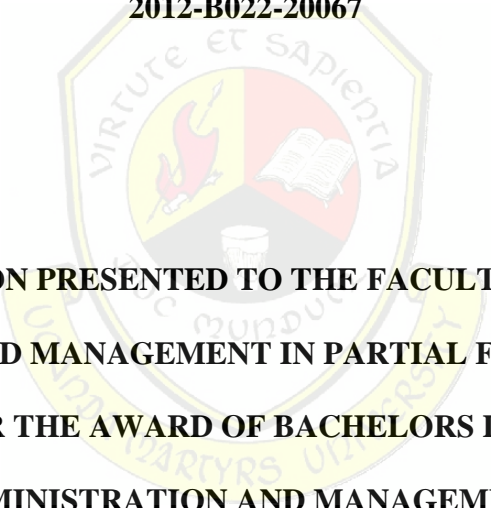


**THE EFFECT OF SOCIAL MEDIA ON CUSTOMER RELATIONSHIP  
MANAGEMENT IN MEDIA CORPORATIONS:  
A CASE STUDY OF NBS TELEVISION**

**BY**

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## **DEDICATION**

I wish to dedicate this dissertation to my family of Mr. and Mrs. Kalungi Charles Ssekitto, my relatives and my dearest guardian Sr. Janet Habbeur who have always inspired me, stood by me and supported me morally, spiritually and financially.

I sincerely thank them for the love, encouragement and selfless support throughout my academic journey.

May God bless them all!

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## **LIST OF ABBREVIATIONS**

CRM	CUSTOMER RELATIONSHIP MANAGEMENT
CEOs	CHIEF EXECUTIVE OFFICERS
CBS	COLUMBIA BROADCASTING SYSTEM
CMS	CONTENT MANAGEMENT SYSTEM
MCRM	MOBILE CUSTOMER RELATIONSHIP MANAGEMENT
ECRM	ELECTRONIC CUSTOMER RELATIONSHIP MANAGEMENT
SCRM	SOCIAL CUSTOMER RELATIONSHIP MANAGEMENT
TV	TELEVISION
ICT	INFORMATION COMMUNICATION TECHNOLOGY
RSS	REALLY SIMPLE SYNDICATION

## ABSTRACT

Customer Relationship Management has for long been a business practice that entails utilizing extensive strategies and engineering to find, obtain, and develop advantaged customers, and hence maintain long-term partnerships between businesses and their customers. Businesses have employed a number of approaches as regards the proper management of their customer relationships. With the introduction and growth in the usage of Social Media, there arose opportunities for better incorporation of Social Media in the Customer Relationship Management efforts of business organisations. However, despite the existence of Social Media, business organisations have not laid down proper strategies that could best help to manage their customer relationships. The purpose of this research was to explore the effect of Social Media on Customer Relationship Management in Media corporations with NBS Television being the research case study; and strictly looked at the impact of Facebook on Customer Relationship Management, the relationship between Blogs and Customer Relationship Management and the effect of YouTube on Customer Relationship Management. Both the descriptive research design and case study design were employed through use of questionnaires and the interview guide. A sample of 44 correspondents was used out of a population of 52 people and researcher managed to receive 38 questionnaires. The findings were analysed with the use of computer package-SPSS Version 16. The study findings revealed that Facebook had a perfect relationship with Customer Relationship Management ( $r=.962^{**}$ ,  $p\leq 0.001$ ); Blogs do not directly affect Customer Relationship Management ( $r=-0.088$ ,  $p\geq 0.5$ ) and YouTube's impact on the customer relationships was minimal ( $r=0.348^*$ ,  $p\leq 0.05$ ). The general impression of the research indicated that Media corporations had not done enough in as far as clearly setting strategies directed towards achieving the best out of Social Media in their Customer Relationship Management efforts. Media corporations were recommended to adopt other Social Media platforms like Twitter, mobile applications, Instagram among others since many people are diversely engaging a number of Social Media platforms. Further research is also required since this particular research concentrated around the organisational employees.

## **CHAPTER ONE**

### **GENERAL INTRODUCTION**

#### **1.0 Introduction**

Social media is rapidly evolving as a new channel for managing customer relationships due to its popularity among a vast majority of users and its ever increasing importance among business organisations. Customers of various enterprises are using social media platforms such as Facebook, Twitter, YouTube, WhatsApp and blogs, among others, for conveying explicit opinions, concerns and complaints about products and services they use, and also expect companies to respond.

The study generally analyzed the effect of Social Media on Customer Relationship Management in Media corporations and NBS Television was the case study. The general introduction consists of the background to the study where different ideas about this particular study topic were presented as analyzed right from the past. The problem statement, purpose of the study, research questions, study scope, justifications and significance were all presented in this chapter. The common terms used throughout the study were as well defined.

#### **1.1 Background to the study.**

Social media has been used extensively by a number of business enterprises in the recent past to get insights about what users think about their products or services and about the users themselves (Spangler et al., 2007). Nevertheless, an increasingly important requirement has been expressed by enterprises to go past the listening mode and actively engage with the users' conversations in real time, and directly on the various Social Media platforms. Towards this pursuit, enterprises have started to set-up their websites on popular social media channels such

as, Facebook and twitter, called 'brand pages'. Brand pages help enterprises capture relevant discussions among customers and provide an opportunity to engage with them for customer care as well as marketing purposes.

The speed at which Social Media is being adopted by consumers and businesses as well is high (Carolyn and Parasnis, 2011). In 2010 there were more than 500 million active users on Facebook, whereby 70 percent were outside the United States. By March 2010, more than 10 billion messages, or Tweets, had been sent through Twitter since its launch in 2006. By July, that number had doubled to 20 billion. And in the Asia-Pacific region, 50 percent of the total online population visited a social networking site in February 2010, reaching a total of 240.3 Million visitors. Clearly, it manifests that this is where customers are congregating and businesses would want to be here as well.

As firms increasingly alter their attention from selling products to serving customers, the traditional uses of customer data prove unsatisfactory. Their approaches aim at selling more things to customers and hence fail to address the move towards facilitating processes that support customers' value creation, which constitutes the basic determinant of service as business logic (Gro'nroos, 2008). This therefore called for a need to realize better approaches to relating with customers with the changing world.

It was for that reason inevitable to use Social Media for Customer Relationship Management as well. The incorporation of Social Media in Customer Relationship Management reshaped the traditional Customer Relationship Management processes, transforming them into improved Social Customer Relationship Management, by identifying and solving customer service issues, using forums, wikis and others (Andriole, 2010).

The Walt Disney Company, an American media company was one of the first large corporations to engage Social Media in their Customer Relationship Management activities. As Go.com was conceived, its mission was to promote Disney entertainment projects. However it also invited comment and group discussion from fans in a fledgling social network (Eisner and Schwartz, 1998). Columbia Broadcasting System (CBS) another media corporation too maintained an Internet presence for a number of years. The company features advertising for other programs and their corporate sponsoring partners as well as advising viewers to follow the development of their favorite programs on Facebook and Twitter. CBS also actively encouraged their on-the-air personalities to use those two social networks as well as video streaming sources such as YouTube. Their use of Social Media sources is an attempt to draw people to close to the company and Websites, (Simon and Schuster, 2007).

The World Wide Website created a platform for communication especially in business. This along the way brought in other developments in this digital era within which Social Media has been among. Social media, a concept that has given people a common platform, for sharing their news, views and opinions as regards the activities around them. Social Media fundamentally shifted the state of online communication towards a dialogue among web users as well as business organizations and their target groups. It has progressively allowed individuals to rely on the Internet to communicate, speak, read or comment

According to the IBM (2010) CEO study, today's businesses are strongly building Social Media programs to improve their nearness to the customers. The overwhelming top priority for CEOs is getting closer to customers. It is no wonder then that the pressure to exploit Social Media is so severe. It is ideally suited for customer collaboration and offers opportunities for reach, access and immediacy that simply don't exist with other channels. By the end of 2010, nearly 80

percent of the companies surveyed, anxious to interact with customers where they were congregating virtually, had a presence on a social networking site and were aggressively launching social media initiatives.

According to Kim and Ko (2010), Social Media can have a dramatic impact on a brand's reputation. One-third of survey participants posted opinions about products and brands on the brand's blog, and 36% thought more positively about companies that have blogs. A study by DEI Worldwide (2008), provided the following statistics: 70% of consumers had visited social media sites to get information; 49% of these consumers had made a purchase decision based on the information they found through the social media sites; 60% said they were likely to use social media sites to pass along information to others online; and 45% of those who searched for information via social media sites engaged in word-of-mouth.

Therefore, with the use of Social Media for Customer Relationship Management, business organisations ought to ask themselves questions like; what triggers a customer to look out for a company or brand via social media? What would make a customer reluctant to interact? Does social engagement influence customers' feelings of loyalty toward a company as businesses hope it does? To answer all these questions, there is need to make a follow up of each and every activity that takes place within the Social Media usage process during the life of a business organisation (Carolyn & Parasnis, 2011)

NBS Television is a Ugandan media corporation started in mid 2007 drawing on candid reflections of successful television networks from across the world. It reveals lessons for creating, nurturing and growing the experience and accumulated understanding of a local television network with a global competitive focus. NBS Television is located at Media plaza,

plot 78 Kira road, Kampala. NBS Television has as well incorporated Social Media in its activities as a way of managing their customer relationships. The study therefore intends to analyse the effect of Social Media on Customer Relationship Management in NBS Television.

## **1.2 Statement of the problem.**

The integration of Social Media with Customer Relationship Management strategies is the next frontier for organizations that want to optimize the power of social interactions to get closer to customers. It further enables businesses to connect and serve their customers better. With the worldwide explosion of Social Media usage, business is feeling extreme pressure to be where their customers are. The combination of Social Media and Customer Relationship Management creates an enormous opportunity to enrich customer interactions and give businesses a way to manage and measure how they use social networking while successfully engaging social customers (Patil, 2014).

However, according to the IBM (2010) C.E.O study, while the majority of companies have many elements of a Social Media program, progress toward an integrated Social Customer Relationship Management strategy is not linear; the challenges are deep and uncertainty abounds. In the same way, Li and Bernoff (2008) indicate that many companies do not understand Social Media and remain unsure of how to get involved in social media marketing.

Therefore, despite the fact that Social Media has improved different aspects of business especially those related to customer relations, businesses have failed to undertake appropriate strategies to fully exploit Social Media for Customer Relationship Management.



### **1.3 Objectives of the study.**

#### **1.3.1 General objective**

This research seeks to establish the effect of Social Media on Customer Relationship Management in Media corporations.

#### **1.3.2 Specific objectives**

- To analyze the impact of Facebook on Customer Relationship Management in Media corporations.
- To examine the relationship between Blogs and Customer Relationship Management in Media corporations.
- To investigate how YouTube affects Customer Relationship Management in Media corporations.

#### **1.4 Research questions.**

- What is the impact of Facebook on Customer Relationship Management in Media corporations?
- What is the relationship between Blogs and Customer Relationship in Media corporations?
- How does YouTube affect Customer Relationship Management in Media corporations?

#### **1.5 Scope of the study.**

The study was conducted within certain parameters so as to make it relevant and at the same time be able to come up with authentic research. The study scope was sub divided into three categories as shown below:

### **1.5.1 Content scope**

The study viewed the study topic within specific content parameters when investigating Social Media and Customer Relationship Management in Media corporations. Under Social Media, the study only focused on Facebook, Blogs and YouTube but strictly analysing likes, views and comments on these platforms. For purposes of Customer Relationship Management, the study analysed Customer acquisition, Customer engagement and Customer value building. However, there existed intervening variables such as; Social Media policy in the organisation and number of Social Media users.

### **1.5.2 Geographical scope**

The study focused on NBS Television which is located in Kampala at Media plaza, plot 78 along Kira road. This geographical scope was preferred because it is in the city where many of the businesses and people engage Social Media in their day to day activities.

### **1.5.3 Time scope**

The research was focused on a period of three years; that is, between (2012 and 2014). This is because with the three years, there has been a tremendous growth and competition the media industry especially with the increasing number of television stations and Social Media usage.

## **1.6 Significance of the study.**

The study will benefit different categories of people, especially those who are stakeholders in the area of Customer Relationship management. Business organisations will benefit in such a way that they will acquire knowledge of how to improve their Customer relationship management in this new digital era where Social Media is part of the community. This therefore means that they will obtain knowledge on how to use Social Media to attain better Customer Relationship

Management and therefore not only dwell on the traditional approaches in managing customer relationships.

Business scholars and researchers will also use this study to come up with further research in this environment in order to provide enhanced information for the business community in this globalised era.

### **1.7 Justification.**

This particular research was conducted due to the following reasons;

The research was carried out because the earlier research conducted on this particular study topic rotated around certain dimensions and therefore it failed to bring out the results on a wider scope. The past researchers generally analyzed Social Media in relation to general business performance and therefore would not come up with specific aspects of business. Also, past research looked at connectivity; that is number of friends but other network-related measures were just informative; there was need to incorporate new aspects within the study in order to make it more relevant to the business community today.

Secondly, there has not been adequate research about Social Media and Customer Relationship Management specifically in Kampala. Many business organisations are missing out on the fruits of Social Media especially in relation to Customer Relationship Management.

Many businesses in Uganda specifically media corporations do not clearly know how best to make use of Social Media in their efforts to maintain a customer base. Failure to conduct this research will make businesses susceptible to loss of existing customers and would-be customers.

## **1.8 Definition of terms and concepts.**

**Social Media:** a collection of online services that supports social interactions among users and allows them to co-create, find, share and evaluate the online information repository.

**Customer Relationship Management:** refers to utilizing extensive strategies and engineering to find, obtain, and develop advantaged customers, and hence maintain long-term partnerships between businesses and their customers.

**Social Networking Sites:** are social media services that enable users to construct and present their profiles within an enclosed system, and articulate lists of other users with whom they share connections and similar interest.

**Blogs:** these are social media platforms that are formed by users to enable them broadcast and publish data. For example Word Press and Blog spot.

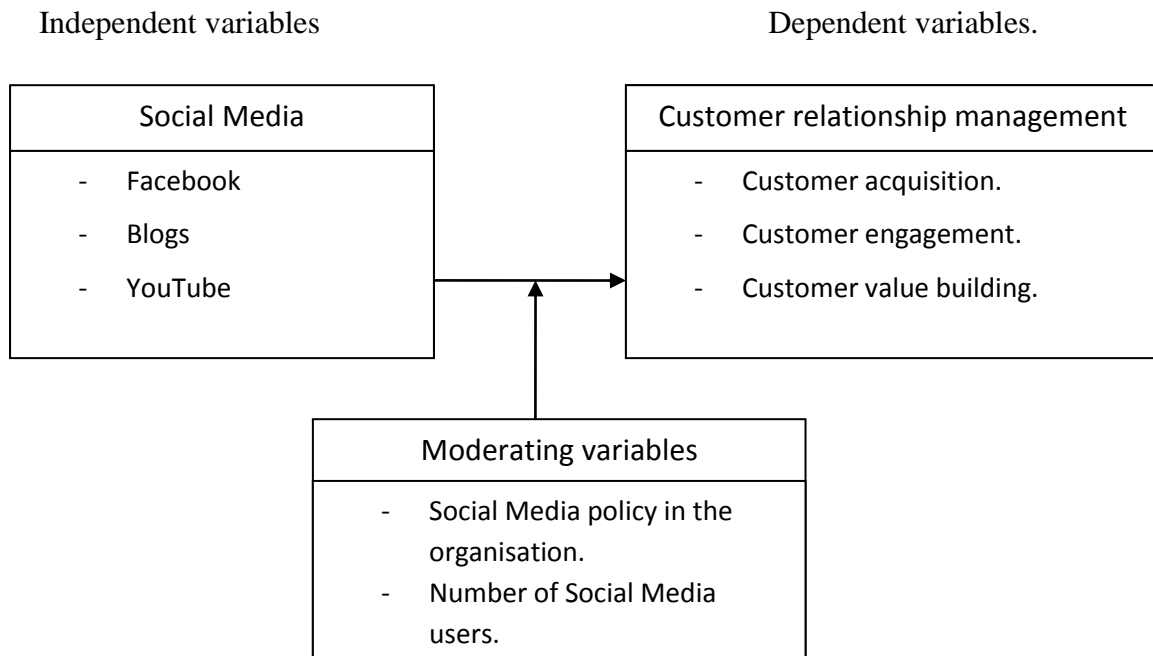
**Social Media policy:** these are the rules, guidelines and instructions that are set by the organisation's management to govern the usage of Social Media by the members in the organisation.

## **1.9 Conceptual framework.**

The conceptual framework presents the dimensions of the study topic vis-à-vis the intervening variable of the study. Social Media aspects presented were analyzed basing on the most commonly used Social Media sites in Uganda by business organisations. These dimensions are in line with those found in Alton, Chua and Snehasish (2013). For Customer Relationship Management, the dimensions are in support of those in Malthouse et al. (2013) with the exception of one dimension- Customer value building which was borrowed from Payne, (2009).

The intervening variables have been identified as those factors that may affect both the independent and dependent variables within the day-to-day movement of business. Therefore, the conceptual framework is presented as shown below:

**Figure 1:** Conceptual framework.



Source: Malthouse et al. (2013) and modified by the researcher.

## CHAPTER TWO

### LITERATURE REVIEW

#### **2.0 Introduction.**

In this chapter, the researcher attempted to present how the different scholarly authors define the key variables in this study topic; that is Social Media as well as Customer Relationship Management in different business perspectives. Existing theories were identified and the researcher chose the most appropriate theory for the study. Later on, a summary of the literature was presented to capture the agreements, unique views and disagreements among the different authors on this particular study topic.

#### **2.1 Theoretical approach**

**Network theory;** developed in sociology, network theory provides valuable insights into the impact of the structural characteristics of interaction among multiple entities, for example individuals and firms within an overall network (Houston et al., 2004; Van Den Bulte and Wuyts 2007), and this network viewpoint recently has been applied to inter-firm relationships to show that not only relationship quality such as trust and commitment matter, but also relationship breadth, network density and relationship composition (net-work diversity/ attractiveness) notably influence exchange performance (Palmatier, 2008).

**Social exchange theory;** it is one of the most influential theories that investigate the dynamics in social interactions Blau, P.M (1964). The Social Exchange Theory functions under the premise that one party will do a favour to another party because of being motivated by expected future return. Therefore, it would also suggest that a customer experiencing a benefit from a brand relationship is expected to respond with positive thoughts, feelings and behaviors (Hollebeek,

2011a). It assumes that individuals are goal-oriented and that their choice of social interaction is a subjective calculus of the social or material resources being exchanged. These resources may be tangible or intangible and they may include time, effort, reputation, enjoyment, honor, and friendship, and they are the currency of social exchanges. According to SET, individuals proactively seek to maximize their benefits and minimize their costs when exchanging resources with others (Molm, L. D., 1997).

Based on the above theories, the Social Exchange Theory best suits this particular research study on the effect of Social Media on Customer Relationship Management since it clearly defines what customers really want out of their interactions with the organisation along its Social Media platforms. The Social Exchange Theory undertakes to ascertain what customers expect of the organisation and in the end create value on both the organisational and customer perspectives.

## **2.2 Social Media**

The term Social Media has been used in several contexts related to different technologies and what they can accomplish. According to Patil (2014), Social Media is the production, consumption and exchange of information across platforms for social interaction. It makes use of web-based technologies to transform and media monologues into social media dialogues. This technology is mostly of great interest to those that are interested in search engine optimization and Internet marketing. The social media technology also supports the democratization of knowledge and information, transforming people from mere content customers to content producers. People now rely more on Social Media to learn about events and influence more than ever by their peers. As a result, Social Media now plays a significant role in forming public opinion as regards different issues in the business environment and elsewhere.

Social media comprise both the conduits and the content disseminated through interactions between individuals and organizations (Kietzman et al., 2011). However, it is overwhelmingly the product of consumers. Web 2.0 technologies transform broadcast media monologues (one-to-many) into social media dialogues (many-to-many). Social Media is the product of Internet-based applications that build on the technological foundations of Web 2.0 (Kaplan and Haenlein, 2010). Social Media content comprises text, pictures, videos, and networks. Text was the first social media, which was initially primarily in the form of blogs (short for 'web logs'). Blogs are websites owned and written by individuals who maintain regular commentaries and diaries that may include text, graphics, videos, and links to other blogs and web pages and are usually presented in reverse chronological order. Micro-blogs such as Twitter are social networking sites that enable users to send and read very short messages, which are usually restricted by the number of characters in the message. Picture-sharing websites like Flickr allow users to store and share images, while video-sharing web-sites like YouTube permit users to upload and share videos. Networks like Facebook are services on which users can find and add friends and contacts, send messages to friends, and update personal profiles.

However, social networks are a qualitatively different type of product than text, pictures, and videos; there is a shift from the individual to the collective, as social networks like Facebook leverage the power of relationships and the collective wisdom of many. On the conduit side, social media comprises an array of channels through which interaction between individuals and entities, such as organizations, is facilitated and disseminated. Typically, social media are highly accessible (easy to get to) and scalable (can be used to reach large numbers), (Brogan, 2010; Zarella, 2010). These channels use Internet and Web-



based technologies to transform broadcast media monologues (one-to-many) into social media dialogues (many-to-many). These social media support the democratization of knowledge and information, and transform individuals from mere content consumers into content producers.

### **2.2.1 Facebook**

By 2012 with 901 million active monthly users, Facebook was world's largest online social networking site, (Facebook, 2012). Among many various online services offered by Facebook, there is also something called 'Facebook Pages'. Facebook Pages are public profiles meant to promote brands, products, artists, web sites or organizations. Once registered Facebook users visit a Page, they are able to 'become fans' by clicking on the 'Like' button. The owners of the Page can then post informational content, which consequently will appear in the news feed of their fans. The fans can choose to react to the posts in few different ways such as liking, commenting or sharing it with their own networks. In other words, Facebook is a medium that can give any brand a voice and allows it to establish an active conversation with Facebook users. It has therefore been largely employed by various brands and used as a tool for customer engagement.

### **2.2.2 Blogs**

A blog is a type of content management system (CMS) that makes it easy for anyone to publish short articles called posts (Zarrella, 2010). The popularity of blogging has increased significantly now that virtually anyone with Internet access can easily set up a blog with any of the numerous free tools available (Safko and Brake, 2009).

Popular blogging platforms include Word-Press (<http://wordpress.org>), Movable Type (<http://www.movabletype.com>), and Google's Blogger (<http://www.blogger.com>). Some common features of blogs are commenting, which allows readers to leave comments on the bloggers' posts; the blogroll, a list of links to other recommended blogs; and Really Simple Syndication (RSS), a technology that enables readers to easily view summaries of posts.

### **2.2.3 YouTube**

YouTube is a popular video sharing website. It contains a variety of user-generated videos including user reviews of products and short original videos. YouTube also has a collection of efficiently formed content including clips from television shows and commercials, movie clips and music videos. Users who visit the YouTube website can view these videos, but only people who have registered with the website can put videos online.

Online video consumption is growing both with mobile and fixed devices; and YouTube is one of the platforms among the video sharing platforms. Online video users demand audiovisual content and value added services, with greater accessibility and an enriched viewing experience; depending on the size of the screen they watch (Bachmayer et al, 2010).

## **2.3 Customer Relationship Management**

Customer Relationship Management is a discipline that enables the companies to identify and target their most profitable customers. It involves new and advance marketing strategies that not only retain the existing customers but also acquire new customer. There are three key elements to successful CRM initiatives: people, business process, and technology. Customer Relationship Management activities allow for increased call center efficiency, improved close rates, marketing processes, improved customer profiling and targeting, reduced cost, increased share

of customer and profitability. Thus it provides enhanced opportunities to use data and information to both understand customers and co -create value with them. This requires a cross-functional integration of processes, people, operations, and marketing capabilities. In this new era, where, product centric approach changes into the customer centric approaches, the focus of marketers has shifted towards their customers and more deliberately on their experiences (Patil, 2014).

Customer Relationship Management is related to satisfaction of customer's needs. According to Lee (2000), Customer Relationship Management is perceived as "chain reaction"; which is caused by new strategic initiatives of communication with a customer when high level of information technologies development and constant customer's need to get better quality services are achieved. Payne (2005) understands customer relationship management as a strategic approach concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments. Lendel and Milan (2009) analyses Customer Relationship Management in different aspects: mobile CRM (mCRM), electronic CRM (eCRM), customer analytics and forecasting, social CRM. In this case, Camponovo et.al (2005) state that mCRM is perceived as services that aim at nurturing customer relationships, acquiring or maintaining customers, support marketing, sales or services processes, and use wireless networks as the medium of delivery to the customers. Zeithaml (2001) defines eCRM as activities to manage customer relationships by using the Internet, web browsers or other electronic touch points. According to Fox (2008), businesses now have a comprehensive way of capturing data and learning more about the customer, their spending habits, and much more through use of customer analytics and forecasting as another trend of CRM. The fourth approach is Social Customer Relationship Management (sometimes referred to

as SCRM 2.0) which integrates Social Media and social networking platforms such as Twitter, Facebook and YouTube into customer relationship management. By using social networking tools, companies can test new ideas with the consumer and get their feedback.

Malthouse et al. (2013) indicates that the traditional model of Customer Relationship Management assumes that customers are passive, responding to a company's actions primarily through their purchasing behavior. A fundamental way in which Social Media might affect CRM is by allowing customers to become active participants in the relationship, by providing them with opportunities to engage with the firm which is the new model of Customer Relationship Management.

### **2.3.1 Customer acquisition**

Customer acquisition refers to the need of organisation to find new customers for their products. This means they are required to develop strategies to attract potential customers to purchase the product. The cost of attracting a new customer is estimated to be five times the cost of keeping a current customer happy (Kotler, 1997).

Many companies that seek to enlist social media in their customer acquisition efforts begin by uploading advertising spot on YouTube, running promotions on Facebook, or providing information about their products on Wikipedia. These actions can help companies to create awareness and change attitudes among prospective customers, thereby contributing to the acquisition of new customers, (Malthouse et al., 2013).

### **2.3.2 Customer engagement**

Malthouse et al, (2013) indicates that a fundamental way in which social media might affect CRM is by allowing customers to become active participants in the relationship, by providing

them with opportunities to engage with the firm. However, many scholars have disagreed on the most proper definition of customer engagement; but while that exists, they agree that there are variations in the level of engagement. (Bijmolt et al., 2010; Brodie et al., 2011) all agree that there are varying degrees of engagement, which fall on a continuum ranging from very low to intensely high levels.

According to Malthouse et al. (2013), for convenience, rather than refer to the full continuum of engagement, they differentiate between two levels of engagement: lower engagement, which describes situations in which consumers either only passively consume content or use very basic forms of feedback for example 'liking' a page on Facebook; and higher engagement, which describes cases in which consumers actively process the role of the brand in their lives or participate in various forms of co-creation, such as writing reviews or creating videos showcasing the product. In defining customer engagement, it is important to distinguish it from its consequences. For example, simply clicking a 'like' button is a lower form of customer engagement, since it requires very little processing of the brand meaning. Yet a customer's 'like' might be observed by a large circle of friends and even move the friends to purchase.

Alternatively, a consumer who posts a lengthy, thoughtful review of a restaurant or music album on a website displays a higher level of engagement, even if the effects of the review on others are low, probably because there is a low level of mutual trust among visitors or because the website on which the review appears has few visitors. Sin et al., (2005) states that it is related to customer participation in new product development activities, technical meetings, supply chain annual conference, and market evaluation conferences. Customers normally provide market trend/direction and technical support in the process, which should lead to better understanding of future demands.

As van Doorn et al. (2010) put forward that customer engagement behaviors go beyond transactions, and may be specifically defined as a customer's behavioral manifestations that have a brand or firm focus, beyond purchase, resulting from motivational drivers. Social media technologies have shifted customers from passive recipients of marketing communications to highly active and engaged partners in value creation (Carolyn & Parasnis, 2011; Hollebeek, 2011). As with the equity theory perspective, there are two exchanging partners: the customer and the business organisation. The exchange in social media takes the form of an engagement of customers via the use of social media to ensure mutual benefits (Carolyn & Parasnis, 2011).

The synergies between television and the Internet have brought about innovative ways of considering the role of audiences and amplifying the reception of programs, as interactive technologies transforming the way television communicates with the audience, and also increasing the opportunities for audience feedback and engagement with programs. Television series, newscasts and shows are increasingly produced bearing in mind their online distribution, with spectators turned into users who are able to interact more intensively, sharing their experiences and participating with a large number of applications (Deery, 2003).

### **2.3.3 Customer value building**

One of the objectives of Customer Relationship Management is a balance between the value delivered to customers and the value received in return (Payne, 2009). According to Peppers and Rogers (2005), the only value a company will ever create is the value that comes from the customers - the ones you have now and the ones you will have in the future. Businesses succeed by getting, keeping, and growing customers. Customers are the only reason you build factories, hire employees, schedule meeting, lay fibre optic lines, or engage in any business activity.

Without customers, there is no business for a company; meaning they ought to relate with the customers with consideration of value.

With the rise of digital technologies such as the Internet, customers are becoming more and more informed; they expect companies to connect with them and to listen to them. Customers are gradually becoming more demanding and straight away looking for better value (Grönroos, 2007).

Value is not something embedded in the product, but the benefit that the customer gets out of using the product instead. Thus, the nature of value is highly contextual and subject to experiences, (Karpen et al, 2012). Moreover, value that is realized through market exchange always involves a combination of resources and, therefore, cannot be created unilaterally, which makes the customer a co-creator of value, (Vargo and Lusch, 2008).

Naturally, the interactive nature of the co-creation process leads to viewing the firm and the customer in a relational context and, since the benefit is always determined by the customer, it is inherently customer oriented. Finally, the value is created within the networks where the firms and individuals are motivated to interact in order to integrate their specialized resources and create more complex services, (Vargo and Lusch, 2008).

## **2.4 Actual review**

### **2.4.1 The impact of Facebook on Customer Relationship Management**

Facebook is one of the popular SNS that allows users to construct, present and maintain their profiles. At the same time, it permits organizations to create their dedicated Facebook pages. Users can like pages of organizations to receive regular updates from them. Facebook allows

organizations to connect with interested customers through wall posts, polling, discussions and events, (Alton Y.K, Chua & Snehasish, 2013).

Social networks like Facebook are services on which users can find and add friends and contacts, send messages to friends, and update personal profiles. Being a Social Networking Site, Facebook is used as the social utility that connects people, keeps up with friends, and uploads photos, share links and videos, and exchange messages. Users can also join common interest user groups organized by workplace, consumer, employees or other communities. Fundamental features to the experience on Facebook are a person's Homepage and Profile. Facebook also has numbers of core features with which users can interact. They include 'The Wall', the message board on the user's profile page that allows friends to post messages which other users can see; 'Gift', the user can send virtual gifts to friends; 'Pokes', users can 'poke' each other by sending a poke icon for interaction; 'Status', shows friends about the user's whereabouts and actions; 'Events', the function that informs users activities will happen online and offline, (Xiaoyan Hu, 2011).

According to Malciute, (2012), Facebook users who engage with fan pages are dedicated to brands and are more trusting and involved in the relationship with a brand. They are also involved and participate on Facebook more actively. Secondly, even if they are profound users of online Social Media, the final decision to engage with Facebook fan pages will depend on the perceived level of benefit, available resources and goals.

Information strategy helps Facebook in providing a safe, efficient, and customized experience. Facebook also shares users' information with third parties when permitted by users. For example, when you invite a friend to join Facebook, the invitation may contain information



about other users your friend may know. Companies can incorporate social media into their efforts to retain existing customers and to maintain ongoing relationships with them. Facebook brand pages, for example, have been shown to be effective in influencing brand evaluations among the customers who ‘like’ them (De Vries, Gensler, and Leeflang, 2012; Naylor et al. 2012)

According to Malthouse et al. (2013), customer engagement on Facebook can be differentiated into two levels of engagement: lower engagement, which describes situations in which consumers either only passively consume content or use very basic forms of feedback (such as ‘liking’ a page on Facebook); and higher engagement, which describes cases in which consumers actively process the role of the brand in their lives or participate in various forms of co-creation, such as writing reviews or creating videos showcasing the product. In defining customer engagement, it is important to distinguish it from its consequences. For example, simply clicking a ‘like’ button is a lower form of customer engagement, since it requires very little processing of the brand meaning. Yet a customer's ‘like’ might be observed by a large circle of friends and even move the friends to purchase. This manifests the impact of Facebook on Customer Relationship Management

#### **2.4.2 The relationship between Blogs and Customer Relationship Management**

Text was the first social media, which was initially in the form of blogs (short for ‘web blogs’). Blogs are websites owned and written by individuals who maintain regular commentaries and diaries that may include text, graphics, videos, and links to other blogs and web pages and are usually presented in reverse chronological order, (Berthon et al. 2008).

Customers can share experiences and produce information in real-time with blogs. Such comments and reviews are regularly also accessible indefinitely, so that potential customers may be reading about negative and positive customer experiences for years into the future (for example; the 2001 Houston Doubletree incident; Snopes, 2006).

According to Mangold & Faulds, (2009), consumers feel more engaged with products of an organization when they are able to submit feedback. For example, Toyota enables its customers to provide feedback on a broad range of issues via its 'Open Road Blog' (Toyota, 2008b). The feedback comes in the form of criticism, accolades, and helpful suggestions. Taken as a whole, this feedback contributes to a sense of community in which honest, open communications are encouraged and customer engagement is enhanced. Anybody with an internet connection can blog, write reviews, report on news events both big and small, or share a song, video or even novel with the world, (Hennig-Thurau et al. 2010).

HP (computer manufacturing company) makes a concerted effort to stay in touch with its target audience by hosting almost fifty executive blogs on industry-related topics. The main benefit of the blogs is the ability of HP to respond to customers through comments left on the blog and posts about customer thoughts. Maintaining the blogs builds trust and encourages conversation because consumers know that HP is deliberately attempting to converse with them and allowing them to voice their concerns (Li & Bernoff, 2008).

### **2.4.3 The effect of YouTube on Customer Relationship Management**

In the new media universe of user-generated content, brands still play a pivotal role; consumers share their enthusiasm about their favorite brand via Social Media platforms like YouTube. Some of them even help other consumers solve product-related problems for free, which reduced

service costs and increases quality (Mathwick, Wiertz, and De Ruyter, 2008). Many companies that seek to enlist Social Media in their customer acquisition efforts begin by uploading advertising spots on YouTube. Customers may engage through simply consuming such information, or they might interact with it by “liking” it or sharing it. These actions can help companies to create awareness and change attitudes among probable customers, thereby contributing to the acquisition of new customers (Malthouse et al. 2013)

However, Berthon et al. (2008) suggests that in terms of brand management alongside Social Media customers, business organisations need to look at how best to react when customers criticize them publically via the new multimedia channels, as musician Dave Carroll did on YouTube with United Airlines after experiencing a severe service failure (his song ‘United breaks guitars’; Harvey, 2009). Also, Domino’s Pizza’s revenues declined and its brand image suffered after two employees uploaded a video on You-Tube showing them doing disgusting things to pizza (Beaubien, 2009). Their response might offer initial ideas on how to handle such a crisis situation caused by Social Media content, stressing the role of regaining consumer trust in such situations which can occur and spread wildly in the various Social Media platforms. However, the Dove case provides initial ideas how new multimedia services can be successfully used by a company for brand development (Deighton, 2007), but questions on how to do so remain and therefore pose a need for a Social Media strategy.

As advertising constitutes the backbone of many brand relationships, marketers should be interested in learning how new multimedia content affects the consumption of traditional media such as TV. Waldfogel (2009) study hints at a reduction of TV viewing as a result of the consumption of YouTube and related sites, but also at an increase in time spent on net-work

websites; other studies also suggest cannibalization between new media and TV for example (OECD, 2007).

## **2.5 Conclusion**

The success of Customer Relationship Management depends on a company's ability to learn as much as possible about the market and its demands. Traditional ways for acquiring this information is via direct customer contact, market research, questionnaires or based on existing knowledge. Social Media offer the opportunity to include opinions from the market and discussions between market actors that previously were not directly accessible (Greenberg, 2010). The Social Exchange Theory which undertakes to look out for value out of the interaction between the customers and business organisations was chosen as the appropriate theory in this research.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter attempted to present the various methods and techniques that were used to gather data concerning the topic. It presented both qualitative and quantitative approaches to data collection. The research design, sampling techniques as well as the data collection instruments were shown. Data analysis, data validity and ethical considerations were also presented in this chapter among all the different aspects looked at in this chapter giving reasons for having used them and how they were used.

#### **3.1 Research design**

This study employed both the case study design and the descriptive research design. Case study design was used because it focuses on a detailed examination of one setting, a single subject or a particular event (Amin, 2005). This particular case study (NBS Television) was used to represent the rest of the Media corporations in the Television sector. On the other hand, the descriptive research design showed the state of affairs surrounding the study environment (Mugenda and Mugenda, 2003). The descriptive research design was used because it provides answers to the questions of who, what, when, where, and how. This therefore means that the choice of the descriptive study design was based on the fact that the research was interested in ascertaining the state of affairs already existing in the field and therefore becoming another suitable approach for this particular study topic.

### **3.2 Study area**

The study focused on NBS Television as a case study among the Media corporations in Uganda. NBS Television is a television company which is located in Kampala at Media plaza, plot 78 along Kira road. This particular study area was chosen because it is in the city where many of the businesses and people engage Social Media in their day to day activities. Secondly, the study area was used due to purposes of convenience.

### **3.3 Study population**

The study population included the marketing department, ICT, operations departments and programme presenters who were using Social Media in NBS Television. All these categories of people were used because in one way or another, they are the ones who engage with Social Media for business related issues. The study population comprised of a total of 52 people from all the above sections.

Source: *Human Resource (2014)*

### **3.4 Sampling procedure**

#### **3.4.1 Sample size**

For this study, the researcher used a sample size of 44 correspondents out of a population of 50 people. This was based on the Krejcie and Morgan (1970) model which asserts that for a population of 50 people, a sample size of 44 is appropriate. This model was used because it is simple to use since no calculations are needed to come up with the sample size.

#### **3.4.2 Sampling technique**

The researcher used the probability sampling technique and in particular simple random sampling method where each element in the population had equal and independent chance of

selection in the sample. The researcher adopted the Krejcie and Morgan (1970) approach when arriving at the representative part of the population.

### **3.5 Data collection sources**

The researcher collected data from both primary and secondary sources. For this purpose, information for primary sources was collected using survey method where self-administered questionnaires were used. This enabled the researcher to realize information from a large number of correspondents quickly. The researcher also used the interview method where a few of the key personnel within NBS Television; that is, the department heads were interviewed to ascertain those aspects that could not be clearly ironed out by questionnaires.

Secondary data which is that kind of data that is available and already reported by some other scholars was also based on to gather information. This involved use of document reviews of publications, online information, magazines and other relevant text books on the study topic. This helped to broaden the study base since it is readily available and easier to understand.

### **3.6 Data collection instruments**

#### **3.6.1 Questionnaires**

The researcher used self-administered questionnaires which involve respondents answering on their own. At the same time, these questionnaires had a closed-ended format where respondents were required to choose from among specific response options for each question. The questionnaire was designed in accordance with the Likert scale where each item is rated on a response scale.

### **3.6.2 Interview guide.**

The interview guide entailed questions that were structures in nature in a way that the respondents were required to detail their answers through explanations and provision of illustration to give a better picture about their perceptions with the study topic in their business environment.

## **3.7 Quality Control Methods**

### **3.7.1 Data validity**

To ensure content validity of the study instruments used in this study, questionnaires were piloted within another related community- Record Television to test them so as to make out if they were obtaining the result required. The questionnaire was as well discussed with the help of the supervisor for examination, clarity, and elimination of ambiguity.

### **3.7.2 Data reliability**

Reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the internal consistency of the research instrument. Cronbach's alpha was calculated by application of SPSS for reliability analysis. This illustrates that all the four scales were reliable as their reliability values exceeded the prescribed threshold of 0.7 (Amin, 2005). Upon performing the test, the results were 0.784 on independent variable and 0.823 for dependent variable; showing that the tools used for research were reliable.



**Table 3.1:** *reliability of variables of Social Media and Customer Relationship Management*

<b>Variables</b>	<b>Number of items</b>	<b>Values <math>\alpha</math></b>
Social Media (IV)	12	0.784
Customer Relationship Management (D.V)	8	0.823

**Source:** Field research, 2014. Modified by the researcher to suit the study

### **3.8 Data analysis**

The researcher applied both qualitative and quantitative methods of data analysis. This was a full description of data collected from questionnaires and interviews in the form of charts, graphs and tables that were used to analyse their accuracy and consistency to the topic of study. Under the qualitative elements of data analysis, the researcher used the classification of categories to analyze the interview guide and presented information in a descriptive form; so as to take keen interest in the relationship between the different variables. In the quantitative elements of data analysis, the researcher used figures aided by a computer software program; SPSS version 16 for Social Scientists and also Excel were necessary. This was used in order to deduce results concerning the mean, standard deviation, percentages and the Pearson correlation coefficient of the study findings.

### **3.9 Ethical considerations**

The researcher intended to carry out the study with a high level of confidentiality. This was done through making sure that the names of those who provided the information would not be disclosed. The researcher only demonstrated the information without showing who provided the information. The researcher also made sure that the information received would only be used for academic purposes and nothing else.

### **3.10 Limitations of the study**

These are the different things that limited the researcher from carrying out the study smoothly. These included the limited time for the researcher to carry out the research fully and efficiently as desired. The researcher also face difficulties when it came to getting the rightful respondents for the study; this was due to the reason that some people were not willing to provide certain information required for the research because of personal reasons or company policy. The research also became costly when it came to data collection because it would require moving to and from the case study- NBS Television premises on many occasions and therefore a challenge of transport constraint.

## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS**

#### **4.0 Introduction**

This chapter contains the presentation, analysis and discussion of the findings in relation to the research objectives. The chapter was divided into three sections as follows; the section that dealt with the background information (gender of the respondents, respective departments, age group of the respondents and their longevity of employment in the organisation), the section that deals with presentation of findings of the study objectives using item mean results and standard deviation; and the section that studies the combined relationship between the independent variable and the dependent variable using correlation analysis. Out of the 44 questionnaires sent out to the field, 38 useable questionnaires were returned giving a percentage response rate of 86.4%.

#### **4.1 General Background information**

This section presented the general characteristics of the respondents which included age group, gender, respective departments and longevity of employment in the organisation. The following were the results:

##### **4.1.1 Gender of the respondents**

Frequency tabulation was used by the researcher to present the gender distribution of the respondents.

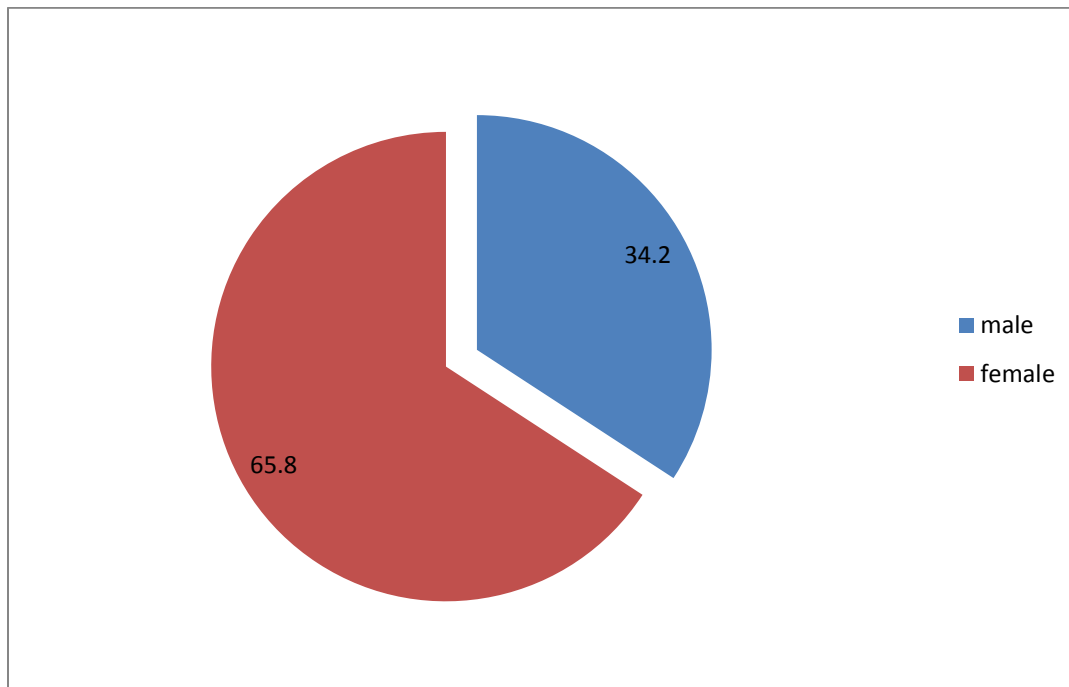
This is as shown in table 4.1 below.

*Table 4.1: Gender of the respondent*

<b>gender</b>	<b>frequency</b>	<b>Percent</b>
male	13	34.2
female	25	68.8
<b>total</b>	<b>38</b>	<b>100</b>

**Source:** *Primary data (2015)*

**Gender of respondents in percentages**



*Figure 2: Showing the gender of the respondents*

From the figure above, 34.2% of the respondents were male and 65.8% of the respondents were female. This implies that there was no gender bias when carrying out the study.

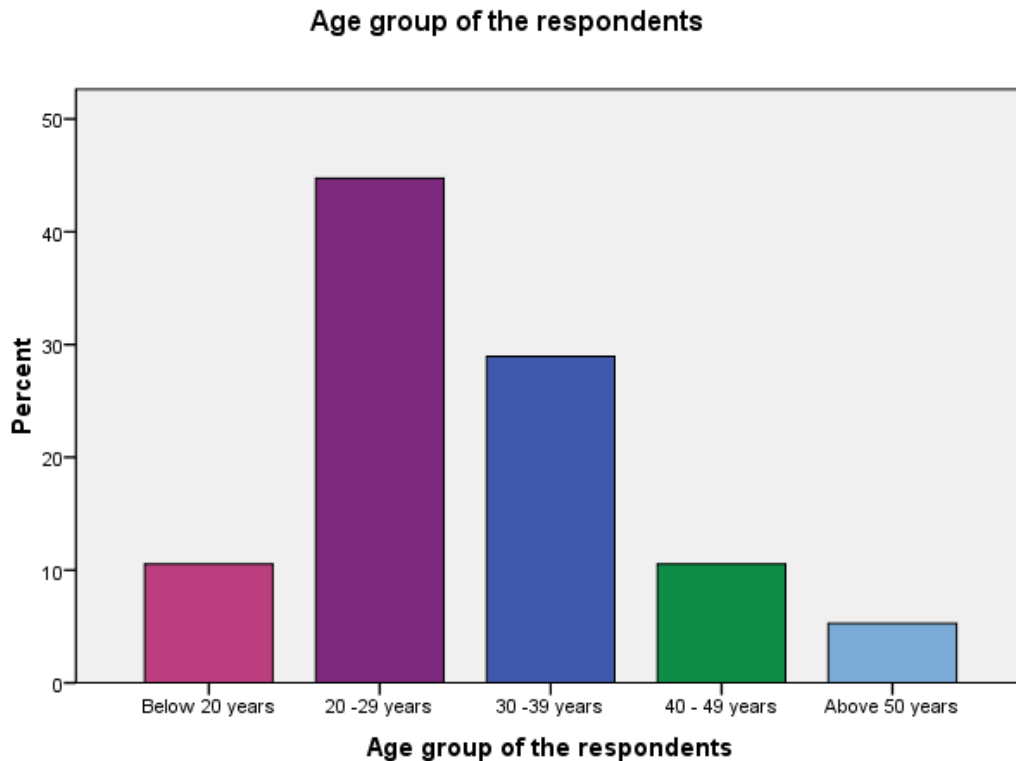
#### 4.1.2 Age group of the respondents

The study established the age group of the respondents at NBS Television who participated in the research. This was to capture the most prevalent group in the study. The distribution was as in table below:

*Table 4.2: Age group of the respondents*

	Frequency	Percent	Cumulative Percent
Valid Below 20 years	4	10.5	10.5
20 -29 years	17	44.7	55.3
30 -39 years	11	28.9	84.2
40 - 49 years	4	10.5	94.7
Above 50 years	2	5.3	100.0
Total	38	100.0	

**Source:** Primary data (2015)



**Figure 3:** Showing the age group of the respondents.

From figure 3 above, 44.7% of the respondents were within the age group of (20-29) years, 28.9% of the respondents were aged between (30-39) years, 10.5% aged between the age group of (40-49) years, 10.5% of the respondents were below 20 years and 5.3% were above 50 years.

The findings implied that the majority of the respondents were mature and therefore replied with a level of maturity. Secondly, the findings implied that the more the age, the less interest in the use of Social Media especially for business. This is analysed from the above figure 3 whereby as respondents age, the response levels were also becoming lower. These findings are in line with the response in the interview guide which indicated that Social media is used by many users especially the youths- for this case those who would range between 20 to 29 years.

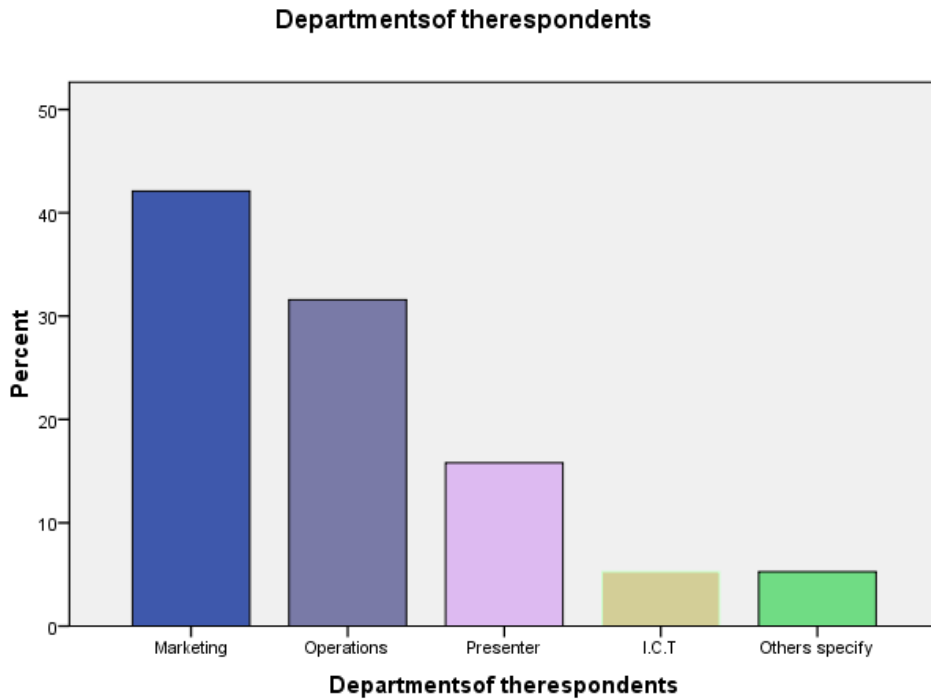
### 4.2.3 Departments of the respondents

The study established the respective departments within NBS Television where the respondents to the research were based. The selected departments include Presenters, ICT, Marketing, Operations and a section of the others.

**Table 4.3:** Departments of the respondents

	Frequency	Percent	Cumulative Percent
Valid Marketing	16	42.1	42.1
Operations	12	31.6	73.7
Presenter	6	15.8	89.5
I.C.T	2	5.3	94.7
Others	2	5.3	100.0
Total	38	100.0	

**Source:** Primary data (2015)



**Figure 4:** Showing the departments of the respondents

From the above results in figure 4 above, the respondents from within the marketing department comprised of 42.1%, from the operations department were 31.6%, among the respondents who were programme presenters were 15.8%, ICT department were 5.3% and others were also 5.3%. This implied that the research fully put into consideration employees from diverse response coverage in terms on departments.

#### **4.2.4 Longevity of employment in the organisation**

The frequency tabulation used by the researcher captured the time employees worked in the organisation as shown in the table below.

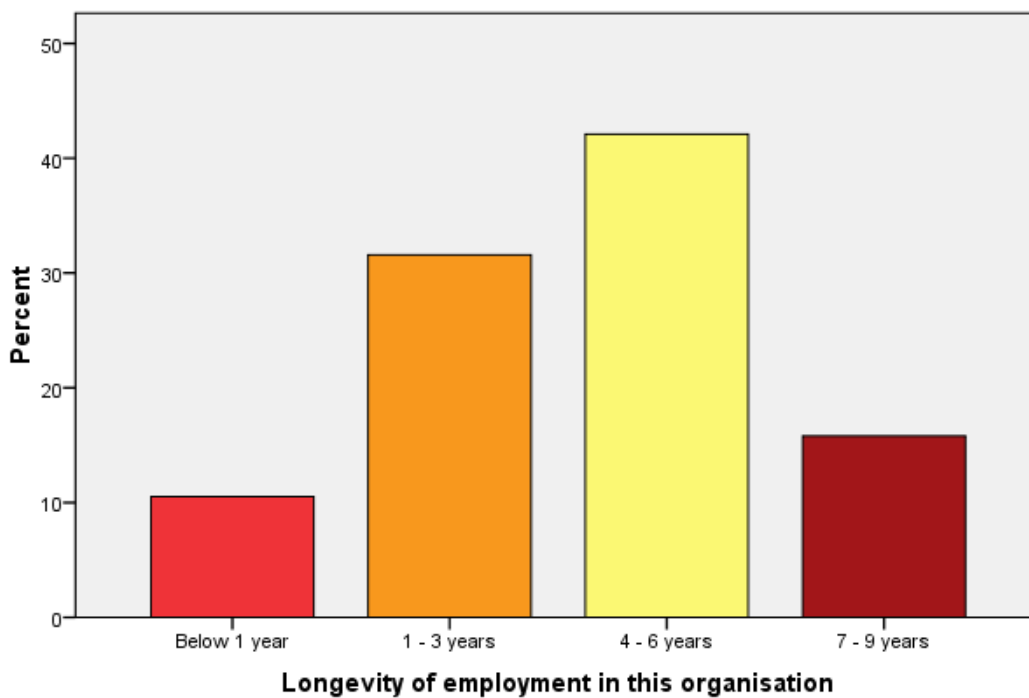


**Table 4.4:** Longevity of employment in the organisation

	Frequency	Percent	Cumulative Percent
Valid Below 1 year	4	10.5	10.5
1 - 3 years	12	31.6	42.1
4 - 6 years	16	42.1	84.2
7 - 9 years	6	15.8	100.0
Total	38	100.0	

*Source: primary data (2015)*

**Longevity of employment in this organisation**



*Figure 5: Showing the longevity of the respondents' employment in NBS Television.*

The results in the above figure 5 indicate that respondents who so far had spent less than one year in the organisation were 10.5%, those between 1-3years were 31.6%, 4-6 years were 42.1% and the respondents who had spent between 7-9 years in the organisation were 15.8%. The results therefore revealed that most of the respondents had worked in the NBS Television for some reasonable time hence they were experienced and in position to provide reliable and sufficient information for the study; which implied that the longer period worked in the organisation, the more conversant people are in relation to how the organisation is internally.

## **4.2 The study objectives**

The respondents were asked to respond to a number of statements regarding Social media dimensions which included Facebook, Blogs and YouTube. The results were as follows:

### **4.2.1 Facebook**

In order to determine the attitudes and perception that respondents had towards Facebook usage, a set of questions were asked and the items were anchored on a five (5) point Likert scale ranging from strongly disagree to strongly agree. The findings were shown in table 4.5

**Table 4.5: Showing the responses on Facebook.**

	N	Mean	Std. Deviation
I have a Facebook account	38	4.08	1.477
When I make a post on Facebook about an issue related to this organisation, customers respond to it.	38	3.63	1.149
I use Facebook for other purposes other than business	38	4.08	0.912
I am contented with the likes, views and nature of comments on Facebook by our followers	38	3.16	1.053
The number of views, likes and comments on Facebook is directly proportional to the actual consumers of our services	38	2.66	0.938
Valid N (listwise)	38		

*Source: Primary data (2015)*

From the results in table 5 above on the respondents' views on Facebook, revealed that they had Facebook accounts (mean=4.08 and standard deviation=1.477) which implied that respondents agreed with high variation of responses. According to the findings in the table, most of the employees had Facebook accounts; which is in agreement with the response statement.

The respondents were required to reveal whether when they made a post on Facebook about an issue related to their organisation, it would be responded to by the customers, (mean=3.63 and standard deviation=1.149) implied that respondents were in agreement with high variation in

responses. This is in line with the interview guide where the respondents clearly stated that Facebook makes it possible to relate with customers because it has audience since it does not limit age group due to its wide usage.

The respondents were required to reveal whether they used Facebook for other purposes other than business (mean=4.08 and standard deviation=0.912) implied that respondents agreed with low variation in the responses. This is therefore in connection with what is stated in Xiaoyan Hu (2011) that being a Social Networking Site, Facebook is used as the social utility that connects people, keeps up with friends, and uploads photos, share links and videos, and exchange messages. Meanings, that it is true users are capable of using Facebook for a number of different purposes and not necessarily for business.

The respondents were required to disclose whether they were contented with the likes, views and nature of comments on Facebook by their followers, (mean=3.16 and standard deviation=1.053) implied that respondents were in agreement with high variation in the response. However, this was not in line with Naylor et al. (2012) who indicated that Facebook brand pages have been shown to be effective in influencing brand evaluations among the customers who “like” them.

The respondents disagreed to the statement of whether the number of views, likes and comments on Facebook was directly proportional to the actual consumers of their services, (mean=2.66 and standard deviation=0.938); however with low variation in their responses. This is in line with the statements of some respondents in the interview guide who stated that there are a number of Social media platforms and still there are people who are not using Facebook but are customers. Therefore, the respondents believe that the number of views, likes and comments on Facebook is not directly proportional to the actual consumers of our services.

## 4.2.2 Blogs

In order to determine respondents' perception on Blogs, item mean results were generated to show the average response of the respondents on each item. The items were anchored on a five (5) point Likert scale ranging from strongly disagree, disagree, neutral, agree and strongly agree.

The findings are as shown in table 6 below:

**Table 4.6: Showing the responses on Blogs.**

	N	Mean	Std. Deviation
I have a Blog account.	38	2.68	1.141
Customers are knowledgeable about Blog usage and existence.	38	2.74	1.057
Customers usually comment on my Blog posts about matters relating to the organization.	38	3.13	1.044
Customers share experiences and information among themselves about our organisation.	38	3.42	1.106
I respond to customer comments through instant feedback.	38	3.34	1.169
Valid N (listwise)	38		

*Source: Primary data (2015)*

From the results in table 6 above on the respondents' views on whether they had Blog accounts revealed that they were in disagreement with the statement, (mean=2.68 and standard deviation=1.141) implied that respondents were in the region of disagreement but with high variation in response.

The respondents were required to show whether customers were knowledgeable about Blog usage and existence (mean=2.74 and standard deviation=1.057) implied that respondents disagreed in their responses with high variation in responses.

The respondents were required to show whether customers usually commented on their Blog posts about matters relating to the organization, (mean=3.13 and standard deviation=1.044) implied that respondents agreed with high variation in the responses. However, the standard deviation of 1.044 indicated that the responses to the statement had different variations from different respondents. Therefore this finding is in line with that of Li & Bernoff (2008) who showed that HP Company benefits from Blogs mainly through the ability to respond to customers through comments left on the blog and posts about customer thoughts.

The respondents revealed that customers shared experiences and information among themselves about their organisation, (mean=3.42 and standard deviation=1.106); however with high variations in the nature of responses made. This is therefore in line with Snopes, (2006) which suggests that via blogs, customers can experience and produce information in real-time; and that such comments and reviews are regularly also accessible indefinitely, so that potential customers may be reading about negative and positive customer experiences.

The respondents revealed that they responded to customers' comments through instant feedback (mean=3.34 and standard deviation=1.169); implied that respondents agreed with high variation in their responses. However, the significant standard deviation value of 1.169 shows that there were varied responses from the respondents. This is in relation to the statement by Mangold & Faulds (2009) who state that consumers feel more engaged with products of an organization when they are able to submit feedback.

### 4.2.3 YouTube

In order to determine the respondents' perception on YouTube, item mean results were generated to show the average response of the respondents on each item. The items were anchored on a five (5) point Likert scale ranging from strongly disagree, disagree, neutral, agree and strongly agree.

The findings are as shown in table 7 below:

**Table 4.7: Showing the responses on YouTube.**

	N	Mean	Std. Deviation
I usually visit YouTube.	38	3.18	1.249
We upload all important spots on YouTube.	38	4.00	0.735
We acquire new customers via the videos uploaded on YouTube.	38	3.58	1.106
YouTube is a good platform for relating with customers.	38	3.68	1.068
Some videos on YouTube are uploaded by our customers.	38	2.97	0.854
Valid N (listwise)	38		

*Source: Primary data (2015)*

From the results in table 4.8 above on the respondents' views on YouTube, respondents revealed that they usually visited YouTube, (mean=3.18 and standard deviation=1.249) implied that

respondents were not sure about the statement and they widely varied in the response rate of the employees. This is therefore not in line with the response statement in the above table.

The respondents were required to reveal whether they uploaded all important spots on YouTube, (mean=4.00 and standard deviation=0.735) implied that respondents agreed with the statement however with low variation of the responses from the employees. The respondents' perception is in connection with Malthouse et al., (2013) that many companies that seek to enlist Social Media in their customer acquisition efforts begin by uploading advertising spots on YouTube.

The respondents revealed that they acquired new customers via the videos uploaded on YouTube, (mean=3.58 and standard deviation=1.106) implied that the respondents were in region of agreement with wide variation of responses gotten from employees. This is in line with Malthouse et al., (2013) that customers may engage through simply consuming uploaded spots on YouTube, or they might interact with it by "liking" it or sharing it. These actions can help companies to create awareness and change attitudes among probable customers, thereby contributing to the acquisition of new customers

The results revealed that most of the respondents perceived that YouTube was a good platform for relating with customers, (mean=3.68 and standard deviation=1.068) implied that respondents agreed with the statement with wide variation of the responses from the employees. This is however not in line with Waldfogel (2009) whose study hints at a reduction of TV viewing as a result of the consumption of YouTube and related sites, but also at an increase in time spent on net-work websites. Still OECD (2007) also asserts that cannibalization between new media and TV can also exist; which is a disadvantage on the side of business.



The respondents were required to reveal whether some videos on YouTube were uploaded by their customers, (mean=2.97 and standard deviation=0.854) implied that respondents were in disagreement with low variation in the response rate from the respondents. This is therefore not in connection with (Kaplan and Haenlein, 2010) who assert that YouTube permits users to upload and share videos.

### **4.3 Customer Relationship Management**

In order to determine Customer Relationship Management analysed via Customer acquisition, Customer engagement and Customer value building under different key statements obtained from the respondents; item mean results were generated to show the average response of the respondents on each item. The items were anchored on a five (5) point Likert scale ranging from strongly disagree, disagree, neutral, agree and strongly agree. The findings are as shown in table 8 below:

**Table 4.8: Showing responses on Customer Relationship Management.**

	N	Mean	Std. Deviation
We run promotions on social media so as to create awareness about our products.	38	4.26	0.921
It is easier to acquire new customers via Social Media platforms than through other avenues.	38	3.76	0.971
There are customers who stop interacting with us on the organization's Social Media sites.	38	3.03	0.915
I interact with friends on Social Media on issues related to this organisation.	38	3.42	1.106
I always engage with the organizations' customers through responding to their comments.	38	3.58	1.030
Customers do participate in new product development.	38	2.68	0.842
We respect our customers' ideas in line to our services.	38	3.97	0.854
I respond instantly to customers' inquiries or comments.	38	3.08	1.124
We monitor and extract intelligence from Social Media customer activity and interactions.	38	2.53	1.006
The organisation uses Social Media sites when making clarifications and during problem solving.	38	3.47	1.084
Valid N (listwise)	38		

*Source: Primary data (2015)*

From the results in table 4.8 above on the respondents' views on Customer Relationship Management, respondents revealed that they ran promotions on social media so as to create awareness about their products, (mean=4.26 and standard deviation=0.921) implied that respondents were in agreement and they responded with low variations in the nature of responses. These findings are in line with Malthouse et al., (2013) that many companies that seek to enlist social media in their customer acquisition efforts begin by uploading advertising spots on YouTube, running promotions on Facebook, or providing information about their products on Wikipedia; and that these actions can help companies to create awareness and change attitudes among prospective customers, thereby contributing to the acquisition of new customers

The respondents revealed that it was easier to acquire new customers via Social Media platforms than through other avenues, (mean=3.76 and standard deviation=0.971) implied that respondents agreed with the statement but with low variation of the responses from the employees. This is therefore in relation to Naylor et al., (2012) who state that Facebook brand pages, for example, have been shown to be effective in influencing brand evaluations among the customers who "like" them.

The respondents were required to reveal whether there were customers who stopped interacting with them on the organization's Social Media sites, (mean=3.03 and standard deviation=0.915) implied that the respondents were in region of agreement with responses variation of responses gotten from them. This therefore gives an impression that most respondents believe that there is permanent relationship between the organisational customers and the organisation's employees via its Social Media sites.

The respondents revealed that they interacted with friends on Social Media on issues related to that organisation, (mean=3.42 and standard deviation=1.106) implied that respondents agreed with the statement with wide variation of the nature of. This is therefore in line with the response statement.

The respondents were required to reveal whether they always engaged with the organizations' customers through responding to their comments, (mean=3.58 and standard deviation=1.030) implied that respondents were in the region of agreement with high variation in the nature of responses made. This is therefore in connection to a statement by Malthouse et al., (2013) that a fundamental way in which Social Media might affect CRM is by allowing customers to become active participants in the relation-ship, by providing them with opportunities to engage with the firm which is the new model of Customer Relationship Management. Mangold & Faulds, (2009) also state that consumers feel more engaged with products of an organization when they are able to submit feedback.

The respondents revealed that customers did participate in new product development, (mean=2.68 and standard deviation=0.842) implied that respondents were in the region of disagreement with low variation in the response rate among the employees. However the response is not in line with Sin et al. (2005) who states that Customer Relationship Management is related to customer participation in new product development activities, technical meetings, supply chain annual conference, and market evaluation conferences.

The respondents revealed that they respected their customers' ideas in line to their services, (mean=3.97 and standard deviation=0.854) implied that the respondents were in the region of agreement with low variation in the nature of responses. This is therefore in line with Fox,

(2008) who states that by using social networking tools, companies can test new ideas with the consumer and get their feedback. In the same way, Sin et al. (2005) also indicates that customers normally provide market trend or direction and technical support in the process, which should lead to better understanding of future demands.

The respondent were required to disclose whether they responded instantly to customers' inquiries or comments, (mean=3.08 and standard deviation=1.124) implied that the respondents were in agreement with the statement but widely varied in the responses made. This therefore lacked clear consistency with (Grönroos, 2007) who states that with the rise of digital technologies such as the Internet, customers are becoming more and more informed; they expect companies to connect with them and to listen to them. Customers are gradually becoming more demanding and straight away looking for better value. Therefore, if a wider variation existed among employees on the issue of responding to customers' inquiries and comments, then this indicates high levels of insensitivity as regards customer needs.

The respondents revealed that they monitor and extract intelligence from Social Media customer activity and interactions, (mean=2.53 and standard deviation=1.006) implied that respondents were in disagreement with the statement; however with a wide variation of the responses from the respondents. This is therefore not in line with the response statement in the table above.

The respondents revealed that the organisation used Social Media sites when making clarifications and during problem solving, (mean=3.47 and standard deviation=1.084) implied that respondents were in the region of agreement with wide variation in the response rate. This is therefore in confirmation to the response statement.

#### 4.4 Correlation Analysis

In order to find out the relationship between the independent variable and the dependent variable, the Pearson correlation analysis was conducted to examine the effect of the different dimensions of the independent variable; that is, Facebook, Blogs and YouTube on the dependent variable- Customer Relationship Management. This was done also to show the significance of those effects as presented below:

**4.4.1 Table 4.9: The impact of Facebook on Customer Relationship Management**

#### Correlations

		Facebook	Customer Relationship Management
Facebook	Pearson Correlation	1	.962**
	Sig. (2-tailed)		.000
	N	38	38
Customer Relationship Management	Pearson Correlation	.962**	1
	Sig. (2-tailed)	.000	
	N	38	38

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source:** *Primary data (2015)*

The correlation table above shows that the correlation coefficient between Facebook and Customer Relationship Management was a strong correlation suggesting that there was a relationship between the two variables. The correlation coefficient ( $r=.962^{**}$ ,  $p\leq 0.001$ ) suggests that there was a positive and significant relationship between Facebook and Customer Relationship Management in Media corporations. This is in agreement with Brogan (2010) who asserts that social networks like Facebook leverage the power of relationships and the collective wisdom of many. Malciute (2012) also indicates that Facebook users who engage with fan pages are dedicated to brands and are more trusting and involved in the relationship with a brand. They are also involved and participate on Facebook more actively.

**4.4.2 Table 4.10: The relationship between Blogs and Customer Relationship Management**

**Correlations**

		Blogs	Customer Relationship Management
Blogs	Pearson Correlation	1	-0.088
	Sig. (2-tailed)		0.598
	N	38	38
Customer Relationship Management	Pearson Correlation	-0.088	1
	Sig. (2-tailed)	0.598	
	N	38	38

**Source:** *Primary data (2015)*

The correlation table above indicates that the correlation coefficient between Blogs and Customer Relationship Management was a weak negative correlation. The correlation coefficient ( $r=-0.088$ ,  $p \geq 0.5$ ) suggests that the two variables were unrelated. The correlation coefficient indicates a negative and significant relationship between the two variable since the correlation coefficient at 2-tailed is  $\geq 0.5$ . This possibly implies that when a company has no blog, its customer relationship management is not so much affected although there could be a very minimal impact. However, this is not in agreement with Li & Bernoff (2008) that maintaining the blogs builds trust and encourages conversation because consumers know that HP-a computer manufacturing company, is deliberately attempting to converse with them and allowing them to voice their concerns. It is further stated that the main benefit of the blogs is the ability of the business to respond to customers through comments left on the blog and posts about customer thoughts. Therefore the results from the correlation coefficient that indicate that there is a negative relationship between Blogs and Customer Relationship Management are unrealistic according to Li & Bernoff (2008).



#### 4.4.3 Table 4.11: The effect of YouTube on Customer Relationship Management.

##### Correlations

		YouTube	Customer Relationship Management
YouTube	Pearson Correlation	1	.348*
	Sig. (2-tailed)		.032
	N	38	38
Customer Relationship Management	Pearson Correlation	.348*	1
	Sig. (2-tailed)	.032	
	N	38	38

\*. Correlation is significant at the 0.05 level (2-tailed).

**Source:** *Primary data (2015)*

The correlation table above shows that the correlation coefficient between YouTube and Customer Relationship Management was a weak correlation between the two variables. The correlation coefficient ( $r=0.348^*$ ,  $p \leq 0.05$ ). The correlation coefficient suggests that there is a positive and moderately significant relationship. The correlation results are in line with Bachmayer et al. (2010) where it is stated that online video consumption through platforms like YouTube is growing both with mobile and fixed devices; and YouTube is one of the platforms among the video sharing platforms. This therefore implies that the impact of YouTube on Customer Relationship Management is so far minimal.

## **4.5 Conclusion**

This chapter presented, analyzed and discussed the findings from the study objective by objective and correlation analysis was also carried out to analyse the effect of dimensions of the independent variable on the dependent variable.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents the discussion, conclusions and recommendations arising out of the research findings in chapter four and suggestions for further research.

#### 5.1 Summary of findings

##### 5.1.1 Impact of Facebook on Customer Relationship Management

From the findings, the results revealed that the majority of the respondents had Facebook accounts and that Facebook was so essential for business. It was analysed that there is a strong correlation between Facebook and Customer Relationship Management in Media corporations; showing that there was a positive and significant relationship between the two, ( $r=0.962^{**}$ ,  $p\leq 0.001$ ). This therefore implies that if there is a greater improvement in the use of Facebook as a platform for Customer Relationship Management by the media organisations, the customer relations will tremendously increase in the same way. Therefore, Facebook usage directly affects Customer Relationship Management in Media corporations.

##### 5.1.2 The relationship between Blogs and Customer Relationship Management

The results revealed that very few people knew about Blogs and did not have Blog accounts. The findings asserted that the relationship between Blogs and Customer Relationship Management is a negative but significant relationship ( $r = -0.088$ ,  $p\geq 0.5$ ). This means that Blogs do not have a straight relationship with Customer Relationship Management and it indicated that the increase

or decrease in Blog usage does not directly affect the management of customer relations in Media corporations.

### **5.1.3 Effect of YouTube and Customer Relationship Management**

The results indicated that a number of respondents usually visited YouTube, respondents believed that new customers would be acquired via YouTube and that it was a good platform for relating with customers. It was further ascertained that there is a relationship between YouTube and Customer Relationship Management with a positive and insignificant relationship ( $r= 0.348^*$ ,  $p \leq 0.05$ ). From the results, the use of YouTube as a platform for managing customer relationships creates an impact on enabling better Customer Relationship Management although not so enormous an impact. Meaning, once YouTube usage is reduced, it will on a smaller scale affect Customer Relationship Management.

## **5.2 Conclusions**

From the results in the findings, Media corporations are joining a number of Social Media platforms time after time, but strategies directed towards their best utilisation in Customer Relationship Management are not yet fully realized and effected. The research findings indicate that the majority of the respondents believe that Facebook can take them further in as far as effectively managing their customer relationships. With Blogs, businesses have not been able to fully digest it in their undertakings in as far as relating with the customers is concerned. Blog usage therefore has a negative relationship with Customer Relationship Management. Still, although YouTube usage is increasing, Media corporations have not fully exploited it when it comes to drawing customers towards the business. This implies that its impact on Customer

Relationship Management is still minimal. Therefore, the operational components need to be clearly addressed since they are a bit more challenging.

### **5.3 Recommendations**

From the research findings realized out of the study, the following recommendations are made:

Media houses should put in place a Social Media policy whereby each and every employee within the organisation has a personal social media account which is supposed to be used at all times. In this way, friends and fans who intend to interact with the employee get exposed to the organisational information of the organisation within which the employee is. This therefore would create a standing relationship that would end up leading to customer acquisition, customer engagement and value building which are pillars in Customer Relationship Management.

Secondly, Media corporations should embark on creation of Mobile Applications. Mobile Applications are customized phone applications that can be downloaded by people with 'smart phones' from which they can be able to communicate with and also consume the services of the organisation. On these mobile applications, telephone users can be able to watch television services even without using a television. Since 'smart phone' usage is increasing day by day, Media corporations could use this opportunity to create mobile applications that would as well ease Customer Relationship Management.

There is a need to put in place a Social Media administrator whose responsibility is to create and manage relations with customers via the different organisational Social Media platforms. The Social Media administrator would be able to respond instantly to customers' inquiries and comments and to engage with the organisational customers at all times. This in the end can enhance better customer relationship management among Media corporations.

Besides the use of Social Media platforms in the management of customer relationships, Media corporations should also employ other non digital approaches to enforce better Customer Relationship Management. This can be done through ways like creating fans groups/ clubs that can always meet and convey their comments and suggestions so as to enable the organisations to better their services. Other ways could be through ensuring proper customer care, giving out gifts to customers or use of telephone communication. This is because the study showed that there are some people who are not using Social Media and which Social Media is not fully perfect an approach for managing customer relationships; meaning it cannot work in isolation without other means.

#### **5.4 Suggestions for further research**

The researcher strictly revolved around Facebook, Blogs and YouTube. However, due to the increasing number of new Social Media platforms with massive following like WhatsApp, Viber, Instagram, Twitter, along with customized mobile applications, further research ought to be conducted so as to study the new Social Media trends and how they are impacting on business in different perspectives.

Secondly, this research mainly looked at the side of employees in the Media corporations as the sole respondents in the study. However, more needs to be realized on the side of the customers- those who interact with companies via their Social Media platforms. This is so because sometimes customers may be misunderstood; they are the ones who know what could be the best for them. Therefore, further research is required which would dig deep in analyzing the effect of Social media platforms on customers.

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**APPENDIX 1**

**RESEARCH QUESTIONNAIRE**

**Dear Respondents,**

I am pleased to inform you that you have been selected to participate in scientific data collection in the study of **Social Media and Customer Relationship Management in Media Houses** and this organisation (**NBS TV**) is the case study. I humbly request that you spare some time to fill this questionnaire please. Your responses will be highly appreciated.

Yours faithfully,

.....

SSEBUNYA MIKE

**SECTION A  
(BACKGROUND INFORMATION)**

Please tick the right option in spaces provided

a) Gender

Male

Female

b) Age group

Below 20 years

20-29 years

30-39 years

40-49 years

Above 50 years

c) Department

Marketing

Operations

Presenter

I C T

Others specify

.....

d) Longevity of employment in this organisation.

Below 1 year

1-3 years

4-6 years

7-9 years

## SECTION B

### Key

1- Strongly disagree

2- Disagree

3- Not sure

4- Agree

5- Strongly agree

a)

	<b>Facebook</b>	1	2	3	4	5
1	I have a Facebook account.					
2	When I make a post on Facebook about an issue related to the organisation, customers respond to it.					
3	I use Facebook for other purposes other than business.					
4	I am contented with the views, likes and nature of comments on Facebook by our followers.					
5	The number of views, likes and comments on Facebook is directly proportional to the actual consumers of our services.					

b)

	<b>Blogs</b>	1	2	3	4	5
1	I have a Blog account.					
2	Customers are knowledgeable about Blog usage and existence.					
3	Customers usually comment on my Blog posts about matters relating to the organization.					
4	Customers share experiences and information among themselves about our organisation.					
5	I respond to customer comments through instant feedback.					



c)

	YouTube	1	2	3	4	5
1	I usually visit YouTube.					
2	We upload all important spots on YouTube.					
3	We acquire new customers via the videos uploaded on YouTube.					
4	YouTube is a good platform for relating with customers.					
5	Some videos on YouTube are uploaded by our customers.					

d)

	Customer Relationship Management	1	2	3	4	5
1	We run promotions on social media so as to create awareness about our products.					
2	It is easier to acquire new customers via Social Media platforms than through other avenues.					
3	There are customers who stop interacting with us on the organization's Social Media sites.					
4	I interact with friends on Social Media on issues related to this organisation.					
5	I always engage with the organizations' customers through responding to their comments.					
6	Customers do participate in new product development.					
7	We respect our customers' ideas in line to our services.					
8	I respond instantly to customers' inquiries or comments.					

9	We monitor and extract intelligence from Social Media customer activity and interactions.					
10	The organisation uses Social Media sites when making clarifications and during problem solving.					

**SECTION C**

a) Which strategy has the organization put into place to manage Social Media in relation to its customer relations?

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.....

.....

b) What are the various ways being undertaken in your organisation in order to relate with and manage well the customers.

1. ....

2. ....

3. ....

4. ....

c) Which social media platform best suits customers of your organisation?

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.....

d) Why is it the most suitable?

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.....  
.....  
.....

e) Suggest how best your organisation can increase its customer base on various social media platforms.

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*Thank you for your response please*

## **APPENDIX 11**

### **INTERVIEW GUIDE**

1. Which department in this organisation used Social Media more?
2. How best has the organisation been able to meet its customer needs and maintain a close relationship with them?
3. Which policy have you put in place in order to best manage Social Media?
4. What are the challenges faced by the organisation as a result of Social Media usage for Customer Relationship Management?
5. How have you been able to overcome those challenges?