifies the whole process of CRM. It is the phase in which strategic decisions are made based on data analysis. In this phase of CRM, a company enhances and analyzes its database, thereby trusting that the data obtained earlier are accurate and reliable. As such the company can be able to build upon it, schedule and execute marketing strategies.

It can thus be said that a company that practices CRM as a strategy, is committed to capturing data. Therefore CRM can be said to be a data-driven phenomenon (Campbell and Roberts 2007).

3.6.3   Social Customer Relationship Management (SCRM)

There are several definitions given to SCRM, but in many of these definitions, there exist a common line of thought which suggests that SCRM mainly deals with versatility, technology platform and collaboration.

Trainor (2012:3) defines social CRM as:

> The integration of traditional customer-facing activities including processes, systems, and technologies with emergent social media applications to engage customers in collaborative conversations and enhance customer relationships.

Greenberg (2009:1) also defines SCRM as:

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

Also, according to a renowned CRM and Social Media consultant, Kolsky (cited in Foux 2010:5):

> Social Media is about tools and tactics; you can never set a strategy for it, and it has a very short lifespan.

> Social CRM is about strategically setting long-term goals to work better with your clients and improve your organization in the process.

> Social Business is the long-term, strategic process of reinventing your organization to collaborate with employees, partners and customers.

Hence, the traditional practice of customer relationship management helps the company to communicate with customers throughout the sales and marketing lifecycle, while social CRM is simply managing these established relationships using new social media tools. Hereby listening to what your customers and potential customers are saying about you online and then participating in those conversations in order to build trust and interest. (Bush 2011)

SCRM is an upgraded version of traditional CRM. This is a result of additional use of advancements in information technology. There also exists a positive shift of CRM to SCRM, in which SCRM focuses more on the customers. SCRM collaboratively involves the customers' minds and spirit. SCRM has made it possible for companies to talk and listen to their customers via the internet irrespective of where and when they are located, thereby making it possible for the customers to have a role in the decision making and innovation processes of the companies.

Granted, traditional practice of customer relationship management also helps the com-

pany to communicate with customers throughout the sales and marketing lifecycle, but social CRM manages these established relationships using new social media tools. By so doing, listening to what your customers and potential customers are saying about you online and then participating in those conversations in order to build trust and interest. (Bush 2011)

The practice of SCRM combines database information technology with the human mind and spirit. It is also a form of customer relationship management that involves a cross collection of customer information from and across several online communities such as Facebook, Twitter, YouTube and Google amongst other social network communities, into the company's database platform, for strategic profiling leading to better customer knowledge and service.

In summary, SCRM is a phenomenon that is aimed at better customer service and the gaining of customer loyalty. It is also a strategic method that reaches deep into the people's "mind and spirit", involving people with the company at various level of engagement using information technology tools. These tools are known as social media tools (Kotler 2010)

3.6.4   Social Media Tools

These are technological tools that help the company not only to relate with the social media customers online but also to measure the SCRM metrics. SCRM metrics are the number of social media customers that visit the company's webpage, the metric also tell about the customers' behavior while online and their activities within a strategic period of time. These numbers of hits coupled with other social functions are significant to the company in that they serve as performance indicators of the company's social media platform. (Narayanan et al 2012)

There different tools for variety of social media sites and channels available for use thereby making it difficult to analyze them critically as if they were a single coherent set of tools. This is as a result of each platform having its own unique terms, conditions, methods of participations and accessing, also having its own different kinds of policies guarding the contents as well as members privacy and identification. Nevertheless, this thesis analyzes a few of the commonly used tools for collaboration, communication and multimedia sharing respectively. (Fichter and Avery 2012)

3.6.4.1 Wikis

This tool is a collaborative tool, through which social users can add and edit content.

Wiki is defined as:

> A page or collection of web pages designed to enable anyone who access-
> es it to contribute or modify content, using a simplified markup language.
> (Andrew 2009: 838)

The use of wikis facilitates collaborative editing, supported by a revision mechanism that allows the monitoring of changes and contributions to the sections edited. (Korfiatis, Poulos and Bokos 2006)

These webpage applications are common in cases such as formation of collaborative document editing and sharing of knowledge. An example in using wiki system to support collaborative document editing is the Wiki-based encyclopedia known as Wikipedia. It is a webpage that can easily be accessed, viewed and edited by anyone via the internet. As a result, the content of any wiki can be easily modified by social media customers if they so desire.

Although, the content of openly accessible webpage are not secured when accessed by indiscriminate users, wiki still proves to be a desirable medium for companies to collaboratively connect with their target group of customers by providing a space for customers to express themselves concerning products, services and/or the company.

Like every other form of marketing, social media marketing aims at expanding interdependent relationship between the company and its customers. Wiki facilitates these kinds of social relationships that are established over a domain of social media platforms, such as acceptance, objection or rejection of a contribution(s). Wiki enables the combination of contributions in an effective way, thereby fostering a community process involving certain social interactions embedded in the content modification. (Korfiatis, Poulos and Bokos 2006)

They are powerful and flexible tools that grow and evolve as a direct result of people adding material to the site; they can address a variety of needs. But on the other hand, contribution made on wikis are often criticized as the open ended thread of edited content cannot be always trusted due to their not having a certain forms of validity, verifiable posters, contributors or even monitored security. Hence they are seen by a number of individuals and communities as un-authoritative and unreliable.

3.6.4.2   Blogs

Blogs are usually described as content management system via the internet. But according to experts, that description is generally not fitting. Rather, blogs are appropriately known as: "a very simple Web site that has some features "traditional" Web sites will have once they mature" (Holtz and Demopoulos 2006:20)

Blogs are one of the earliest and most commonly used social media communication tools. Those who make use of these tools are known as bloggers. Bloggers make use of blogs to write about almost anything such as personal stories, ideas, reviews, opinions, feelings and their emotions. Over the internet, bloggers are connected through several ways such as subscriptions, comments, and citations, thereby creating a social network of bloggers. (Chau and Xu 2012)

Investing in blogs is a business strategy that is directly linked to the business goal. Thus a company needs to start by a review of its goals and issues in order to identify its current state of operation, before determining what kind of blogs would be best suitable for its communication. Blogs such as the one known as the "let's launch a blog" blog, are not profitable to a company irrespective of its current size, this is because such blogs are randomly launched without any business deliberation. (Holtz and Demopoulos 2006:20).

Business blogs are an integral part of the company's communication strategy. So regardless of their usefulness and the potential value that blogs can fetch the company, they can also be just one of the available social media tools that may not be right for every business strategic state. Thus a company needs to select a suitable platform for its strategic communication.

This research deliberates more on the use of the publicly available blogs, known as external blogs. This is because external blogs are more suitable for product oriented companies and as such they allow the companies and public bloggers to quickly gather information and share their opinions. Blogs are easy to use and easily updated as quickly as in minutes depending on how often bloggers post comments, thus as a result, blogs foster transparency by allowing interaction with customers and prospects on a level that encourages closer relationships.

One benefit of external company blogs to SMEs is that being one of the media's top tools, they are useful to companies for finding news and feature ideas, thereby supporting innovation. Therefore if managed correctly, the right social media tool enables companies to significantly accelerate their ability to launch new brands of product and/services, incrementally strengthening customer relationships and deriving revenues from existing customers, new customers and new local/global markets. (Smith, Wollan and Zhou 2010)

Blogs are therefore one of the ways though which a company's products and/or services can be developed. This can be done by reading through and taking notes of posts that are critical of the company's current product or service offerings, especially if majority of the bloggers are unanimous on a specific complain or compliment.

Among the many blog leading companies around the world are the Information technology firms such as IBM and Oracle. Each of these companies is known for their innovative and remarkable blogs, and has millions of bloggers. These companies are appropriate examples because they are product and services oriented and they are known leaders in social media marketing. On their blogs, customers submit new ideas about product and service designs, the company blogs about these ideas and readers build on the ideas through comments and ratings. And such practice provides a direct link between the public and the company's management.

On the other hand, launching a blog can be unprofitable. They can be a waste of time or wrongly directed effort. Granted, blogs allow users to post their own comments and It gives the company an idea how to shape its communications. But the company in most cases has no idea whom exactly is being reached with the use of this tool. Companies can determine its blog statistics periodically, knowing how many bloggers visited in a given period of time but do not know who actually read or posted on a blog.

Also, according to a 2004 survey by the Pew Internet and American Life Project only 27 percent of Internet users read blogs while only 38 percent of Internet users even know what a blog is. But based on comments posted to their blogs, most executive bloggers conclude their audience is a mix of industry insiders such as customers, industry analysts, journalists, employees, and competitors. (Larson and Smart 2005)

3.6.4.3   Multimedia

Multimedia tools are used for content sharing purposes; these tools are interactive in nature. Hence, multimedia tools facilitate active collaboration.

> With the advent of social media giants like YouTube (2005), Facebook (2005), and Twitter (2007), millions of people all over the world have gained the ability to connect like never before, and more importantly, create and share content of their own without much effort and in a timely manner. Massive participation in these social networks is reflected in the countless number of videos, comments, news, and status updates that are constantly posted and discussed in social sites such as Facebook, Digg, and Twitter. The effect of this proliferation is evident from the numbers that these websites boast of as well as the global demographics that engage these services on a daily basis. (Narayanan et al 2012:9)

Multimedia are tools which facilitate interactions, collaboration and sharing of content between Internet users. These software tools have different interactive features and contents such as videos, audio, images and animations (Yang et al 2011) A popularly known multimedia tool such as YouTube contains messages that are usually recorded by the provider thereafter, accessed and played by the customers through the use of an electronic media device.

The usage of multimedia is about firms capturing and keeping customers through the Internet. Multimedia tool is one of the tools used by companies in customers interacting with employees, employees collaborating with suppliers, and every interaction's being an opportunity to maintain and improve a relationship. (Fjermestad and Romano 2006)

In this this thesis, social media interactions are discussed as focusing on relationships

between companies and customers. There are several benefits of the use of multimedia sharing tools to companies practicing social CRM.

Firstly, multimedia tools are used to create new relationship between companies and customers. When prospective customers talk over the internet about their potential purchases, choices and the type of offer that they have experienced in the past, multimedia tools enables the company to search for social conversations on the kind of product and services offered by the company, and simultaneously creating a lead of prospective customers with whom to form business relationship. An example of such instantaneous lead creation with the help of multimedia tools is on Salesforce.Com. This tool can be useful to SMEs or starters because it allows the marketing communications department to process leads and prospective customers just by tapping into their online chat.

Secondly, after establishing relationships with prospects, multimedia tools also provides the company with a holistic view of its customer's social networking activities and updates. From this process, a company can find out what its customers are doing on social media platforms, such as Twitter and Facebook. Such knowledge will help the company to be well prepared beforehand on what the next sales or offers would be like, or even what the next meeting with key customers will entail. This is possible because access to customers' information is readily available in the company's leads and contact record.

Thirdly, multimedia also fosters customer relationship management in a way that it syncs chatting platforms such as the chatter of Facebook, Twitter and Google plus into CRM software like Salesforce.com. Hence it makes it possible for the company to be able to monitor, manage and handle customer related issues online via these chatting platforms effectively.

The use of these internet tools in customer relationship management has developed the quality of services offered by companies that make use of the recent technological improvement in reaching out to prospective and existing customer. The practice of traditional CRM created a relationship gap between the company and the customers, but the technology development in the practice of CRM has taken a new dimension of CRM in recent times and this has bridged the gap between the customers and the company. The difference between traditional and social CRM, lies mainly in the medi-

um and method of operation.

3.6.5   The Difference between Traditional and Social CRM

Starting with the advent and development of modern social media technology, there has been clarity in the differences between traditional and Social CRM. Social CRM therefore proves to be an improved extension if traditional CRM. The table below contains ten differences between traditional and social CRM.

Table 3. Differences between Traditional and Social CRM. (Sources: Kotler 2010, Bush 2011 and Copeland 2013).

	Traditional CRM	Social CRM
1.	Involves mainly the departments within the company	Involves the entire company and the customers.
2.	Data-driven	Content-Driven
3.	Face to face bi-linear process of communication	Multi-directional method of conversation through social media platforms.
4.	Traditional method of direct marketing	Indirect marketing is carried out since it engages customers and focuses more on collaborative marketing through the internet.
5.	Less time spent on customer care and support issues	More time and skills invested into customer care and service support issues
6.	A clear cut channel of interaction	Multi-channel network of interaction
7.	Deals with customers' issues over a stipulated period of operating time	Can deal with customers' issues twenty-four hours daily, by self-service on the customer service support page.

8.	Mechanical and operational	Strategic and flexible
9.	Sees customers from the company's point of view	Sees company from the customer's point of view
10.	Establishes a routine selling relationship	Establishes a flexible service-oriented and transparent relationship

As shown in Table 3, the practice of traditional CRM focuses on mainly the process of transaction. Traditional CRM also improves the effectiveness of data management and inter departmental collaboration within the company, while the practice of Social CRM is geared towards attracting customers by placing more emphases on customized inter-personal relationship. This is because, the practice of SCRM is focused on anticipating customers' needs and creating tailor-made solutions thereby adding a new dimension of connecting with potential and existing customers, which is missing from the practice of Traditional CRM. (Kotler 2010)

Also, in the practice of traditional CRM, the company does not have a multi-channel method of communicating with the customers, rather it engages more on face to face and bi-linear processes of communication, but on the other hand, a company that practices social media marketing can collect feed backs directly, and they can also be handled by other loyal customers on the internet via the company's social media platform such as blogs.

Table 2 shows that social CRM tends to create a new dimension of customer relationship and it fills up the missing loops between the company and the customers, which traditional CRM, does not take into consideration, because traditional CRM focuses just on transactions and is driven mainly by sales, while on the other hand, social CRM deals more with the people than with the products, thus social CRM is fast in responding to the customers' need, thereby enriching a multidirectional method of communication between the company and the customers. (Bush 2011)

In social CRM, everyone is involved, including prospective customers. These people have a role to play in the business strategic processes including decision making. The customers are linked to the company through many dynamic channels over the internet. (Copeland 2013)

In traditional CRM, the companies are much concerned and focused on collecting and managing customer data and making sale to the customers without being concerned about establishing mutuality with the customer. Such business practices are product centric and product oriented, relying mainly on the idea that the business profit can only be gotten from only by the sales of the company's products without taken into much consideration on how to care for its customers and build a lasting relationship that can improve customers' loyalty. (Rajnish, Sangeeta and Dhar 2007)

On the other hand, companies which practice social CRM are interested in knowing how their customers feel about their relationship with the companies. Such companies put relevant contents to the social media sites in order to trigger a network of interaction between them and the customers, and also within the groups of customers. The practice of social CRM makes it possible for companies to give solution to customers' problems and to build a lasting business to customer relationship.

In summary, social media marketing also known as Web Marketing 3.0 is a form of collaborative marketing process that is driven by the human mind, heart, spirit, values, cultures and emotions. Also online communities are platform that fosters the generation and sharing of knowledge among its members. These communities differ from face-to-face communities. Nonetheless, online community requires active facilitation, thereby unveiling the need of a social relationship management.

There are three reasons for the practice of Social CRM; Customers long for mutual commitment between them and the company and they love to be respected, companies need to gain useful insight to what exactly the customers want and anticipating their needs and the company's innovativeness becomes ever more effective. This section also contains three tools that are employed in the practice of social CRM, which are wikis, blogs and multimedia sharing tools. Finally, it describes outstanding differences between the practice of traditional and social CRM.

3.7   Social Media Marketing (SMM) Strategy

SMM strategies are an implemented plan of actions that a company incorporates into its marketing processes in order to sell its products and/or services, improve customer relationships and increase their bottom-line (Varini and Sirsi 2012)

SMM strategies are not a rigid set of rules on how to deal with social customers but a combination of several flexible ways of dealing with customer relationship, focused on the care of customers as valued partners to the company which in turn would yield continuous valuable benefit to the customers and the company. The flexibility of the SMM strategies underscores the fact that they can have a short or long lifespan depending on the organization processes and the pattern and behavior of the company's customers.

Since social networking members readily reveal a great deal of their customs; likes, dislikes and other relevant marketing data, to the companies via Social media platforms, the company can employ strategic ways to understand these attributes of the social media members. This knowledge is considered as valuable business asset that can be possessed by a business organization. (Pavicic, Alfirevic and Znidar 2011)

As earlier discussed, companies do not just embark on social media practices because other companies are practicing it, rather they do it because it fits their companies' communication strategy. With a social media strategy, and an adequate understanding of its processes, a company can prevent any misunderstandings within the organization about its marketing communication objectives and goals, thus getting benefits from the relevance of SMM to the overall business and branding goals. (Holtz and Demopoulos 2006:20).

According to experts, there are several conceptual frames of prerequisite action plans that can be developed into a social marketing strategy. These includes ensuring that the entire company understands the importance of social media and how it can benefit the company, getting to understand that SMM is an advanced shift away from the traditional hard-selling practice and it is focused on relationship building, management and engagement with customers and stakeholders.

From the definition of SCRM earlier, it can be seen that SCRM is not a modern substitute for traditional CRM tools and processes, but rather an extension of it. Since SCRM is not a soft version of traditional CRM, it therefore involves real costs and action plans in order to produce the required capabilities. It is a real investment and as such generates return on investment (ROI). There are a number of companies that have practiced SCRM strategies in ways that fit their companies' integrated marketing processes,

these companies' strategies are therefore analyzed as the best practices for this thesis.

Case studies of companies like Dell and SeaWorld, in sales and in crisis management respectively, demonstrate that SMM should be viewed as more of a cooperate culture than just technological. (Acker et al 2011:4-6)

Acker et al (2011:6) proposes six steps as a recommendation for the practice of SMM. This is a general conceptual framework for a company that is taking up SMM as a marketing strategy. This conceptual framework has been chosen to fit the need of the case company since it the practice of SMM has not been in its marketing strategy. Thus, the steps to building successful SMM capabilities as outlined are referred to as the master approach.

The first step is *Monitoring.* The concept of monitoring involves a more dynamic process of internet activities, and suggests that it is an embedded part of networked engagement. Monitoring is done by the help of online tools that measures the metrics of social media activities, these tools can tell the company what is being said and the tone of what is being said. Monitoring includes listening to and engaging the social consumers in online conversation. Just as in face to face traditional marketing, the process of listening and engaging in SMM helps the company to understand the online conversation map. A company that has the habit of listening to what the social consumers have to say logically gaining useful information and experience about the social consumers, the social community and its unwritten rules. Listening also entails regular participation in the social community activities like a social consumer and this will help the company to understand the community and its competitors as well.

Companies can effectively engage social consumers by talking with a strategically selected number of customers within a strategic period of time, in the online communities. Companies are to take the initiative to start up conversations by posting up topics on key customer satisfaction issues or product and services features. This will help the company to easily understand key areas in its products or services that need persistence or improvement.

The Second step is *Assessing and Analyzing.* Assessment and analyses are carried out to track the number and quality of fans, followers, posts, re-tweets, tags and click through. This is done with the use of social media metric measurement tools. In the

process of assessment and analyses, the company gets to know which messages and tactics resonate with its social customers. Thus this stage of analysis measures out the aggregate number of people to whom the company's message is reaching.

Also in this step, attention is given to the data gathered from of the monitoring stage, and based on these results; the opportunities and threat presented by the social activities are thereby thoroughly mapped out by the company. These areas are in turn to be addressed by social CRM strategies.

The analysis stage also allows the companies to be aware of and reduce the risk of negative brand exposure. This is possible when company gets an early awareness of potential negative exposures so they can quickly respond to possible threats. SMM assessment and analysis process can also be used as a strategy to track online trail. Thus it is possible for the company to use social media analysis to actively engage customers; listening to the social chatter, better understanding the perception of their brand choices and determining how best to add and improve the value the company's products and services.

The third step involves *Strategizing and structuring*. In this step, a clear and workable SMM value proposition is developed by the company. The company prepares its structural responses based on the results of the analysis carried out in step 2, using the social media platforms online tools, communities such as social networks, blogs and applications.

This proposition also includes strategy to correct any detected negative effect on the company's brands and to continuously gather information that will help the company to easily collaborate with its social customers. There are social analysis tools that are designed to make it possible to track social customers throughout this strategic cycle and link up their information such as identity, e-mail and other customer data over the internet. These data are an integral part of structuring carried out by the company, and it becomes a valuable set of information to the sales team and the entire company.

The fourth steps concerns *Testing*. As with every strategy, the company begins with piloting the strategy on a small scale. Starting with an easily adjustable scale helps the company to establish a growing pattern of operation after confirming that the initial set of SMM tools and guideline are effective and applicable to the company on the open

social media market. This is the step in which a performance measurement is carried out to evaluate the efficiency of the entire investment. Thus, the efficiency of the tools and strategy used in the process, will either be justified or not by the result of the test stage.

The fifth step is *Embedding.* Having tested and accepted the SMM strategies, the company then expands the scale and embeds them as a part of its marketing strategy by clearly explaining the new marketing processes to the entire company, and taking steps to installing these SMM systems and delegating the SMM responsibilities to qualified employees, hereby helping the entire company to understand the link between the embedded processes and the company's business goals.

Finally the sixth step is a continuously *Reviewing.* The company continuously reassesses the embedded processes on a regular basis, in order to see areas of adjustments, sustenance or complete removal certain practices in the SMM system whenever required. The company takes cognizance of the ever changing nature of the social media environment, as such it prepares to adapt with it by an on-going evolvement of fitting strategies.

3.8   Summary of Literature Review

In summary, literature discusses SMM as an improved form of marketing with respect to traditional marketing. It is a form of marketing that uses technology advancement to reach the heart and mind of people by building and maintaining business and customer relationships. Also a company's strength and innovativeness are directly linked to the effectiveness of its relationship with its customers. Social media tools and communities help a company to get a great deal of useful customers' information needed by the company to improve its service and products quality. The differences between traditional and social CRM is especially in the number of communication channels, flexibility of communication and the driven force behind the marketing practices.

It can thus be seen from the six steps outlined above that key factors that are embedded in them are finding the customers, listening to, engaging and collaborating with them in a strategic yet natural way and continuous improvement on the process. These embedded key factors are seen in examples of companies that are putting these strategic processes into real practice.

4   Case Company Analysis

This section contains an overview current state analysis of the process of marketing practiced in the case company. It describes the needs of the case company from the point of web marketing 3.0 and contains analysis of the interviews conducted with experts from external firms and the linkage of the data gathered to the social media marketing needs of the company

4.1 Company Overview

The case company is a growing independent manufacturer and distributor of drinks and livestock products. Most of its beverages are marketed within Nigeria. While its livestock products (ornamental and cat fish) are mainly produced for exportation.

The target group of the company's farm products are mainly individuals and organizations that deal with fish farm products in and outside Nigeria. Thus the company is committed to making part of this business grow.

At the moment, the company's drink products are the back bone of the firm, the company tends to focus more on the expansion of this sector of its organization. For that reason, this Thesis focuses on that part of the company's business. The target group for the company's alcoholic drink products ranges from young adult to older men and women, a wide range of people in the Nigerian society. Although there are societal and economic segmentations among the target group; alcoholic consumption rate between men and women, old and young adults and financial class segmentation, the company hopes to determine common elements between these segments that will assist with the actualization of mass marketing.

4.2 Case Company's Target Group in Nigeria

In December 2012, there was a feasibility study research carried out by the company prior to the launching of a brand of bottled alcoholic drink product. The result of the research shows that in the local community, the young adults are the most consumers of the company's alcoholic products. The informants said that an aggregate of over 70% of the product consumers falls into the age range of 25 to 55 years of age.

The case company thus focuses more of its attention on its retailers that are strategically located around areas where young adults are mainly found. Places such as club houses, sports centers, hotels, offices, market places and higher institutions. As a result the company does more promotions around these geographical locations more often than other places.

4.3 Analysis of Internal Interviews

Table 2 contains shows the name, position, duration and the method of data collection of the interviewed key persons in the case company based on the marketing practices in the company. The data gotten from the interviews with the key persons in the case company describes the company's current needs and unveils future opportunities that could result if the company takes up SMM strategies.

The data collected from Informants 1 and 2 were analytically unanimous. When asked to describe the *current marketing strategies and tools* of the company, Informant 1 stated that, "in order for the company to reach its target group, it has explored various techniques of traditional marketing strategies such as flyers and mass media". The informant said that these techniques are the company's same long standing tested and accepted methods of traditional marketing. And like many goods producing company around the case company, the company routinely invests in advertising, special campaigns and promotions in parks, schools and other organized functions in a bid of getting more company exposure.

Concerning the *effectiveness of the company's current marketing strategies*, Informant 1 stated that "the company only hopes that its messages are somehow inadvertently exposed to the target group of users and not to the grandfather who wants to watch the News or the kids who lingers around the living room, waiting to watch the Saturday morning cartoon shows". This means that the company's mass media strategy cannot be affirmed as reaching its target group as desired, and it is only a one-way method of communication.

Concerning the company's *methods of collecting feedback*, Informant 2 added that a large part of the company's feasibility research and other surveys were carried out with the aid of the retailers who are directly linked with the company and the consumers too.

The sales rate of the company is directly dependent on the sales and customer relationship management of its retailers. Thus the company's opportunity of business expansion only lies in the cooperation of its retailers and the company only gets customers' feedbacks through the retailers who intermediate between the company and the customers.

With regards to the *proposed practice of social media marketing*, Informant 1 stated that due to the company's size and status, SMM will be an added advantage to the company's market strategy and a competitive edge over its rivals, and the company is willing to pilot and embed any marketing strategy that is not capital intensive yet effective in reaching its target group with the company's message and being able to establish a mutual relationship with both the retailers and the end users. He added that the proposed SMM plan will be validated and approved for piloting.

In summary, it can be seen from the interview that the company is submerged in traditional marketing, transactional processes and focuses only on sales of products, trusting it as its only source of profit and depending solely on the use of sales contact point and retailers as its main means of collaborating with its customers. Hence based on the internal interview conducted, there is the need for the company to effectively reach its target group and to directly communicate with its end users.

However, at the moment, the company's marketing strategy can be described as a repeatedly executed exercise of the process illustrated in Figure 2.
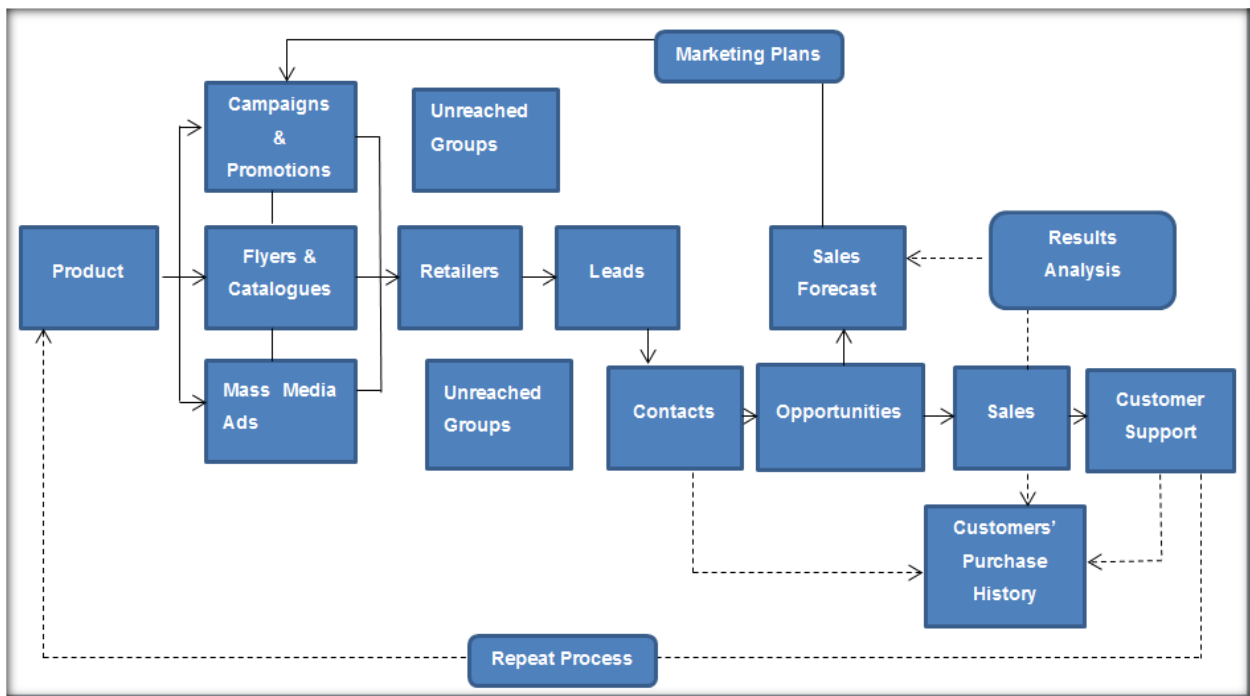
Figure 2. Case Company's Current Traditional Marketing Process.

Figure 2 is a diagrammatic illustration of the resulting information from the current state analysis and the interviews conducted in the case study. It explains the basic process of marketing that currently exists in the case company.

It shows that the company makes a sales forecast based on customers' history and previous sales. And that the company's strategy is not affected by the customers' lifestyle, emotions and other psychological factors that can affect customers' purchases. Instead the company takes a position of determining selling what it wants without determining what the customers want and how they feel. Also, the customer support service is solely based on customers' history, deals with mainly retailers, segregated from the marketing strategy and is usually at a stage after actual sales have been recorded. Hence, three strategic marketing needs can be clearly cut from the current state analysis of the company's marketing process.

Firstly, from the view point of the company, it requires only a one way engagement model of marketing communications. This means that the company's marketing communication is a promotional message that is always geared linearly towards its customers irrespective of whether or not the right message is sent across to the right group, with no strategic method of collecting feedbacks. As a result of mass media messaging strategy, the company only hits a randomly few number of people among its target group, while the others are left unreached.

Secondly, traditional method of marketing can only analyze customers contacts metrics based on physical contact points such as telephone conversation, shops, trade fare booths and sales outlets, thus despite its mass media publicity on radio and television, the company cannot quantify the percentage of its target group that was reached with the company's message, hence by being unaware of those that have been reached by the company's message, their reaction and their needs, the company provide tailored customer solution and cannot make short and long term future target and opportunity strategies such as Win Back offers and Lead and prospect identification, based on statistics. Instead the company only relies previous purchase history in order to make future business forecast.

Thirdly, the analysis of the company's current state marketing process shows that there exists a void between the company and its products' consumers, part of that gap is filled by only one channel of communication; the retailers. In this case the retailers are the company's spokes persons, and in some cases the retailers either do not represent the company appropriately or put their interest ahead of the company's. Hence, for as long as the company does not directly communicate with the consumers, the company does not have the customer's commitment, trust and loyalty (Maclure 2010).

In order to tackle the marketing needs of the case company that has been established based on the internal interviews conducted; a systematic approach based on literature and the best practices is employed. Theoretical review proves that the case company's needs are social marketing-related and can be filled with the implementation of Marketing 3.0 strategies.

4.4 Company's Needs from the Point of Marketing 3.0

Analysing the data gathered from the internal interview and the current state analysis of the company's marketing practices, it is clear that the company needs to take up an SMM strategy. From the resulting information, the company's objective is to sell its products to, satisfy and retain as many customers as possible, enabling forces with industrial revolution. The company sees the markets as mass buyers with only physical needs of its product thus the company has a market concept of continuous product development in order to fill the presumed customers' need with a functional and physical value proposition that is embedded in the offered products.

The method and strategy of marketing practiced in the company is well explained by literature as marketing 1.0 and 2.0. Moreover, Kotler (2010:6) discussed the practice of marketing 3.0 as a form of collaborative marketing strategy that involves the heart, mind and spirit of the prospects and existing customers. Thus on the basis of literature, the three strategic needs as mentioned above, will be streamlined to fit into angles from which they can be reviewed in line with the advancement in marketing practice as posed by marketing 3.0.

In the nutshell, from the perspective of marketing 3.0, the company's needs can be summed up as: not knowing who the customers really are, what the customers think and how they feel about the company and its products, not being able to statistically affirm the status of its marketing message and not directly handling customers' related issues resulting to not being able to discern the level of customer satisfaction that can be offered.

All of these key issues are as a result of the company not having a collaborative relationship with its products' end users; hereby underscoring the strategic need of a social media marketing 3.0 plan for the case company which in turn, is qualified in this Thesis with the viewpoint of social media marketing experts that were interviewed and whose responses are analyzed in the SMM plan building stage of this thesis.

In order to buttress the fact the implementation of a suitable social media marketing plan can be of benefits to the case company, the social media marketing strategies practiced by two consumer goods producing companies based in Nigeria are thus analyzed as the best practice for this Thesis.

5   Best Practice of Social Media Marketing

This section discusses SMM strategies and best practices based on theoretical review. It also contains analysis of real examples of companies that are practicing SSM. There are several examples of companies practicing SMM and these are analyzed based on the factors embodied in the six steps outlined by Acker et al (2011:6).

5.1 Dangote Groups Nigeria

Although not in the range of SMEs, the company Dangote Groups Nigeria, started as one. It has SMM strategies that are worthy of emulation by existing product-centric firms. Currently, it is much recognized within and outside Africa as a major player in the production of home and domestic goods.

One reason why it is a fitting example is that it is a company that has implemented several steps of standardized process of SMM strategy as mentioned in the previous subsection, and even though it focuses more on products than services it has integrated SMM into its marketing strategy and as such can be used a best practice case reference.

Another reason for chosen it as an example, is that it stems from the same country and has the same line of manufacturing industrial, food and animal product as the case company of this thesis. Logically then, its SMM practices that have resulted in positive outcomes can justify the company as a role model for the case company.

Background

The company was established in May 1981 as a trading business with an initial focus on the manufacturing of cement, but over the years, the company expanded its productivity and product range thereby being diversified into a conglomerate that trades cement, sugar, flour, salt and fish. In the local market, the company reached its saturation point as one of the largest market players in the early 1990s. The company is now one of the largest manufacturers in sub-Saharan Africa and is expanding its productivity in existing and new sectors.

Currently, it is one of the most diversified business conglomerates in Africa known for successful business practices and products' quality with its operational headquarters in the bustling metropolis of Lagos, Nigeria in West Africa. Over the years of its existence, the company has experienced phenomenal growth on account of quality of its goods and services.

The company's annual reports show that it is a multi-billion Naira company poised to reaching new heights in every endeavor, competing with itself to better the past. With a mission of becoming a world-class enterprise that is passionate about the standard of living of the general populace and giving high returns to stakeholders, and a vision of continuously touching the lives of people by providing their basic needs. (NASCON Annual Report 2011)

As revealed by its annual report, at the moment, the company is living up to its mission and vision of positively affecting the lives of its customers and stakeholders not only financially, but through the use of social media strategies in fostering its market and public relationships.

SMM Strategy

In the past, Dangote Groups basically depends and focuses on just traditional method of marketing, but with the advent and improvement of latest technology, a company with a mission and vision as that of Dangote, would readily see the need and the ever growing benefits of in-cooperating SMM into its marketing strategy. Thus in harmony with the principles found in the strategic steps known as the master approach as proposed by Acker et al (2011:6), the company has fittingly in-cooperated SMM processes into its relationship with the employees, stakeholders and its existing and prospective customers.
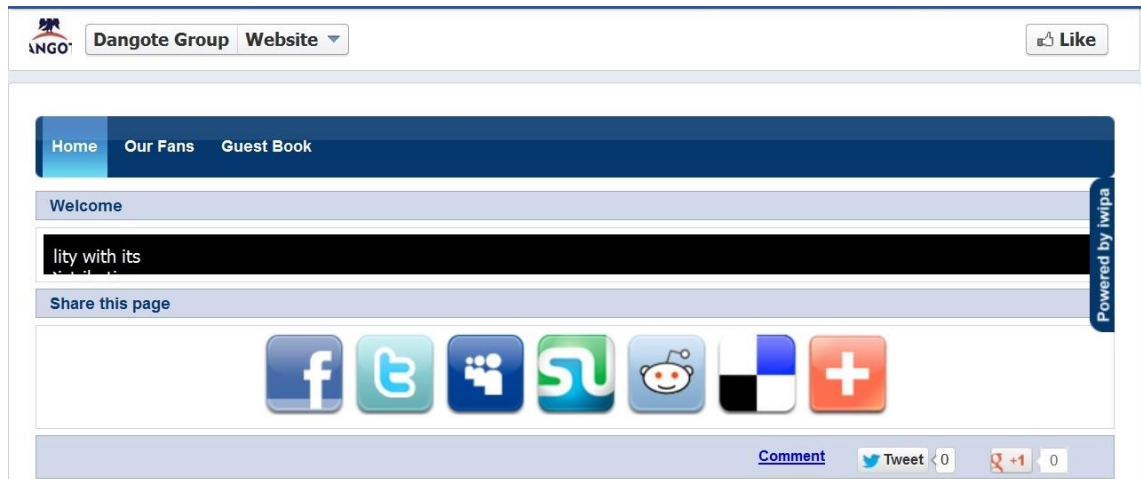
Figure 3. Dangote Group's official Facebook Fans page.

As shown in Figure 3, the company has an official Facebook fan page. One of the steps taken by the company was deciding on an SMM platform and that was a challenge that needed strategic planning. This was a situation where the company had to decide on which social media platform to use. Being a product-centric company with mainly traditional method of marketing, the company needed an easy-to-use and popularly known social media platform commonly used by the customers in its operating environment.

Figure 4. Dangote Group's Investors' Relations Facebook Website.

As shown in Figure 4, Dangote Groups also has a special Facebook page for its distinct Investors, created in 2010. Through which it regularly keeps its numerous stakeholders informed about certain issues in the company.

Figure 5. Dangote Group's Twitter page.

As shown in Figure 5, the company also launched a Twitter site that keeps the customers informed and through which it engages with its customers and the general social public on customer and business operational related issues. As a result, the company could rightly focus on providing value added products and services that meet up with the expectation of its customers. The company's relationship with its customers is currently evolving into a more naturally than business-oriented kind of relationship. The company's care for its customers is thus highly perceived by its customers through its official social network platforms.

Another step taken by the company was innovating ways to be able to socially collaborate with its customers who have been used to only its traditional method of marketing. Thus the management of the company used its employees as a selected few to pioneer the social communication process of the company's fan pages and website on Facebook and on twitter. These pioneers in turn, invited as many as possible to do the same thereby starting to create a network. Being a popularly known company in Nigeria around the shores of Africa, the company's social pages met with success as larger number of fans and followers attached themselves to on a daily basis.

Also, the company always clearly indicates its latest communication innovation by directly linking its main official website to all of these social pages making it easier for customers to search for and attach themselves to these pages. As a result, the company's number of fans on each of these social pages is on a constant growth.

The company's marketing and customer relations department take adequate care of

these social pages, where they post updates such as company's annual reports, newsletters and press releases, customer care issues, videos, new products and services and many more strategic topics for their social customers to engage and collaborate with the company directly. Key members in the marketing and customer relations department of the company have been selected to monitor the amount of likes, re-tweets and posts.

With the help of an internal monitoring system used in measure social media metrics, these key persons are able to listen to and engage with the social consumers, fusing social and traditional marketing and thus being able to provide reliable and valuable information to the company with respect to customer segmentation and product and/or service improvement (Pavicic, Alfirevic and Znidar 2011)
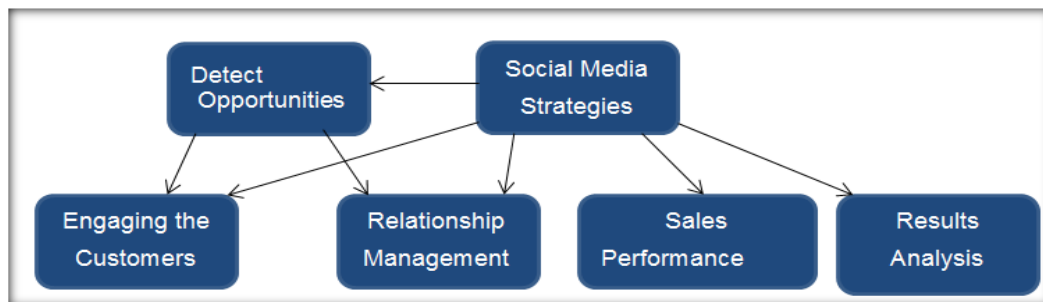

Figure 6. SMM Strategic Model of Dangote Groups NGR.

As shown in Figure 6, this is a model of the SMM strategic process of Dangote Groups and it interlinks with the company's sales processes and sales performance. From the figure and from theoretical review, it can be said that the company is aimed at getting more synced with its customers. The company uses its fan and official web pages to develop relationships with loyal social consumers and bloggers who can positively share information with prospective clients. Considering the caliber and the current size of the company, it can be deduced that it patiently chose to implement a social media initiative that can be an easy platform for customers to easily be collaborated with and be engaged.

It has been noted that when a firm originally started investing much capital on CRM technology, it expected immediate bottom-line results. But knowing how much dependent it has been on traditional marketing method, Dangote Groups has basically fol-

lowed through the steps of initiating a strategy and it realizes that implementing a social media approach will take time. Thus going by the figures on its annual report, it can be said, that the number of followers on its social communities are not close to the number of customers it has in reality. It realizes that SMM strategies are not a replacement of traditional methods of marketing such as accessing customer information and managing sales processes, for these are the foundation for building and managing the fundamental relationship with customers. Thus, the company has kept its traditional marketing process going, while backing it up with social marketing as an on-going part of its marketing communications.

The company realizes that through interactions, organizations can provide vital information to prospective buyers and build credibility within its social community. This will result in the growth of the social community and give rise to opportunities for the company to generate more sales. (Rodriguez Peterson and Krishnan 2012)

Summary

Dangote Groups has taken good advantage of the easily used and popularly known social media platforms. It is noteworthy that the company did not completely rule of the role of its long standing traditional marketing, rather it strategically in-cooperated SMM into its marketing processes, thus making its recent marketing approach much effective than it previously was and getting more brand and company exposure, being able to be directly linked with its customers and company advocates. (Jain, Jain and Dhar 2007)

5.2 Nigerian Breweries PLC (NBPLC)

NBPLC is a leading brewing company in Nigeria, with a mission of being the leading beverage company in Nigeria, marketing high quality brands to deliver superior customer satisfaction and a vision of being a world class company.

It has been chosen as a best practice company because just like the case company, it is a Nigeria based and a beverage producing company that started with one production plant in Lagos state, the same state in Nigeria as the case company. But currently it has extended its market base abroad through the integration of social and traditional marketing strategies.

Background

Founded in 1949, the company recorded a landmark when the first bottle of STAR lager beer rolled off its Lagos Brewery bottling lines. The first brewery in Lagos has undergone several optimization processes and as at today boasts of the most modern brew house in the country.

In 1957, the company commissioned its second brewery in the Eastern part of Nigeria and currently has eight major breweries spread around the Nigeria, with the production of several alcoholic and non-alcoholic products. Today, NBPLC is the biggest indigenous brewery in Nigeria. Also dating from 1986, the company has been into international trade, exporting to the United Kingdom, European Union and the West African sub-region.

Nigerian Breweries PLC has won several awards as a mark of its good performance in various spheres. The company has won the prestigious Nigerian Stock Exchange President's Merit award for several years. For three consecutive years (2001, 2002 and 2003) Nigerian Breweries PLC won the Nigerian Stock Exchange Quoted Company of the year award. It has also won the Nigerian Industrial Standard (NIS) awards for its various products.

Owing to the company's cooperate and social responsibilities within and outside Nigeria, the company has been awarded for its business accomplishments. Among the many awards received by the company from social, governmental and cooperate institutions, are the Africa Beer Award organized by Heineken for its operating companies in Africa and the Middle East in 1999, 2000, 2004 and 2005, the Heineken Business Challenge Award organized for all Heineken operating companies in the world in 2002, the Excise Trader of the year in 2003 and the prestigious Pearl award for Sectorial Leadership in the Brewery sector in 2010.

Prior to this Thesis, the company has been a long standing benchmark for the case company because of its years of experience in marketing practices that suits its customers home and abroad, with desirable results. Its social marketing strategies are worth emulating. Therefore reviewing its SMM strategies in this Thesis will be beneficial for the case company.

SMM Strategies

Nigerian Breweries PLC is a company with records of social initiatives in identified and strategic areas. The company's strategies are driven by its vision to always reach its customers over with satisfaction.

In August 2012, a telecommunication company, Etisalat Nigeria, introduced permission based mobile advertising to over thirteen million customers in Nigeria, in which mobile subscribers can opt-in to receive advertising messages and marketing offers from the brands they value the most. Thus driven by its mission to be the leading beverage company in Nigeria and to deliver superior satisfaction to its customers through social occasions, NBPLC used this multi-media media mobile sharing tool to promote its pioneer product, Star lager beer brand by inviting a strategic target group of males between 18 and 25 years old to be part of a series of music concerts called "Star Trek".

Star Trek is a music concert annually organized by NBPLC, it is one of the traditional marketing methods employed by the company in order to promote its products and brand. In line with the idea posed in a Memorandum on an analysis of alcohol industry advertising which says that "students are a promising market segment" (Hastings 2004:3) NBPLC choses venues such as the National Theatre, public squares, campuses or other strategic parts of the country. Thus on this annual occasion, NBPLC synced social and traditional marketing, the integration of which resulted in a response rate of more than 30%, and a click-through rate of almost 9% of the estimated population of the target group. Hence the campaign met its goal of creating an avenue to reinforce the brand's spirit of fun and satisfaction.

Figure 7. NBPLC Official Facebook Site.

As shown in Figures 7, NBPLC also made use of the social media platforms such as Facebook to create company and product communities for its fans and customers. As individual and/or cooperate persons engage more on the company's Facebook site to keep and stay connected with their favorite brewery, the level of attachment and loyalty increases, while simultaneously increasing the number fans networks and interactivity with the company and within the fans networks.

The company now has a huge fan community that cuts across all age groups and fans and followers of the company many among which are those within the age of its target groups who regularly participate in these platforms of interactivity and collaboration.

Figure 8. NBPLC Official Twitter Page.

As shown in Figure 8, the company's Twitter page and tweets clearly indicates that the company does not concentrate its relationship and communication with its customers solely on subjects that deal with sales and transactions. Rather the company takes a more strategic yet natural and versatile approach by posting topics that will make the customers feel that they are cherished by the company, thus putting them at a comfortable edge while relating with the company. Being at a strategic position and sending natural messages, the company at the end still achieves the desired result of winning the customers' loyalty and trust while at the same time recording higher sales value.
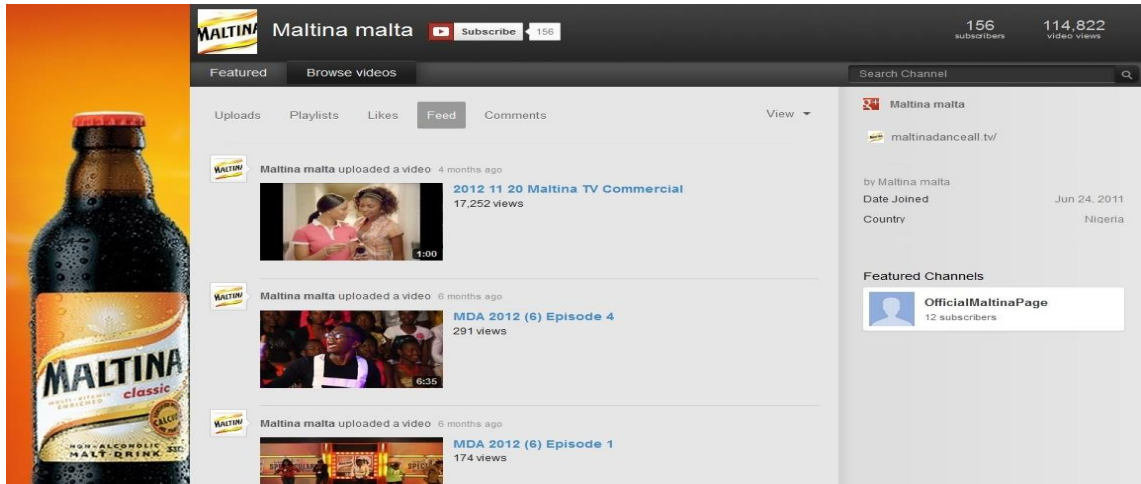
Figure 9. NBPLC Product's YouTube Channel.

As shown in Figure 9, this is one of the company's YouTube channels with a growing number of subscribers and viewers. The company explores various channels of content sharing, communication and collaboration keeping in mind that its customer base extends far beyond Nigeria, thus striving to live up to its mission of being a world class company.

The company has selected Social Customer Relationship managers to supervise and manage its various social media pages, while internally collaborating with the marketing teams for desired results. Also, the company's official website (http://www.nbplc.com) has an automated age verifier for any of its official website's visitors, so in addition to meeting the legal age requirement as stipulated by the Nigerian law, it also gives the company the metrics that shows that all its website visitors are not spams but real humans within the age of its target group

Figure 10. NBPLC Products' Webpage.

As shown in Figure 10, the company keeps in line with the proposed steps of SMM best practices, by always letting itself be easily found by its customers and prospects, the company remains conspicuous by always linking its fan pages and community sites to its official websites and vice-versa, thus its websites visitors can easily navigate between its community pages and its official websites.

Figure 11. NBPLC Product's Facebook Community Page.

As seen in Figure 11, the company's community pages currently have a growing number of thousands of products' consumers, engaging and collaborating with the company and themselves through various kinds of messages, photos and videos. As seen from Figure 10, at 16:01, April 14, 2013 the Facebook fan community of Maltina which is one of NBPLC's major products, has 140,628 "likes" and 4,313 fans actively engaging and collaborating in it. Likewise on Twitter, the company and its brands have a rapidly growing number of active followers, keeping themselves up-to-date on the news and info about the company.

According to its financial reports, Nigerian Breweries PLC declared a total of 55.6 billion Naira as profit before tax for the year ended 31st December, 2012 and a turnover of 252.7 billion Naira, representing an increase of 19.7% over the corresponding period of the previous year.

The report states "that the operating environment is expected to remain challenging. However, the Board is confident that the Company is prepared to take advantage of any growth in the market" (NBPLC Investor Relations Full Year 2012:2). Thus the growth in revenue and the current strength and competence of the company reflect the continuous improvement in the supply of the company's products as well as benefits arising from the sustained investment in the company's brands which is one of the benefits of social media marketing.

Summary

It is noteworthy that NBPLC has strategically explored several forms of easily and commonly used social media tools to its benefit. The annual financial reports of the company proves that the company takes into account its social customers metrics before making strategic forecast for the coming sales quota.

Also, the company has not completely ruled out its traditional marketing strategies, rather it integrates social media marketing into its existing marketing plans thereby strengthening its marketing communications, getting more exposure, reaching its target groups and subsequently increasing sales and profits.

5.3 Common Practices in the Best Practice Companies

There are many similarities in the companies' social media strategies and platforms; many of which have to do with the companies' methods and regularity of communication.

As seen from the various SMM definitions, SMM theories and SMM strategies from the cases of the best practices, regular and transparent communication with the use of modern information technology is a common factor that is essential for the practice of SMM. The analysis of the two live practices of SMM vividly shows that there are some common main factors involved in Social Media Marketing; these are summarized in the table below.

Table 4. A Comparison of some Common SMM Factors and Strategies in the Best Practice Companies.

Factor(s)	Strategic Process(es)
Always focus on Company's goal	-By setting achievable goals that allows the company start building connections with already existing customer base.
Being Conspicuous	-Letting the customers find you easily. Starting with key customers, will help share posts and connect with their friends thereby generating a chain of networks.
Finding/Following the customers	-Not just a random choice of cheap SMM platforms, but finding the right one with which the customers and prospects are familiar, in most cases the most popularly known and used ones in the company's sales environment. -Clearly placing the links to the company's social media pages on the company's official website, email, newsletters and annual reports.
Post Relevant Topics	-The companies stay strategic while posting topics that will put the customers at casual end. Helping the customers to feel free at posting anything. The companies understand that social media is a two-way dialogue, thus they ask thought provoking questions to know what the customers are thinking and saying about them.
Less Talk, More Listening and Engagement	-By making it possible for customers to collaborate at any social media point on which the companies have contact with the customers. Willfully initiating conversations and giving much space for customers to take charge on the SMM platforms.
Timely Response	-Not sleeping off or treating customers' response as

	mere casual issues, but rather the companies strategically set up teams of expert to care for these valuable set of information. These teams respond timely to negative and positive situations alike.
Consistency	-As with other business practices, the companies continually and actively reassess the status of its SMM processes. -Being consistent in humanizing the company's SMM image on social media, by retaining the same known company's logo, pictures and slogans Also the companies
Results Analysis	-Continuous analysis on the ROI is carried out by the companies to determine the results of the SMM strategies.

As shown in Table 4, a summary of the key factors that are embodied in the best practice companies have been analysed and tabulated. The summary of the key factors shows that regular and transparent strategic communication is a grand part of SMM; therefore for companies to be able relate with their existing customers and prospects, there should be the; availability of social media channels aiding active and multi-channeled process of communication, skilled personnel and innovative strategies. (Andzulis, Panagopoulos and Rapp 2012) In the integration of these factors lie the strength of a company to be able to build and manage positive social brand exposure via social communities, through which it can create and maintain customers' trust and loyalty thus being able to expand its sales boundaries.

In summary, there are product-centric companies that have adopted the practice of marketing 3.0 into their marketing process. And as seen from their examples, the resulting integrated method of marketing has not only long term financial benefits but has also helped the company in staying abreast with the lives of its end users.

6   Building the SMM Plan

This section contains the analysis of the external interviews conducted and the building of the SMM plan based on the data gotten from the interviews, best practice and from the literature review.

6.1 Analysis of External Interviews

As seen from Table 1, external informants were interviewed based on Social media marketing, social media tools and social media strategies. Thus, in order to integrate the data gathered from the interviews into the proposed SMM plan, a detailed analysis of the interviews conducted is carried out.

When asked about the *percentage of SMM* being practice and the *benefits* SMM has brought to the informant's company, informant 1 said that "over eighty percent of the company's current marketing strategy is based on social media marketing". He alluded to the fact that, as a service providing company, SMM has brought about much innovation in the company and had it not been the advance practice of SMM in Informant 1's company, the company would not be in existence today. Hence the existence of the Informant 1's company depends on how much social marketing is been done.

On request for suggestion on *SMM tools* that can be used by a company taking up SMM for the first time, the informant 1 said that, for an SME in Nigeria taking up SMM for the first time, there are several "free and cheap social media analytical tools that can be used to smoothen and analyze SMM performance". These tools can be used to manage multiple networks and profile and at the same time able to track conversations and members' online emotions. The informant suggested a list of SMM tools:

Hootsuite (http://www.hootsuite.com): A free social media management dashboard that is used to for scheduling posts, tracking the performance of your posts, enhancing and measure campaign results.

Social bakers (http://www.socialbakers.com): A free provider of social media analytic tools, statistics and metrics for Facebook, Twitter, YouTube and several other social platforms.

Hubspot (http://www.hubspot.com): An online software that makes digital marketing smarter, but unlike the previous suggestions, hubspot is not free to setup, thus it requires routine payment.

*Wordpress (*http://wordpress.com): A free blog publishing platform which focuses on aesthetics, web standards, and usability. It can be used by startups to create blogs and share the content on Twitter, Facebook and other social media platforms.

According to Informant 1, these tools are necessary in order to analyze top business influencers on different social media platforms so that the company can invest much effort in building and strengthening social media relationship with such ones. However, he added that the case company should do well to determine which social media platform is commonly used in Nigeria and particularly around the region in which it is currently operating.

Informant 1 suggested that the case company makes use of *Alexa (http://www.alexa. com)* in order to determine which SMM platform to use. It is also a free SMM tool that provides information about websites, internet traffic metrics and statistics, related links, online reviews contact information, search rates and results.

Likewise, concerning the *SMM Tools*, to Informant 2 stated that "when it comes to using social media, I would tell the company to use the media outlet that its target market is using the most. I would also advise them to use the major social media tools such as Facebook and Twitter and popular mobile sharing tools such as Instagram and Pinterest. But the case company should also look for social media tools and platforms that fit specially to the case company's operations".

When asked regarding *risks and contingencies* associated with SMM, both Informants 1 and 2 explained that there are certain risks associated with social media marketing. Among such risks are, addressing the wrong audience on social media platform and social media virality associated with a wrong comment or post by an angry customer which sends out a wrong image about the company thus leading to negative brand exposure. The Informants added that such phenomenon can spread very quickly and destroy a company's brand if not well managed.

Regarding *SMM for SMEs in developing countries*, both of the Informants affirmed that the proposed plan will have positive results if implemented in harmony with the company's goals and objectives. Thus the Informants consented to the building of the proposed SMM plan.

Informant 2 also added that many of the major platforms are free and easy to use and organizations could be exposed to an audience that may never have the chance to know about them except through the use of social media platforms. "This is especially so in the case of smaller organizations in Africa because the African population is growing rapidly on social media these days, especially on mobile". Thus the case company should ensure that its incorporated strategies are mobile friendly. However, the informant added that SMM is not a complete replacement of traditional marketing and as such, should be balanced with some traditional marketing like newspaper, leaflets, and posters.

Informant 3 is a social customer who was asked concerning the informant's views on SM ads and how much time is spent daily, on Social media platforms and engaging in social media activities. The Informant stated that "recently, over 60% of my free time is spent on social media platform". The Informant added that a quarter of the time spent on the internet, is spent commenting and reading posts including social ads on several private and business SM platforms, while others are spent chatting with friends and families.

In summary, the Informants concluded that social media tools and strategies are effective in business expansion if aligned with the overall business strategy of the company. A company should set strategic goals about what will be achieved through the use of social media tools and the practice of social media marketing. After which, the company then needs to setup action plans for achieving its desired goal.

A conceptual framework of the data synchronization process is thus drawn to show how the data gathered and the information gotten were used in the building of the SMM plan.
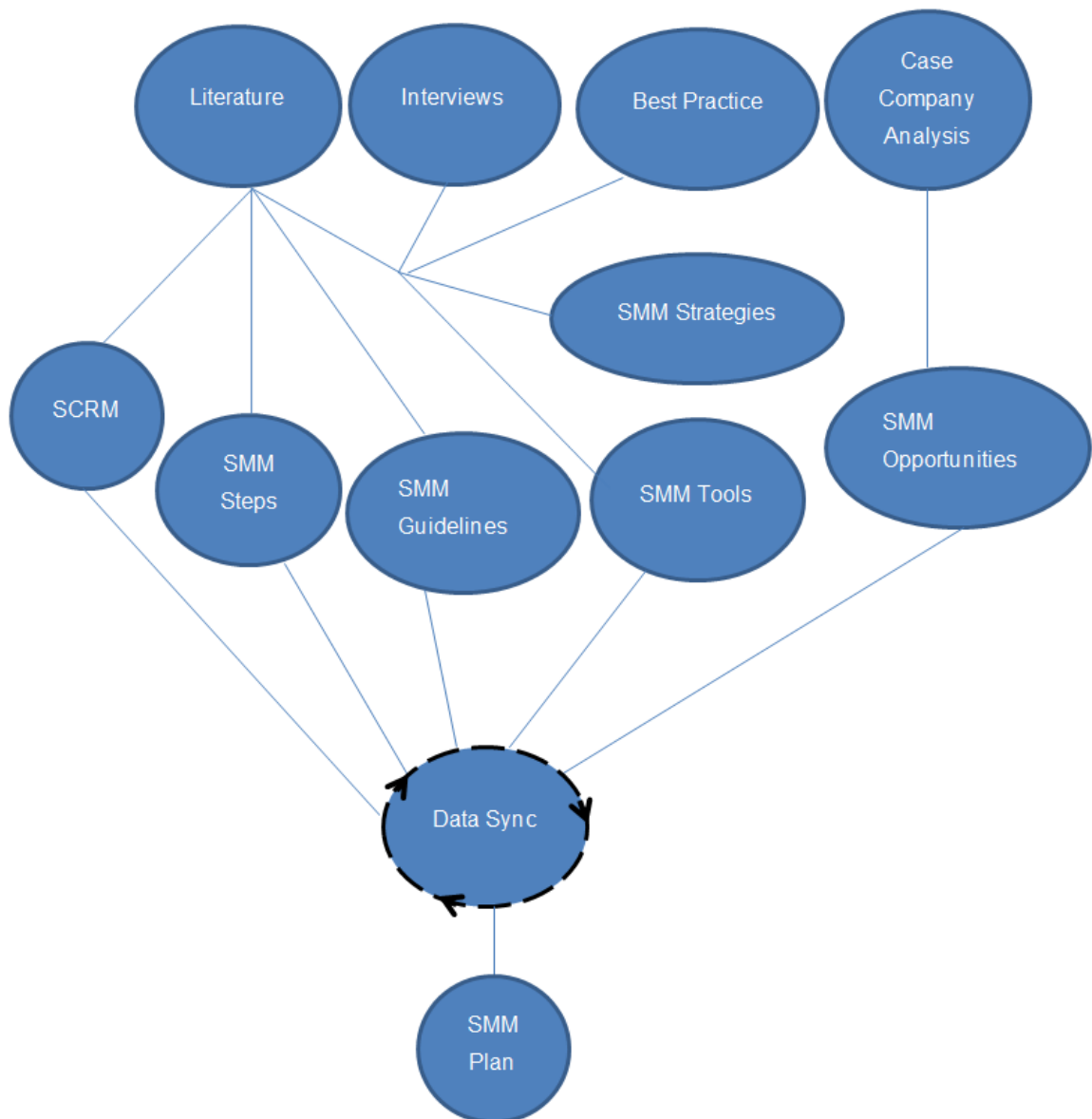
Figure 12. A conceptual framework of the data synchronization process.

As shown in Figure 12, the data collected were systematically streamlined into the building stages of the SMM plan. As will be seen from the result, the SMM plan is completely new and different from the company's current marketing process. Unlike the company's existing one-way method of communication, the SMM plan consists of a network of versatile strategies and tools of social media marketing and that fit the marketing environment and operation of the case company.
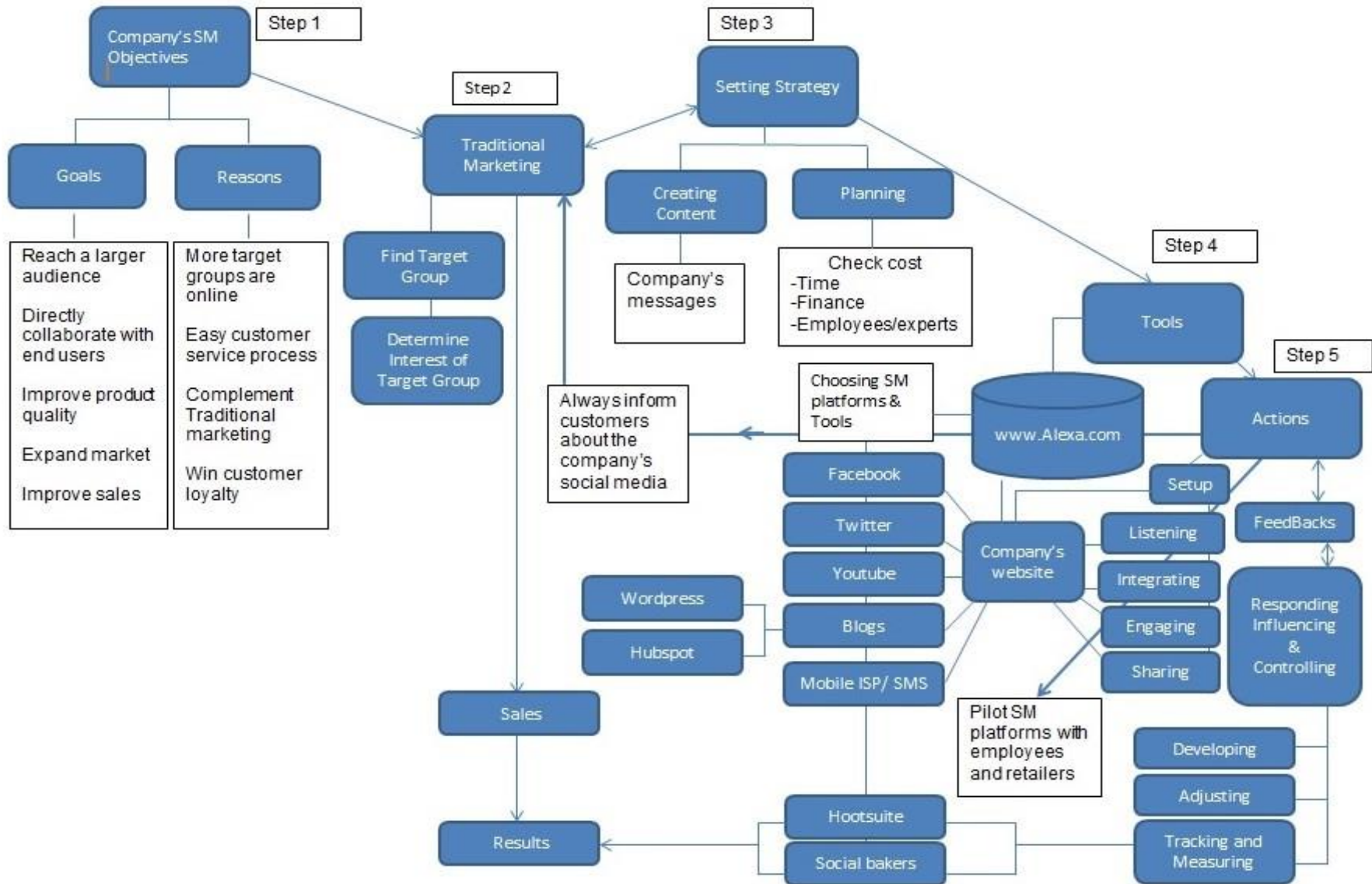
Figure 13. Proposed SMM Plan for the Case Company.

As shown in Figure 13, a proposed social media marketing plan for the case company has been built. It contains recommended steps for the case company to follow in order to implement the strategies involved in the built SMM plan.

6.2 Proposed SMM Plan: Strategies and Tools

For an SME taking up SMM strategies for the first time, the proposed SMM plan recommends six steps based on the literature and the interviews conducted and recommendations on how to implement the strategies that are contained in each step.

The First step is **Setting SMM Objective**. The company sets a strategic short term goal that aligns with its operation, environment and customers. The goal for the case company is mainly to expand its markets and boost sales, by reaching a larger audience and directly collaborate with them. The main reasons for the case company taking up SMM is because the company needs to be where most customers are, which helps the company to easily and directly provide customer support services, thereby being able to improve its product quality based on customers' feedbacks.

The second step is **Integrating Traditional Marketing.** The company does not completely forgo its traditional marketing strategies. Traditional marketing strategies help the company to incept relationships, while SMM helps in building, managing and sustaining them. The company does not do online sales, thus the company can use sales contact points as opportunities to gather customer information and inform customers about its social media communities.

The third step is **Setting Strategy**. Based on the company's marketing goal and the information gathered through its traditional marketing, the company then starts setting its content delivery strategy by:

 Creating Content. The company basically formulates messages that will interest its customers and at the same time sell its products. The company's messages are not fixed but are versatile and natural in order to put the online customers at easy and collaborative mood.

Planning. The company's management checks the time and financial cost including the expected long term benefit of launching social media platforms and training its employees on social media management.

The fourth step is, ***Choosing Tools****.* The proposed plan contains eleven social media tools including the company's official website, these tools can be classified into two groups: *(a) analytical* (b) *collaborative and sharing tools.* Most of these tools are free to setup, easy to use and are commonly used by people in the case company's geographical market region. Considering the rate of mobile device usage in Nigeria, all the recommended SM platforms contained in the proposed SMM plan, are mobile friendly.

Analytical tools: The first class of tools contains five proposed metric analysing and measuring tools that can be used internally by the company to determine social media activity results. These are *Alexa, Wordpress, Hootsuite Hubspot and Social bakers.* These are tools that help the company in making strategic decisions with respect to areas of sustenance and adjustments, customer segmentations, timing and statistics.

These five analysis tools are used by experts to control and check the metrics of other recommended tools that are contained in the proposed plan and can be used by the company to determine the success or failure of the whole social media marketing process.

Alexa. The company uses this tool, in order to be able to determine which social media platform is used the most by people in the community. Also the tool can also be a base analyzer of the company's social media stats and activities after the implementation of the SMM plan.

Wordpress. This tool is used in creating, managing and monitoring blogs. The case company can create several free blogs and directly link them to its website with the use of this tool

Hootsuite.   This is also a social media management dashboard used in enhancing social media platforms and activities. With this tool, the company can schedule posts and replies. This tool can effectively manage multiple social media networks and interconnect with other social media platforms that have been set up by the company.

Hubspot. This is a social media tool that is designed to handle general social media activities and attract customers by content marketing. It is free to set up and easy to use. It has been recommended in the proposed SM plan as a blogging tool to the case company.

Social Bakers. This is a social media networking, statistics and analysis tools that can help the case company to monitor the effectiveness of its SM campaigns. With this tool, the company can have insights to customers' online activities, thus enabling the company to monitor social media profiles, using performance indicators to track key influencers, determine the level of customers' engagement, determine the rate of followers' growth and even follow competitors and benchmark companies.

Collaborative and Sharing Tools. The other class of tools contains six engagement and sharing social media platforms, with which the company can directly relate and communicate with its customers. These tools are *Facebook, Twitter, YouTube, Blogs, SMS Service Providers* and the *Company's website.* These are commonly used platforms in SM marketing. The proposed plan contains the relationship between these social media tools and the company's traditional marketing and sales.

Finally, fifth step involves **Taking Actions.** The strategies involved in the proposed SMM plan are embedded mainly in this step of taking strategic actions in order to set up and implement the SMM plan. There are several strategies that are embedded in this action steps. Since the practice of social media marketing involves being yielding and versatile when dealing with social customers, these strategies are not in a rigid sequential order, thus they can be implemented simultaneously and in an order of repetition depending on where and which the need is greater.

Setting Up. With the objective of reaching its target group effectively, the company embarks on the journey of breaking down barriers thus being able to join in conversation with its target group by implementing the first critical strategy to launch its social media platforms. This strategy requires the use of Information Technology experts who will set the company's social media platforms rolling. The company thus requires the service of software service vendors to set up its platforms based on contractual agreement.

Listening. Listening is an ongoing process. The prescribed tools contained in the SMM proposed plan allows the company to listen to its customers' conversations. These listening dashboards such as Facebook and Twitter are set up to monitor online conversations. The listening dashboard such as Socialbakers aggregates all connected social media platforms into one dashboard, making it easy to monitor.

Sharing. The company can make use of the proposed sharing tool (YouTube and SMS services) to share multimedia contents such as its adverts and promotional events. It can also share the web links of these contents on its blogs and other social media platforms.

Integrating. The company should strategically integrate itself with the customers. Letting them know where the company is and being where the customers are. Also, the company should integrate its social and traditional marketing, aligning them into an integrated method of marketing.

Responding. The company should be alert to people's questions and posts as often and as quickly as possible, especially when a problem with the company's business, organization and product is mentioned. Also the company should give credits where and when due to positive comments showing that the customers have its full attention.

Engaging, Influencing and Controlling. Social media marketing is also about sharing the company's expertise, news, events and promotions. After listening to the conversations, the company can interact and engage in conversations with its. This goes beyond just posting topic, but asking thought-provoking questions about what they think about the company and its products and how it affects the life, by so doing, the company influences and encourages a network of dialogues and communication process which will help the company to make strategic decisions.

Also the company should be able to act as moderator to the online conversation, being able to control what is being shared in the within a particular group or amongst groups of network. Especially so should the company be able to cut out negative imaging abut the company.

Adjusting and Developing. While listening, engaging and communicating with its social customers, the company will see aspects of its offers that need *sustenance* and *ad-*

justments. Hence steady development is needed in the practice of social media marketing because customers do not have a steady way of acting by instinct, rather people change and as such the company should be ever alert to the changes of its target groups. This tends to be a challenging aspect of marketing, and this is where the need of social media marketing lies because it deals with the minds and essence of the customers.

Measuring. Finally, the company should measure out statistics on a monthly basis. It should be able to measure out the overall performance returns of its social media platforms (engagement rates, number of visitors, and the frequency of SM activities).

When SMM media strategies are considered in the long run, ROI becomes a positive value only if these steps have been rightly followed. Hence the SM marketing plan becomes an innovative one with a strong backbone without the fear of negative saturation or targeting the wrong groups or areas.

Each of these social media strategies are to be frequently and regularly re-visited and re-checked to make sure that they continually align with the company's goal of effectively reaching the target group by adhering to the recommended SMM guidelines.

6.3 Proposed SMM Guidelines

In implementing the above strategies and managing the entire SMM process, there are certain guidelines to be followed in order for the company to be better equipped and grounded in order set clearer objective and build strategies in engaging with the customers and finally measuring out positive results.

These guidelines are drawn from real best practices and the usage of the tools mentioned by the informants. They are in exact harmony with the several social media practices associated recommendations that are found in the literature as discussed in sections 3 and 4.

Starting with a Few. The company should pilot its social media practice by starting with a strategically selected few individuals including loyal customers and employees. These in turn will help in building networks of friends and followers for the company. People do not like to be the first or among few in a social media community, customers

run away from empty space and they like to belong to a cluster of active community members.

Being Conversational. The company should make sure that those chosen to manage its social platforms such as blogs, are those who would be able to communicate the company's message humanly, entertainingly and in an unbiased manner, not taking things personal or replying in an aggressive manner to negative comments.

Being Patient. The company should take at least 3 weeks of listening time to better understand the conversation. It should not jump into conversations or bore its audience with too many posts in short time.

Being Observant. The company should watch out for negative branding by unpleasant customers and competitors. Being quick to treat such issues before it becomes viral in the online environment.

Being Conspicuous. The company should be tactical in dealing with the public, ensuring that it retains its traditional image even on social media platforms, enabling people to know that it is the same company online. Thereby being authentic and giving no room for impersonation, which can lead to negative image and branding.

Being Relevant. Considering that its target groups consists of mainly young adults who love to discuss, the company should ensure that its messages are not overly casual and do not stray away from its company's objective. The company should always post relevant topics that can easily lead to collaboration. Also the company should strike a balance between its promotional and casual messages. It should avoid coercing its audience with adverts and sales talks; it should not always post topics that have to do with its products pricing or sales because customers do not like to be sold, they cherish company's advises and supports. Thus being an alcoholic drinks producing company, the company should be strategic in posting some casual messages. Such topics as "good life and fun" will end up in attracting the customers to its products.

In summary, based on the gathered and sieved data, the proposed SMM plan is designed to meet suit the company's need of marketing communications and customer relationship management with respect to its entire operating environment.

7. Validation of the SMM Plan

This section describes the validation process of the proposed SMM plan. It contains tabulated details concerning the adjustments made to the proposed SMM plan and the reasons given.

A copy of the proposed SMM plan was sent to the Managing Director of the case company via email for the purpose of evaluation and validation. In order to check the feasibility of the plan to the company and its operations and to see if there would be any area(s) of further development and amendments.

The key issues and the associated feedback from the informant during the validation process are recorded and tabulated in the table below:

Table 5. Feedback from the Informant during the Validation of the Proposed SMM Plan.

Key Issues	Feedback from Informant
Strategy: Feedback	As it has been a long standing traditional method of marketing in the company, the customers' feedbacks can also still be handled by the retailers at sales contact points and relayed back to the company. Since the retailers cannot wave of complains, suggestions or compliments that are directed to the company, they are still going to intermediate between the company and its customers.
Tool: Hubspot	This blog tool is a paid one, and considering that the company is piloting the SMM plan, it requires free and less expensive tools. Thus The company would not use this particular tool. There are two blog tools in the plan, one of these (Wordpress) will do.
Tool: Hootsuite	The company has decided to start with simplicity. It decides to use Socialbakers alone instead of including Hootsuite. After checking the social features and social connectivity on Socialbakers, the company has decided to work with it.

Tool: Mobile ISP/SMS	Owing to the large amount of capital required to register with the SMS service providers, the company completely retreats from using that form of mobile communications for its publicity, for now.
Tool: YouTube	Video downloading, uploading and sharing is expensive in Nigeria and majority of the target group do not use internet streaming, owing to the high cost of bytes transfer. Thus for the local target group, YouTube will be an expensive sharing platform to consider.

As shown in Table 5, the C.E.O of the company agreed with all the stages and strategies of the proposed plan with the exception of four of the tools in stage 4 and one strategy in stage 5. The explanation given by the informant as seen in table 5 above concerning the implementation of the SMM plan by the case company shows that the company is willing to pilot the SMM plan, but with careful consideration to the financial expeditions that goes along with the implementation of certain SMM tools.

Hence the company decides to pilot the implementation of the SMM plan with the use of mainly free social media platforms. Owing to this phenomenon, the proposed plan has been built and modified to accomplish the same aim of social media marketing of collaboration and engagement, mainly utilizing popularly known, free and relatively cheap social media tools.
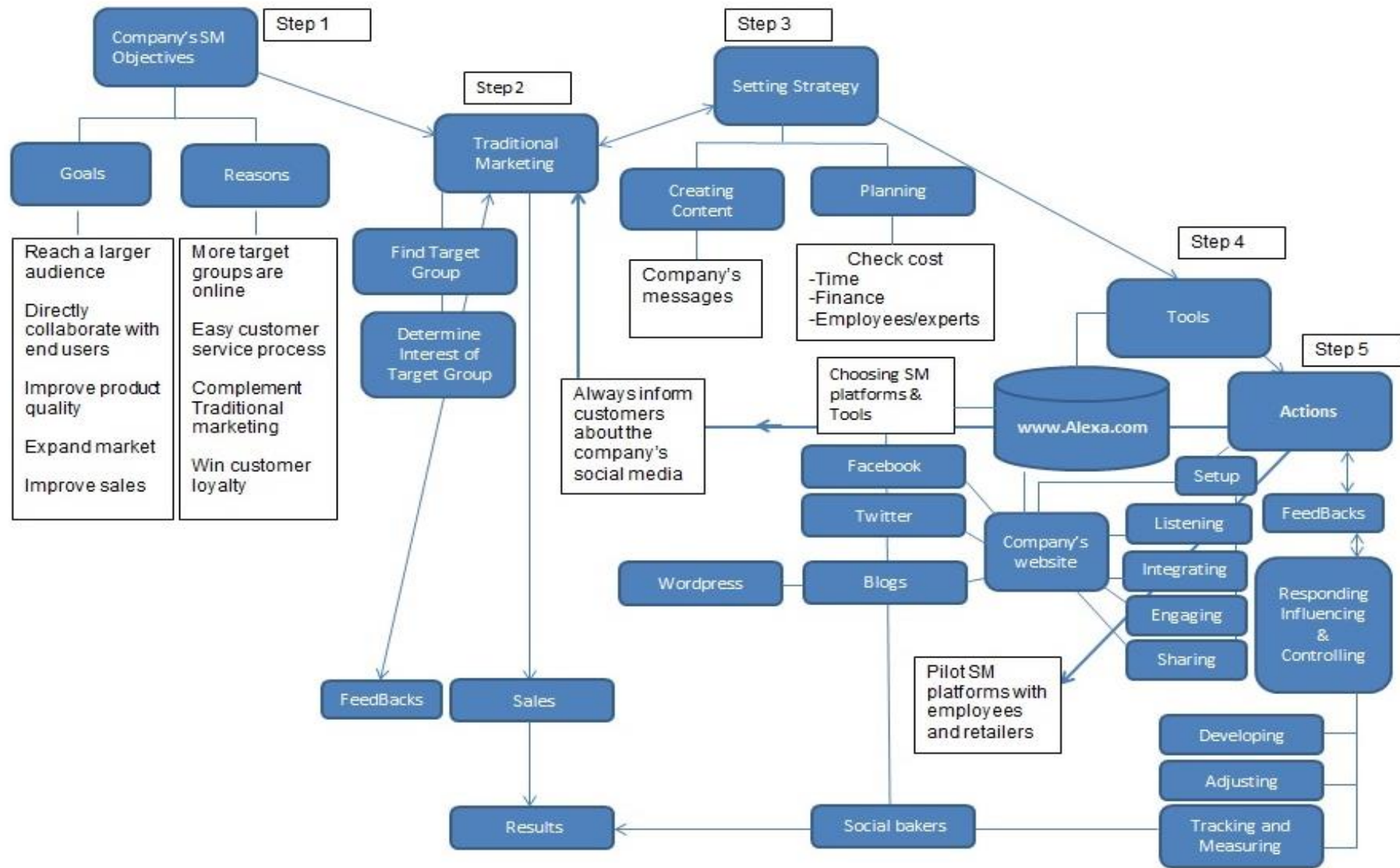
.

Figure 14. The Refined Social Media Marketing Plan.

As shown in Figure 14, based on the data gotten from the validation process, a refined version of the proposed plan is then produced.

An additional feedback collection strategy was added to stage two of the SMM plan at the sales contact points, while other strategies and guidelines remained the same as in the proposed version but with the exemption of the specific tools that have been pointed out by the informant during the evaluation process.

Thus the approval of the SMM plan shows that the company is willing and ready to implement social media marketing and integrate it with its current traditional marketing strategy. From the time of implementation henceforth, the company will then have an integrated marketing system which most of the major products and service companies within and outside Nigeria now work with.

The ROI of the implementation of the implementation of the SMM plan will be measured in a long term basis. In the short term, the company can only measure the effectiveness of the plan based on the statistics and metrics of the social media platforms' performance.

8 Discussion and Conclusions

This section contains the conclusion and summary of this research paper. Finally, it contains managerial implication, validation and reliability of the study

8.1 Summary

The case company
, for which this research was done, is a consumer goods producing company in Nigeria, whose method of marketing and market communications is purely traditional. The case company tends to rely much on the sales of products for profitability and growth without focusing on establishing a sustainable customer relationship.

This Thesis was done with the objectives of producing a social media marketing plan that can be implemented. Moreover, after considering the size, environment and status of the case company, the research was geared towards producing a feasible social media marketing plan for the company and it shows how this plan can be implemented by the case company to suits its overall business strategies.

The research was designed in a way that it analyzed the current state of the company, explored literature, enumerated strategies from existing best practices, and synchronized data from qualitative interviews. The research utilized a case study method with triangulation approach to gather information and to analyze the data that were gotten from multiple sources in the data collection stage of this Thesis.

The key persons chosen for the interviews outside the case company were chosen based on their position in their respective company and their experience in the field of social media marketing. Those interviewed in the case company were those in the strategic position of the company's management team, thus all the key persons interviewed were directly linked with the research parts and design. The interviewees were not coerced or compelled to answer the questions posed, rather were free to give their opinions on social media marketing based on their personal and/or cooperate experience. The researcher was transparent in documenting the response from the interviewees and did not change or minimize any ideas given during the interviews; hence the recorded results of the interviews were free of bias.

From the literature review, it was seen that traditional marketing mainly focuses on the sales aspect of transaction with little or no consideration, anticipation or feeling of the customers' emotional, mental and physical need which are directly linked with the force that drives customer loyalty and long term relationship inception and retention. But with ever advancement of modern technology, the gap between the human mind and customer satisfaction has been bridged. This extends beyond the boundary of one to many method of transaction that centers on the sales of product as the core generator of business profits and existence. These technological developments resulted in the birth of social media marketing also known as web marketing 3.0.

Marketing 3.0 is only an advancement and not a replacement of traditional marketing 1.0 and 2.0. It is a collaborative type of marketing that developed from the previous marketing strategies, especially with the use of internet technologies, which has resulted in an advantage of social networking and social communities that is driven by value proposition, over traditional form of marketing. One major difference between marketing 3.0 and the other method of marketing is that it reaches and involves the minds and spirit of the customers, thus affecting almost every aspect of their daily lives. This implies that in the practice of web marketing 3.0, there is a more active and versatile form of relationship management, known as social customer relationship management (SCRM). This form of relationship management is usually between a company and a social customer.

A social customer is anyone who participates on a social media platform. In an ever growing rate, many of the world's population are now social media customers. This fact makes it ever more imperative for the SCRM to be more strategically practiced by businesses.

Social Customer Relationship Management (SCRM) is an integral facet of the practice of SMM. SCRM is an improvement on the traditional method of Customer Relationship Management (CRM). As explained in the literature review session, this method of customer relationship management collaboratively reaches the minds and spirit. Through its practice, companies can easily relate with their customers over the internet. But in order for companies to be able to carry out social media marketing effective, they need certain information technology applications, known as social media tools.

Social media tools are web-based applications such as wikis, blogs and multimedia

which are used for collaboration, communication and sharing respectively. They are also tools which help companies to implement and measure Social media activities such as SMM metrics. SMM metrics are quantitative parameters that can give the company insight to the performance of their social media platforms and strategies. For instance, the number of social media customers that visit the company's social webpage, the frequency of visits and the customers' behavior while online during a set period of time. These social media metrics are vital information to the company for performance analysis purpose. But there are guidelines and strategies that are in connection with the usage social media tools.

Social media experts proposed a master approach which contains six steps for a company that is taking up social media marketing for the first time. These six steps involve key aspects in the practice of social media marketing. Generally, the implementation of these social media strategies and tools has resulted in major differences between social and traditional method of marketing and customer relationship management.

One of the differences between these two method of marketing is that traditional method of marketing also improves the effectiveness of data management and inter departmental collaboration within the company which aids the sales of products and the setting of company's strategic goals based on purchase history, while social media marketing is aims at attracting customers through customized relationship marketing and it is focused on customers' needs and creating tailor-made solutions and value creation which leads to customer loyalty.

Another difference is in the fact that a company that practices traditional marketing relies mainly on one to many and face to face and bi-linear processes of communication. But on the other hand, as a result of a multi-channeled communication in a company that practices social media marketing, feed backs can be handled by the company or by other loyal customers on the internet via the company's social media communities.

With regards to the fact that more of the world's population are becoming social consumers, irrespective of where a company is based, social media marketing can be a profitable practice if incorporated in line with the company's objective. This fact is buttressed by the analysis of the best practicing companies, which has taken advantage of the popular and free social media tools and platform in order to directly relate with its end users and expand its marketing boundaries and boost sales. The figures given in

the best practice sections show that there have been positive results in the long run in those best practice companies

After gathering the information and analyzing data from the literature, best practice and interviews, this Thesis contains a conceptual framework on the integration of data and information in order to build a social media marketing plan. This plan contained five steps, each of which consists of several strategies and guidelines that is fitting for the company's business goal and operation. The steps were carefully sieved out and framed according to data gotten. Step one and two of the built plan were setting company's goal in view of the added marketing method and aligning it with its current marketing process, respectively. Steps three, four and five are the strategic steps which have to do with setting strategies, selecting social media tools and taking actions to implement the entire steps in the social media plan, respectively.

The resulting social media plan was validated by the C.E.O of the company, hence some feedback concerning the social media plan was collected and with sound reasons, some adjustments were made concerning certain strategy, communication tools and performance analysis tools that are contained in steps two, four and five of the built social media marketing plan. After that, based on the validation, a refined version of the social media marketing plan was produced.

In the nutshell, the entire research, from the introduction to the result of the research provided a sound basis that showed the coherence of the research parts and the smooth flow of the data gathered into the application of the research outcome. Although, there exists a clear distinction between the theoretical and the practical parts of this research, the two parts were coherently fused and the gap between the theory and practical session was appropriately bridged as the results of the data collected are conspicuous in the resulting social media marketing plan. As such, the outcome of the research gave answers and solutions to the research questions posed at the onset and the case company's problem respectively.

8.2 Managerial Implication

Regarding the company's periodic performance, the research shows that social media marketing has cumulative benefits: social media marketing strategies in a short while, results in relationship performance and in the long run, higher sales performance. But

being in a competitive environment as it is, the company needs to think of how to in-corporate this additional marketing method into its marketing practice in order to step head of its competitors who are mainly in the practice of traditional marketing. The in-troduction of the additional marketing process will lead to strategic changes across the entire company. There are changes made as a result of the company's decision to in-tegrate the social media marketing strategies, these are referred to as managerial im-plications. Five managerial implications are subsequently enumerated.

The company needs to first think and decide on how to align the resulting marketing strategies with its overall marketing practice without compromising the goal of the com-pany. This and all other related decisions are made by the company's management team after which the entire company should be involved.

Secondly, as a company that still practices traditional marketing, the company needs to strategically decide the extent and rate to which each part of the new integrated mar-keting will be incorporated into the overall marketing strategy. This also affects the fi-nancial input that goes to the implementation of the entire marketing process.

The third managerial implication is that, as a company that deals with mainly cooperate customers and retailers, that wants to get the best of social media marketing, it needs to be very acquainted with its end users most of whom are online customers and not depending solely on second hand information gotten from its traditional practice of marketing, in order to implement these strategic changes, the company needs to work towards acquiring the needed tools and technical expertise. As a result, the company needs the service of technical personnel in setting up and launching the systems, train-ing its employees and piloting its entire social media marketing plan. This might require some paid services from software engineers.

Fourthly, the company needs to think differently regarding how it can communicate with prospects and customers and link people with its business, especially as it is taking up social media marketing for the first time and its customers have been used to traditional methods of relationship with the company. This calls for some strategic and structural changes through the company especially the marketing communications and sales departments.

Finally and fifthly, the company needs to know that social media marketing is a long term strategy, thus it is important to be patient when implementing social media marketing. Granted, when a company started by investing huge capital into certain marketing strategy, it tends to expect immediate results. But in its early stages, the use of social media technology only affects the early stages of the sales process and relationship sales performance. But when the strategy is practiced in a long time, as seen in many organizations SMM would directly affect revenue growth.

In summary, without changing its image and overall message, the company needs to change its marketing approach. Hence working with the new integrated marketing strategies, the company needs to figure out how to carry the customers, technology and the entire company along by means of engagement with the use of traditional and social media marketing, without marginalizing any aspect of its business.

8.3 Validity and Reliability

To enhance reliability of this research, no unnamed web-materials, public blogs and unreferenced web materials were used for data collection in this research. Similarly, key persons for the interviews were carefully selected considering their companies, and positions in the organization, and experience in the topic of this research paper. The overall data validation in this study is strengthened by the logical structure of the research framework, as it streamlines relevant information from the investigated sources, concerning Social media marketing.

In the data collection stage, the interviewees are not under compulsion to answer all the questions, but were free to express their personal or company's opinion on the theme relating to best practices and loopholes to avoid if any. The interviewees were chosen based on their experience and relationship with the subject of the. In order to ensure the verity of this research, data were gathered from multiple sources using several means of collection. These include primary data gotten interviews, analysis of the case company, analysis of live best practices and literature reviews. Thus this research explores several approaches in order to produce qualitative results by means of its internal coherence between the theoretical and the practical parts of this research.

Also, the researcher took a transparent, neutral and non-reactive stance to the opinions of the interviewees, thus the entire research is bias-free. The absence of any gap in the

overall line of thought of this research proves the reliability of the whole research process and outcome (Roberts, Priest and Traynor 2006). The logical coherent development throughout the research serves as a basis for the research validation. This implies that there exist a clear segmentation between the theoretical and practical aspects of the research but yet a smooth and clear bridge between these parts of the research to show how these data were systematically synchronized in order to produce a qualitative outcome.

The universality of this thesis makes its transferability possible and applicable to any SME operating with the same dimensions as the case company and any company that wishes to practice social media marketing using basic SMM tools. The proposed plan is opened to adjustments due to technology advancement and change occurrences.

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Appendix 1.

Questions for Interviews

Below are is the list of questions asked during course of this research.

As shown on table 1 and 4, the interviews were conducted in two rounds, on different times, different durations and documented by different methods. Two of the interviewees were from the marketing department of the case company, two of them are experts from external firms which are currently practicing social media marketing while one is a social customer.

For the External Firms Interviewees:

1. In what ways have you and your company benefitted from Social Media Marketing (SMM)?
2. What do you think will be the outcome if your company had not taken up the SMM strategy?
3. What SMM tools would you recommend to be used and avoided for an SMEs that planning to take up SMM strategy for the first time?
4. In your opinion and from experience, is there any management risk(s) associated with SMM processes?
5. If yes, what are they?
6. What would be your recommendation regarding SMM for Small and Medium-sized Enterprises (SMEs) in developing countries?

Social Customer

1. How often do you read ads on social media?
2. How well do you share your opinion on companies' blogs or fan pages?
3. What do you think about random adverts on your social media pages?
4. To what extent are you engaged by social media processes?

For Case Company Interviewees:

1. What are the current marketing strategies and tools of the company (Description)?
2. How do you know if the target groups are being reached by the use of these

tools and strategies?

3. How does the company collect feedbacks from customers?

4. What is your view on Social Media Marketing (SMM)?

5. Considering the size of this firm, how do you think it could be beneficial for the company to incorporate SSM into its current marketing strategy?

6. What is your opinion on the proposed SSM plan (strategy)?

Validation with the case company's Managing Director

1. Could you please check the proposed SMM plan to see how feasible it is to the company and to see if there is any need(s) for developments?