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ADDING VALUE TO CUSTOMER RELATIONSHIP MANAGEMENT VIA
SOCIAL MEDIA

CASE: WENZHOU WANDA CINEMA'S SINA WEIBO

Bachelor's Thesis 2013

ABSTRACT

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As a great invention, social media continues to play an important role of business world. Based on concepts of traditional Customer Relationship Management (CRM), customer value and service quality approach, this thesis briefly introduces social media to business and focus on Social CRM strategy. The aim of the thesis is to explore potential ways to add value to CRM through social media, and be generally on Sina Weibo by taking Wenzhou Wanda Cinema as the case company.

Case study was conducted in this thesis, and three data collection methods were applied to fulfil the research: the company's Sina Weibo pages observation, in-depth interview with administrator concerning the company's Microblogging and opinion of customer value attributes and customer value elements survey.

Based on the result indicated in the thesis, even though the case company faces a positive situation of customer satisfaction, the company not only should enhance the strengthens, such as effective information flow, timeless online booking system, quick response and other good quality services, but also the firm should improve the weaknesses, such as booking process offline and community activities.

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1 INTRODUCTION

Internet brings the world into a new information era and increases intense competition in industries, especially for Service Companies, like Cinemas. Various sources concerning movies are easily found and watched on the internet, thus difficulties to attract customers to visit cinema are increasing, as well as customers' requirements of services perceived. It requires companies to seek new ways to improve and gain competitive advantages.

Social media as the production of internet development, already showed its economic potential to business activities (Qualman, 2009), for instance, free marketing on *Facebook* or through *Twitter* to narrow scope of target customers by *Follow* function. Social media provide people opportunities to make conversations and share information with others world widely. Marketing activities are moving towards relationship marketing day by day, companies are seeking all the ways to keep good relationship with existed customers and attract new customers to build and keep relationship with them. Traditionally, companies apply customer relationship management to identify, attract and retain customer based on high technology. However, it is not enough to collect data from customer purchase process or other activities nowadays, companies focus on communicating with customers. Thus companies are willing to know and utilise social media to solve this problems combining with traditional strategies.

This thesis focuses on creating and adding value to customer relationship management via social media. First of all, social media and *Sina Weibo* have to be introduced to ensure researcher has basic understanding about social media and its functions and influences to business world. Then basic concepts of customer value are introduced. Customer value is complex and hard to make an accurate conclusion what exactly it is. The literature presents several different perspectives on customer value. This thesis focuses on discussing customer value concept from the customers' point of view. To understand customer value always is not easy but customer satisfaction evaluation

provides a lift for company to know better about their products or service influence and customers' opinion and value attributes concerning the satisfied point.

However, customer value is changeable, which means that customers care about what benefits they get and what sacrifice they pay for during the process of a set of services package experience rather than only products or services. Grönroos (2000, p. 7) suggests that companies should take service perspective as business strategy. Companies are required to combine all physical product components, service components, information, personal attention and other elements of customer relationship into a total service offering. The company, that adopts a service perspective regarded as a service business differs from a service company, which sells intangible services directly to customers, such as restaurant, cinema and hotel. In this thesis, such kind of service company is most likely to apply service perspective to improve their service delivery and gain competitive advantages. Hereby, Grönroos's model of the perceived service quality applied in this thesis is a good standard for good service managing and delivering to serve and satisfy customers (Grönroos, 2000, p.67).

Comparison between customer relationship management and social customer relationship management also is made to lead the researcher a better understanding of improved business strategy. Social customer relationship management does not replace customer relationship management, but it is more advanced and efficient than traditional CRM. It focuses on conversations with customers by using social media. Transferring social media into customer relationship management is essential but difficult. Companies have to understand their positioning and target audience well in advance, as well as have an understandable project dealing with social media, not only just open account and post every day.

At last but not the least, this project is a case study designed to achieve the main objective of the thesis mentioned above. Three different data collection methods are used in the research to get deeper understanding about the phenomenon. They are observation, in-depth interview with the administrator and an opinion survey of customer value elements. Chapter 5 explains reasons and design of the research

methodology in detail. In addition, personally, studying this topic definitely offers a good opportunity to feel and experience business world by starting from one sight of social media to business, which helps to see more valuable information internet provides for organisations to do businesses.

2 SOCIAL MEDIA AND SINA WEIBO

The history of marketing channels presented in Figure 1 (Kerpen, 2011, p. 3) reflects the changes of marketing methods in the global world. Customers and their technologies are renewed day by day. Marketers have to put their emphasis on looking at the social media as a crucial element for marketing during latest decade. Kerpen (ibid) indicates relationship marketing occurred since 1980s, and marketing methods emphasis more on inbound marketing rather than outbound marketing. The main difference between outbound marketing and inbound marketing also was pointed by him. The key point of inbound marketing is communication and interaction with customers, focusing on marketing with consumers, while outbound marketing pays more attention to push messages to customers through general marketing activities, such as trade shows, seminar series and advertising.

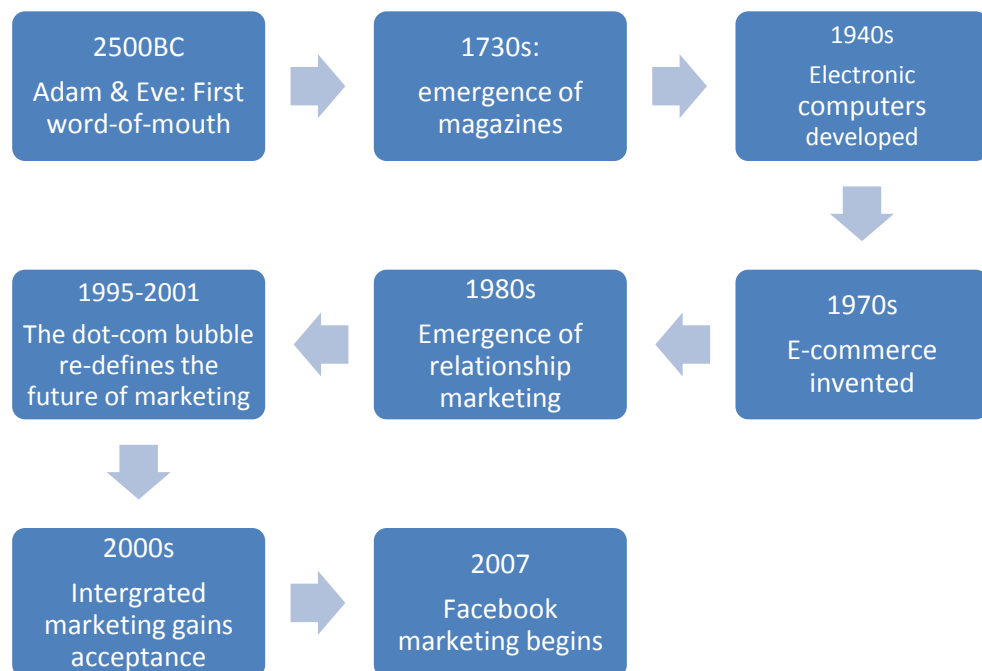


Figure 1: History of Marketing Timeline (Kerpen, 2011, p. 3)

Also as it displayed that social media marketing emerged at the beginning of 21st century. It rapidly developed and plays an important role in business life. Their major functions also were expended from communities to commerce level. Inevitably, not

only marketers change their ways to achieve business targets along with the advanced technologies, but also customer behaviour and demands alter dramatically.

2.1 Introduction of social media

According to Treadaway and Smith (2010, pp. 24-25), social media was defined as a set of technologies, which play the role of platforms for individuals to communication and marketing through posting contents, photos, videos within their social networks. The function of interact with audiences by sharing, commenting, responding obviously make them out compared with traditional media such as television, magazines, radio and newspapers. Also as Brogan (2010, p. 39) defined, social media seems as the term of 'the two-way web'. He also confirms that the importance of interaction with audiences, and active participation is basic but critical in the conversations. They are all about conversations, it is the place people to communicate, and place to market, to recruit, to understand, to build and to enhance relationships with customers.

There are plenty of categories of social media. Hereby, some popular used social media were listed as examples: social networking as *Facebook* in the world and *Renren* in China, where seems to be a community for people to post and share common interests or backgrounds. People are tightened up with their family and friends, even make friends with strangers. Moreover, some professional social networks, like LinkedIn, concentrating on business related conversation helps a lot for extending professional social network. A microblog such as *Twitter* and *Sina Weibo*, has the similar function with social networking. It is called social conversation, with brief and efficient content, and a limit conversation size of 140 characters. Briefly, Microblogging is partly customer service, partly marketing and partly team collaboration, overall the new social phone's key component. Besides, video shares like YouTube and a search engine as Google are also useful and important social media tools.

To be more specific, social media functions like click, tag, follow, comments, share, and join are easily operated by people and increase amount of share. These platforms not only increase interactive rate between companies and customers, but also enhance a company's brand image. In addition, one favourite point of Microblogging by businesses is the allowance of putting their brand name or company's name, which can clearly show and attract customers to find them.

2.2 Influences of social media

Social media influences markets on both businesses and customer sides. As for marketers of social media, Baird and Parasnis (2011, p. 30) indicate advantages of social media for companies in that there is a huge potential for companies to reduce costs for marketing and create large profits. The most important one is the intangible value which created from getting closer to customers and the social network influence. In other words, social media provides clients more communicate opportunities.

In more detail, Qualman (2009, p. 109) explains that marketers are able to understand their customers deeply by collecting their basic information, such as age, sex, education background, interests and even characters inflected in their behaviours. Secondly, it changes the way of information spreading from one side to one-to-one or one-to- more conversation, which is faster and cheaper from the inventory point of view for marketing. It helps the company to achieve stronger interaction with customers. As pointed out by Treadaway and Smith (2010, pp. 18-19), marketers expect social media tools to reach new customers and enhance customer relationship, establishing a base for marketing future products or services, even reposition business or brand. In the world with social media, marketers have a good opportunity to develop their business into higher level.

When it comes to the customer side, social media also brings flexibility, openness, freedom and feeling of 'ownership' of buying or other interaction activities (Brogan, 2010, p. 13). It means that people have their own power to seek most favourable ways in markets, such as online shopping, online reservation, peers experiences review,

share ideas or experiences and so on. Choices become wider. On the other hand, it seems to increase the challenges for businesses to control customers' purchasing behaviour.

2.3 *Sina Weibo VS Twitter*

As mentioned above, Microblogging is used regularly for marketing also, on platforms such as *Twitter* and *Sina weibo*. *Twitter* is the most successful microblog in the world, and *Sina Weibo* is the biggest platform of microblog in China. *Sina weibo* was launched by *Sina Corp* in August 2009 (Chen & Gao 2012) and witness remarkable users increasing in recent years. According to the new updated information by Yu (2013) in SINA English based on the 31th Statistical Report on the Internet Development in China in 2012 by China Internet Network Information Centre (CNNIC), the internet users of China reached 564 million and mobile internet users already peaked to 420 million by the end of December 2012 and mobile phone has ranked top one of internet access terminal in China as a result. The situation of internet users is quite good now in China. Particularly, the number of mobile microblog users grew remarkably, having peaked to 202 million. As we can see from those statistics, companies have large potential to reach customers via *Sina Weibo*, both home and abroad enterprises.

Generally, as Ling (2011) pointed out, there are some similarities between *Sina Weibo* and *Twitter*. First of all, both of them have the limitation of 140 characters in content designing. It is short but convenient and easy to control. However, there is a big difference from 140 characters in English and in Chinese, the later has capacity to deliver larger information. At the same time, they are also all about two-way conversations. Followers can communicate with each other, whether make some claims or recommends, such functions as share, attention, direct message sending, community can support it. What is more, they both pay attention to verified accounts and most of the top ten users are pop stars at the beginning point. In addition, some famous ranking, red-hot topic discusses are contained and categorised. It delivers easy

way to follow depends on personal favour, but *Sina Weibo* is more visible of those information even people not registered. That also is one potential element for speedily increasing of users of *Sina Weibo*.

On the other hand, *Sina Weibo* has extended its features different from *Twitter*. Yue (2012) from Edelman Digital Company has listed several differences between *Sina weibo* and *Twitter*:

- 1) *Multi-media Content*: except of attaching picture and location function, *Sina Weibo* allows users to use emojis, videos, music, and polls to effectively repost and comment, to create bigger community.
- 2) *E-commerce*: *Sina Weibo* has direct cooperation with several e-commerce sites like *360buy*, and group buying as *Meituan*. It is closer to online shopping than *Twitter* provides.
- 3) *Censorship*: due to different legislation of internet use and marketing features, different from more freedom and openness market *Twitter* exists, *Sina Weibo* has more strict regulation on censorship, therefore, the identification and credibility of brands seems stronger more or less.
- 4) *Business model*: *Twitter* emphasis on tweets, trends of promotion and data analysis for firm's accounts, while *Sina Weibo* collaborating on interaction ads, Real-time search, paid content, e-commerce, privilege membership, value added-games etc. *Sina Weibo* has more commercial features. Besides, asking celebrities to promote products or distributing coupons is normal in *Sina Weibo*.

Furthermore, *Sina Weibo* also updated the 'Beta' enterprise page for business since 2011. It becomes more official and reliable and advanced with five new features that bring good news for companies (*Sina Weibo-Beta*, 2012):

- 1) *Data Service*: It contains analysis of follower's demographic staff, like age and records follower's behaviour, such as comment, repost etc. Also provides traffic data, for instant, click-through of embedded shortened links. These entire offers the company sufficient data to understanding their market and customers.
- 2) *Event Management*: Provide possibilities for the organisation to promote offline events by showing online events.
- 3) *Real-time Monitoring*: Individuals make conversation or discuss cross different user groups on diversity topics.
- 4) *Personalised Page Display*: Corporation can display pictures, videos, links, and introductions as what shows in normal company website.
- 5) *SCRM Modules*: Hyperlinks to other links according to company's demands and business need. Highly spread of the information.

To conclude, social media refers to the platforms of interactions among people, on which they create, share and exchange information and ideas in virtual communities and networks via computer, tablet or Smartphone in real time. Marketers treat social media as a new customer generated tool to interact with customers effectively.

As a social network site, *Sina Weibo* is believed as *Twitter*'s similar version in China. It is a platform of Micro blog, on which users can write their content with 140 Chinese characters, publish pictures or videos and share the contents with followers. Followers can see your content, comment and share at the same time. Corporate Sina Weibo is treated as a two-way symmetrical conversation tools for marketing, providing customer services and dealing with public relations by corporations, such as publicizing promotions and events, collecting customers' feedbacks, answering their questions and monitoring online word of month situation.

3 CUSTOMER VALUE

3.1 Definition of customer value

There is diversity of commentaries on customer-oriented management practices, which also provide a vague sense of what customer value means. Hereby, several definitions are listed in following Table 1, which often used toward customer value.

Table 1: Definitions of customer value

Author	Definition
Woodruff (1997, p. 142)	<i>Customer value is a customer's perceived preference for and evaluation of those products attributes, attribute performances, and consequences arising from use that facilitate achieving the customer's goals and purchases in use situation.</i>
Butz and Goodstein (1996, p. 63)	<i>By customer value, we mean the emotional bond established between customer and a producer after the customer had used a salient product or service produced by that supplier and found the product to provide an added value.</i>
Monroe (1990, p. 46)	<i>From buyer's perceptions of value: a trade-off between the quality or benefits they perceive in the product relative to the sacrifice they perceive by paying the price.</i>
Gale (1994, p. xiv)	<i>Customer value is market perceived quality adjusted for the relative price of your product.</i>
Zeithaml (1988, p. 14)	<i>Value is the customer's overall assessment of the utility of a product based on perceptions of what is received and what is given.</i>
Holbrook (1999, p. 4)	<i>Customer value is an interactive relativistic preference experience</i>

A glance at these views, we can see that customer value is inherent in or related through using to some products or services. Customers get feelings from purchase

process or service experience. Even some producers focus on product development in order to satisfy customer demands by adding value to products, customer value is still determined by buyers instead of a supplier. It is the feeling of trade-off between what the customer receives and what they paid for (Chi, Yeh & Jang, 2008, p. 128). So as Grönroos (2000, p. 3) explains that customers do not only buy products or services, they pay more attention to the benefits they buy from the goods or services. It often contains goods, services, information, personal attention and other items. Value only is created when customers make a use of goods or services. Otherwise they are just resources. Therefore, even customer value is difficult to calculate and define, generally it related to what customers want, and the total benefits they get and the total cost they pay during the process of using and feeling the products or services (Monroe, 1990, p. 46).

More often, customers think about values differently even they experience the same purchase (Woodruff, 1997, p. 142). Every customer has their own favourite and opinion on evaluating the actual experience of using a product or service. Figure 2 demonstrates that Woodruff's model of customer value hierarchy.

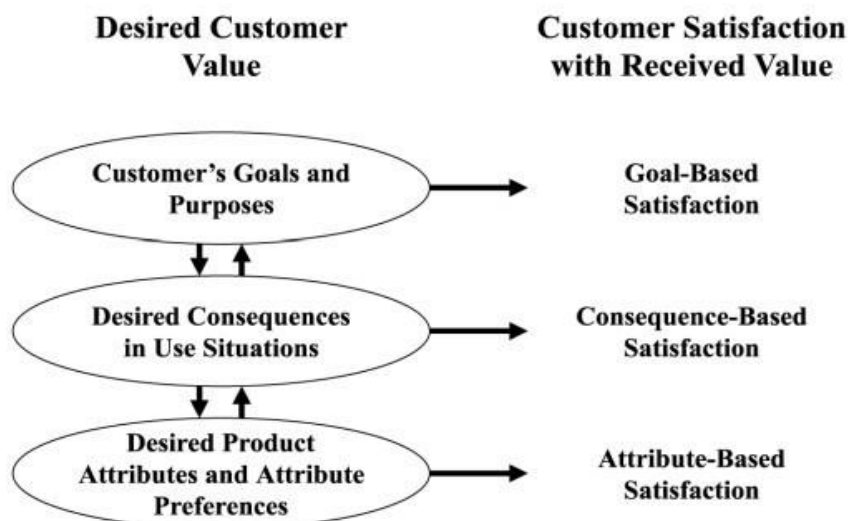


Figure 2. Customer Value Hierarchy Model (Woodruff, 1997, p. 142)

As can be seen in Figure 2, Moving up in hierarchy suggests that customers think about product attributes and attribute performance first, such as digital camera with

high technology. Then they form preferences for certain attributes according to their ability to facilitate desired consequences during using process. Customers also learn to prefer those consequences that help them achieve their goals and purposes. In contrast, moving down the hierarchy suggests customers set up goals and purposed to achieve importance to consequences and lead customers to choose special product attributes and attribute performance they preferring (Clemons & Woodruff (1992, p. 210).

3.2 Relationship between customer value and customer satisfaction

Woodruff (1997, p. 143) points out that the concept of customer value suggests strong relationship with customer satisfaction. Customer satisfaction is defined by Danesh, Nasab and Ling (2012, p. 143) as an overall customer attitude towards a service provider, or an emotional reaction to the difference between that customer expect and what they receive, regarding the fulfilment of some need or desire. Woodruff (1997, p. 144) claims that both concepts of customer value and customer satisfaction describe evaluative judgement of products and services.

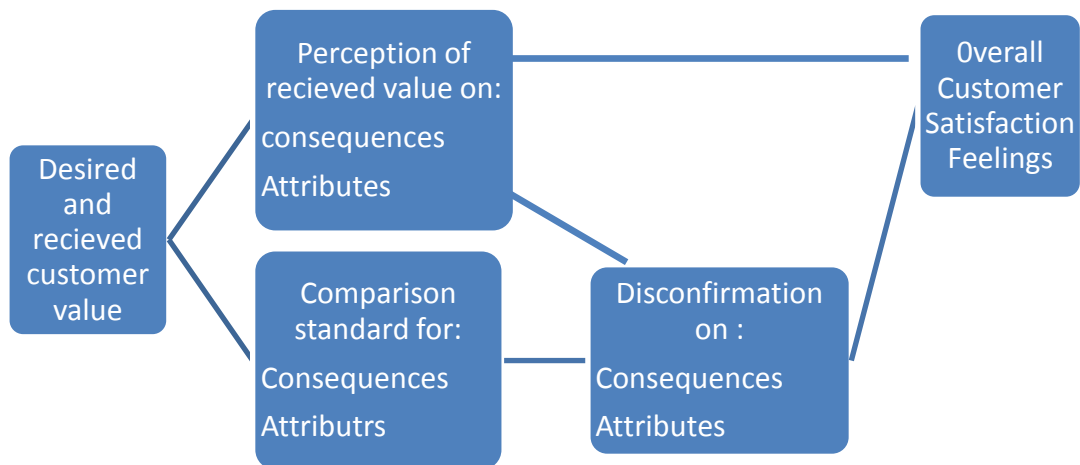


Figure 3: The relationship between customer value and customer satisfaction (Woodruff, 1997, p. 143)

As Figure 3 shown that desired and received customer value work on disconfirmation type satisfaction. Obviously, overall customer satisfaction is influenced by customer received value directly based on the treatment or products they get (Churchill &

Surprenant, 1982, p. 493). Also, comparison standards have an effect on customer satisfaction based on different experiences from different suppliers (Clemons & Woodruff, 1992, p. 212). This factor increases disconfirmation on company's products attributes and consequences. Returning to Figure 2, overall customer satisfaction is influenced by product or service attributes, and attributes performance, consequence and goals in each level of customer value hierarchy. On the contrary, if overall customer satisfaction is on a high level, the desired and received customer value is illustrated based on information of customer demand and need collecting.

Therefore, customer value analysis gives a background for customer satisfaction. By contrast, customer satisfaction also develops customer value recreating. This approach basically meets the desire of marketers to deliver better services by value added products or services. To some extent, the relationship is enhanced between customers and firms with well managed satisfaction level.

3.3 Customer value learning process

The concept of customer value usually concerns about terms of utility, worth, benefits and quality, is too often not well defined. It usually makes people hard to understand what customer value is. Even during the process of understanding and connecting, it is important for marketers to translate values into organisations (Woodruff, 1997, p. 143), while there is no doubt to know customers better is a difficult and long process (Woodruff & Gardial 1996, p. 234).

Customer satisfaction is usually regarded as a business goal for companies. Organisations seek ways to improve their work process in order to deliver customer-oriented products or services to consumers according to the data gathered by market research, survey or buying behaviour observation (Band, 1991, p. 20). For a decade, Customer Satisfaction Management has already been utilised by enterprises to bring the voice of customers to company. It plays a significant situation in CRM. Woodruff and Gardial (1996, p. 221) explain that customer satisfaction measurement

is a way to know target customers feeling and perspectives on products using or services experience. It helps companies to find out their key buying criteria or their desired attributes of products or set of services (Gale, 1994, p. 25).

Furthermore, customer value dimensions help the researcher to get a better understanding of customer value. As indicated in Figure 4, customer value dimensions also start from selecting target customers then identifying customer demand and preference of products or services.

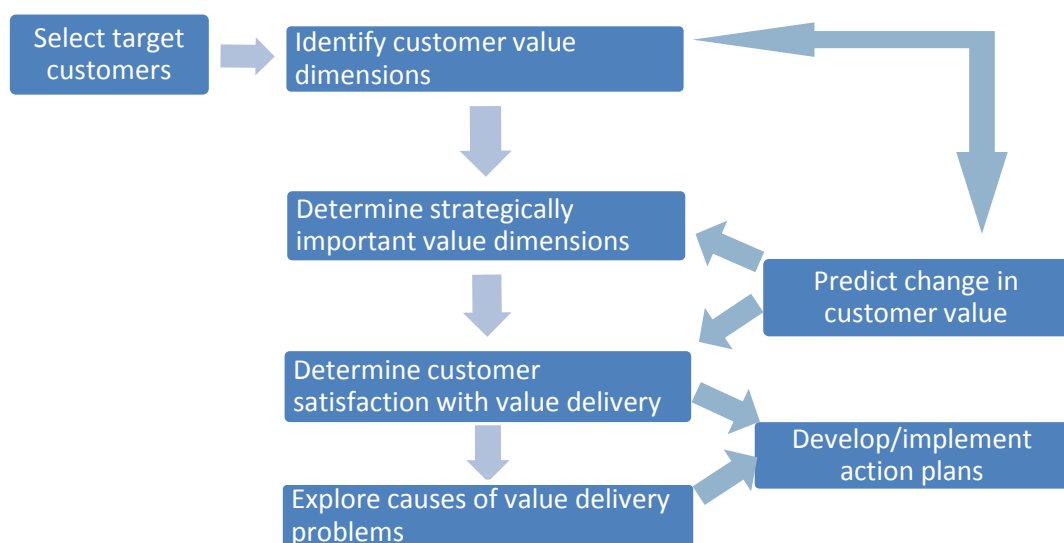


Figure 4. The customer value determination process (Woodruff & Gardial 1996, p. 14).

Interviews and analysing techniques are used for working out the relationship between product attributes, consequences and goals or values from customer perception (Reynolds & Gutman, 1988, p. 12). Woodruff and Gardial (1996, pp. 13-14) explain that dimensions of customer value may relate to products feature, like colour, quality or guarantee. Marketer should understand what they are by interacting with customers. Therefore, quick response to customer complaints and conversations is essential. For business, social media provides fast response to customers and have the chance to attract customers to interact with them by efficient content. However, not all dimensions found in the first stage is important, marketers continue with determine

strategically importance value dimensions to combine with first stage to understand the current desire of customers. Realising customer's needs is not enough for whole process. Customer satisfaction should be measured because of diversity standard of evaluation by customers. The result of customer satisfaction needs to be taken into account and fulfil the weakness and maintain strength for further development, which is named explore causes of value delivery problems.

In this study, the company is identified as a service firm focusing on entertainment, especially films. For delivering competitive service to audients, the approach of service perspective stated by Grönroos (2000, p. 7) is appropriate and meaningful to the company. As the concept of service perspective, firm should take the view those enhanced and total service package offering as mentioned above is required to support customer's value-generating process. Improvement of such service set is important for an organization's long-term relationship with the customers, as knowing what exactly they need and want is critical.

3.4 Delivering total service quality to customer

As brief introduction of the importance for service firm to take service perspective as a business strategy is mentioned previously, some basic concepts still need to be understood first. Distinguished from products, service has four unique words: intangibility, inseparability, variability and perishability (Etzel, Bruce, & William, 2001, p. 105). It means that service is quite complex and difficult for evaluation and it always exists in the whole process as customers are participating in. In addition, Grönroos (2000, p. 47) also points out some common characteristics of services: services are conducted between consumer and service provider; service is processed with activities rather than only resources; services are produced and used at the same time, not separately pre-produced.

For services, as shown in Figure 5, there are two dimensions of quality service according to the perceived service quality approach by Grönroos (2000, p. 67). First

and traditionally, technical or outcome dimension refers to what they offering the process of service to consumers, such as cinema audients will get a film ticket and an experience of movie, high technical equipments setting, comfortable seats, self-service of ticket booking machine etc. While another dimension of services quality is functional or process-related quality, which emphasis on how the service delivered and how the customer treated. These two dimensions lead total quality of service and to customer is experienced quality.

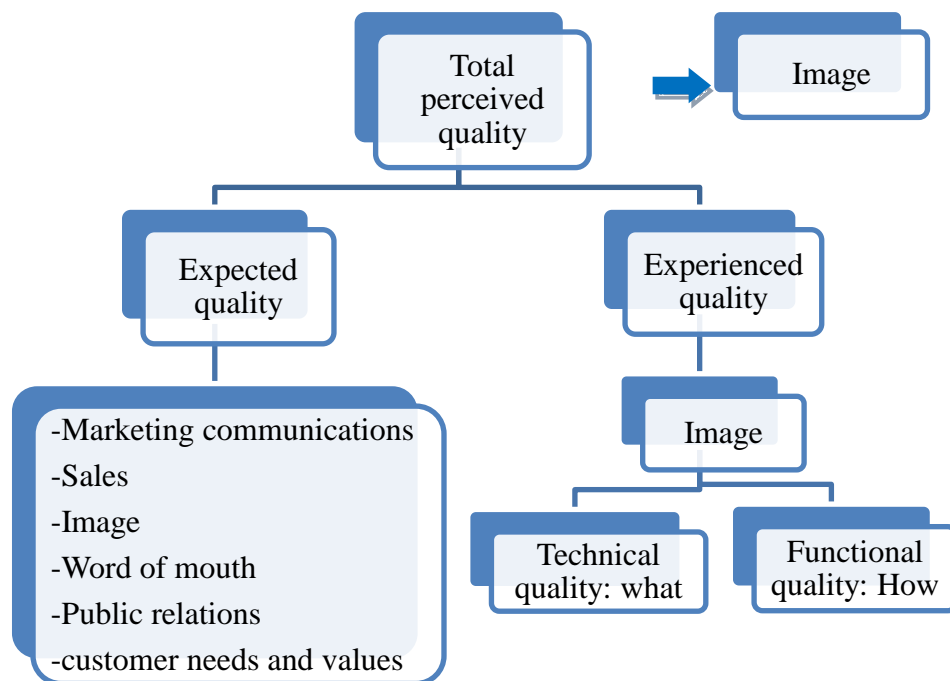


Figure 5. Total Perceived quality (Grönroos, 2000, p. 67)

What is more, Figure 5 also illustrates connections between experienced quality and traditionally marketing activities in the approach. When the experienced quality meets the expectation of customers, good serviced perceived. There are seven criteria of good perceived service quality discussed by Grönroos (2000, p. 67).

- 1) *Professionalism and Skills*: customers realize that service provider has ability of professional problems solving based on professional skills.
- 2) *Attitudes and Behaviour*: customers feel that they are treated friendly and cared in solving their problems.

- 3) *Accessibility and Flexibility*: customers feel that it's convenient to get access to service according to company location, operating hours etc. they also feel services can be adjusted based on their needs and wishes.
- 4) *Reliability and Trustworthiness*: customers believe companies based on companies' behave like promise keeping, employees' responsibilities and effectiveness.
- 5) *Service Recovery*: customers feel that it's easy to control and deal with some wrong or unpredictable situations.
- 6) *Serviscape*: customers feel satisfied with the surrounding environment setting during service process.
- 7) *Reputation and Credibility*: customer's trust service provider and get adequate value for money, and has a good voice heard from others based on good performance and value offered by the company.

In addition, Fahy and Jobber (2012, p. 182) also make a result that offering comfortable service experience for customers is the main word to service quality. To be more specific, comfort is caring, observant, mindful, friendly, obliging, responsible, and tactful. These characteristics are the most significant and basic attributes of customer service, whether online or not. Particularly, caring requires the company to know customers' real demands, wants, and expectations, as well as showing interests in what the customer would talk about, then giving suggestions to them in the shortest possible time. For carefully observing customers' behaviour, it's not sufficient only by paying attention to their direct conversation, but also putting emphasis on their social networking activities via social media (Fahy & Jobber 2012, p. 182).

In conclusion, customer value refers to customer's overall assessment of a set of services package delivering by companies, based on benefits they got and sacrifice they paid. Customer value often has a close relationship with customer satisfaction.

Customer value influences overall customer satisfaction, while customer satisfaction has an effect on customer value recreation in return.

Learning and interpreting customer value is essential to business. It helps organisations to create and improve value attributes delivering to customers. As for service company, service quality is essential for delivering customer value. Service quality is defined as what and how customers perceive, which means that the total quality not only depends on technical quality of the outcome, but also based on functional quality of the process. Key points of total quality are interaction with customers and comfortable experience offering.

4 CUSTOMER RELATIONSHIP MANAGEMENT (CRM) AND SOCIAL CRM

4.1 Definition of Customer Relationship Management (CRM) and Social CRM

According to Djurica, Tomic and Samardzic (2011, pp. 214-219), the main role of CRM is a business strategy to manage customer relationships by identifying, attracting and retaining the most profitable customers, more or less operated in a whole system based on high technologies. It helps to operate and improve customer-oriented business services by focusing on creating value between a company and customers (Katsioloudes, Grant & McKechnie, 2007, p.56). In more detail, identifying customers means that organisations recognize and evaluate their customers by gathering information of customer database. Firms collect data during the process of contacting with clients whether initiatively or passively, such as buying history and feedback and so on. After defining strengths and weaknesses of the products or services, enterprises improve to deliver better products or services to enhance existed customers and reach new customers. Traditionally, as described by Pepper and Rogers (2004, p. 15), companies regard customer relationship management as a useful tool to increase the volume of customer purchases. Besides, they also mention traditional companies referring to increase their market share. This approach mainly pays more attention to the amount of customer and their re-purchase.

The key point of Customer Relationship Management is interaction (Grönroos, 2000, p. 21). Focus on interaction makes it possible for the marketers to regard customers not only the person who buys product from the firms time by time, but as a relationship partner, such as contacting and responding with customers without limitation of place, time and content. In the conversations, company and customer are not necessary to communicate always about the business, but hobbies, interesting experiences etc. Along with that, companies become closer to customers for long-term relationship.

According to Baird and Parasnis (2011, p. 30), Customers behaviour becomes a big challenge for business because of the extremely development of Worldwide explosion of social media. Using social media to add value to customer relationship management is the trend and necessity to develop, they define S_{CRM} as a much collaborative way by thinking more about customer experience based on understanding customer value. Woodcock, Green and Starkey (2011, p. 52-54) indicate S_{CRM} strategy does not replace existing CRM efforts and concepts, but focuses on interacting with customers effectively via social media. Social media is regarded as a flexible and low-cost tool to help firms to draw whole picture of customer's behaviour combined with traditional CRM. In contrast, Lawrence (2011, p. 149) takes an objective view that social media strategy is more like a community. Users included may not necessarily to be a customer. They get together because of similar interests and focus on relationship between each other in community. Unless firms know how to reconfigure their business practices such as placing and creating advertisement and building the loyalty and sales.

4.2 Benefits from CRM

According to Fahy and Jobber (2012, p. 184), strong customer relationship delivers benefits for firms and customers. On the side of firms, we can see the interest from tangible and intangible way. Clearly, powerful relationship reduces the costs as explained above, and it also stimulates customers' willing to repurchase. Customers need products or services regularly and continuously to create a significant lifetime value for business. At the same time, since good relationship enhanced between each other, customer loyalty helps to be not copied by competitors. What is more, it is common to see folks share buying experiences with friends, and this kind of behaviour also helps to attract new customers. This approach is also shared by Grönroos (2000, p. 27), who argues that well managed relationships between firms and customers bring opportunities of repurchase and cross-sales. Therefore, Even though firms have to invest a lot of money in CRM system, they regard CRM as an effective tool to manage relationship with consumers, a tool to achieve more benefits. More or less, CRM helps

to make work efficiency by reducing time to reach customers. It allows companies easily to search collected basic information to contact customers via various ways such as e-mail, phone call and message.

When comes to customer's side, good relationship also provides them several benefits (Fahy & Jobber, 2012, p. 184). It's difficult to evaluate unknown things, and it will be easier if person has already touched the firm with lower risks. Also people will have more chance to experience higher quality of products or services, such as customisation. In addition, customers can get primary hand information of company promotion or other activities.

In a word, long-term relationship management is a win-win strategy for business. It is necessary for companies to take more care about customers during sales, marketing, services, and support concerned in CRM.

4.3 Benefits of S_{CRM} compared with traditional CRM

Traditionally, as mentioned above, CRM is described as a valuable strategy for both business and customers, and S_{CRM} is a method of making good use of social media to get more data from individuals to manage customer relationship better. In my opinion, S_{CRM} is an updated and complex form of CRM.

As it is shown in Table 2, the key difference between S_{CRM} and CRM compared by Brent (2008) is that S_{CRM} focuses on conversation management why CRM relies on database technologies. For S_{CRM}, the social networking makes existed customers as a community for companies through reading their daily information to collect customer's behaviour, interest and demand. Furthermore, conversations are easily made by customers and companies, helping marketer to get primary data of customer's perspective directly, such as after sale service and complain forum.

Table 2. Traditional CRM VS S_{CRM} (Brent 2008)

Traditional CRM VS S _{CRM}	
<p>Traditional CRM:</p> <ul style="list-style-type: none"> -Data-driven -process-centric -Operationally focused -PPT (People, Process & technology) 	<p>S_{CRM}:</p> <ul style="list-style-type: none"> -Content-driven -Conversation-centric -People/community focused -AAA (AUtomation, Analysis & Audacity)

With inevitability of S_{CRM} for business, there are several significances from CRM to S_{CRM}. Qualman (2009, pp. 34-40) argues that one good thing for using social media is collecting and knowing customers much more easily and speedily according to the characters of social media. Another good point is “preventative behaviour”, which means that company has the opportunity to passively see and collect people’s opinions on company issues, like brand or product. Besides, Treadaway and Smith (2010, p. 24) identify that social network is constructed by groups of people, who share information, interest or activities with each other without limitation of time and place. Furthermore, Qualman (2009, p. 118) also explains that customers is easily influenced by friends’ behaviour or comments. The influence of ‘Word of mouth’ is increased by the ‘world of mouth’ of social media. Word of mouth means that customers share satisfaction with some products or services with friends or families. While world of mouth means worldwide information sharing. Therefore, in the relationship society, the existing social network is a precious asset for companies to gain competitive advantages, such as customer database of members of Wenzhou Wanda Cinema.

4.4 Adding value to CRM via social media

Based on previous theoretical approaches, CRM often has a close relationship with customer satisfaction, customer loyalty and customer value, but all of them are difficult to define and explore the elements inherent. Therefore, the value elements of CRM may be created and improved by the process of satisfied customers by superior customer value delivering and enhance customer loyalty.

Social media is a favourite tool of organisations as a concluded in Chapter 2. Companies have benefited from social media not only for some businesses parts, but for the entire organisation operation and development. Such as public relations, customer services, sales, senior management, advertising and marketing (Kerpen, 2011, pp. 167-168). By using and engaging into social media, companies have the ability to detect early signals and timely adjustment, understand the consumers' mind-set, flexibility and speed, and advantages of timeless and costless (Rappaport, 2011, p. 3). Somehow, these benefits refer to the value for companies through social media.

Thus, for managing customer relationship, first point is to understand customer. Listen first is essential for knowing customers in depth. Similarly, Rappaport (2011) stresses the importance of social media listening approach. Organisations may achieve their business objectives by listening to customers' voice through all social media, such as conversation on *Sina Weibo* or *Facebook*, real-time search results like Google etc. By listening to customers' dissatisfaction and understanding potential threats, companies turn into creating and managing valuable services to solve and develop, as a result, core customers are kept as well as new customers are attracted.

Rappaport (2011, p. 19) also explain one solution of listening to customers in the conversations: social media monitor. It is a tactical tool for company to manage for customer services or reputation management based on high technology support from social media platform. Company are allowed to observe, measure, analyze and report on customer activities on social media. Even some organisations applied it for

customer relationship management, and marketers usually name it Social CRM. Along with that, firms increase capabilities of understanding and communicating with customers effectively according to their thought, interest, background and feelings, so that customers are easily to be categorized. As a result, such as the case company, a movie marketer, they target and segment their audience according to facts such as interests in actors or type of movies which also influence their decision to make a movie list for showing on cinemas.

Besides, as mentioned above, *Sina Weibo* like *Twitter* is a platform used by companies to manage customer service (Ling, 2011). It enables companies to manage and respond to customer issues (Rappaport, 2011, p. 240). For building and enhancing relationship with customers, valuable contents of the conversation need to be thought over. Valuable contents should be relevant, transparent, and authentic. More valuable your content is, higher trust and reputation you get (Kerpen, 2011, p. 130). What is more, companies should also emphasis on delivering service to customer on the basis of customer wants, rather than stand on companies' side.

By way of conclusion, customer relationship management is defined as a business strategy which refers to manage customer database supported by high and expensive technology, to identify, attract and retain customers. Data of customers usually are collected during the process of marketing activities, such as promotion activities, customer satisfaction survey etc. Companies achieve one-to-one service based on CRM. Social customer relationship management is a product of marketing development. It does not replace the role of CRM, but improves via social media. S_{CRM} means that companies utilise social media to interact with customers actively to built, improve and enhance the relationship with customers based on content they created and designed.

The biggest difference between CRM and S_{CRM} is CRM focuses more on data and technology support while S_{CRM} refers to conversation with customers. Data gathered is just only statistic of customer behaviour, and results may be misunderstood and

interpreted. However, social media enable companies to communicate customers directly. Companies can know and understand customers visually and accurately.

5 RESEARCH DESIGN AND METHODS

5.1 Research design

Figure 6 illustrates the design of research. It makes the structure of this thesis clear and easy for readers to follow. The main point is to dig out how to add value to customer relationship management via social media. Firstly, the research briefly looks at social media's categories, function and influence. In order to understand better, the research continues to review literatures related to customer value, customer relationship management and social customer relationship management. Subsequently, the empirical part concentrates on analysing Microblogging strategies of *Wanda Cinemas' Sina Weibo* and exploring out its potential value elements by gathering and analysing the administrator and fans' opinions on *Sina Weibo* experiences. Finally, make a conclusion and recommendations for Wanda Cinema to make a good use of *Sina Weibo* for their business together with fans.

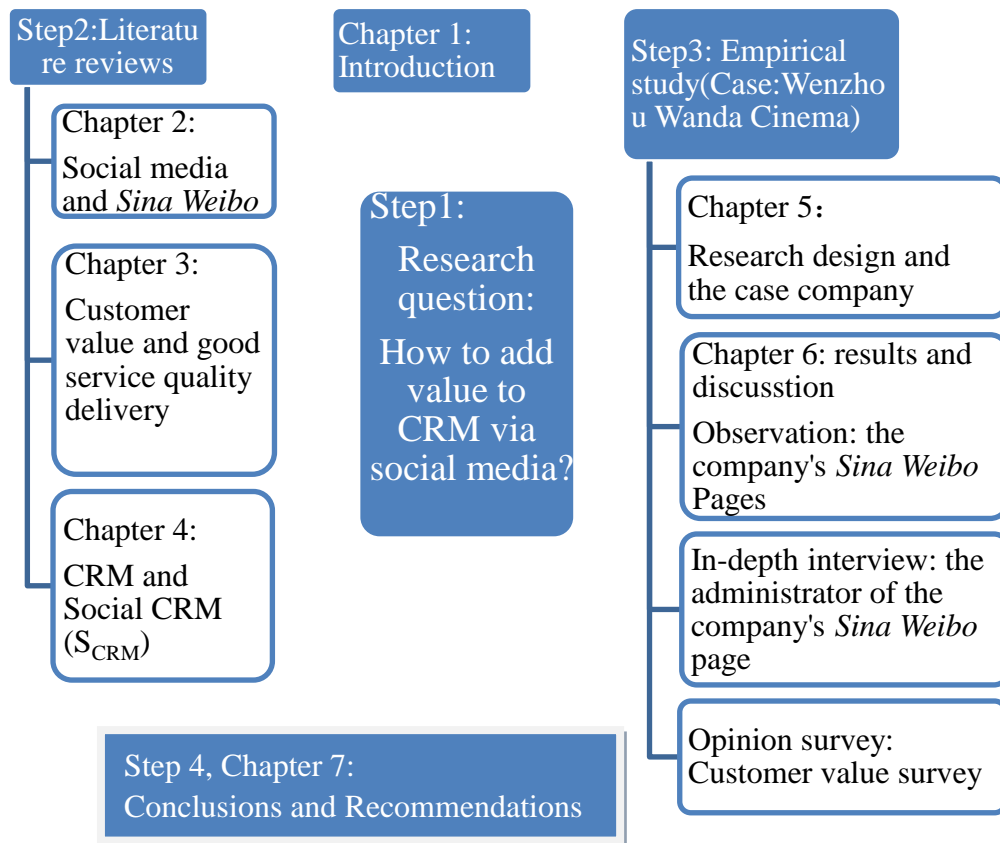


Figure 6. Thesis structure and process

5.2 Research methods

First of all, the literature used in the research is mainly gathered from related published books and journals. In addition, some reliable statistics published by official websites (e.g. CNNIC and Internet World States) and perspectives of professionals also provide a good opportunity to start and continue.

This project is a case study designed to figure out potential elements to add value to manage customer relationship via social media. The case was built on a single case, a company of film industry ‘*Wenzhou Wanda Cinema*’ (one city point of *Wanda Cinemas line*). According to Yin (2003, pp. 13-14), as a qualitative research method, case study allows researcher to explore individuals or organisations relies on multiple sources of evidence collected and analysis. It enables to deal with the situation when the boundaries between phenomenon and context are not clear, and the case would not be considered without the context, the *Wenzhou Wanda Cinema*, and more exactly the staff and the cinema equipment setting.

In carrying out the research, the case start from observing *Sina Weibo* pages of *Wanda Cinemas* and *Wenzhou Wanda Cinema* to understand their Microblogging strategies and make an assumption of customer value from both the company’s and customers’ sides by concentrating on the contents they create and post. Then an in-depth interview was conducted with the administrator of Microblogging of the company to illustrate the assumption made previously on the company’s aspect. The research continues with an opinion survey to see customers’ perspective on customer value elements. Therefore, several data collection methods have been taken in this study: Observation, In-depth Interview and Opinion Survey.

5.2.1 Observation

Quinlan (2011, p. 263) mentions that observation is traditionally used to get primary data, which focused on understanding and recording some action, activity or phenomenon. It is simple for researchers directly get the first-hand data from

observation method. He also claims observations can be unstructured or structured. In general, researchers prefer to record data by unstructured observation, then analyse them precisely in a structured observation schedule.

When it comes to the reasons why observation is used as a method in the research, first of all, as discussed above, it is useful for research beginner to recognise and understand the phenomenon by gathering related information. Specialised in different industries, Wanda Group has a long line of 'Wanda Cinemas' and already has owned an *enterprise Beta page* on *Sina Weibo*, the same as Weizhou Wanda Cinema but young which settled in the end of 2012. However, they all work actively. Now observing them, delivers a shift to see what happened there and helps to think over of what should be concentrated more for further studies.

Thus in the observation of case firm's official *Weibo* page. A semi-structured observation was taken concerning how the company's page display and what kind of contents they usually create to deliver to fans and how fans react. Also this observation provides some basic information of customer value services elements, which were offered to followers via social media. On the other hand, the researcher acted as a follower of the enterprise to experience and record. The semi-structured observation schedule is presented in Appendix 1.

5.2.2 In-depth interview

Quinlan (2011, p. 289) states interviews usually are undertaken by the researcher to collect respondents' perspectives based on their own experiences and knowledge. Hesse-Biber (2011, pp. 94-95) defines in-depth interview as a topic conversation between researcher and interviewee with actively asking and listening. Distinguished from the standardisation of quantitative interviews, qualitative interview is more open, flexible and unstructured, focused on the topic and explore the interviewee's ideas and opinion as much as possible.

By using in-depth interview, the company's *Weibo* strategy was understood to a broader and deeper level. In-depth interview usually taken by face to face, but with the high speed of internet, sometimes online interview also could achieve one-to-one interview. Combining their advantages expressed in Table 3, we can clearly see that it also provides researcher opportunity to focus on the respondent's impression and get more information in details. However, it is narrow scope because of the consuming of time, and recorded data will not as the same as the interviewee response, some misunderstand may exist.

Table 3: Advantages and disadvantages of different types of interviews (Quinlan, 2011, pp. 289-290)

Type	Advantages	Disadvantages
Email Interview	<ul style="list-style-type: none"> ✧ Flexibility of time, place and group:one-to-one or reach big group at the same time ✧ Low cost 	<ul style="list-style-type: none"> ✧ May takes time and low rate of responses if taken by email
Telephone Interview	<ul style="list-style-type: none"> ✧ Easy taking:place and time ✧ Substantial amount of data gathering 	<ul style="list-style-type: none"> ✧ Can't observe interviewee ✧ Interviewee may terminate interview easily
Face-to-face Interview	<ul style="list-style-type: none"> ✧ Interviewee observation ✧ Research questions probe ✧ Detail information gathering:discussing and response 	<ul style="list-style-type: none"> ✧ Time consuming ✧ Bias may causing

Mainly, one-to-one interview is appropriate in the research and it was carried out with the person who is working for *Wenzhou Wanda Cinema* and in charge of marketing issues, such as *Sina Weibo* marketing and administration. The video meeting through internet was arranged and a semi-structured interview schedule planned for the interview. The schedule focuses on a number of questions related to customer value and Microblogging. Such as overall microblogging strategy of *Wanda Cinemas*,

methods and contents used to interact with followers on *Sina Weibo*, value of *Sina Weibo* to customer relationship management, and elements for fans to communicate with the firm on the perspective of company. The interview questions for the administrator of microblogging of the case company are displayed in Appendix 2.

Even though one critical issue of customer value is always refer to what benefits the customer get, rather than an assumption of the firm. Company's opinion on customer value should not to be ignored, especially for the case company as a service company. Not only because the administrator of its *Sina Weibo* page is the person who directly listens and communicates with followers, but also superior company services creating and add value to cutomers.

5.2.3 Opinion survey

In general, questionnaires or scales regarded as a collection method in surveys (Quinlan, 2011, p. 182). Thyer (2010, p. 123) indicates opinion survey tends to be a quantitative research method to mearsure the general folks' opinions and attitudes. Satisfaction surveys are a common type of opinion survey and it used to evaluate customers attitudes and feeling on specific products or services experience.

So as to gather data of case company's followers' attitudes and opinions about the display and information or events managed on the corporation's *Weibo* page. The opinion survey is appreciated in the case. The sample and target interviwees chosen for the survey in the case are the company's fan of Wenzhou Wanda Cinema's *Sina Weibo*.

A structured questionnaire was designed and conducted in the interview. Most questions were related to customer value elements contained during the service process. The questionnaire was combined with some questions concerning customer satisfaction of the services provided on *Sina Weibo*, which gives a suggestive answers about the satisfaction levels. For getting individuals' perspectives widely, a small part of open questiones were included to gather both qualitative and quatitative data.

To be more specific, the questionnaires were divided into three parts. First of all, questions 1 and 12-14 were designed to ask respondents to write down their basic information and their time spending on Sina Weibo weekly. Secondly, factors regarding on customer satisfaction with case company's image, services and relationship were typically asked in question 3 and 6-7. The main scale was given from 1(not satisfied at all) to 5(very satisfied). The third part mainly approached customer value elements based on image, relationship and service attributes from other questions. However, this does not mean so clear separation because the concepts and features of customer value and customer satisfaction are too complex and similar somehow. Instead, all the data gathered were used to answer the research question by figuring out case company's service value situation and elements on consumers' perspective. What is more, in the study, the interviews conducted through online interview and email interview. The interview questions for fans are showed in Appendix 3.

5.3 Introduction of the case company

The Dalian Wanda Group was founded in 1988 and operates in five major industries, including commercial properties, luxury hotels, tourism investment, cultural Industry, and department store chain. The company now operates 55 Wanda Plazas, 34 five-star hotels, 814 cinema screens, 46 department stores and 51 karaoke outlets across China.

Wanda Group has founded the *Wanda Cinemas* Line since 2005, contains Wanda Film & TV Production & Distribution Company and the Line. The line is the top-ranked cinema circuit in Asia and it has 86 five-star Cineplex's and 730 movie screens, which contains 47 IMAX screens. In other words, *Wanda Cinemas* have competitive high technologies support. In order to become one of the largest film & TV production companies in China. Wanda invests a lot into pieces extension and looks forward for future improving. *Wenzhou Wanda Cinema* is a new extended product of the Line of *Wanda Cinemas*, which was built and functioned since 2012.

Before Microblogging sweeping China, *Wanda Cinemas* Line settled its official *Microblog* “@ *Wanda movie life*” on *Sina Weibo* in 2010, and in June 2011, it became the first *Sina Weibo Enterprise Beta Edition* online users. It is the only one in the film industry. With the continuous opening cinema in different cities, *Wanda Cinemas* take the HUB management strategy on Microblogging, which means that one core account to serves as direct access to all other subaccounts, sharing the same information among the whole line, but subaccounts also have their free of localization. Information between them is not the same. People can easily visit each other’s webpage once connected. Now it already covered more than 40 cities across the country. (Zhangqi, 2011)

Its WebPages will be observed and explained in more details in Chapter 6.1 in order to understand better about *Wanda Cinema’s Microblogging* strategy and concentrate on created and posted information on the page.

6 RESULTS AND ANALYSIS

This chapter states and discusses about research results, which were collected by several different research methods. First of all, results gained from observation have improved the researcher's understanding of the case company's Microblogging strategies and functions of corporate *Sina Weibo*, also researcher made an assumption of potential benefits for both the company and customers based on posted contents and topics on the case company's *Sina Weibo*. Then results of interviews illustrate customer value attributes on both the company and customers' sides. At last, all the results were discussed with previous theoretical issues in this thesis.

6.1 Observation of *Wenzhou Wanda Cinema Sina Weibo* WebPages

The *Sina Weibo* WebPages of *Wanda Cinemas* and *Wenzhou Wanda Cinema* are viewed during 1st April to 14th April in 2013. A semi-structured observation is designed, and through WebPages observation process, the aim is to get an idea on their Microblogging strategies and possible customer value elements depending on contents posted and functions related of their *Sina Weibo*. Language of the WebPages is only Chinese so far, because English version of *Sina Weibo* is still under testing by Sina Corporation recently, but it's a good desire for the development.

Links of WebPages are:

- @ *Wanda movie life*:

<http://e.weibo.com/wmovier?ref=http%3A%2F%2Fe.weibo.com%2Fu%2F2531412045%3Fref%3Dhttp%253A%252F%252Fe.weibo.com%252Fwmovier>

- @ *Wenzhou Wanda Cinema*:

<http://e.weibo.com/u/2531412045?ref=http%3A%2F%2Fe.weibo.com%2Fwmovier>

6.1.1 Wanda Cinemas' Sina Weibo Strategies:

First of all, as explained in Chapter 5, Wanda Cinema sets its Microblogging strategy as HUB model.

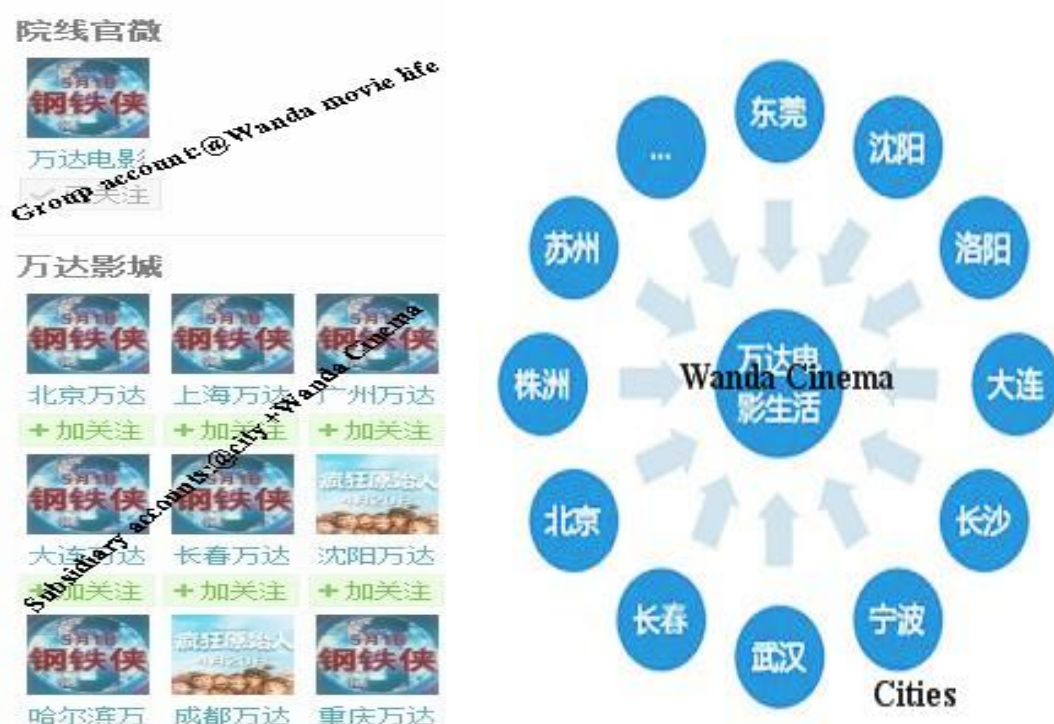


Figure 7. HUB model of *Wanda Cinemas Sina Weibo* (WANDA MOVIE LIFE 2013)

According to figure 7, HUB model means that the group settles an official group account, and directly link to several subsidiary accounts. Information spreads widely from central to local in short route, also nationwide fans can easily find local accounts when visit the group account. However, because of the difference of region and city, not only the group need to think over posting contents , but also all the subsidiaries have to coordinate and develop strategies with the group according to local situation. Therefore, local account Microblogging strategy often has their own services and information to serve local customers depending on the group strategy. In addition, subsidiaries combine online with offline staff to attract customers, such as activities of show ticket stub and Q & A of movies, often with gifts rewarded. These gifts could be free tickets, poster with movie stars' signature etc.

6.1.2 Functions of *Wenzhou Wanda Cinema Sina Weibo*

In addition to the functions of *Sina Weibo* have mentioned above, some points added hereby. First of all, images, videos and 140 characters contents are available to be designed and posted to attract fans to share, repost, comments, favour, and even claim with organization. Map is applied but without accurate lactation of specific cinema. What's more, some relevant relationship links are set on the home page. These links are official website of Wanda Cinemas, and other three WebPages on *Sina Weibo*: Special and specific IMAX films, secretary of *Wanda Cinemas* and the club of 'WANRENMI' (fans of *Wanda Cinemas*). These channels provide convenient and direct services for customers depending on their different demands. One critical service provided on the official website of Wanda Cinemas is online tickets booking and returning based on the list of whatever on-going movies or movies coming soon.

Therefore, *Wanda Cinemas Sina Weibo* works as a channel to lead followers to pay more attention to the company and services, and also act as an activity community for followers gathering and sharing information based on the same interests. Information spread fast through customers' network. The company's image and brand also improved based on good reputation spreading.

6.1.3 Assumption of customer value attribute

By observing the contents posted on *Wenzhou Wanda Cinema Sina Weibo*, figuring out what kind of information and services the company deliver and understanding how the company interacts with the followers. First of all, there are several characters of content posted or reposted: real-time, authentic and strong interactive. In more detail, both "@ *Wanda movie life*" and "@ *Wenzhou Wanda Cinema*" are approved by *Sina Corp*, which means reliable and credible of the organisation and information to gain and keep good company image and reputation. Contents like today's weather, guess per day, and today's movie updated every day, and some announcement of sales or movie recommendation always have an activity period and cycle.

Details of contents or activities arranged will be analysed and indicated as following points:

- Announcement: latest sales information, and member's benefits.
- Movie related information: hottest '*movie trailers*' and '*brief introduction*', '*movie posters*', '*scientific knowledge*' such as IMAX screen, movie related '*guess per day*' with a gift stimulation and activities of '*tickets grabbing*'.
- Others: some useful information in daily life such as '*today's weather*' and '*food recipes*'. Besides, other contents like '*laugh per day*' and '*beautiful language*' are often based on the interests of the administrator.

From personal point of view, there are couple of reasons concerning contents design valuable for the company. Most important is to attract followers to interact and spread information quickly through their own social network, whether consult, comment, share or repost to friends and families. Under highly spreading and influence by word of mouth, company becomes well-known and then turns to increase sales. In general, fans gather together because of the same interests, all of them have a higher potential to become a customer of the company, so that company easily can reach target customers. Furthermore, it gives followers an easy understanding about the company image, product and services. When followers get the gift or some other valuable thing, their feeling of satisfaction would be influenced and relationship with company will be built and enhanced.

On the other hand, for followers, their value elements mainly were related to services in this case. From the data of contents, four potential elements have a big effect on their relationship. At basic level, followers can easily get information of movies they interested in or understand the latest trend of movies and get the first-hand data of promotional activities. Promotional information is valuable because it reduces the cost of scarify of customers, at least on price. At the same time, people's words usually play an important role in relationship marketing. Commentaries of movies from other colleagues in the community are quite useful for a customer when they plan to choose

a movie. Then about direct communication with company, if customers are not satisfied with tickets or have other claim issues, they can consult and communicate with firm in an easy and fast way. Also quick response of the organization delivers superior customer services experience. At last but not least, to win prize by writing and sharing feeling of movies, also add value to the services provided to customers.

As a consequence, strategies of *Wanda Cinemas* Microblogging are adapted to group development, stating a key role for marketing and relationship management. In the case company, customer value depending on service attributes are real-time updated, availability of promotion issues and efficient and direct information flow, quick response to customers, listening to customers' voice and active interaction with customers, or caring and sharing feelings with followers.

6.2 The company's Sina Weibo administrator interview

As mentioned on chapter 5, the semi-structured theme interview was arranged with the company's administrator of official company *Sina Weibo* page. The aim was to understand company Microblogging strategies in depth and focus on the company's overall view to the customer's value elements. the interview was conducted to find out possible difference on the company's perspective and actual demands of audients. These answers were being compared with the responses from customers.

6.2.1 The company's benefits from *Sina Weibo*

Some points of previous assumption of benefits for company were affirmed by the admistraor in the interview. Typically it is a way for company self-promotion of corporation image and services. *Sina Weibo* as a social networking platform, on which fans gather together and share inforamtion with each other. Followers help the company to spread inforamtion through their own social networks and to touch companies' relevant partners or brand. Hereby, the company also pointed out that it is not nessessary that all information are concerning about business activities. Instead,

they pay more attention to social charity activities or hot topics in real life, such as praying for people who suffering from disaster.

In general, good trends of customer interaction increases the sales on both online or offline services as a consequence, such as the activities of crazy crabbing of tickets, large percentage of people who get the ticket had visited the cinema. They not only experienced services there but also usually paid for other things like drink and popcorns in the cinema. If they are satisfied with the experience, the rate of retention will increased.

In addition, interviewee also mentioned that she usually regards fans as friends and tries best to create a good atmosphere in the community and leads to enhance relationship with customers. But it's still a challengeable work even they have automatical update system. Especially dealing with possible threatens and risks of dissatisfied voice.

6.2.2 Customer value and service elements

When comes to customer value service elements, some important features of service were explained by the administrator depending on online and offline services offered by the firm.

According to the respondent's answer, the combination of online services with offline services leads a convenient and fast booking service system to customer. Customers can easily choose favourite movies and buy it through several channels like official company website, online group purchase like '*Nuomi Tuan*', and mobilephone purchasing. Even if customers decide to return the ticket, it is possible to return online immediately three hours in advanced before the movie starts, special campaign tickets are exceptional. Furthermore, integration system service is available for all customers who buy tickets there, meaning customers earn equal integration to money they paid and use integration to buy tickets sometime in future. At the same time, members of '*WANRENMI*' club (fans of *Wanda Cinemas*) owns special treatment, always have a

discount price for the tickets. In addition, good technical competence as special feature of cinema equipment, such as IMAX screen, offers a different experience for customers.

6.3 Opinion survey

The customer service value elements survey was sent to all strategically important dealers in target region: Wenzhou city and all of them both visited Wenzhou Wanda Cinema online (Wenzhou Wanda Cinema Sina Weibo Page) and offline. Altogether 80 questionnaires were sent by e-mail. Because respondents were contacted in advance, the response rate was good compared with other research through the same interview methods in such short period. There were 40 questionnaires returned back and with a response rate of 50 percent. Due to the small numbers of respondents, data of the survey was analysed and formed mainly into figures with excel tools. The aim of the opinion survey is to objectively reflect customer satisfaction and customer value on customers' perspective.

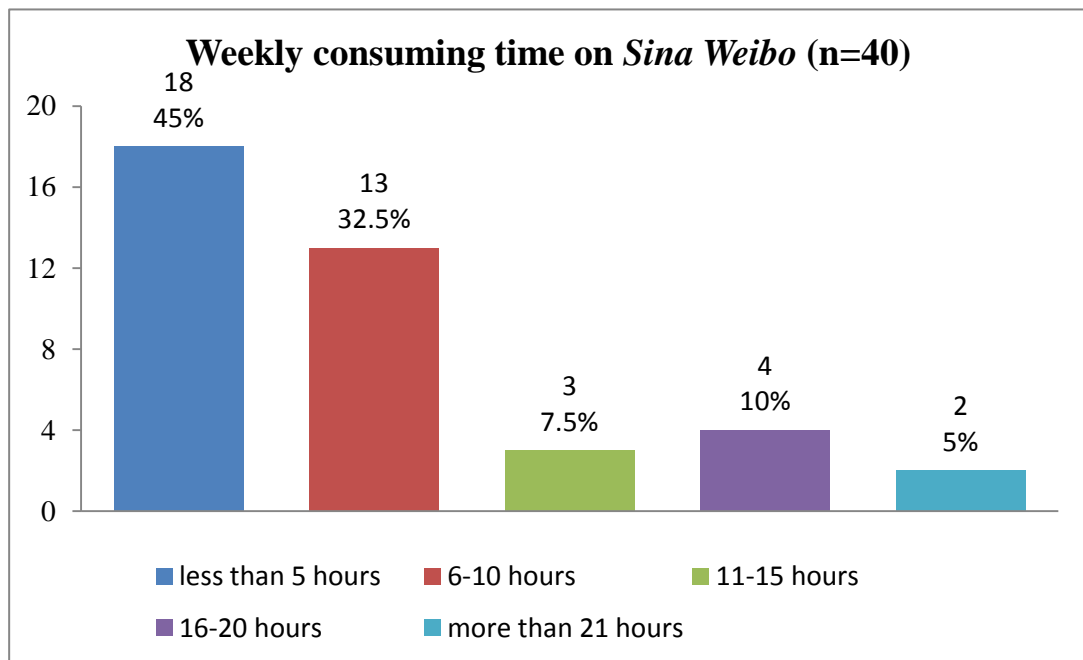
6.3.1 Basic information of respondents

First of all, basic information such as gender, age and occupation of respondents listed in Table 4 gathered to make sure the respondent sample met exception of research. As it is shown, in this small group, young people between 15-30 years old occupy the biggest part, 82.5 percentage of the group, which fits with expectation because *Sina Weibo* is an internet-based new social product, young persons are the main group who accept and access to it.

Table 4. Basic information of respondents (gender, age and profession) (n=40)

Gender	Age (years old)	Profession
Female 19 (47.5 %)	Less than 15 2 (5%)	Students 13(32.5%)
	15-30 33(82.5%)	Enterprise officer 21(53.5%)
Male 21 (52.5%)	30-45 5(12.5%)	Government officer 2(5%)
	More than 45 0(0%)	Business Owner 2(5%)
		Others: Freelancers 2(5%)

As we can see from Figure 8, also noteworthy is the fact that approximately 55 percent of respondents spend on *Sina Weibo* more than 5 hours every week, and 15 percent of respondent spend more than 15 hours. It is a clear evidence that *Sina Weibo* provides a good opportunity for company to touch or interact with customers almost every day without any limitation of time and place. Thus, daily updated information to the organisation's *Sina Weibo* page is required to at least keep the page alive and create more chances to communicate with followers.

Figure 8. Weekly consuming time on *Sina Weibo* (n=40)

Moreover, frequency of customer visits indicates in Figure 9, the average rate of visiting the Wenzhou Wanda Cinema is 2.2 while the company's *Sina Weibo* page access is somewhat higher as 2.48. Yet, a customer nearly often visits Wanda Cinema both online and offline as the result shows. To conclude, the case company owns some attraction to customers and they might be answered based on all the data gathered in the research.

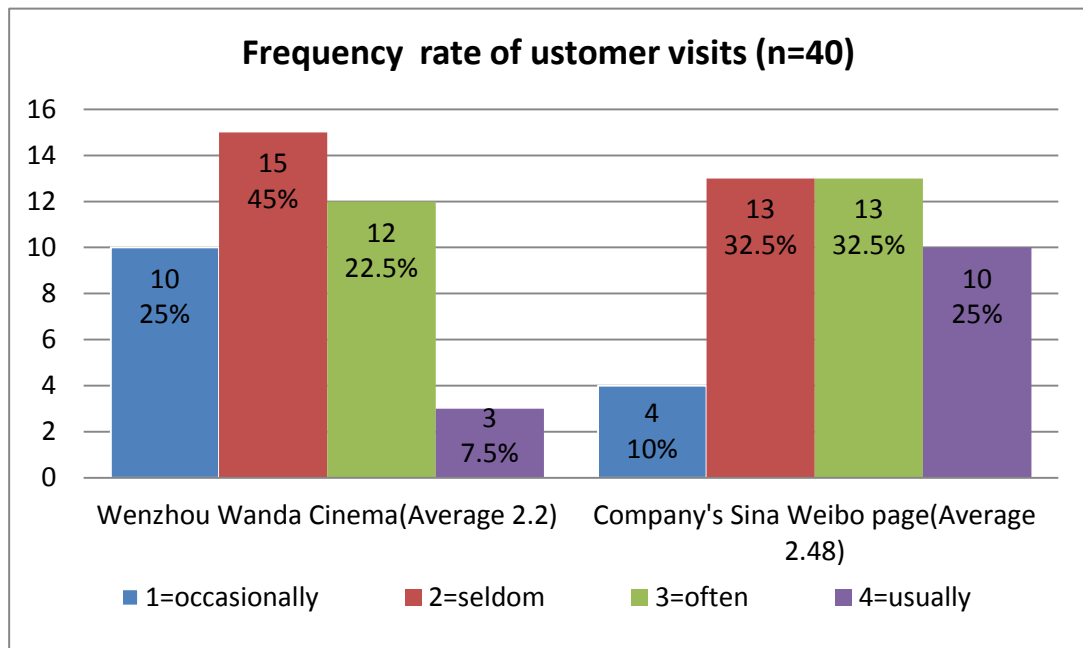


Figure 9. Frequency of customer visits (n=40)

6.3.2 Customer satisfaction and service attributes

Satisfaction data is regarded as a crucial component for customer value and customer relationship management, even influence the whole business process for the case company as mentioned above. Satisfaction level gives opportunity to be combined with customer value elements data, and shows how to deliver better good quality service in future.

It is apparent from information supplied from Figure 10 that approximately 73 percent of respondents are satisfied or very satisfied with the cinema. There are 52 percent of interviewees similarly rate their overall satisfaction as satisfied and very satisfied level of the company's *Sina Weibo* page. Further and even more importantly, the neutral

answered group occupies a large scale, especially for the company's Sina Weibo page (33%). In other words, it is obvious that those customers have a big potential to be more satisfied, of course, also change into dissatisfied.

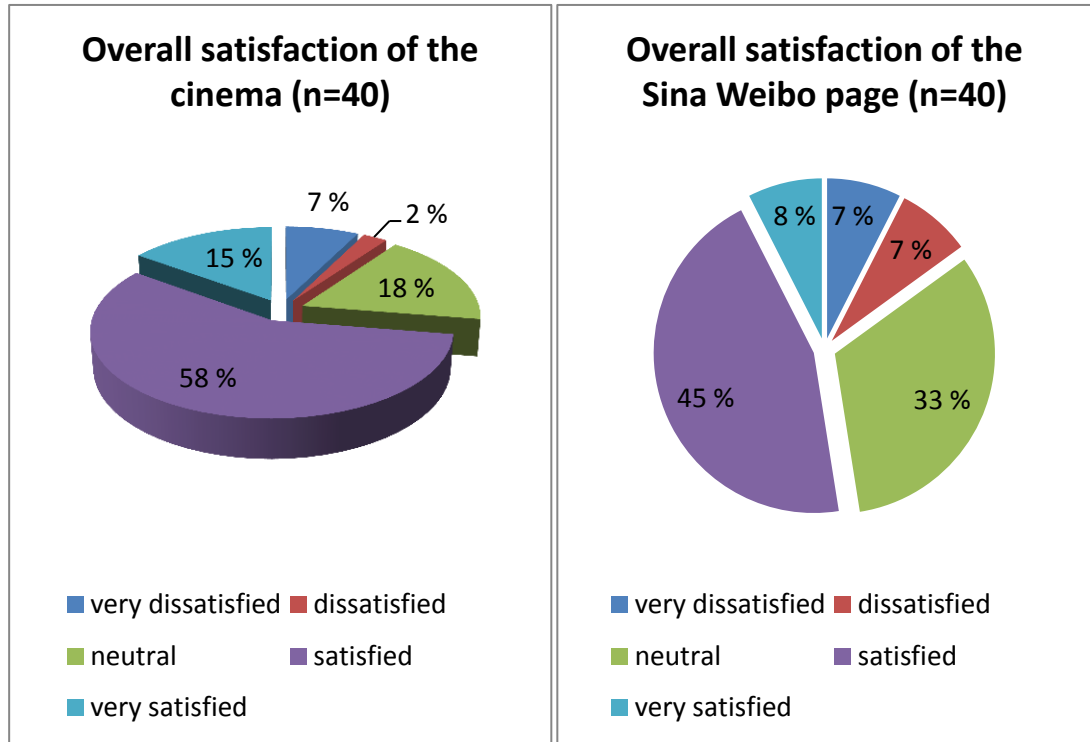


Figure 10. Overall Satisfaction of the company and its Sina weibo page (n=40)

Figure 11 presents that the top 3 reasons of following the company on Sina Weibo are personal interest of movie (80%), latest promotion activities providing (45%) and direct communication with the company timeless (35%). Admittedly, such kind of elements as friends' recommendations (30%), good reputation of the company (25%), and effective information flow (15%) are shown to be important too. By contrast, customers pay less attention to the company's brand and culture (5%) and valuable movies commentaries (10%). In addition to this, one respondent also thinks previous feeling of movies states equal important. In many such situations, consumers do what they think is valuable and beneficial.

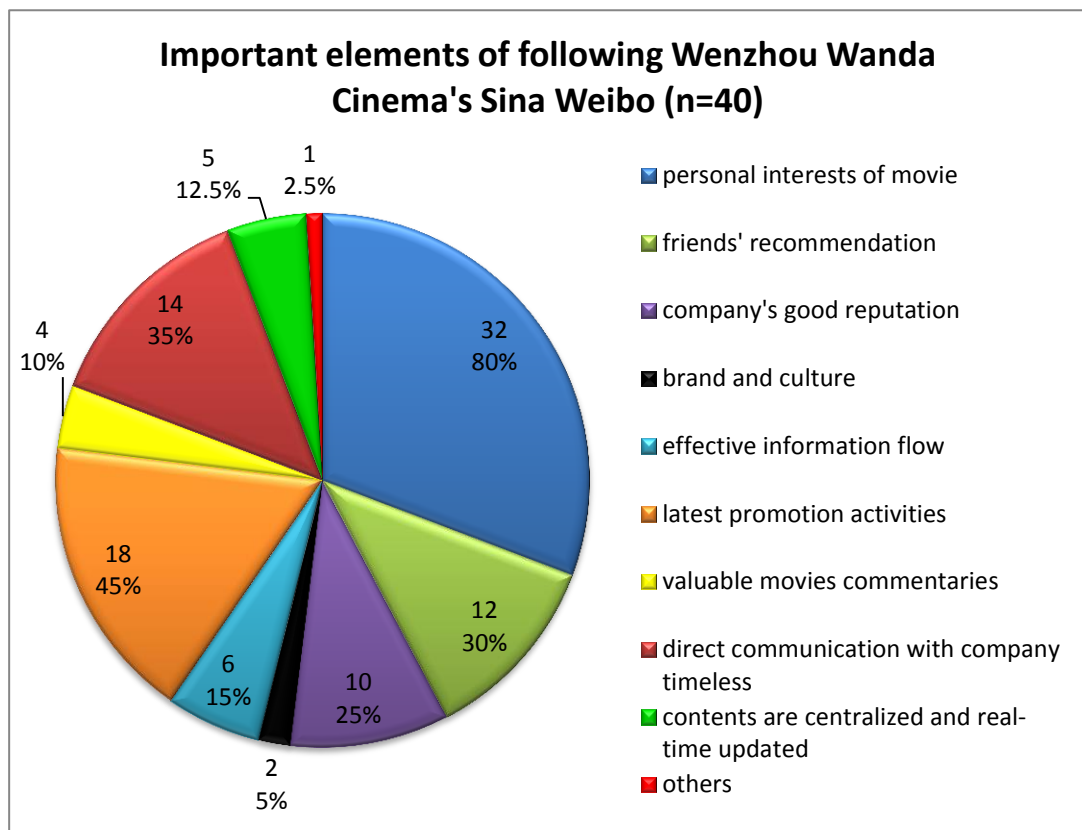


Figure 11. Important elements of following with Wenzhou Wanda Cinema (n=40)

To be more specific of the contents created and perceived by consumers, Figure 12 indicates that average rate of customer satisfaction. It is interesting that customers are more likely to satisfy with laugh per day (3.825) but less likely to satisfy with movie feeling share (2.875) in stark contrast. Other movie related information such as crazy tickets grabbing (3.8), discount announcement (3.675), hot and typical movies recommendation (3.525), movie prize competition (3.3) and movie favourite survey (3.025) are also agreed by consumers, while similar information like guess per day has an situation conversely, only 2.9 scale. As for some daily useful information, for instance, beautiful language (3.5), today's weather (3.325) and funny tests (3.075), are quiet popular among followers. By way of conclusion, customers satisfied more about movie concentrated topics, which also means good news to the company.

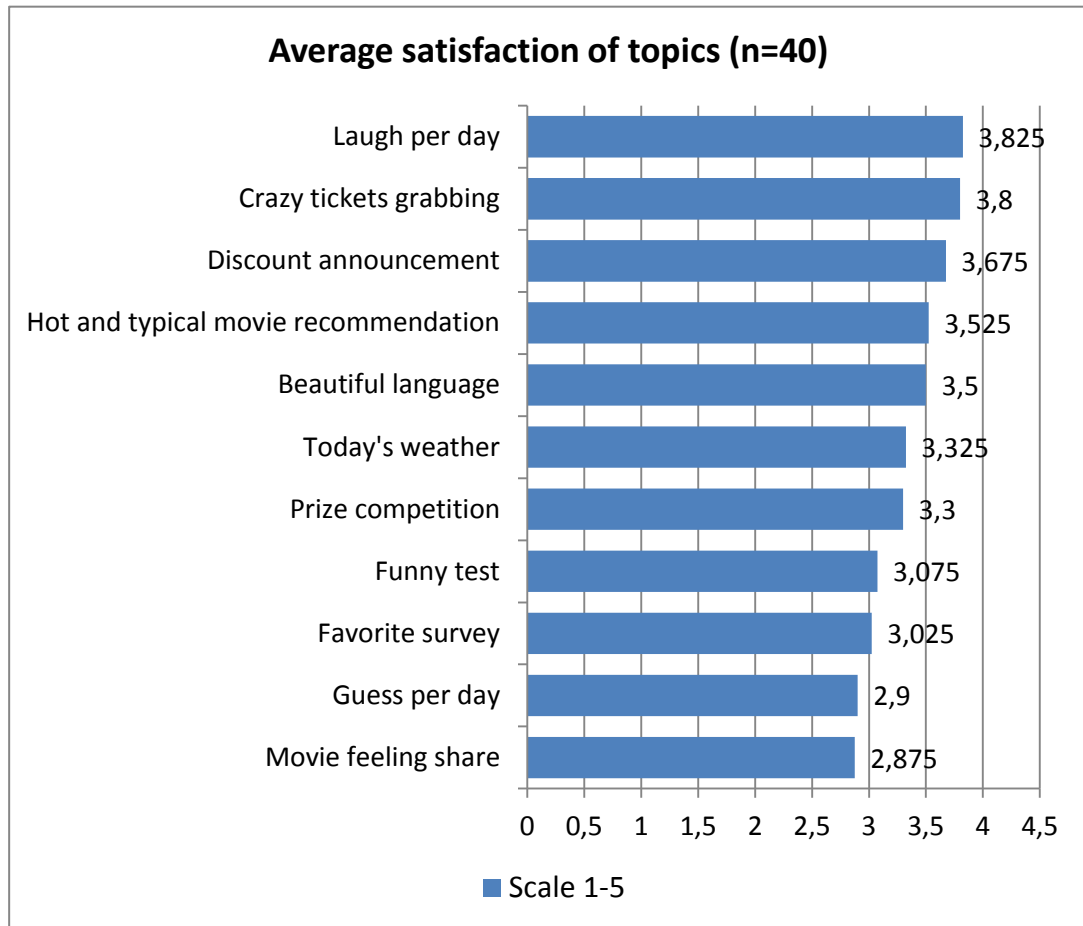


Figure 12. Average satisfaction of topics on the company's Sina Weibo (n=40)

It is vitally important to focus on services satisfaction from customer's point of view.

Figure 13 reveals average customer satisfaction of service attributes.

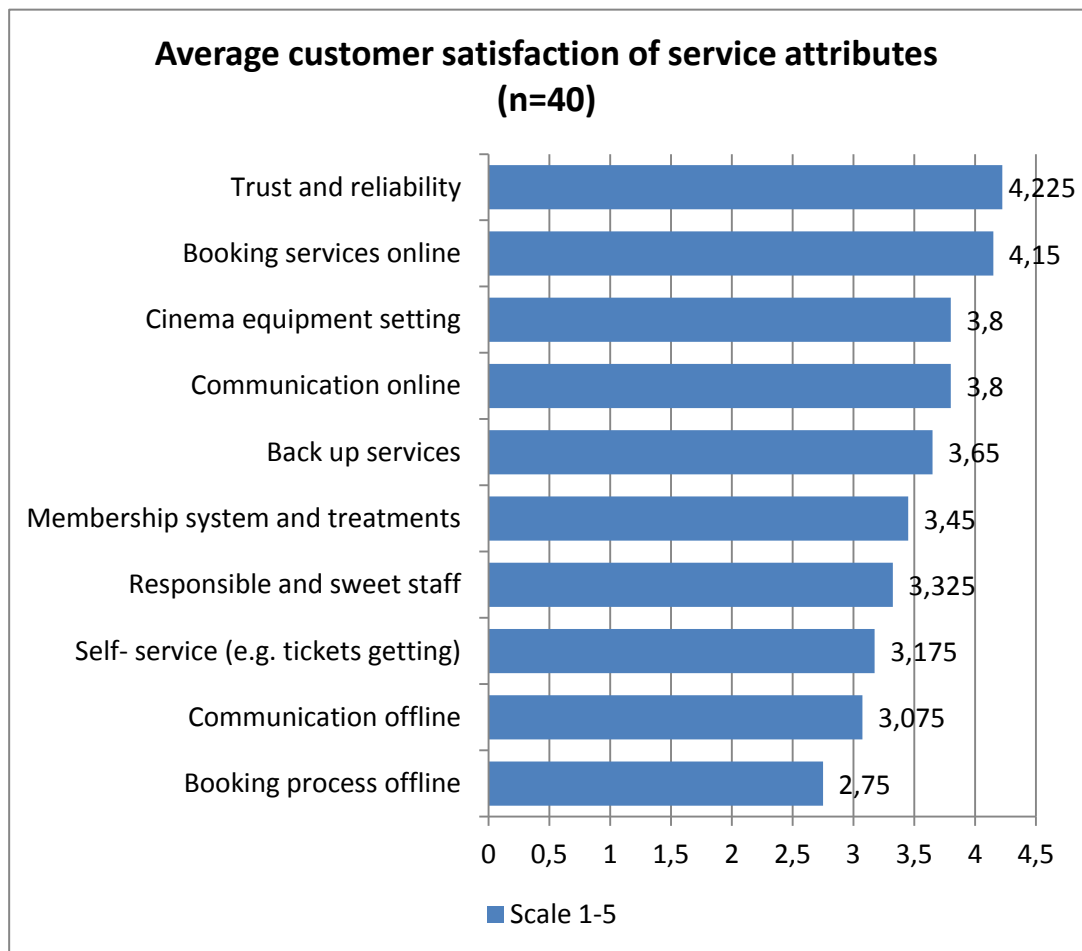


Figure 13. Average satisfaction of service attributes (n=40)

A glance at the information provided reveals respondents are quite satisfied with the service package offered by the company. Especially for the trust and reliability (4.225), booking services online (4.15), as well as communication online (3.8) and cinema equipment setting (3.8). After this, customers also enjoyed the backup services (3.65) and membership system and treatments (3.45), for instance, tickets return solution. Furthermore, sweet and responsible employees (3.325) and their attitude satisfied customers on a bit more than average scale. However, there are several weaknesses existing on customers' eyes. They are booking process offline (2.75), communication offline (3.075), and self-services as pick up tickets on automatically machine (3.175). For such dissatisfaction, 5 respondents give their reasons is mainly for the long queue offline and long time consuming, especially for special festival, such as Valentine' Day. From this statistics, for delivering better total service quality, companies should keep eyes on figuring out the specific reasons and improve them based on customers' requirement.

According to Figure 14, most agreed by consumers is the staff's quick response and polite manner behaviour through company's Sina Weibo (3.825) and that a good way to ensure the ability of efficient problem solution (3.2). Customers generally think the information and knowledge applied from company online are useful (3.475) and movie related information is usually various and interested (3.075). In addition, as for relationship with the company, customers think relationship may be build and enhanced by interaction on Weibo (3.525) while they view so far, their relationship with companies is just so-so(2.925), neither good nor bad. There is an interesting finding that people averagely think sharing and discussing with others usually does not attract them to follow with (2.775) although Sina weibo is an interaction platform to communicate with individuals or organizations. Anyway, as a result, customers admit the company's ability of problem solving and attitude during the service process.

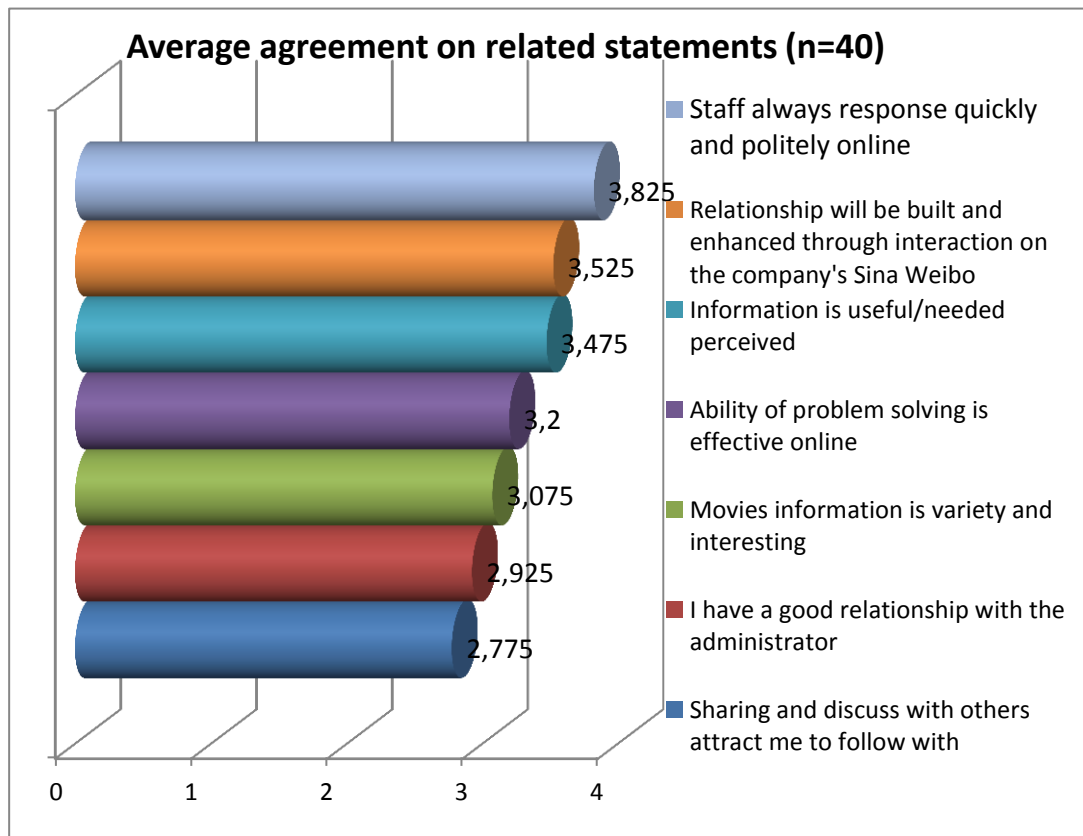


Figure 14. Average agreement on related statements (n=40)

With regard to customer service attribute, there is an assumption of customer benefits made according to the company's *Sina Weibo* observation and personal feeling as a customer and a follower. Compared with the results got from the survey, some features are illustrated but some bias also exists. Customers explain that there is a convenient and useful way to gain related and real-time information they need through the company's *Sina Weibo*, such as good movie recommendation, new hot movies or some promotion announcements. Thus effective information flow is quite important to save customers' time and information or knowledge gaining. What is more, better reputation the company means more trust and reliability. Customers often ensure the choice influenced by friends' recommendation.

On the other hand, the experience offered by the company and the film is put into the same equal importance as mentioned above. Organizations should not only focus on some good service system like membership system or online booking system on their own perspectives, but also look at employees' attitudes or manners during the processing of service quality delivery and organisations' ability of problem solving. Consumers focus more on feelings and mood satisfaction. Sometimes of course the film they choose also has an effect on measuring whether it is valuable or not compared what they paid. Briefly, customers believe that service elements are really beneficial to achieve their needs and satisfy them.

6.3.3 Competence of the company

Figure 15 indicates customer reasons of choosing Wenzhou Wanda Cinema compared other competitors. In another words, it shows some competences and weaknesses of the company. There is a largely about 80 percentage held by customers regard to cinema's comfortable setting element, and more than half customers focus on different experience of IMAX movies, and as so far, the special feature is only provided by Wenzhou Wanda Cinema in the city. With benefit from online booking system, 19 percent of customers prefer timeless purchase. Trust and reliability based on the group's good reputation across through China also occupied 17 percent of respondents.

Price competition somehow is treated as attractive elements to attract customer to purchase, and from the survey, there are about 35 percentages of people influenced by that. However, there is an interesting result that most of customers do not agree with good location of company, only 5 percent of respondents think it earns.

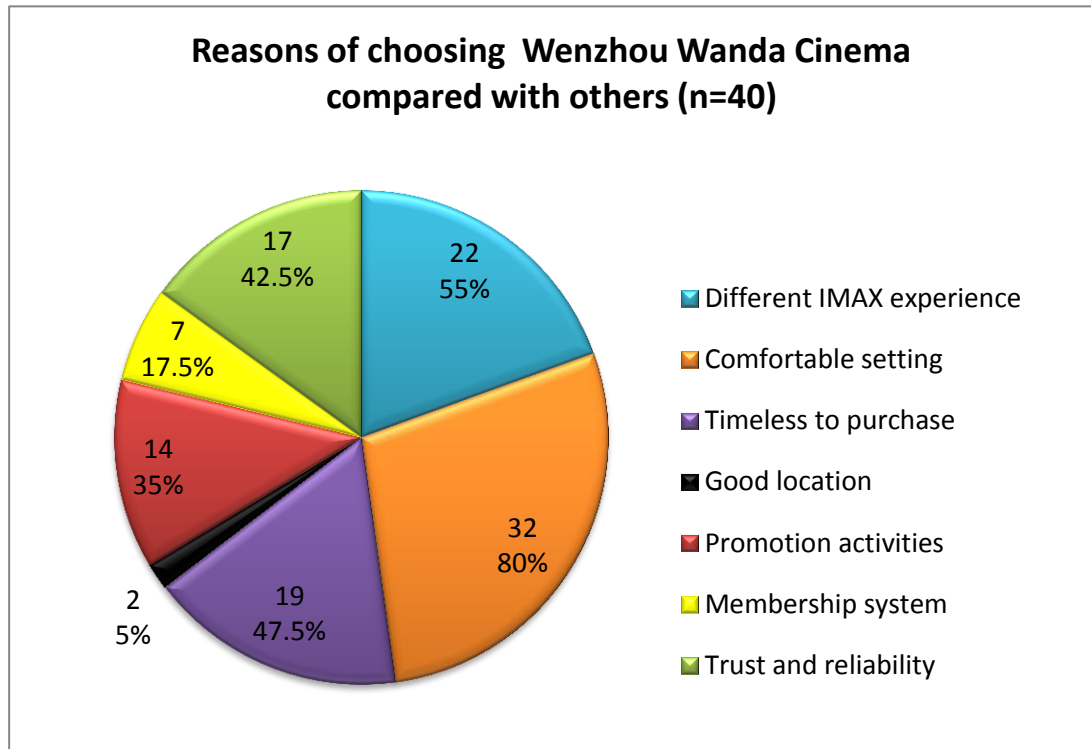


Figure 15. Reasons of choosing Wenzhou Wanda Cinema (n=40)

In conclusion, because of support from headquarter, such as high technology as IMAX, and competitive service such as online booking system and membership system provided, Wenzhou Wanda Cinema owns competitive advantages than others.

6.4 Discussion of the results with theoretical concepts and case study

Data collected from various methods completes the case study. It helps to understand the phenomenon better and deeper. Methods chosen from simple to complex, and combined three different people's perspective: the researcher, the company and the customer.

In detail, observation shows researcher a whole picture of the company's Microblogging strategies and gives an access to think about possible components of value depending on contents and activities displayed and analysed on *Sina Weibo*, an assumption of benefits of both the firm and customers is created and made for further research. As a semi-structured observation, the questions and focuses are freely designed according to what information you want to learn from. It is a good lift for beginners such as student to use to understand phenomenon better and gain basic knowledge to continue to research. However, during the process of observation, some challenges stop my step to dig deeper. First of all, personal *Sina Weibo* page still has a huge difference from cooperate *Sina Weibo* page as explained in Chapter 2. We can't observe the pages as the administrator. Thus situation of customer interaction can't be read, such as comments rate of special topic and influence point of company's voice. Another challenge is hard to categorise all the topics and contents into one particular forum, because micro blogs posted are not listed in order by the same topic but mixed and listed in order by time.

After that, through the interview with the administrator in charge of company's *Sina Weibo* issues, better understanding about Microblogging strategies of the firm and value of *Sina Weibo* to the organisation was gained from the company's perspective. *Sina Weibo* helps the company to achieve interaction with customers as much as possible and create some important values to the organisation, such as timeless and effective information flow, concentrated management achieve, increased image and reputation by good position of word of mouth based on second relationship network of customers, and of course increasing the sales and customers. At the same time, the company also regards price strategy as an attractive element for consumers and believes systems have been provided to customers add value to their total good service quality delivery, for instance, booking online reduced queue line of Cinema offline, and consuming time, the process is quite easily to handle with, as well as the backup service like return tickets. Customers' membership club and other some special policy also were discussed in the interview in order to communicate and manage customers more effectively. The company regards customers' membership club as a customer

database depending on community combined with *Sina Weibo* model, and owns an independently account on it.

Similar to observation methods, in-depth interview has gathered qualitative data according to the topic of *Sina Weibo* and customer value. However, the questions are semi-structured. They are considered not open enough, and the results are more concentrated on the questions. It is very important for interviewer to know the interviewee and widely understand the topics in advance. Anyway, I also got some useful information of customer value elements to ask in the opinion survey.

Subsequently, as showed in the result of customer value service attribute survey, customers believe that important elements of valuable and good service quality are fast and reliable information, less time consuming but efficient service, sweet and responsible staff, comfortable and convenient environment setting, concentrated and customised services, and reasonable or valuable price. As for relationship attributes, customers held a larger percentage that relationship may be built and improved during the processing of interaction day by day. From the results of opinion survey, there is a lot of respondents choose average scale of scaled questions, thus 1-5 scale influence customer's decision a lot. At the same time, few respondents are willing to answer open questions such as suggestions, hence, simplify and easy understanding are the key points of questionnaire design.

Form the comparison of value attributes between the company and customer. It seems that thanks to the long experience from this field and supports from the headquarter, the company knows quite well with customer demands and think most important reasons for keeping customers is the adjusted good and convenient service package combined online with offline. It is still important to understand how changeable of customer value factors, and listen to customer's voice in future development. On the other hand, a little gap exists and the firm need to take it into consideration. Customers are more likely to interact with the company because of personal interests and discount information in purpose rather than act as a community member, communication and sharing anything with others. While the firm considers the brand

and culture and factor of valuable movies commentaries influenced customers to interact and make a decision. However, we can't ignore the power of people's voice in such relationship and widely connected society, the company thinks out gathering differential commentaries from customers is a strategic behaviour, but reasons why it does not matter customers decision making as expected need to be thought over for further study.

Then turn into thinking about concepts mentioned again on the theoretical part together with the result. Customer relationship will be built and enhanced in every chance of interaction with customers, and social media such as *Sina Weibo* offering a good platform for extending and improving customers relationship with well managed. Furthermore, customers have different favour and needs of service or products they are looking for, and not only just buy a product, company should carefully put total good service quality package to satisfy consumers, and recreating value depending on information from customer satisfaction. Long term relationship always was based on value adding attribute like service or reputation mentioned previously. Hence, the most important issue for the company is to adjust business activities and service development by following customer value attributes, customer satisfaction and changeable needs.

6.5 Research limitations, reliability and validity

To answer the research question, basically but essentially, understanding the customer value is the key. However, the concepts of value and customer relationship management are hard to research, especially for services value. It is not only hard to define because of plenty but differential approaches, but also some items like quality and high technologies system of database for CRM are difficult to compare and analyse. Besides, information of social media and internet update day by day, some statistics such as the internet usage or social media users must be updated and accurate. However, though many social marketers' blogs concerning latest trends of social media and business activities are easily to be found in the internet, the blogs are not

reliable enough. Instead, reliable data published in five years is used in the study, such as the source of history of marketing timeline, shows the main trend of marketing development, but not include data of recent years.

Another challenge of the research refers to research methods. Somehow case study research method tends to be a more complex and depth processing. Various methods of data collection needed in the research are often more complex and deep, more reliable and stable. It's a big challenge for research beginner to control and improve. In detail, the case company rejected to provide specific statistics about customer database and company issues because of the business secrets. It increases difficulties to set the sample of customer value interviews. However, the key point of interviews is to listen to customers' perspectives and to find out valuable service elements.

Defined by Quinlan (2011, p. 42), the term of validity refers to valid, logical, truthful, sound, reasonable and meaningful and reliability refers to dependability. Even Corbin and Strauss (2008, pp. 301-302) give a dogmatic view that validity and reliability are not fit well with qualitative research, Quinlan (2011, pp. 306-308) holds opposite of view from Lincoln and Guba's term of naturalistic inquiry that researchers use co-constructed data collection methods to seek credibility and truthfulness for qualitative research (Lincoln & Guba, 1985).

In qualitative research, data gathered tends to be more subjective according to interviewees' experiences and knowledge of the social world (Quinlan, 2011, p. 307). In this research, observation was taken first to figure out context existed concerning company main Microblogging strategy and valuable services elements, then combined with in-depth interview and opinion survey to illustrate the finding both from company administrator's perspective and customers' perspective. Along with in-depth interview with Microblogging specialist of the case company, the result was interpreted from interviewee's experience of reality creates truthful and authentic of the research. In addition, even the answers of the in-depth interview were recorded according to the interviewer's notes, it is quite sure that there was not any information

lost when the answers were saved to computer and later analysis direct after the interview.

On the other hand, customer value interviews refer to quantitative data collection methods. Validity increased based on every relevant and essential questions designed (Quinlan, 2011, pp. 335-336). In this research, questionnaire of customer value interviews designed after in-depth interview, in order to fix the questions more related to the reality and pay attention to concepts of customer value and service value elements as the conceptual framework indicates. However, several points of the survey need to be explained. First of all, even communication arranged earlier with interviewees, they are not so keen on answering the questions in a profound way. All the respondents were really busy and the respond period I set was so short. This reduced the amount of answers. Another method used to increase validity and reliability is to simplify value attributes of service, relationship and image. It helps respondents to understand easily rather than the term of value. Also it helps researcher transfer the data to answer the research question specifically.

7 CONCLUSIONS AND RECOMMENDATIONS

The research design gives a clear track to guide research processing and from introduction of concepts of social media, customer value, total customer good service quality and customer relationship management. There is a strong relationship in all the concepts but complex, especially when taking into practical thinking. However, understanding and taking into consideration of the concepts related, will help companies to build up and develop their business activities as a strategic method. Somehow, some companies already make a good use of social media to lead their business depending on approaches of customer relationship management related. The case company set a good example delivering good quality service combined with social media depending on the positive results of the research.

The research was conducted into the case company related three parts: the company's *Sina Weibo* site observation, in-depth interview with the administrator of the company's *Sina Weibo* and customer value elements interview. In general, the results of the survey are positive for the case company. Combining all the results, customer's overall satisfaction is overall high and the company seems has the same track of understanding of valuable elements of processing of customer service and relationship management at least in this study.

However, the company still should take into consideration of customer dissatisfaction first from the result. To be more specific, most customers pointed out the long distance from city centre with inconvenient transportation really bored them to visit. One particular customer also makes a suggestion of security control of parking place. That is the reason for dissatisfaction of location of the company. One more thing need to be taken into account that even thought good online booking system provided for customers, the service of offline ticket is purchased dissatisfy consumers somehow, is that because of not highly use of online booking system or special offer with the system. This is not an alarm, but compared with other satisfaction items, it is rated low and the company should think it over.

Solutions for the company of adding value to customer relationship management via *Sina Weibo* are summed up. The company should enhance strengths and improve weaknesses according to the situation.

In detail, first of all, the company should listen to customers' voice and record or even interpret those into valuable data for company consideration, focusing on both positive voice and dissatisfaction voice with highly recognise of potential risks and take solution immediately and efficiently. As Rappaport (2011, p .19), Kerpen (2011, pp. 167-168) and Brogan (2010, pp. 156-160) stressed that listening to customers helps the company detect early signals of customer demand and their mind-set. It is important also because of its influence of identifying consumers for organisations (Katsioloudes, Grant & Mckechnie, 2007, p. 56). At the same time, by early reorganisation of customers dissatisfaction and needs through listening to the voice, the company owns an ability to response and resolve the problems as soon as possible (Woodruff & Gardial, 1996, pp. 13-14). Along with that, customers satisfied with firms' attitude and behaviour, as well as companies' reliability and trustworthiness (Grönroos, 2000, p. 67). Personally, only understand what customers' attitudes and needs toward the company's services and products, the company can effectively improve their service providing and gain competitive advantages, such as their favour of movie types, satisfaction of staff behaviour and services providing.

What is more, the company needs to create and invent more attractive activities to interact with customers by integrating online and offline, such as highly satisfied promotion and tickets crabbing activities among customers. Online services help the company to reduce the pressure of offline customer satisfaction and provide superior service online with less time and cost, which is beneficial for customer relationship management. This suggestion is typically based on the results of customer's dissatisfaction of offline purchasing and satisfaction of online tickets booking. It's for satisfying customers' real demands. Considering about theoretical support, Fahy and Jobber's comfortable approach and Grönroos's approach of service perspective gives a guideline of importance valuable service delivering as well as Rappaport explains

advantages of online services with timeless and costless. Customers feel happy that it's convenient to get access to service, like online customer service and online booking system (Fahy & Jobber, 2012, p. 182; Grönroos, 2000, p. 67; Rappaport, 2011, p. 3). As a customer of the company, effective process of purchasing online solves the problem of limitation of location and time.

In addition to this, as displayed in previous chapter, the company should create valuable contents based on value attribute and care more about customers through direct communication with customers via *Sina Weibo*. The key point of S_{CRM} is interaction (Grönroos, 2000, p. 21) and the information companies created and delivered is for every audiences not only one particular customer based on the features of social media (Treadaway & Smith, 2010, pp. 24-25; Brogan, 2010, p. 39; Qualman, 2009, p. 109). Thus valuable contents are needed during the processing of interaction. For the case company, centralized and real-time updated movie information managed well and brings effective information flow between the company and audiences. However, the company may think more about daily useful information recreating and development to get closer to customers by showing caring of them as a friend. The administrator not only do everyday greeting with followers, but also some other behaviour like caring comments to followers' daily experiences and mood sharing, as well as sharing personal daily experiences of the company or the administrator. By that, customers feel that they are treated friendly and cared. It improves customer's loyalty and satisfaction level (Kerpen, 2011, p. 130; Grönroos, 2000, p. 67; Fahy & Jobber, 2012, p. 182). However, personally, the most important thing of valuable contents creating and delivering is based on customers' demands and interacted rate from the report of followers' behavior records.

Last but not the least, even customers in general agreed with the ability of problem solving and other some important service. The company still needs to focus on employee training and improving because of the mobility of employees. As we know, employees' loyalty to company concerns terms of salary, treatments, personal career development etc, which is definitely difficult to control. Thus companies improve

service quality through good employment training, whenever before work or during work. Staffs as the direct communication people with consumers, inevitably plays an important role of customers' evaluation of services providing. It is an essential points of good perceived service quality discussed by Grönroos (2000, p. 67). As personally thinking, staff training of professional knowledge is important as equal as attitude and behavior. Friendly and professional service always increase good mood of customers.

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Semi-structured observation schedule:

Semi-structured observation schedule of Wanda Cinemas <i>Sina Weibo</i> WebPages		
Date: From 1 st April to 14 th April		
Venue:		
1) Wanda cinema official Sina Weibo webpage: http://e.weibo.com/wmovier?ref=http%3A%2F%2Fe.weibo.com%2Fu%2F2531412045%3Ftype%3D0		
2) Wenzhou Wanda Cinema official Sina Weibo Webpage: http://e.weibo.com/u/2531412045?ref=http%3A%2F%2Fe.weibo.com%2Fwmovier%3Fref%3Dhttp%3A%2F%2Fe.weibo.com%2Fu%2F2531412045%3Ftype%3D0		
Observing:		
Items	Key points	
Main principle of Wanda Cinema Microblogging strategies	<ul style="list-style-type: none"> • HUB Spreading • Localization • Online and offline integrated 	
Interaction with followers (customer value services attributes)	Real-time updated	<ul style="list-style-type: none"> • Most contents updated every day: today's weather, guess per, laugh per day, today's movie recommendation etc.
	Efficient information flow	<ul style="list-style-type: none"> • Information of promotional activities and relevant movies deliver on time and direct reach customers. Such as announcement of discount and member benefits, brief introduction, latest movie recommendation etc.
	Communication with followers and quick response	<ul style="list-style-type: none"> • Personal message from customers and deal with it as soon as possible directly. Such as claims solution.
	Active interaction with customers	<ul style="list-style-type: none"> • Movie investigation, tickets grabbing etc.
	Caring and sharing feelings with fans	<ul style="list-style-type: none"> • Weather, food recipes, beautiful language, good morning and good night to fans, and big issues of society.

In-depth Interview questions (Microblogging and Customer Value):

1. Could you first please introduce your work and duty briefly?
2. What's the value of Microblogging do you think for your company?
3. Could you please talk something about Microblogging strategies of your company?
4. How did you manage company's *Sina Weibo* page?
5. What are customer value services elements on your perspective?
6. What elements of contents you create do you think is valuable for customers to interact with you on *Sina Weibo* page, and why?
7. How to offer this kind of value to your customers do you think on both online and offline sides?

Customer value services elements survey:

Dear friend,

It's my honor to ask your permission to complete this questionnaire from your point of view as a fan of Wenzhou Wanda Cinema depends on your own experiences. The aim of the survey is to figure out important elements of customer interaction and potential ways to add values to interaction with customers via *Sina Weibo*.

Answering to the following questions gives you an opportunity to give important feedback. The answers will be handled confidentially!

1. How long you usually spend on Microblogging in a week?

- a. Less than 5 hours
- b. 6-10 hours
- c. 11-15 hours
- d. 16-20 hours
- a. More than 20 hours

2. Please rate yourself of how often you visit Wenzhou Wanda Cinema (1= occasionally; 2= seldom; 3= often; 4= Usually)

- | | Occasionally | | Usually | |
|--|----------------------------|----------------------------|----------------------------|----------------------------|
| a. Offline (Real Wenzhou Wanda Cinema) | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> |
| b. Online (Wenzhou Wanda Cinema on <i>Sina Weibo</i>) | 1 <input type="checkbox"/> | 2 <input type="checkbox"/> | 3 <input type="checkbox"/> | 4 <input type="checkbox"/> |

3. Please assess your overall satisfaction of Wenzhou Wanda Cinema (Both online and offline)
(1=not satisfied at all; 5=very satisfied)

- 1 2 3 4 5

4. Please choose which element do you think is important for you to follow Wenzhou Wanda Cinema on Sina Weibo (Multiple Choice)

Personal

- a. Personal interests of movie
- b. Friends' recommendation

Image

- c. Company's good reputation
- d. Brand and culture

Services

- e. Effective information flow
 - f. Latest promotion activities
 - g. Valuable movies commentaries
 - h. Directly communicate with company timeless
 - i. Contents are centralized and real-time updated
 - j. Some other important reasons not mentioned above and please specify.
-

5. Would you please choose to what reason for you to watch movie in Wanda Cinema compared with other cinemas? (Multiple choice)

- a. Different IMAX experience
- b. Comfortable setting (e.g. seat)
- c. Timeless to purchase tickets
- d. Good location
- e. Promotion activities
- f. Membership system
- g. Trust and reliability

6. Please rate how well managed do you think of following topics displayed on the company's sina weibo page (1=very poor, 2=poor; 3=fair; 4=good; 5= excellent).

Films related	Very poor					Excellent				
a. Guess per day	1	2	3	4	5	1	2	3	4	5
b. Favorite survey	1	2	3	4	5	1	2	3	4	5
c. Prize competition	1	2	3	4	5	1	2	3	4	5
d. Movie feeling share	1	2	3	4	5	1	2	3	4	5
e. Hot and typical movies recommendation	1	2	3	4	5	1	2	3	4	5
f. Crazy tickets grabbing	1	2	3	4	5	1	2	3	4	5
g. Discount announcement	1	2	3	4	5	1	2	3	4	5
Life stories										
a. Funny tests	1	2	3	4	5	1	2	3	4	5
b. Laugh per day	1	2	3	4	5	1	2	3	4	5
c. Today's weather	1	2	3	4	5	1	2	3	4	5
d. Beautiful language	1	2	3	4	5	1	2	3	4	5

7. Please evaluate your satisfaction of the following relationship and services attributes of Wanda Cinema both online and offline. (1= not satisfied at all; 5=very satisfied)

Relationship and services	Not satisfied at all					Very satisfied				
a. Communication online	1	2	3	4	5	1	2	3	4	5
b. Communication offline	1	2	3	4	5	1	2	3	4	5
c. Trust and reliability	1	2	3	4	5	1	2	3	4	5
d. Responsible and sweet staff	1	2	3	4	5	1	2	3	4	5
e. Membership system and treatments	1	2	3	4	5	1	2	3	4	5
f. Cinema equipment setting	1	2	3	4	5	1	2	3	4	5
g. Booking system online	1	2	3	4	5	1	2	3	4	5
h. Booking process offline	1	2	3	4	5	1	2	3	4	5
i. Self- service (e.g. tickets getting)	1	2	3	4	5	1	2	3	4	5
j. Back up services										

8. How would you agree with following statements concerning about Wenzhou Wanda Cinema online behave (1= Disagree strongly; 5=Agree strongly).

	Disagree strongly			Agree strongly	
Contents					
a. Information is useful/needed perceived	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
b. Movies information is variety and interesting	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Services					
c. Staff always response quickly and politely	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
d. I have a good relationship with the administrator	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
e. Ability of problem solving is effective online	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
f. Sharing and discuss with others attract me to follow with					
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
g. Relationship will be built and enhanced through interaction on the company's <i>Sina Weibo</i> page	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

9. Do you have any suggestions for Wenzhou Wanda Cinema (online or offline)?

10. What's your Gender

- a. Female
- b. Male

11. Please indicate your age

- a. 0-15 years old
- b. 16-25 years old
- c. 26-40 years old
- d. Over 40 years old

12. What's your occupation:

- a. Student
- b. Officer
- c. Own business
- a. Others:

Thanks for taking part in the survey!

