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The Effectiveness of Marketing Communication Through Social Media on Small to Medium Size Enterprises (SMES) in Kuwait

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THE UNIVERSITY OF HUDDERSFIELD

THE EFFECTIVENESS OF MARKETING
COMMUNICATION THROUGH SOCIAL MEDIA ON SMALL
TO MEDIUM SIZE ENTERPRISES (SMES) IN KUWAIT.

Faisal AlQaoud

A thesis submitted to the University of Huddersfield in partial
fulfillment of the requirements for the degree of Doctor of Philosophy

December 2015

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ABSTRACT

This thesis is concerned with two major areas: marketing communication via social media and small to medium size enterprise marketing for Kuwaiti SMEs.

The researcher has been looking carefully at major social media sites such as Facebook, Twitter, Instagram and others by opening accounts and being involved in daily interactions in them. They have been observing and witnessing the great potential of social media and that led to five questions concerning social media marketing and its usefulness to SMEs in Kuwait.

(i) Can SMEs market their products and services better through using social media rather than traditional media? (ii) Can SMEs reach their target customers through social media more easily than through traditional media? (iii) What are the benefits of marketing communication in social media? (iv) Can marketing communication be more effective by using social media rather than using traditional media? (v) Can Kuwait benefit from SMEs' empowerment to improve its economy by reducing dependency on oil production? It was from these questions, the topic of this thesis was born, which is investigating the effectiveness of marketing communication through social media for SMEs in Kuwait.

Primary data were collected through depth interviews from the owners/managers of Kuwaiti SMEs. Grounded theory as Strauss and Corbin was used.

Five models are developed and recommendations made to improve the effectiveness of social media marketing communications for SMEs in Kuwait.

ACKNOWLEDGEMENT

I would like to dedicate this dissertation to several important people who have supported me with their time and efforts. Firstly, I would like to express my deepest appreciation to my main supervisor, Dr. Paul Reynolds, for his great suggestions, patience and motivation. His guidance helped me during all of my research and while writing this thesis. I cannot imagine how the thesis would look without his help. Secondly, I would like to thank my second supervisor, Dr. John Day, for the great recommendations and support, especially in the writing stage of this thesis. Thirdly, I would like to thank my family: my parents and my wife. Thanks for believing in me and your great support. Last but not least, I would like to thank all of the interviewees in this thesis and my beloved university, the University of Huddersfield.

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Chapter 1

Introduction

1.1 Introduction:

According to Kotler (2006), marketing communication is the process by which organizations use to communicate, remind, pursue and speak directly and indirectly to the public in order to sell their products / services or enhance their brand awareness. Fill suggests that “Marketing communications involves a mix of three elements: tools, media and messages.” (2009, pp.19-20). When these three elements function in harmony SMEs can benefit through securing and sustaining their competitive advantage (see, for example, O'Dwyer, Gilmore, & Carson, 2009). The marketing message must be created in a way that would attract both customers and potential customers and great care taken to meet the needs, wants and taste of the targeted marketing segment. SMEs can then communicate the message with all of their marketing tools via the right media. It is imperative that SMEs choose the right media that both delivers and fits with the message content. According to Safko (2010, p.4), social “refers to the instinctual needs we humans have to connect with other humans. We have been doing that in one form or another since our species began. We have a need to be around and included in a groups of similar like-minded people with whom we can feel at home and comfortable sharing our thoughts, ideas, and experiences.”

Social media is an appropriate media for SMEs, Nobre & Silva (2014), show for a sample of Portuguese SMEs that it:

Facilitates communications between SME companies and customers, can also be an important tool in creating brand recognition and broadening awareness. The importance of developing a thoughtfully designed strategy was cited, as SMEs often lack sophisticated marketing or business plans. enabled small and medium-sized companies to advertise their brands without requiring large budgets. ... To increase prospective clients and also offer current consumers a closer relationship to the company.

SMEs are small in size and have limited resources and this determines how they behave, they are not simply a smaller version of a larger company (Day, 2000; Welsh and White, 1981). Whilst SME definitions vary somewhat across the world, the better ones (such as Bolton, 1971) recognized the inherent behavioural differences and limited resource capacity before setting out criteria by which to count the number of SMEs. Most such exercises set the maximum number of employees at 250. In this study the smallest SME (including the owner) had two people and largest had 20. The majority of the sample had between 2 to 10 people including the owner. The sample is representative of the skewed distribution as very few SMEs run to 250 employees. For example, in the UK, in 2013, 75% of SMEs employed only themselves (Department for Business and Innovation Skills, 2013).

Social media has six potential advantages for the SME. The monetary cost can be small and whilst there is a fixed cost for creation, perhaps training, and an opportunity cost of the SMEs' time, the cost of each additional viewer is close to

zero. Technology enables output to be cheaply produced by the user without the need for expensive third parties such as advertising/media agencies. It has greater potential to reach the targeted segment either directly by targeting specific and known communities of interest, or, through potential customers responding to you and opting in from a broadly focused campaign. It is also interactive where potential customers can seek contact, reassurance, information and become part of a community that is wider than a simple customer to seller relationship. Provided that your customers are competent internet users there can be the added benefit of electronic word of mouth referrals. Depending upon the nature of your product or service, traditional physical boundaries no longer matter particularly given the development of effective electronic, and importantly, physical, delivery systems to the end consumer. Rosella and Gambeti (2015) consider the wider boundaries of marketing communication and customers, Rowles (2103) mobile marketing in general and Schiavo (2008) considers digital marketing within a particular marketplace. McGowan and Durkin (2002); Wilson and Davies (2008); Ramanathan, Ramanathan and Hsiao (2012); and Suranya, Bayu and Jatnika (2013), all discuss the role of e-commerce in SMEs.

Whilst the common features of SMEs transcend cultures, they are located within a country context. Kuwait is considered to be one of the richest countries in the world for oil resources and first exportation of oil took place in 1946. Kuwait is an

active member of the Organization of the Petroleum Exporting Countries (OPEC); it is also an active member of the Organization of Arab Petroleum Exporting Countries (OAPEC). Not surprisingly then oil dominates the Kuwaiti economy accounting for nearly half of GDP and 95% of export revenues. Eighty-four percent of Kuwait government income comes from the petroleum subsector, also, 95% of export revenues and it accounts for half of Kuwait GDP (cba.edu.kw). The successful maintenance and development of an SME sector would be the start of diversifying the Kuwaiti economy away from this dependence on oil.

1.2 Overview of Methodology

1.2.1 Grounded theory

Grounded theory according to Strauss and Corbin (2008) is “A specific methodology developed by Glaser & Strauss (1967) for the purpose of building theory from data”. As stated by Charmaz (2006) “Making ‘discoveries’ about the worlds you study and pursuing these discoveries to construct an analysis is what grounded theory is about.”

Grounded theory originated with Glaser and Strauss in the 1960s, from their research on dying (Small & Gott, 2012, and see, Glaser and Strauss, 1968). Glaser was influenced on the one hand by the quantitative methods that were the predominant methods used by Columbia University in their overall emphasising of empirical research, and on the other hand by the University of Chicago use of qualitative methods. He sought to code and analyses qualitative

data as rigorously as his experience at Columbia University had taught him to do for quantitative data. (see, Charmez, 2006, p.7)

Later Strauss and Glaser parted company over the role that ex ante theory would play in a research design, Strauss wanted to continue to embrace grounded theory but with more flexibility whilst Glaser wanted the developed theory to continue to be without preconceived ideas about the subject that was being studied and Strauss argued that, in practice, this was impossible. Grounded theory encourages the researcher to interpret and 'get behind' the obvious signals from an interview and to consider whether the dialogue is congruent with the underlying situation. (see, for example, Robson 2011, p.147).

In grounded theory the research does not start with a theory and attempt to prove or disapprove that. Grounded theory is a methodology that a researcher uses to develop a theory inductively from the data by focusing on the area of the study, in other word the theory is grounded in the data. In general grounded theory is a unique way to generate data from a study. In summary:

1. The way of generating the theory from the study data is unique.
2. The guidelines and strategy are structured and flexible at the same time.
3. The qualitative data analyses are unique and it is started with open or initial codes then moves to axial codes then to selective codes.
4. It is particularly attractive where existing theory is not clear or non-existent.
5. Many examples of applied grounded theory are now available.
6. For this study, in particular, whilst there are studies concerning the SME which cover a wide 'academic territory' there are none concerning social media.

1.3 Selection of the Research Topic

The thesis topic is “The effectiveness of marketing communication through social media for small to medium size enterprises SMEs in Kuwait.” The research topic has been selected as SMEs in terms of actual numbers are predominant in world business and as Kuwait moves away from oil dependency, they will play an increasingly important role in that economy. The researcher has a profound interest in marketing communication via social media and a firm belief in the benefits of the new ways of marketing, particularly those relevant for the SME. Thirdly, the topic is a natural extension of the researcher’s previous bachelor and masters studies in marketing.

1.4 The Aim of the Research:

The aim of the research is highly important. It is going to help in determining the areas of focus and to narrow the research area as well as determining the path of the research. The aim is to highlight SMEs’ marketing communication via social media in Kuwait and to identify its importance. This aim will be achieved by investigating the effectiveness of SMEs’ marketing communication via social media in Kuwait.

1.5 Significance of the Study

Knowing the effectiveness of marketing communication through social media on SMEs in Kuwait is crucial for two reasons:

1. The importance of SMEs to Kuwait.
2. The importance, and increasing importance, of marketing communication and the utilising of social media.

The Kuwait economy depends mainly on oil exportation revenues. Whilst there is considerable debate and reworking of the 'peak oil' turning point in Kuwait, which is the time at which over 50% of oil is depleted and thus the resource is irrevocably running out, commentators would suggest that in somewhere between 50-70 years' time known reserves will run out. For Kuwait itself their increasing domestic demand for oil consumption will anyway divert resource away from export. (Alotaibi, 2011; Deffeyes, 2008; Mohaddes, 2013). So the empowering of SMEs in Kuwait is not a luxury but a necessity, they are the country's real wealth. This thesis has highlighted and emphasized many areas where SMEs in Kuwait need empowerment despite that they are marketing successfully in the local market. SMEs in Kuwait offer great potential for improving the Kuwaiti economy by being at their optimal performance, some of them are operating successfully and others on their way to success, they have been given great products and services to the local market and gained domestic trust.

Lessons from other GCC countries are likely to be transferable to Kuwait, and vice versa, so whilst this thesis focuses on Kuwait, a short contextual comment on GCC and SMEs is appropriate. SMEs in GCC will have similarities since they share many similar characteristics such as culture, alongside the economic and

business environment. For example, Dubai SMEs are 42% of the Dubai workforce and contribute 40% of Dubai GDP and in the United Arab Emirates 60% of GDP, “Mohammed Bin Rashid Establishment for Young Business Leaders has been able to support more than 13,000 young entrepreneurs to start their enterprises,” (SME.ae)

Undoubtedly, marketing communication has been improved through the mechanism of social media. It is an instant communication platform that is almost free of cost, beside, integrated media is a very powerful tool when media channels are integrated and joined, the influence is far greater. Social media has made marketing communication smoother and easier by having direct interaction between SMEs and their customers and it saves working time and effort as well as improving SMEs’ efficiency. Social media has become one of the most effective tools of marketing because it is both easy to use and increasing in popularity. “You should be able to see very clearly then that social media offers a gigantic opportunity for any business-owner to promote their products to exactly the sort of marketing they want to reach” (Comm, 2010).

His Highness Sheikh Mohammed bin Rashid Al Maktoum the Prime Minister of United Arab Emirates and Ruler of the state of Dubai has supported Arab social media influencers and SMEs by launching the Arab Social Media annual Award on 15th June 2014.” (Sheikhmohammed.com).

This Award has highlighted the crucial rule of social media and empowered the use of it in Arab SMEs marketing and likewise by association it has empowered other GCC SMEs including Kuwaiti SMEs.

1.6 Research Questions:

One of the main benefits of grounded theory strategies is the learning gained in the earliest stages of research. Then sources of data must be located and gathered; simultaneous data collection and analysis can help in going further and deeper into the research problem as well as engaging in developing categories (Charmaz, 2006).

This thesis's main question is: What is the effectiveness of marketing communication through social media for SMEs in Kuwait? The supporting sub-questions are: What is...

1. The importance of information and marketing decisions and planning in social media marketing on SMEs in Kuwait?
2. The effectiveness of traditional marketing vs. social media marketing on SMEs in Kuwait?
3. The importance of social media pages, sites and innovation in social media marketing on SMEs in Kuwait?
4. The importance of social media tools in social media marketing on SMEs in Kuwait?
5. The importance of segmentation and targeted marketing in social media marketing on SMEs in Kuwait?
6. The importance of budget, payment, resources, capability and employment in social media marketing on SMEs in Kuwait?

7. The benefits, recommendations and final results by addressing the six questions above.

1.7 Contribution to Knowledge

The author of this doctoral thesis believes that it has made four major and significant contributions to knowledge; these four contributions are:

- (a) By choosing this topic the author has come to conclusion that this thesis makes a distinctive and unique contribution to knowledge since there is no similar thesis topic available in the public domain; therefore, this thesis has investigated a new area in SME marketing communication and that could help in making SME marketing communication more effective.
- (b) This thesis has adopted grounded theory according to Strauss and Corbin (2008) as the methodological approach to deliver a contribution in the area of marketing communication. This thesis has examined and established that there is no study in the SME marketing communication area available in the public domain that investigates this topic using grounded theory; therefore, this thesis has made a significant and unique contribution to methodological literature.
- (c) The author believes that the data analysis used in thesis is innovative. It uses and follows Strauss and Corbin's (2008) standard protocols of data

analysis but through using Microsoft Word Office 2011, each sentence in the interviews was tagged with the comment's function in the right side margin of each interview transcript and open codes were colour coded in each interview according to their individual axial code. Also, Microsoft Excel Office 2001 was used to produce codes, frequencies of the data, and to construct graphical representation such as individual pie charts, tables and column charts. Therefore, the author has contributed by analyzing the data using Microsoft Word Office 2011 and Microsoft Excel Office 2001 in an innovative way.

- (d) The author has contributed five different models that have been derived using a grounded theory approach. These five models can serve marketing in several areas. The first model is, 'management making marketing critical decisions,' the second is, 'SMEs' marketing in social media vs. traditional media'; the third is, 'segmentation and targeting in social media', 'the fourth model is 'payment in SMEs.', and the fifth model is 'Tools for Innovations and Success in SMEs Marketing' The author believes that these five models are significant contributions to knowledge. Moreover, these five models offer a competitive advantage to the SME since they are new. SMEs can use them in marketing and others as well, for example advisors, can use them to better understand SME marketing communication and the use of social media.

1.8 Limitations of the Study

- a. Social media is changing rapidly and new social media sites are emerging. However the author believes that there have been no fundamental changes to how such applications work and their overall offering. But in the future there may well be applications that are seen as 'game changers'
- b. Social media is a huge market, so the researcher limited the research to only the most popular sites in social media likely to be used by SMEs.
- c. Background data about Kuwait was surprisingly difficult to gather with much of the data being old and not updated. Also, most of information is available only in Arabic and had to be translated to English.
- d. The study was conducted in Kuwait where people speak English as a second language and some of them have a low level of fluency in English. So in the interviews, the interviewees were given the choice to speak in Arabic or English, and most of them chose to speak in Arabic. So whilst this made sure that the interviewee was able to answer the interview questions and speak without any difficulties of communication, most of the interview transcripts materials had to be translated to English.

1.9 Ethical Statement

Ethnographic approach: Each culture has its own values, different interpretations of actions and behaviors and the researcher must know these guidelines in order to pursue a successful data collection. So having an insider's perspective was important for this research and allowed studying and observing the group in a natural setting. Particularly, since for grounded theory there is a learning process. As the researcher continues his involvement in the research process, questions are continuously emerging therefore he should be open for new questions and prove the research hypotheses, by focusing on behaviors, actions and events so that they may shape an understanding of the significance of the data collection. (Robson, 2011, p.197) In this thesis the ethical standards recommendations and guidelines of the University of Huddersfield were followed. Similarly the researcher has followed the rules, procedures and policies of the University for Primary Data Collection. The researcher has used in-depth interviews for the primary data collection; there are 19 interviews used for the primary data and all the interview transcripts are to be found in Appendix One. All the interviews have been recorded with full permission and authorization of the interviewees. All the data collected are stored in a secure device and given full confidentiality as only the researcher and the main supervisor have listened to the interview recordings and had access to the full data and materials of this thesis. Therefore the researcher believes that data collection follows the ethical procedures laid down by the University of Huddersfield.

Chapter 2

Literature Review

2.1 Introduction

In order to fully understand the aim of the research conducted in this thesis, that is the effectiveness of marketing communication through social media on small to medium size enterprises (SMEs) in Kuwait, the following literature is going to highlight characteristics of marketing, SMEs, SME marketing, innovation in business, as well as marketing communication, social networks and Kuwait as illustrated in Figure 2.1. (Brooksbank, 1991; Brooksbank, Kirby, Taylor and Jones-Evans, 1999; Carson and Cromie, 1989; Cohen and Lindbore, 1972; Coviello, Brodie and Munro, 1998; Higgins, 2007; Hill and Wright, 2001). The first part of this literature review examines the growing body of literature on the subject of research at the marketing-entrepreneurship interface and the implication of this research to the smaller enterprise / SME organisation (Arnaud, 2002; Bjerke, 1998; Blankson and Cheng, 2005; Bjerke, 1997; Boag, and Dastmalchian, 1988; Brooksbank, Kirby and Wright, 1992; McAuley and Rosa, 1993; Miles and Bums, 1994; Miles, Gigilierano and Munro, 1997; Mohan-Neill, 1993; Morris, Davis and Whitmire, 1991; Pearce and Michael, 1996; Omura, 1998; Murray, 1981; Resnick, Cheng, Brindley and Foster, 2011; Reynolds and Day, 1999; Simpson and Taylor, 2000; Siu and Kirby, 1996; Stokes, 2000; Zollo, 1993; Tower and Hartman, 1990).

The literature review covers corporate marketing – entrepreneurship (Morrish, 2011; Narver and Slater, 1990; O'Regan and Ghobadian, 2005; Pelham, 1997; Reynolds, Day and Lancaster, 2006; Slater and Narver 1998; Slater and Narver, 1995; Stokes, 1998), and particularly, the implication of an marketing entrepreneurial orientation on business performance (Chaston, 1998; Covin and Miles 1999; Mitsui, 1998; Reynolds and Day, 1996; Salavou and Lioukas, 2003; Stevenson and Gumpert, 1995; Stokes, 1995; Tajeddini, Trueman and Larsen, 2006; Verhees and Meulenber, 2004; Veryzer, 2005; Wolfe, 1994; Zahra, Nielsen and Bognar, 1999; Zirger, 1997). It also examines the marketing – entrepreneurship interface from the point of view of the individual entrepreneur or individual manager in SMEs.

Hills and Hultman, 2011; Hills and La Forge, 1992; Hills and Muzyka, 1993; Hisrich, 1992; Hulbert and Brown, 1998; Hultman and Hills, 2011; Kuratko, 1995; Low and MacMillan, 1988; Matsuno, Mentzer and Özsomer, 2002). The discussion also covers the managerial implications of such an orientation within SMEs especially training and staff development (Gardner, 1991; Herbig, Golden and Dunphy, 1994; Higgins and Aspinall, 2011; Higgins and Elliott, 2011; Higgins, Trehan and Hodgson, 2012; Hill, 1990; Hill, 2001).

2.1.1 SME Innovative Marketing via Social Media in Kuwait

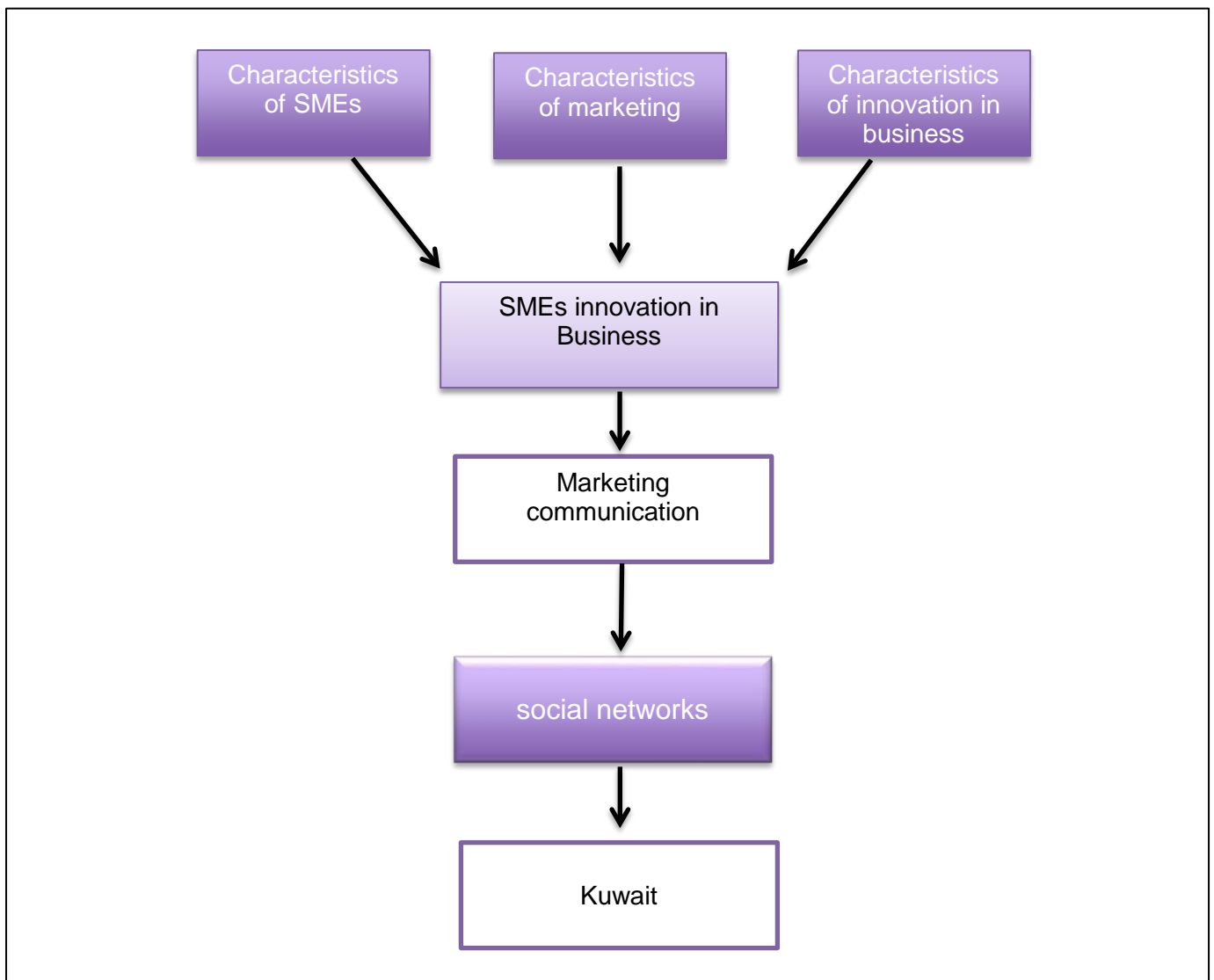


Figure 2.1: SME Innovative Marketing via Social Media in Kuwait

2.2 The Primary Elements of the Marketing / Entrepreneurship Interface

To start the critical discussion it is necessary to examine what has come to be known as the marketing – entrepreneurship interface (Gilmore, Carson, and Grant, 2001). The academic development of marketing specifically targeted at SMEs has in the past been limited (Audretsch, Verbeul, Wennekers and Thurik, 2002; Brooksbank, Kirby and Taylor, 2004; Bygrave, 1989; Carson and Coviello, 1996; Carson, 1985; Carson, 1985; Cardyn and Palacios-Rodriguez, 1997; Carson, 1990; Carson, 2005; Carson, Cromie, McGowan and Hill, 1995; Carson, Gilmore and Grant, 1997), it often uses classical marketing models used for large companies (Aldas-Manzano, Küster and Vila, 2005; Chaston and Mangles, 2002; Gilmore, Carson, and Grant, 2001; Jaworski and Kohli, 1993; Jaworski, Kohli and Sahay, 2000; Stokes, 1998; Storey, 1994). In fact marketing in small- and medium-sized enterprises (SMEs) is a somewhat contentious issue among researchers and practitioners and a rather new development in the literature with a history going back less than 40 years (Brodie et al., 1997; Cromie, 1990; Gilmore et al., 2001; Pelham and Wilson, 1995; Perry, Riege and Brown, 1999; Reynolds and Lancaster, 2003; Reynolds, 2002; Romano and Ratnatunga, 1995). Publications in the area of marketing for small firms are usually much the same as for larger enterprises but acknowledge budget constraints (Hill, 1990; Kenny and Dyson, 1989). Many writers seem to think that to a large degree marketing can be applied to any sized enterprise and that there is little necessity for radical changes (Ahmed, 1998; Cromie, 1990; Fam, 2001; Reynolds, 2002;

Zott, 2003). In terms of schools of thought the two conceptual extremes are those that think that classical marketing will suit any sized firm and those that think there is a need for a completely new approach to marketing in small firms (Alpkan, Yilmaz and Kaya, 2007; Carson, 1995; Reynolds, 2002). Many hold a view that is somewhat in the middle (Knight, 1992; Morris and Avila, 1992; Morris and Lewis, 1995; Morris and Paul, 1987; Morris, Schindehutte and Laforge, 2002; Naman and Slevin, 1993; Nyman, Berck and Worsdorfer, 2006). Some acknowledge that some adaption of basic marketing principles and methods might be needed to make the practice of marketing more relevant to the smaller firm or SME (Ashford and Towers, 2001; Beaver, 2001; Cagliano, Blackmon and Voss, 2001; Carland, Hoy, Boulton, and Carland, 1984; Foxall and Minkes, 1998; Freel, 1999; Sexton and Arbaugh, 1992).

As Hills said back in 1988:

New ventures and small enterprises represent a pervasive and critically important part of American society. Recent research no longer leaves this open to debate (Armington and Odle 1982; The State of Small Business 1983; Drucker 1984; Birch 1986). Given this important role, one might expect a great volume of university teaching and research that focuses on enterprise size and the business life cycle. In fact, academia has only recently awakened to this knowledge void. Yet even today, many universities have made only a minimal commitment (p.110).

Kotler et al. (2005) suggest that standard marketing is appropriate for all firms (Anderson and McAuley, 1999; Spicket-Jones and Eng, 2006). However evidence suggests that the approach SMEs have to marketing is likely to be more haphazard, informal, unstructured, spontaneous and reactive and conform

to the industry environment than in a large business context (Dunn, Birley and Norburn, 1987; Freel, 2000; Gilmore and Coviello, 1999; Gilmore et al., 2001; Hill, 2001; Grant and Perren, 2002; Grant, Gilmore, Carson, Laney and Pickett, 2001; Hill, 1993; Guersen, 1997; Hill, McGowan and Carson, 1997; Jones, Busch and Dacin; 2003).

Longenecker et al. (2003) uses a model based on the work of Carson (1990). This at least uses criteria specific to SMEs i.e. limited resources, specialist expertise of the owner-managers and limited impact on the marketplace (Hills and Hultman, 2006; Hills, 1987; Hisrich, 1990; Husband and Mandal, 1999; Huang and Brown, 1999; Kleindl, Mowen and Chakraborty, 1996; McCartan-Quinn and Carson, 2003; Mclarty, 1998; Miles and Arnold, 1991; Miles, Crispin and Kasouf, 2011). The first differentiator regards the importance of personal communication activities particularly in relation to personal contact networks (Barich and Kotler, 1991; Beaver, 2001; Carson 1990; Carson and Grant, 1998; Carson and McCartan-Quinn, 1995; Curran and Blackburn, 1994; Fam, 2001; Gilmore and Carson, 1999; Gilmore, 2011; Hill and Fallis, 1995; Hill, McGowan and Drummond, 1999; McGowan and Clarke, 2001; Shaw, 1999; Shaw, 2004; Shaw, 2002; Shaw, 2006; O'Donnell, 2004; Storey, 1994). Personal contact networks are considered to be a salient feature of SME success especially at the micro business stage of the enterprise in the start-up phase (McCartan-Quinn, 2003; McGowan and Rocks, 1995; O'Donnell and Cummins, 1999; Scott and Bruce, 1987; Thomas, 2000).

Personal communications by small firms frequently means communication by the owner/manager/entrepreneur himself/herself (Fam, 2001; Spicket-Jones and Eng, 2006). The second element is related to limited resources. As a result of budget and market limitations, marketing by small businesses often needs to be especially focused (Hills, 1987). Carson (1995) suggests that there are three main areas of interface between marketing and entrepreneurship: opportunity focused, innovation and change.

2.2.1 Some similarities between entrepreneurship and marketing

Market orientation is cited as being important to commercial success no matter what size the enterprise (Deshpande et al., 1993; Jaworski and Kohli, 1993; Narver and Slater, 1990). The literature suggests marketing skills are poorly developed in SMEs and may contribute to the high degree of small business failure especially in the first five years of operation (Alpkan et al., 2007; Anwar and Stahlecker, 1990; Blankson and Stokes, 2002; Brooksbank et al., 2004; Carson, Gilmore, Cummins, O'Donnell and Grant, 1998; Hill and Blois, 1987; Huang and Brown, 1999; McCartan-Quinn and Carson, 2003). Davis et al. (1985, p.31) suggested that: "marketing academicians have almost entirely neglected investigations at the small enterprise/marketing interface" (see also similar views held by Morris and Lewis, 1995). The management of SMEs tend to view sales and the sales function as more important than marketing which is often poorly developed as a business function (Carson, 1990; Carson, 1993; Carson and Coviello, 1997; Stokes, 2000).

2.2.2 The impact of entrepreneurship on marketing

Carson (1995) suggests that entrepreneurship has affected and influenced marketing activities in SMEs and concludes it in the term 'entrepreneurial marketing' with unique marketing styles that are listed as the following:

- **The stage of development:** Each firm is using its exclusive marketing styles and activities according to its stage of development; if it is a new firm, probably it would not be as sophisticated as a firm in maturity phase.
- **Restricted in scope and activity:** SMEs marketing style and activity is restricted to its stage of development and small capital.
- **Inherently informal:** SMEs in general do not have a formal organizational structure and system that determines their marketing decisions.
- **Simplistic and haphazard:** SMEs decisions are in general simple and sometimes random because of their small size, entrepreneurial influence and other limitations.
- **Responsive and reactive to competition:** Because of their small size SMEs have a minor impact on the market environment and the larger competitors influence their marketing decisions.
- **Opportunistic:** The main advantage of marketing SMEs is that they react quickly to change and new opportunities.
- **Short term:** For all the pervious reasons, SMEs marketing tends to have more short-term strategies than long-term.

2.3 Characteristics of SMEs

Many researchers' have tended to concentrate on the personal characteristics of those starting small enterprises (Birley and Westhead, 1989; Westhead, 1988), the traits of owner-managers which is a similar concept (Brockhaus, 1982; Collinson and Shaw, 2001; Coviello, Brodie and Munro, 1995; Covin and Slevin, 1991; Covin and Slevin, 1989; Cummins, Gilmore, Carson and O'Donnell, 2000; Kets de Vries, 1977), small business growth and the characteristics of growth orientated small firms' (Storey et al., 1987), the role of the 'incubator' organisation in the founding of growth-orientated firms (Cooper, 1989), managerial characteristics and the financial performance of small businesses (Filley and Aldag, 1988 Churchill and Lewis, 1983).

According to Carson (1995), SMEs from management and decision making view can be summarized as the following:

- SMEs are small in size and effect upon the environment that make them vulnerable for bigger competition (see also Hair, Anderson, Tatham and Black, 1995).
- There is lack of business experts as these are managed by owner/manager (see also Remenyi, Williams and Money, 1998; Stokes, 1995; Shaw, 1999).
- There is lack of financial resources that affect the organizational growth (see also Bygrave, 1989; Coviello, Brodie and Munro, 1995; Day and Reynolds, 1997).

- Management style in entrepreneurship is continuously changing, innovating and adapting to customer needs (see also Coviello, Brodie and Munro, 1995).
- Decision making is likely to be simple, as it lacks sophistication and structure (see also Shaw, 1999; Storey, 1994).

2.3.1 Marketing management strategies

- **Positioning:** SMEs position themselves in the market mainly by examining competition threat and market opportunity.
- **Targeting:** SMEs target the most attracted customers to their products and services.
- **Market share:** SMEs measure their effectiveness by looking at their market share relative to competition.
- According to Bjerke & Hultman (2002), each country has its own definition of SMEs.
- In the USA, SMEs have small market share, sale is less than US\$20 million annually and there are less than 500 employees.
- In the UK, government focuses on the number of employees as a dominant factor to determine SMEs. SMEs have less than 200 employees.
- In the EU, employees are not more 250 and turnover is not more than 40 million.
- In Japan, the number of employees in SMEs is not more than 300 employees.

2.4 Characteristics of SME Marketing

Some early pioneers did provide insights into the specific needs of smaller firms in terms of appropriate marketing (Carson, 1993; Stokes, 2000). There is evidence of creative adaption of standard marketing principles by small firms (Carson,1993; Kirzner, 1979). Since the early 1980's there have been incremental creative innovations in the development of marketing thought in relation to the needs of SMEs (Beaver, 2001; Freel, 2000; Miles and Darroch, 2006; Siguaw, Simpson and Enz, 2006). Drucker (1954) linked innovation to the marketing function in identifying that:

There is only one valid definition of business purpose: to create a customer...It is the customer who determines, what the business is ... Because it is, its purpose to create a customer, any business enterprise has two - and only these two - basic functions: marketing and innovation. (p.37)

The importance of innovation within the field of SMEs marketing has been identified by Simmonds (1985), Hills and LaForge (1992) and Kleindl et al. (1996). However many writers comment on the relative lack of innovation in the marketing theory specifically focused on the needs of the SME (Andrews and Smith, 1996; Arias-Aranda, Minguela-Rata and Rodriguez-Duarte, 2001; Stokes, 2000).

In addressing marketing in SMEs, many place the smaller firm in the context of the overall business environment and in comparison with larger sized firms

(Beaver, 2001; Knight, 1995; Low and MacMillan, 1988; Murray et al., 2002;). This approach indicates that SME marketing decisions being taken in a haphazard, non-sequential and unstructured fashion; this leads to informal, spontaneous, reactive, and continuously-evolving marketing activities (Carson and Grant, 1998; Grant et al., 2001;). Marketing sophistication seems to evolve with the life cycle of the business (Carson, 1993; Gilmore et al., 2001; Russell-Bennett and McColl-Kennedy, et al., 2007). There is a danger that the firm conforms to normal non-entrepreneurial marketing practices as they grow as management is often recruited from the larger firm environment as the firms grows and so adopts the practices and structure of the larger enterprise (Arnaud, 2002; Carson and Cromie, 1989; Cromie, 1990; Narver and Slater, 1990; Shaw, 1999; Storey, 1994;). Some writers have found differences in SME marketing requirements between countries especially because of cultural factors influencing markets and business practices (Zontanos and Anderson, 2004; Siu, 2000; Raymond, Bergeron and Rivard, 1998; Blythe, 2001; Deshpande, Farley and Webster, 1993; Prohaska, Frank and Jackson, 1997; Morris and Pin, 1995; Pollard and Jemicz, 2006; Parkin and Parkin, 1996; Muss, 1998; Mosey, Clare and Woodcock, 2002; Lado and Maydeu-Olivares, 2001; Kreiser, Marino and Weaver, 2002; Kirby and Travis, 1995; Giglierano, Miles, and Munro, 1996; Doole, Grimes and Demack, 2006; Capon, Farley, Lebmann and Hulbert, 1992; Boyle, 2003; Boyle, 1996; Blankson and Stokes, 2002; Blankson and Omar, 2002; Arnaud, 2002)



Figure 2.2: Characteristics of SME Marketing

Source: Cumming, B.S. (1988), Vol. 1 No. 1, pp. 21-9.

Morris and Lewis (1995) linked the marketing behaviour of SMEs to their practical 'real-world' approach to marketing problems, especially in fast changing markets resulting in necessary adaptations and hence innovative marketing behaviour based on necessity. A similar view is expressed in the work of Lado and Maydeu-Olivares (2001) who also cite changing market conditions, financial constraints and the need to 'think out of the box' for innovative entrepreneurially based marketing solutions. According to Liu (1995), innovation is a necessary condition of market orientation which focuses on the competitive differentiation achieved

through innovation. Sexton and Arbaugh (1992), and McGowan and Rocks (1995), such innovative behaviour can result in competitive advantage although not always (Catterall, 1996; Dembkowski, and Hanmer-Lloyd, 1995), and is seen to be more common in smaller enterprises (see also Carson, Gilmore, Perry and Gronhaug, 2001).

Examples of Innovative Marketing have been identified by Simpson and Taylor, (2000) and Cummins et al. (2000), who show that marketing intelligence, customer-relationship management, competitive advantage, product or service differentiation, distinct expertise, and the provision of a specialised, tailor-made service constitute 'Innovative Marketing' in SMEs and provide examples to illustrate the points made (see also the work of Miles and Darroch, 2004; Foxall, and Minkes, 1998; Stevenson and Gumpert, 1995 which reach similar conclusions in relation to SMEs specifically). Innovative use of information is a factor identified by Pelham and Wilson, (1995) Similar findings on the importance of information in successful entrepreneurial firms' have been published by Kraus, Fink, Roessel and Reschke, (2006); Reynolds and Day, (2011); Matsuno, Mentzer and Özsomer, (2002); Miles and Arnold, (1991).

Most marketing innovations in small firms' are adaptations of existing marketing practices rather than being new to the world (Cummins et al., 2000; Lumpkin and Dess, 1996). Innovative and entrepreneurial marketing can be different in different countries and hence may have a cultural dimension (Stokes, 2000;

Hogarth-Scott et al., 1996). Foxall and Minkes (1998) found that in considering innovation in business functions, the marketing function was the most innovative in the United Kingdom and Australia, whereas in the United States, it ranked fourth, following engineering, general management and accounting and finance. Other writers also examine the diverse practices of marketing amongst SMEs and also identify the cultural influences (Guersen, 1997; Morris and Lewis, 1995; Tidd, Bessant, and Pavitt, 2001). International conferences and the creation of international journals in the SME and entrepreneurial field has encouraged the flow of best marketing practice across national borders (Carson and Coviello, 1996; Guersen, 1997; Morris and Lewis, 1995; Tidd, Bessant, and Pavitt, 2001). There is a growing 'critical mass' of entrepreneurial marketing literature due to the increasing internationalisation of the subject and the dissemination of research findings (Knight, G., Omura, G.S., Hills, G.E. and Muzyka, D.F.; 1995; Knight, 1996; Hulbert and Brown, 1998; Han, Kim and Srivastava, 1998; Veryzer, 2005; Zaltman, Duncan, and Holbek, 1973; Conrad, 1999). The subject of entrepreneurial marketing is at last reaching a stage of maturity in its own subject life cycle (Collinson and Shaw, 2001; Arnaud, 2002; Carson, Gilmore, Perry and Gronhaug, 2001; Gummesson, 2005; Matsuno, Mentzer and Özsomer, 2002).

2.4.1 SME Marketing Limitations

Marketing limitations on SMEs

Carson (1995) suggested that there are three main types of marketing limitations in SMEs as the following:

- **Limitations of resources:** SMEs in general have limited resources especially in finance that result in limitations in marketing activities.
- **Specialist expertise:** More often SMEs owner/managers have general knowledge in business. They tend to multitask and they are not likely to be experts in marketing.
- **Limited impact on the marketplace:** SMEs tend to have small market share, small numbers of customers and limited resources that result in minor impact on the marketplace and environment. SMEs are not likely to be spending heavily on advertisement and publicity as larger companies do.

2.5 Characteristics of Innovation in Business

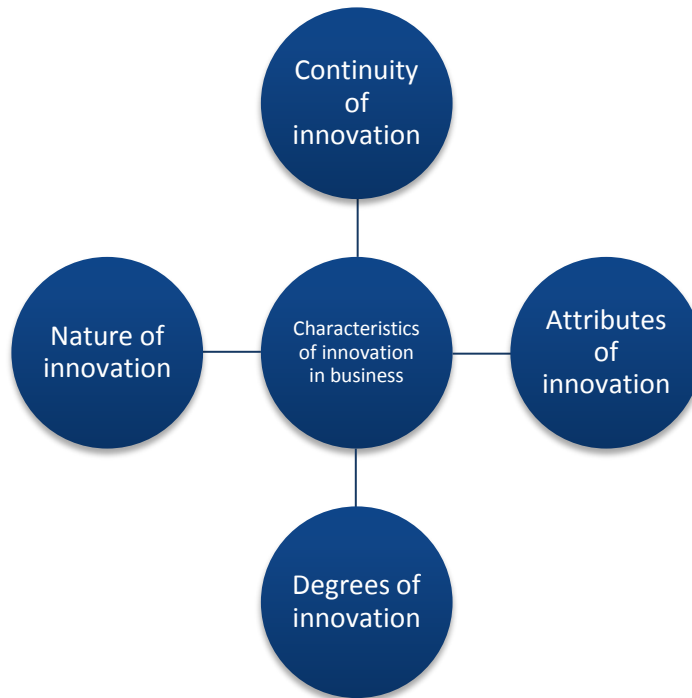


Figure 2.3: Characteristics of Innovation in Business; Source: Kautz, K and Larsen, E.A. (2000), Vol. 13 No. 1, pp. 11-26.

2.6 Marketing communication

This section of the thesis places social media as a form of marketing communication within the wider context of the communications mix as a whole. It focuses on marketing communications and the concept of what has come to be known in more recent times as 'Integrated Marketing Communications' or IMC for short (Kitchen and De Pelsmacker 2004; Smith and Taylor 2004; De Pelsmacker, Geuens et al. 2010). The emphasis is on the term integration which is a way to optimize the allocation of the communication budget amongst the mix elements to achieve a predetermined and planned outcome (Schultz, 1996a;

Schultz, 1996b; Schultz, 1997a; Schultz, 2006a; Schultz, 2006b; Schultz and Patti, et al., Eds., 2011; Schultz, 1996; Schultz and Tannenbaum, et al.,1994; Smith, 2012; Eagle and Kitchen, et al., 2007).

The desire for integrated communications has grown considerably over the last 20 years as more is now known about communication planning and the use of computer technology has made the goal of integration a possibility (Farely and Luxton, et al., 2001; Fill, 2001; Gabrielli and Balboni, 2010; Gould, 2004; Han and Kim, et al., 2004). Increased costs of media advertising and the fragmentation of media channels have driven firms to seek more accurate and more economical ways to plan and allocate resources in their marketing communications (Hack and Cates, et al.,1999; Hartley and Pickton, 1998; Keller, 2001; Kitchen and De Pelsmacker, 2004; Kitchen, 1994; Kitchen, 1999;. Kitchen, 2005; Kitchen and Brignell, et al., 2004; Kitchen and Eagle, 2002). Greater competition and especially international competition has meant that firms' need to be more competitive and also need to ensure that the marketing communication budget delivers the greatest commercial benefit possible (Schultz, 1995; Swain, 2004; Percy, 2008; Nowak and Phelps,1994; Ngai, 2005; Kliatchko, 2005; Kallmeyer and Abratt, 2001; Hutton, 1996). These developments have resulted in a more rigorous and scientific approach to marketing communication and the greater use of computer optimization models and other allocative and monitoring frameworks that are information technology based (Duncan, 2008; Edelman, 2004; Griffin and McArthur, 1997; Grove and

Carlson, et al., 2002; Han and Kim, et al., 2004; Hartley and Pickton, 1999). The degree of integration achieved by a firm can be viewed as a measure of marketing orientation within the organisation (Kohli and Jaworski, 1990; Kitchen and Schultz, 1999; Schultz, 2004a; Schultz, 2004c; Schultz, 1998; Schultz and Carline, et al., 1999). Integration may also be between the corporate and customer product brand (Gylling and Lindberg-Repo, 2006). Integration demonstrates a degree of customer awareness and focus in the communications process (Levitt, 1960; Kitchen and Schultz, 2009).

Achieving true integration can be difficult and many firms do not consider it worth the cost involved or too difficult to carry out and still use 'rule of thumb' methods in allocating resources (Kitchen and Kim, et al., 2008; Kitchen, 2005; Kitchen, 1999; Kitchen and Schultz, 2009; Kitchen and Schultz, et al., 2004; Kliatchko, 2008; Laurie and Mortimer, 2011; Love, 2006). Marketing communications staff within firms' and agency staff have all had to adapt to the 'integration revolution' although it would seem that some are better at adaptation than others (Grein and Gould, 1996; Gould and Lerman, et al., 1999; Holm, 2006; Kerr and Schultz, et al., 2008; Kitchen and Schultz, 1998; Kitchen and Schultz, 1999). Some practitioners do not seem to 'get it' or may have a vested interest in continuing in the manner they always have and demonstrate some resistance to change within their industry (Rose, 1996; Schultz and Schultz, 2004; Schultz and Block, et al., 2012; Schultz, 2004b; Schultz, 1997c; Schultz, 1997b; Schultz, 1993e; Schultz, 1993a; Schultz, 1991; Schultz, 1993c; Schultz, 1993b;). The concept of

integration shows great promise for the future with even more developments on information technology and big data and other forms of analysis allowing for possible sophisticated optimization techniques to be employed (Reinold and Tropp, 2012; Cauberghe and De Pelsmacker, 2006; Dewhirst and Davis, 2005; Naik and Raman, 2003; Palakshappa and Bulmer, et al., 2010; Patti, 2005; Pilotta and Schultz, et al., 2004; Reid and Luxton, et al., 2005; Schillewaert and Ahearne, et al., 2005). Integration has been a form of disruptive technology to the communications world and has changed the view of how marketing communications should be planned and managed and could be viewed as a form of Schumpeterian disruption and perennial gale of creative destruction (see Schumpeter, 1994; Kitchen and Schultz, 1999; Kitchen and Brignell, et al., 2004).

Integrated marketing communications is a fundamental element of the marketing mix and under the USA heading 'promotion' is one of the original '4 Ps' of the mix (Drucker, 1973; Evans and Berman, 1988; Fill 2006; Yeshin, 1998; Wightman, 1999; McGoon, 1999). The marketing communication mix is made up of a range of different communication 'tools' which collectively are known as the integrated marketing communications mix (Kitchen and De Pelsmacker 2004; Wolter, 1993; McGrath, 2005a; McGrath, 2005b). Some of these are long term in nature such as sponsorship and branding (Allsop and Bassett, et al., 2007). Some are short term such as below the line sales promotions (Barker, 2001). Some are impersonal such as conventional media advertising and some are highly personal such as personal selling (Schultz and Patti 2009). Other

communication tools can be seen as a mixture of both personal and impersonal (Fill 2011; Winter and Sundqvist, 2009). For example trade exhibitions have displays of products and printed media on the stand but usually also have a professional sales person and often a member of sales or marketing management on the stand also (Malthouse and Elsner 2006; Barry, 2002; Reid, 2003; Reid, 2005). Telephone marketing may use a real human voice rather than a recording but the speaker is not in visual contact and may be many miles away possibly in another country if the telephone marketing function has been outsourced overseas (Smith and Taylor 2004; Barry and Howard, 1990; McGoan, 1999).

Changes in technology has resulted in a dramatic increase in choice of media available and the fragmentation of mass markets into smaller segments requiring more accurate targeting of consumers when communicating to them (Peterson, 2005; Pickton and Broderick, 2005; Percy, 2008). Communications elements such as E-communications, word-of-mouth (WOM), trade exhibitions and sponsorship activity all have the ability to impact on consumers and influence them in a stronger manner because they are more personalised forms of communication than the more traditional communication mix elements such as conventional media advertising (Kitchen and De Pelsmacker 2004; Smith and Taylor 2004; De Pelsmacker, Geuens et al., 2010; Percy, 2008).

According to Kotler (2006), marketing communication is a process by which organizations use to communicate, remind, pursue and speak directly and indirectly to the public in order to sell their products/ services or enhance their brand awareness.

This process has been modelled by many researchers the best well known framework is by Schramm, (1971). Organizations use the promotional mix of: advertising, sales promotion, personal selling, direct marketing and public relations to communicate with their specific target audiences (Brassington and Pettitt, 2003; Johnson and Schultz, 2004) as shown in Figure 2.11.

2.6.1 The Elements of the Promotional Mix

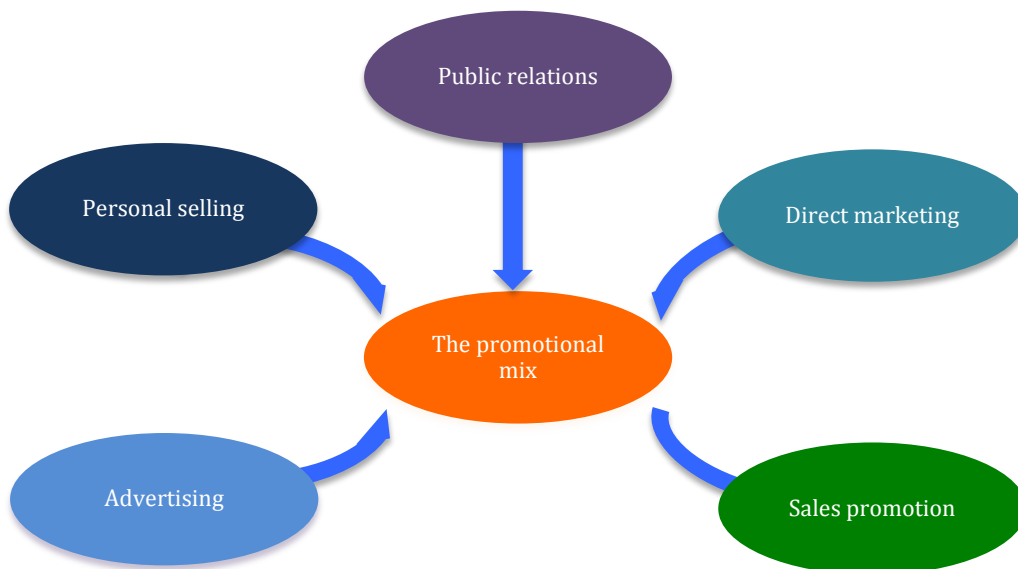


Figure 2.4: The Elements of the Promotional Mix

Source: Brassington & Pettitt (2003), p. 569

Fill (2009) suggested that “marketing communications involves a mix of three elements: tools, media and messages.” See Figure 1.11 for more clarifications. Effective marketing communications is a necessary condition for commercial success in any sized organisation (McCarthy 1960; Fill 1999; Lancaster and Reynolds 2005; Blythe 2006; Shimp 2007; De Pelsmacker, Geuens et al. 2010). The modern marketing mix now has 7 Ps and has expanded in scope because of the importance of service industries and the importance of service evaluation (Parasuraman and Berry, et al., 1991). However marketing communications is still one if not the most important element especially in business to consumer sectors (Smith and Taylor 2004; Boles and Barksdale, 1996; Boulding and Lee, et al. 1994). Professional marketing communications can be expensive and beyond the budget of many smaller firms’ (Hartley and Pickton 1999; Smith and Gopalakrishna, et al., 2006).

Marketing communications like all other areas of marketing is constantly changing and evolving and adapting to changes in the business environment (Dev and Schultz 2005; Boorum and Goolsby, et al., 1998; Zvobgo and Melewar, 2011; Zambardino and Goodfellow, 2003). A major change has been the increased emphasis in relationship marketing and customer service (De Pelsmacker, Geuens et al. 2007; Kotler and Armstrong, 2010; Shimp 2010). This is very important in certain sectors where there is a high level of personal interaction in the marketing and sales processes (Jobber and Lancaster 2009;

Stammerjohan and Wood, et al., 2005). The methods of marketing communications available are also evolving with the development of new computer based technologies such as the internet, SMS, Bluetooth and other mobile technologies in addition to managements' capability of tracking marketing communications through the use of customer relationship management (CRM) technology (Kitchen 1994; Thorson and Moore 1996; Schultz and Patti 2009). Social networking is based on these new technologies and are in a state of flux (Finney and Scherrebeck-Hansen, 2010; Smith and Taylor, 2004). They are one of the most dynamic and innovative sectors of the communications industries (Clow, and Baack, 2012; Yim and Anderson, et al., 2004). Many SMEs make use of such technologies probably more so these days than their larger sector counterparts (Groom, 2011). Today fast broadband and advanced mobile technology connectivity is essential to economic growth and is an example of the economic infrastructure needed for upward economic development hence it is very important in developing countries (Rostow, 1959; Kotler and Armstrong, 2010; Eagle and Kitchen, et al., 2007). A diagrammatic representation of the marketing communications mix is shown below in Figure 2.12.

2.6.2 The Marketing Communications Mix

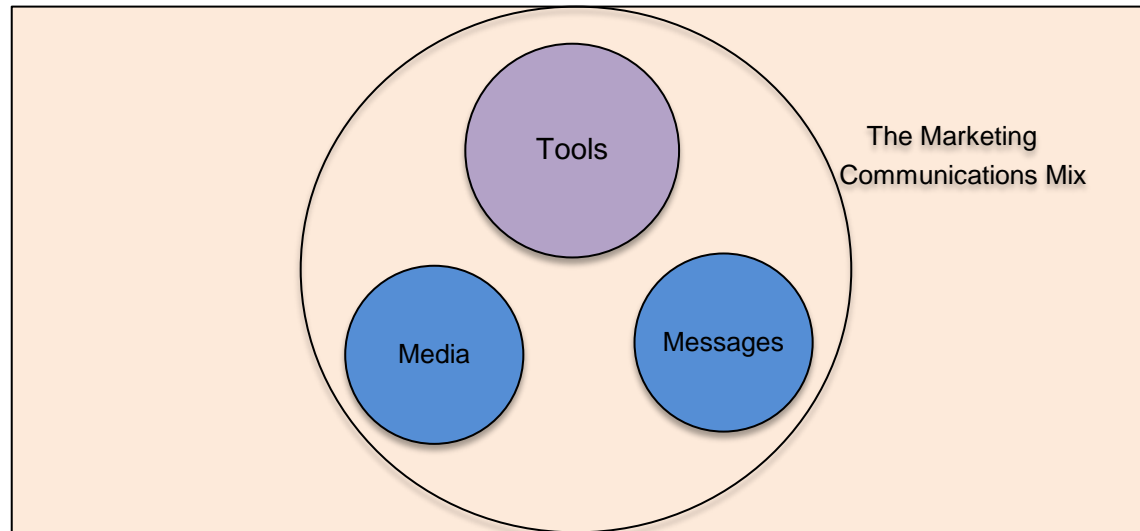


Figure 2.5: A Traditional Model of the Marketing Communications Mix

Source: (Fill, 2009, p. 19)

Fill (2009) has stated that traditional marketing communications mix has been used in different ways to reach the necessary audience. Each element of the mix has to be given a specific objective for maximum effect (Gylling and Lindberg-Repo, 2006). The marketing communication mix consist of five main methods, which are: advertising, public relation, sales promotion, directs marketing and personal selling (Holm, 2006; Meunier-FitzHugh and Piercy, 2011). Media such as television, radio, newspaper, outdoors marketing (billboard and posters) etc. are used by most firms' to deliver commercial messages to the target audience (Jin, 2003; Pelsmacker and Geuens, et al., 2010). Over the last 20 years there has been a change in the marketing communication mix preferences and focus

of commercial organisations (Kitchen and Schultz, 2009). Conventional advertising media were once the major form of expenditure by firms' (Kitchen, 2005; Mason, 2008; Belch and Belch (2012). This has changed with developments in mobile and Internet technologies (Kerr, Schultz, et al., 2008; Bill, 1993). Potential customers are now more able to use the new technologies and actually prefer them to the more conventional forms of media used in the past (Jin and Suh, et al., 2008; Kotler and Armstrong, 2010). Moore (2007) recommends consumers to use media to meet four additional needs:

- To discover
- To participate
- To share
- And to express themselves.

As quoted by Fill (2009), according to Moor (2007):

Rather than passive media involvement, these motivations, as he refers to it, require active engagement with media (Blythe, 2006; Eagle and Kitchen, et al., 1999). Consumers now have a choice of media and leisure activities, they decide how and when to consume information and entertainment. Consumers are now motivated and able to develop their own content, be it through text, music or video and consider topics that they share with friends on virtual networks (Hutton, 1996; Grove and Carlson, et al., 2007; Fitzpatrick, 2005). Thus, media and messages are the key to reaching consumers today, not the tools. More direct and highly targeted, personalised communication activities using

direct marketing and other tools are much more prevalent today (Peltier and Schibrowsky, et al., 2003; Masterman and Wood, 2006; Kitchen and Li (2005).

Fill (2009) suggested that there is a main shift and change in the mix approach, where in the past the focus used to be on customers who might not necessarily show an interest in the brand or products; however, nowadays the focus is on permission-based communication, in that only audiences who have shown an interest in the organization's products/services are being targeted (Duncan, 2005). This process has influenced firstly direct marketing and secondly personal selling. See the figure below:

2.6.3 A Contemporary Model of the Marketing Communications Mix Original

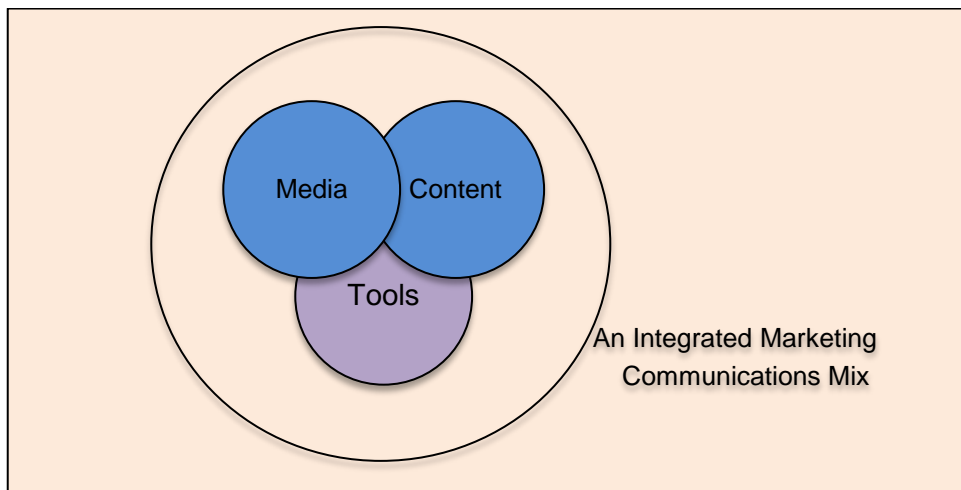


Figure 2.6: A Contemporary Model of the Marketing Communications Mix

Original Source: Hughes and Fill (2007); Fill, (2009), p.20

Pickton and Broderick (2001) have defined integrated marketing communication as: a process which involves the management and organisation of all agents in the analysis, planning, implementation and control of all marketing communications contacts, media, messages and promotional tools focused, efficiency, effectiveness, enhancement and coherence of marketing communications effort in achieving predetermined products and corporate marketing communications objectives (Carson and Gilmore, et al., 2005; Caywood, 2012; Caywood and Schultz, et al., 1991; Phelps, and Johnson, 1996).

Furthermore, Kotler (2006) has defined the marketing communications mix as six modes of communication which are, advertising, sales promotion, events and experiential, public relations and publicity, direct marketing and personal selling. Coulson-Thomas (1983) states that what used to be called the 'promotion mix' includes all personal and non-personal communication variables. Marketing communications should be linked to understanding consumer and buyer behaviour in different markets and market segments (Barry and Howard 1990; Barry 2002; Naik and Raman 2003; Pickton and Broderick 2005; Malthouse and Elsner 2006; De Pelsmacker, Geuens et al. 2007; Fill 2009).

Buyer behaviour helps the marketer understand the mind of the consumer and marketing communications enables the marketing firm to send buyer behaviour

specific messages to target markets or segments (Weilbacher 2003; Fill 2006; Taylor, Franke et al. 2006). These communication tools act in unison and help to achieve the marketing objectives of the firm (Shimp 2007; Clow and Baack, 2010; Copley, 2004). In part this can be achieved by sending specifically designed communication messages to specifically identified targets audiences (Fill 2006; Davison and Bulmer, et al., 2005; Cornelissen, 2003; Cornelissen, 2000; Coulson-Thomas, 1983).

Hartley and Pickton (1999) divides marketing communication activities into non-personal forms of communication such as conventional media advertising and personal communication such as personal selling (Moncrief and Marshall, et al., 2006). Fill, 2011) discusses communications that are termed above and below the line. Above-the-line activity usually refers to any communication where a commission is paid to the provider such as TV or newspaper advertising (Patti, 2005; Cornelissen, 2001; Cornelissen and Lock, 2000; De Pelsmacker and Geuens, et al., 2010). Below-the-line activities usually refers to forms of communication where commission is not paid for example sales promotions and sponsorship (Peattie and Peattie 1995; Peltier and Schibrowsky, et al., 2003). Over the last twenty years there has been a move towards greater use of below the line communications especially in FMCG markets (Schultz and Kitchen 2000; Eagle, Kitchen et al. 2005). The reason that below the line communications have become more popular is that they can be designed to fit in with interests of particular target markets with greater precision than above-the-

line communications (Peattie and Peattie 1995; De Pelsmacker and Geuens, et al., 2007). The distinction between above and below the line activities is rather blurred and writers such as Evans and Berman (1988) and Peattie and Peattie (1995) argue that communication tools such as personal selling could be classified as either below or above the line which demonstrates that there is no clear definition of these terms Pelsmacker and Geuens, et al., 2010; Caywood and Ewing, 1991; Caemmerer, 2009; Brassington and Pettitt, 2006).

2.6.4 Advertising

According to Egan (2007), advertising is the world's second profession. It can be traced back to the Babylonians, Greeks and Romans. Any type of promotion used to be called advertising but in the twentieth century advertising has been clearly distinguished from other promotional tools and defined as any paid promotion from an identified source that uses a specific media option to influence consumer behaviour (Weilbacher, 2003; Voorveld and Neijens, et al., 2012). The reason why advertising is different from public relations and publicity is that it is paid for (Schultz and Kitchen, 1997; Schultz and Kitchen, 2000; Schultz and Kitchen, 2004; Schultz and Schultz, 1998). Advertising is specifically meant to market a company's products and services, as well as it is intended to influence a group rather than a person (Dev and Schultz, 2005; Engel and Warshaw, et al., 1994 ; Fam, 2001).

Advertising can be defined as any paid form of non-personal promotion transmitted through a mass medium (Varey, 2002; Torp, 2009; Tsai, 2005). The sponsor should be clearly identified and the advertisement may relate to an organisation, a product or a service (Wang, 2006; Holm, 2006; Groom, 2011). The key difference, therefore, between advertising and other forms of promotion is that it is impersonal and communicates with large numbers of people through paid media channels (Fill, 2006; Fill, 2009; Duncan, and Everett, 1993). Although the term 'mass media' is often used, it has to be interpreted carefully (Eagle and Kitchen, 2000; Cook, 2004; Clow, and Baack, 2012). The proliferation of satellite and cable television channels, along with the increasing number of more tightly targeted special interest magazines and the use of internet, means that on the one hand advertising audiences are generally smaller, but on the other the audiences are 'better quality' (Naik and Raman, 2003; Novelli, 1989; Shimp, 2007; Shimp, 2010). This implies that they are far more likely to be interested in the subject matter of advertising carried by their chosen medium. A publication such as classic FM Magazine, for example, carries advertising from a wide range of recording companies, both large and small, who see this medium as a cost effective way of reaching a much larger concentrated group from target market than any other medium, even television, could generate." (Brassington and Pettitt, 2003). One of the main challenges within the advertising industry is the evaluation of advertising effectiveness (Eagle and Kitchen, et al., 2005; Jin, 2003; Jin and Suh, et al., 2008 ; Taylor and Franke, et al., 2006).

2.6.5 Sale Promotion

Kotler (2006) has defined sale promotion as one of the promotional mix that to relate to giving incentives to customer or trade to achieve on the spot and/or to increase purchase mainly used in marketing campaign (Kotler and Armstrong, 2010; Lancaster and Reynolds, 2005; Herrington and Lollar, et al., 1996). Accordingly, Egan (2007) argues, sales promotion the use of incentives to generate a specific (usually short-term) response. Capable of targeting and with a high degree of control over design and placement (Peattie and Peattie, 1995; Jones, 1990). Generally regarded as having low credibility although cause-related promotions may have a very positive effect (Ogden, 1998; Miller and Rose, 1994; Mendez, 2009). They are seen to add value for consumer but may bring forward future sales (Stewart, 1996; Thorson and Moore, Eds.,1996; Smith and Taylor, 2004). The use of sales promotions is particularly effective in consumer markets (Low and Mohr, 1999; McCarthy, 1960; Nowak and Cameron, et al., 1996). Particularly for fast moving consumer goods such as packaged grocery products (Pickton and Broderick,2005; Ratnatunga and Ewing, 2005; Reid and Johnson, et al., 200;1 Dewsnap and Jobber, 2000)

2.6.6 Public Relations

According to Kotler (2006), public relation is a multiple activities process used to build or sustain good relations with the public to promote the organization brand image or its products and services (Niederquell, 1991; Nakra, 1991). The public

relation department work closely with top management and regulate good relation with the media to avoid negative press about the company and its products and services (Kitchen, 1993; Kitchen and Schultz, 2001; Kitchen and Schultz, 2003). Fill (2009) defines public relations as “a non-personal form of communication used by companies to build trust, goodwill, interest and ultimately relationships, with a range of stakeholders.” Public relations can be internal and external and is important in disaster management and in corporate communications particularly (Calantone and Kim, et al., 2006; Cornelissen and Harris, 2004; Griffin and Pasadeos, 1998). Internal marketing and the practice of relationship marketing or customer relationship management is very close to what used to be regarded as public relations and is in fact a form of public relations (Spekman and Johnston, 1986; Finney and Scherrebeck-Hansen, 2010).

2.6.7 Direct Marketing

Fill (2009) implies that nowadays direct marketing has become a standard approach in marketing communications used by organizations to communicate directly with their targeted customers rather than using mass communications to influence the public. Direct marketing aims to build good and personalized relationships with their existing customers and/or with an audience that have shown an interest in the organization’s products and/or services (Dolnicar and Jordaan, 2007; Ferrell and Gonzalez-Padron, et al., 2010; Gonring, 1994;

Ingram, 1993). Further, Fill (2009) suggests that “Direct response can also be incorporated within personal selling through telemarketing and sales promotion.” Direct marketing may reduce the perceived risk associated with less direct methods of communication in the mind of consumers’ (Harridge-March, 2006; Laroche and Bergeron, et al., 2003; Slama and Tashchian, 1985). Kotler (2006), also, defines direct marketing as the process of reaching and delivering products and services directly to the consumers. This process includes sending mail and email, SMS and other mobile phone services, website and telemarketing (Finne and Grönroos, 2009; Malthouse and Elsner, 2006). Information technology especially Internet and mobile technology, including the use of social networking, has had a big impact on the direct marketing industry over the last two decades, especially the link between marketing and sales which has seen greater convergence with the use of the new technologies (Meunier-FitzHugh and Piercy, 2011). Direct marketing is going through a re-birth and is on another upward trajectory of its second, technology enhanced life cycle. The life cycle concept has been covered by Levitt and others (see Polli, and Cook, 1969; Levitt, 1965; Dhalla and Yuspeh, 1976; Kotler, 2006).

2.6.8 Personnel Selling

Fill (2009) suggests that personnel selling is traditionally viewed as an “interpersonal communication tool that involves face-to-face activities undertaken by individuals, often representing organisations, in order to inform, persuade or

remind an individual or group to take appropriate action, as required by the sponsor's representative. (p. 236)" A salesperson involves in communication on a one-to-one basis to get immediate feedback (Fill, 1999; Fill, 2011; Dubinsky, 1980; Moncrief and Marshall, et al., 2006). According to Fill (2009), in such incidents, the costs of interpersonal communication are very high. Also, "Personnel selling an interpersonal tool where individuals, often representing an organization, interact in order to inform, persuade, or remind an individual of group to take appropriate actions, as required by the sponsors (p.76)" (Egan, 2007). Personal selling is particularly important in sectors involving high involvement goods such as cars and jewellery (Robeson and Mathews, et al., 1978; Roman and Ruiz, et al., 2005; Schultz and Patti, 2009; Schwepker Jr. and Good, 2004).

It is regarded as the most important marketing communications tool in many business to business markets (Piercy and Lane, 2009; Singh and Koshy, 2012; Whittler, 1994; Rapp and Agnihotri, et al., 2008). Technically complex products with a high degree of consumer perceived risk and pre-purchase cognitive dissonance also tend to use personal selling extensively (Festinger, 1957; Foxall and Goldsmith, et al., 1998; Peterson, 2005; Homburg and Jensen, et al., 2008; Schwepker Jr. and Good, 2004; Cano and Boles, et al., 2005; Szymanski, 1988). Commercially complex agreements such as financial agreements in real estate also make use of personal selling (Mitchell and Vassos, 1998; Mitchell, 1999;

Sharma and Sheth, 2010; Tanner and Hoeycutt, et al., 2009; Stewart and Hecker, et al., 1987; Rouziès and Anderson, et al., 2005; Lassk and Marshall, et al., 2001).

The role of personal selling is continuing to evolve and the modern sales person has a greatly expanded role compared to those working in the sales profession even only 30 years ago (Hawes and Rich, et al., 2004; Hershey, 2005; Jaramillo and Marshall, 2004; Jones and Brown, et al., 2005; Lassk and Ingram, et al., 2012; Martin and Bush, 2006). The profession is becoming much more information technology based although this is a fairly recent development with the sales industry as a whole a little slow in some sectors to adopt new technology (Schillewaert and Ahearne, et al., 2005; Smith and Gopalakrishna, et al., 2004; Jobber and Lancaster, 2009; Homburg and Stock, 2005; Cleland, 1995; Martin and Bush, 2006)

2.7 Measuring the Effectiveness of Marketing Communications Tools

	Advertising	Sales promotion	Public relations	Personal selling	Direct marketing
Communications Ability to deliver a personal message Ability to reach a large audience Level of Interaction	Low High Low	Low Medium Low	Low Medium Low	High Low High	High Medium High
Credibility Given by the target audience	Low	Medium	High	Medium	Medium
Costs Absolute cost Cost per contact Wastage Size of investment	High Low High High	Medium Medium Medium Medium	Low Low High Low	High High Low High	Medium High Low Medium
Control Ability to target particular audiences Management's ability to adjust the deployment of the tool as circumstances change	Medium Medium	High High	Low Low	Medium Medium	High High

Table 2.1: The 4Cs Framework- A Summary of the Key Characteristics of the Tools of Marketing Communications.

Source: Fill, 2009, p. 24

2.8 Effectiveness of Marketing Communication Tools

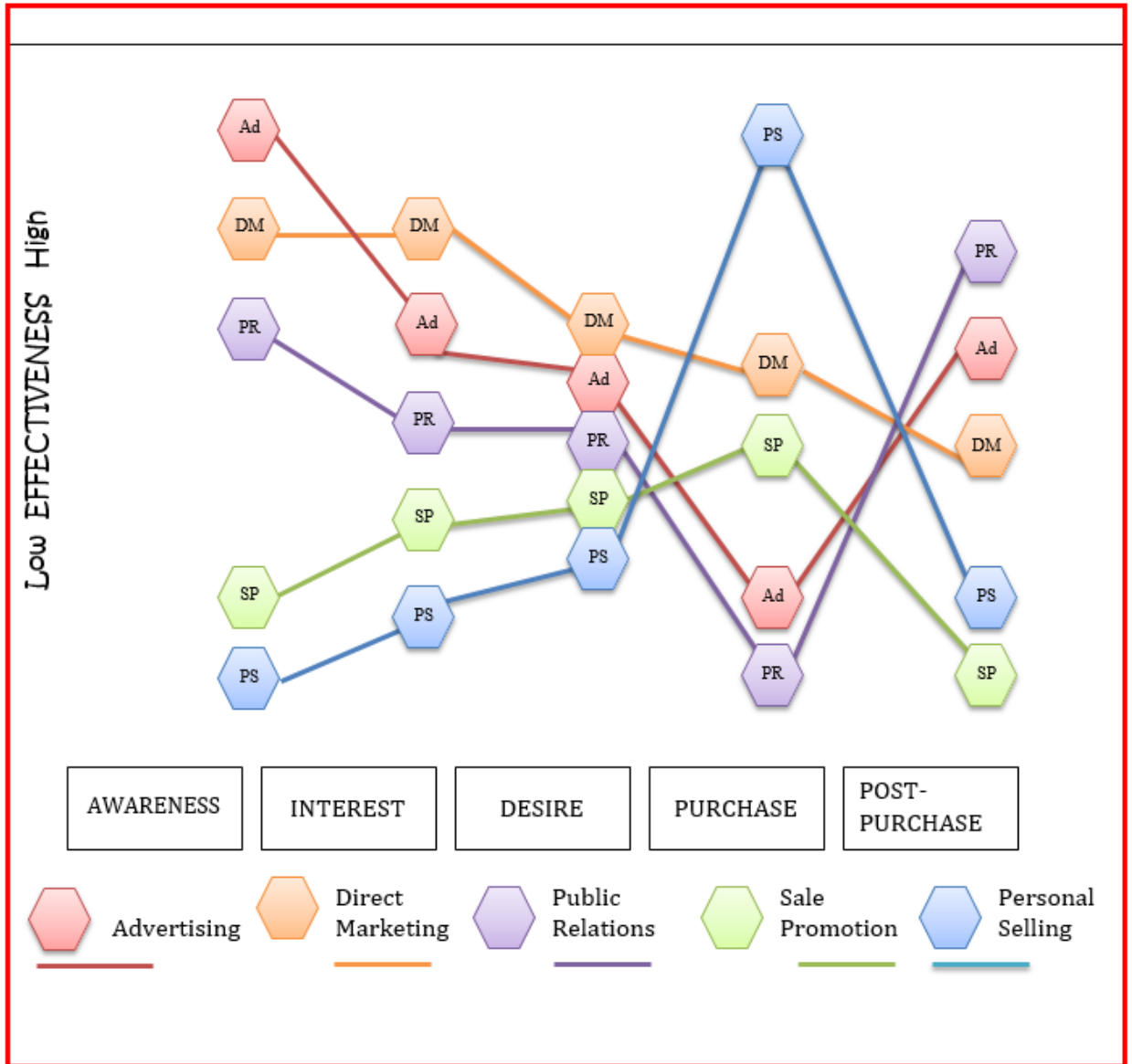


Figure 2.7: Effectiveness of Marketing Communication Tools

Source: Egan (2007), p.20

2.9 Criteria when selecting the mix

Using the key characteristics it is possible to determine the key criteria organisations should consider when selecting communication tools (Garber Jr. and Dotson, 2002; Gould, 2000; Kliatchko, 2009). These are as the following:

- The degree of control required over the delivery of the message;
- The financial resources available to pay a third party to transmit messages;
- The level of credibility that each tool bestows on the organization;
- The size and geographic dispersion of the target audiences;
- The communication tasks each tool is best at satisfying;" (Fill, 2009)

2.10 Networks

Carson (1995) defines networks as tools that “encompass the totality of associations or links between individuals, groups and organizations in a given social system, and it is likely that any modification in the nature of the contact between two or more associates will have corresponding influence on the other associations within network.”

2.10.1 Personal contact network (PCN)

According to Carson (1995), a Personal Contact Network (PCN) can be defined as, the relationships or alliances which individual develop, or may seek to develop, between themselves and others. Individual behaviour is strongly influenced by the social context within which it takes place and not in isolation

from it. Individual may play a focal role in building both formal and informal relationships with people within their environs who are useful in assisting them to develop an enterprise in which they have a personal interest (Low, 2000). The relationships that they establish and develop are unique to those individuals given their central role within it. Such a network is not a tangible asset that can be sold to another interested party; rather, it is intrinsically lodged in individuals themselves and in the personalized way they have nurtured and developed there with those who form a part of their network of contacts.

2.11 Social Media

According to Lon Safko (2010), social, refers to the instinctual needs we humans have to connect with other humans. We have been doing that in one form or another since our species began. We have a need to be around and included in a groups of similar like-minded people with whom we can feel at home and comfortable sharing our thoughts, ideas, and experiences. (Safko, 2010; Beard, 1997; Schultz 1993d).

Therefore, social media could refer to a mix of activities where content is made by its participants. The participants engaged in social media not only make the content such as news sharing, photo sharing, voice sharing, video sharing, etc. but also generate a relationship and join conversations (Comm, 2010; Widmier and Jackson Jr, et al., 2002; Taylor, 2010; Schultz and Tannenbaum, et al.,

1995). With observing the level of users and its growing rate “it become[s] pretty clear that social media is a massive phenomenon that’s changing the way all of us create and use content-and the way that businesses use that content and their distribution channels, too” as indicated by Comm, 2010; Sasser and Koslow, et al., 2007).

Social media has become one most effective tool of marketing because of its increasing popularity and its almost free marketing. “You should be able to see very clearly then that social media offers a gigantic opportunity for any business-owner to promote their products to exactly the sort of marketing they want to reach” (Comm, 2010).

Media is what “we use with which we make those connections with other humans. Whether they are drums, bells, the written word, the telegraph, the telephone, radio, television, e-mail, websites, photographs, audio, video, mobile phones or text messaging, media are the technologies we use to make those connections.”

Furthermore, social media according to Lon Safko is, so much more effective than the conventional marketing that we’ve done for last 6,000 years is that it’s two-way communication, not pontification, Since we’ve been selling goats in the desert, we would stand on a rock and shout out the features and benefits of owning a goat. And, if we chose our words correctly and hit enough of audience’s

psychological hot buttons, our prospect would become a customer (Schultz and Kitchen, 2000).

Safko (2011) implies that there has been a fundamental shift to two ways communications in people and they are bored and uninterested in organizations commercial as they do not trust organizations commercial and they want to share their experiences about products or services with people they trust in a social network. This shift has a great impact on organizations' marketing. Social media marketing is about "listening first, understanding the conversation, and then speak last" (Safko, 2011).

Next, Safko (2011) gives an example of someone who goes to an event of full of people. In the first scenario, the person goes to a group of people, intrudes and interrupts the conversation then tells them about him/herself and expresses to them what he/she does for living and wants to sell them a product or service. This person will most likely be rejected and excluded from the group. In the second scenario, a person goes to a group of people, smiles and listens politely to them, then introduces him/herself and when the right opportunity comes, let's say someone within the group asks him about what he/she does for living, he/she answers the question and uses this chance to tell them about his/her product or service and share his/her thoughts. This person is most likely to be remembered in a good way and people within the group are most likely to call him and asked about his/her product/service. Lon Safko (2011) suggests that

marketing through social media is the same as the previous example; “More on the sales funnel later” (Safko, 2010).

Moreover, Safko (2011) implies that: Social network like Facebook or LinkedIn, Twitter or blogging, it’s about participating in that conversation and being there with a relationship when your prospect is ready to buy. As you can see, social media is completely different from standing on a rock and shouting your message, but it really is a more natural and more comfortable way to sell. By building relationships through social media, you build a more lasting trusted relationship that will result in more sales, fewer returns, and greater word of mouth. Studies have shown that: An angry customer will tell up to 20 other people about a bad experience. A satisfied customer shares good experiences with 9 to 12 people. It costs five times as much to get a new customer as it does to keep an existing one. And customers will spend up to 10 percent more for the same product if they have an existing relationship.

2.11.1 The important of the word of mouth

One most important tool in social media is the word of mouth (Casaló and Flavián, et al., 2008). Word of mouth can travel faster and can reach more audiences, as it can benefit the products or services, or it can damage them and hurt the brand and reputation of organization (Mason, 2008; Richins, 1983). Word of mouth spreads at the speed of light as the statistics show that “An angry

customer will tell up to 20 other people about a bad experience...” (Safko, 2010) and that’s only face to face. With the use of social media like blogs, Twitter, and Facebook, those 20 people can quickly become 20,000 or even 200,000!” (Safko, 2010; Solomon and Surprenant, et al., 1985; Brown and Broderick, et al., 2007).

2.12 Category Descriptions and their Tools

There are a wide range of categories and tools in this area, and in this thesis the focus is on: Social networking, Publish, Photo Sharing, Audio, Video, Microblogging, Livecasting, and Search.

2.12.1 Category 1: Social networking

Safko (2010) provides background on social networking concept:

Social networking is as old as humans have been around. Just as in nearly every other species, humans have an instinctual need to be with, communicate with, and share thoughts, ideas, and feelings about their daily lives. Only the tools with which we communicate have changed over the millennia. The category discusses the many platforms we use today in social media to connect, share, educate, interact, and build trust (Safko, 2010).

Social networks are growing rapidly and are becoming more popular on a daily basis. According to research:

More than 250 million people are active Facebook users. More than 346 million people read blogs, and 184 million people are bloggers themselves. Twitter has more than 14 million register users, and YouTube claims more than 100 million viewers per month. More consumers are connected than ever before, and every second your company is not engaging them in social media is a wasted opportunity. So, get on board. (Zarrella, 2010)

2.12.1.1 Facebook

“Move fast and break things.” The unofficial motto by Mark Zuckerberg Facebook is more than a “Facebook” started in Harvard University by Zuckerberg in 2004; it has helped and contributed to make our world more globalized and connected. Segmentation is one of the best marketing tools that Facebook uses effectively to target specific target audiences. It has a very unique segmentation that consists of many layers such as age, gender, interest, relationship status and regions and it gives the number of the segment selected. When people create a page on Facebook they become the product; through people’s personal page, the pages they like, and the topics that interest them they become selected marketing segment. Facebook is one of most popular websites in social networks as it helps people to find and connect with friends, family, and almost everyone who has been to schools and universities. “Facebook started at Harvard, for example (it had signed up half the undergraduate population within a month of going live)” (Comm, 2010).

Facebook is considered to be “the third largest nation in the world, lagging behind only china and India” (Dan Zarrella and Alison Zarrella, 2011). This ever-growing social network “now claims to have more than 250 million active members-that’s active members, not who created a profile and never used it. It’s averaged 250,000 new registrations every day since the beginning of 2007, roughly doubling the number of active users every six months” (Comm, 2010).

Everyone can have his personal page or create a group page or join existing groups and share his thoughts and ideas. Facebook has been used largely for communication, marketing and promoting people, companies and even governments. It provides one of the most fantastic segmentations as organizations can target specific public audiences and communicate with their existing customers. According to Zarrella & Zarrella (2011),

The most powerful feature of Facebook Ads is the incredible targeting it allows you to do. Because users provide mounds of data about themselves, you can identify very tight groups of people to advertise to. Take advantage of this as much as possible; your campaigns should include lots of highly targeted ads being show to small subsets of people. Facebook will guide you through different target criteria as you create your campaign. (Dan Zarrella & Alison Zarrella, 2011)

The American president Barak Obama has used Facebook as one of the communication tools for his presidential campaign and has won the elections. Today Barak Obama is still using Facebook to communicate with his audience and share his thoughts and ideas, as he currently has 21,564,369 people who liked his Facebook page (Facebook.com). As stated by Safko (2010):

Facebook provides a platform for users to quickly connect with friends, family, coworkers, and acquaintances in various network groups. Facebook promotes communication within various networks via customizable user interface and a variety of compatible applications to further personalize the experience.

Depending on the setup, users are notified when someone in their network update their page or status. Users create their pages based on their personal preferences; add others to their network categories; and share events, pictures, videos, or experiences. (2010)

Facebook

Company Name:	Facebook
URL:	www.facebook.com
Location:	Palo Alto, California, and New York, New York United States; Dublin (headquarters for Europe, Middle East, and Africa), Seoul, South Korea (Asia headquarters)
Founder:	Mark Zuckerberg
First investor:	Peter Thiel, cofounder of PayPal
Founded:	2004
Employees:	500+
Revenue Model:	Advertising, banner ads
Fees:	Free

Table 2.2: Facebook

Source: Safko (2010), p.449.

2.12.1.2 Twitter

We can say that Twitter is a free SMS service where people can communicate via short messages in a large social network and exchange thoughts and ideas. By using mobile phone SMS, customers would be charged a fee by each SMS their send unlike Twitter that is free but customers would pay for their internet usage only. Twitter is a social medium specifically created to enhance

communication. “Twitter is a service for friends, family and co-workers to communicate and stay connected” where people can “share their current activity or state of mind with friends and strangers” (Comm, 2010).

Twitter has been attracting sophisticated professionals and people from all different walks of life. “So we can see that social media sites aren’t attracting kids looking for places to chat with their friends and find out where to load up on free music downloads. They’re also attracting smart, educated people with money to burn. And they’re attracting experts, too” (Comm, 2010).

What distinguishes Twitter from other social media is its simplicity and its large number of audiences; Twitter is very simple to use and user friendly. Due to its 140 message characters and its simple design, and its large number of audiences has made Twitter extremely attractive to famous people, successful businesses and large organizations.

The success of Twitter has been emphasized by the world’s most famous people and organizations to connect with the large number of audiences present in Twitter. “Some of the world’s leading personalities, corporations, and government bodies are known to use the service, including Barack Obama (@barackobama), Whole Foods Market (@wholefoods), and the British Parliament (@UKParliament). The American Red Cross (@redcross), too, uses

Twitter as a fast way to communicate information about local disasters” according to Comm (2010).

What makes Twitter unique is the fast and enormous growing number of its users. In 2009 it was estimated to have 17 million users, and this number has growing approximately by 6 times in 2012. It has believed that it reached 100 million users, according to Comm (2010) & (ansonalex.com).

Chris Winfield deems Twitter a “word of mouth engine” for small businesses to establish better relationships. In this way, users can receive updates through the Twitter web site, instant messaging, SMS, RSS, or e-mail, or through an application such as Twiterrific or Facebook, as indicated by Lon Safko (2010). Twitter is spreading fast as “In March 2008 it was believed to be sending more than 3 million messages a day between over a million users, of whom 200,000 were active on daily basis. Those users had created more 4 million connections” (Comm, 2010).

Twitter is a great way of sharing what’s in one’s mind in any given moment with friends, students, colleges and everyone in their network. Organizations should use it to expand their products or services awareness, as Lon Safko mentions, “If you are looking for an expedient method of communication for your organization, you should use this social medium” (2010). Organizations can use Twitter as a

part of their marketing research. “Businesses have begun using Twitter as a free marketing research service and for feedback on products and services according to Safko (2010). Marketers should be using Twitter more than anyone else to gain from its benefits and to give their customers a wider range of marketing services. Comm (2010) suggested that “Twitter is by far the most powerful microblogging service currently available, and it’s the one that marketers absolutely need to be aware of.”

Twitter

Company Name:	Twitter
URL:	twitter.com
Location:	San Francisco, California
Cofounder and CEO:	Jack Dorsey
Cofounder and Chief product officer:	Evan Williams
Founded:	2006
Employees:	25
Revenue Model:	None at this time
Fees:	Free at this time
Tagline:	What are you doing?

Table 2.3: Twitter

Source: Lon Safko 2010, pp. 537.

2.12.2 Category 2: Publish

The idea of publishing thoughts and recording ideas and facts through social networks is one of utmost importance. This concept is further discussed by Lon Safko (2010) while he makes a past to present comparison. Accordingly:

The ability to accurately publish or record our conversations to pass on to future generations is a relatively new concept. For thousands of years, stories containing myths, legends, laws, and mores of a group and mores of group or society has been passed down through oral reiteration, or storytelling. There have been clay tablets, papyrus, hieroglyphs, handwriting, the printing press, movable type, lithography, computers, desktop publishing, print-on-demand, forums, e-mail, web pages, blogs and comments, text messaging, photo and video sharing, voicemail, and Twitter; what's next? (Lon Safko, 2010)

2.12.3 Category 3: Photo Sharing

Taking photos is a great way of relating to joyful moments, especially photos that speak of joy, love, peace and enlightenment and as the famous saying goes, "A picture is worth a thousand words," photos can have immediate response from our emotions; they can bring back the same feeling and atmosphere of the moment that they have been taken. People used to share photos since they have been made nowadays people share photos through using flicker, iPhones, Facebook, and many other sharing sites. "Flicker now houses more than four billion photographs," according to Safko (2010). Indeed, photos are one of the

powerful ways of marketing and advertising and with right media or social network they can have greater spread and impact. (Safko, 2010). General information about Flickr in the table below:

Flicker

Company Name:	Flicker (associated with yahoo!)
URL:	www.flickr.com
Location:	Sunnyvale, California
Founded:	2004
Employees:	50
Revenue Model:	Advertising and pro accounts
Fees:	Free; pro accounts: \$24.95 per year
Tagline:	Share your photos. Watch the world.

Table 2.4: Flickr

Source: Safko (2010), p.498.

2.12.4 Category 4: Audio

Audio is another great category in marketing tools. Audio affects another sense in the human body and if the combinations of senses are used effectively the data can be remembered easily and can be brought back from the memory faster. Effective communications target more than one sense in the human being.

According to research:

Audio allows us to sit back and allow the author or orator to slowly spoon-feed us content with inflection, dramatic pause, and human nuances of him being right there in the room speaking to us. While we listen to the cadence of the words being formed into sentences and thoughts, we can imagine the associated images and watch them play out in our minds from the story the author is trying to portray. (Safko, 2010)

Example of Audio would be iTunes, see the table below:

iTunes

Company Name:	Apple Inc.
URL:	www.apple.com/iTunes
Location:	Cupertino, California
Founded:	2001 (Apple 1976)
Revenue: Model:	Advertising and merchandise
Tagline:	The entertainment capital of your world

Table 2.5: iTunes

Source: Safko (2010), p.512.

2.12.5 Category 5: Video

“If a picture is worth 1,000 words, then at 25 frames (pictures) per second, video adds up to 1.5 million words per minute! That’s why everyone loves video!” according to Lon Safko (2010). Video is a very powerful tool because it is one of the closest things to reality. Organizations can create videos and use them to market their products and services. According to research, video sharing is the easiest and fastest way to start building one’s social media portfolio. Safko (2010) indicates:

You and your company already have a box of VHS tapes or video on a hard drive somewhere. You need to locate that video, identify the best representation of your company, and start uploading it to video sharing web sites. If you don’t have good video, start making it. Uploading is free, it makes your message accessible to all of your prospects and customers, and it helps build your Google Juice! (2010)

One of the most popular websites in this area is *YouTube*. “YouTube attracts more than 60 million unique visitors each month. They tune into the 10 hours of video footage uploaded to the site every minute” (Comm, 2010). On *YouTube* people can upload their video and share them with a large community for free. It can be very helpful in reaching the company target audience. See basic information about YouTube in Figure 1.5:

YouTube

Company Name:	YouTube (Google)
URL:	www.youtube.com
Location:	Mountain View, California, (Worldwide)
Founded:	2005
Employees:	67
Revenue Model:	Advertising
Fees:	Free
Tagline:	Broadcast yourself.

Table 2.6: YouTube

Source: Lon Safko 2010, pp. 531.

2.12.6 Category 6: Microblogging

Another category is microblogging that has been receiving a lot of attention during the last decade. According to Safko (2010):

Microblogging is no more than text messaging on steroids. With the demise of Pownce, for the most part we’re talking about Twitter for open text communication and Yammer for internal or behind-the-firewall communication. The reason for Twitter’s success was best put by Samuel Clemens (Mark Twain),

when he said in the last nineteenth century, “I apologize for the length of my correspondence. Given more time, it would have been shorter (Safko, 2010)

2.12.7 Category 7: Livecasting

“Livecasting is broadcasting video live. It could be 24 hours a day or just for a simple one-hour just television show. Livecasting is the ultimate in reality television and it’s available for free to everyone” (Lon Safko, 2010). Livecasting is a great way to interact with people and to communicate with people around the globe. It can be used for teaching for example you could be sitting in London and giving a lecture to people from different regions. These are some of the livecast companies:

- BlogTalkRadio
- Live 365
- Justin.tv
- SHOUTcast
- Talkshoe

(Safko, 2010)

2.12.7.1 Justin.TV

“Justin.tv offers a platform to “enable viewers and broadcaster to interact and exchange ideas in real time through chat and live video.” Initially, Justin.tv began as a single channel broadcasting the life events of one of its founders, Justin Kan, but it is now a “network of thousands of diverse channels.” Justin.tv is still in infancy, but is proposing future collaboration with media companies to “sell

access to live sports like European soccer, Japanese baseball, or a closed-circuit music concert” (Safko, 2010).

2.12.8 Category 8: Search

In the Internet, search is one of the most essential areas, as search can make customers find your website from trillion other websites. Thus, organizations should be visible and make customers job easier when there are trying to find them. Search engines have been designed to find what customers are looking for and save time. With the use of Google search engine customers can find whatever they are looking for in few seconds and this process would have been considered a miracle before sixteen years ago. According to Lon Safko:

Google Search is Google’s core product, so popular and embedded in our social culture that it has become a transitive verb in Merriam-Webster’s dictionary. Features of Google Search are the Internet-crawling Googlebots and the PageRank algorithm, which is influenced by linking. Users type keywords in home page search filed and reactive relevant results that can be further refined. There is also a more specific search capability for blogs, images, video, and news. Google Search can also be used to search your own computer files and e-mails through Google Desktop. (2010)

2.12.8.1 Google Search

Company Name:	Google Search
URL:	www.google.com
Location:	Mountain View, California
Founders:	Stanford graduated students Sergey Brian & Larry Page
Founded:	1998
Employees:	20,000
Revenue Model:	Advertising via AdSense and AdWords
Fees:	Free

Table 2.7: Google Search

Source: Lon Safko 2010, pp. 623.

2.13 Top Social Network Sites in GCC & the Globe

GCC & the globe Top Websites	Globally	Kuwait	Saudi	Bahrain	Qatar	Oman	Emirates
Facebook	2 nd	3 rd	3 rd	2 nd	2 nd	3 rd	2 nd
YouTube	3 rd	2 nd	2 nd	3 rd	3 rd	2 nd	3 rd
Twitter	9 th	8 th	16 th	7 th	10 th	27 th	13 th

Table 2.8: Top Social Network Sites in GCC & the Globe Source: alexa.com/topsites, October 20, 2011

*Note: In conclusion to the above table, in the top ten websites' list, Facebook and YouTube come second or third in the GCC and come second globally; Twitter comes in the ninth place globally and in the top thirty in the GCC.

2.14 Kuwait Introduction

The capital of Kuwait is Kuwait city. Most of the Kuwaiti citizens believe in the religion of Islam and they have inherited the Arabian culture and norms. Kuwait is a country of peace despite the Saddam Hussein regime's invasion of Kuwait in 1990.

2.14.1 The Kuwait National Emblem

Kuwait emblem was established after its council of ministers' approval in 1963. The emblem has a unique design which represents Kuwait history with its many elements; the 'boom' or the sailing ship refers to Kuwait's economy in the past where it was used for transferring goods between Kuwait and India, and the bird, falcon, with its outspread wings represents hospitality and peace to all of the world.

2.14.2 Kuwait Emblem



Figure 2.8: Kuwait Emblem

Source: cia.gov

2.14.3 Historical Background

According to Archaeological sources, efficient information is available about Kuwait history that is stretched back to the ancient Sumerians when Failaka Island was a trading post and served as a hub that connected the Persian Gulf with Oman, India and Northern Africa. Moreover, historically Kuwait used to be the place of exchanging goods between Iraq and India; certainly that was because of its strategic location.

2.14.4 Middle East Map (Kuwait)



Figure 2.9: Middle East Map (Kuwait)

Source: cia.gov

The modern Kuwait has a history of more than 300 years that goes back to when the people of Kuwait chose the first prince Sabah Bin Jaber to rule the country in 1718. Due to Kuwait's strategic geographical location the country played the role of the medium between east and west in the transportation of goods around the

region. Kuwait used to be famous of pearling and shipbuilding until the 1920s when there was a huge decline in pearling industry due to the introduction of the Japanese cultured pearls that led to a great devastation and depression to the Kuwaiti people. Short after that was discovery of Oil in Kuwait in 1938 that has greatly affected Kuwait and led to the booming of the economy since then. In 1975 Kuwaiti government took hold of 100% of its Oil resources. Kuwait had been under British protection since 1892 and it got its independence in 1961. Today Kuwait also benefits from its great location; it is connecting the whole world by being in the center, making Kuwait city one of the best destinations in tourism and business. Furthermore, Kuwait is rich with natural resources such as oil and gas that were discovered in Kuwait in 1944 and since then Kuwait has shown a tremendous growth in its economy. In addition, Kuwait is one of the best places to live in because it's providing a high quality of lifestyle to many of its locals and citizens.

2.14.5 Kuwait Flag



Figure 2.10: Kuwait Flag

Source: cia.gov

2.15 Geographical Location

Kuwait is located in the Middle East in the north side of the Persian Gulf in the Arabian Peninsula; Iraq is in the north and north/west border and Saudi Arabia is the south and south/west border. The Persian Gulf is located in the east part of Kuwait.

2.15.1 Kuwait Map



Figure 2.11: Kuwait Map

Source: cia.gov

2.16 Population

The population of Kuwait is estimated to be around 3,328,136 persons according to the Central Statistical office. 1,038,598 is the number of Kuwaitis while 2,289,538 is the number of non-Kuwaitis; the non-Kuwaitis are mainly from 17 nationalities; the highest of them are Indians 647,000 followed by Egyptians 453,000; after that Bangladeshis 189,000, Syrians 131,000, Pakistanis 120,000,

Filipinos 142,000, Sri Lankans 110,000, Ethiopians 74,000, Jordanians and Palestinians 53,000, Nepalese 52,000, Iranians 43,000, Lebanese 42,000, Indonesians 19,000, Iraqis 15,000, Afghans 14,000, Americans 33,000 (20,000 of whom are armed forces) and last Yemenis 11,000. In Kuwait, the female population is smaller than the male population; 40.21% is female and 59.78% is male in total. Kuwait currently has a 4.0% Growth rate and is aiming to reduce the number of expatriates to balance the population.

2.17 Health Care

In 2014-2015, one billion and 641 million Kuwait Dinars is the yearly budget for the ministry of health of Kuwait that is about GBP 3 billion and 460 million British Pound. All Kuwaiti citizens have the benefit of free health care services in Kuwait also Kuwaiti residents benefit from the health care services but small fees required. Furthermore, for Kuwaiti citizens if the treatment is not available in Kuwait then the ministry covers the health expenses outside Kuwait. The ministry has allocated 400 million of its budget for treatment outside the country. In addition, Kuwait government has increased the ministry of health budget in the year 2013-2014 by 32%.

2.18 Housing

Housing has become a big issue for Kuwaiti citizens since 446.8 km² that is only 2.5% of the total of Kuwait land is for housing. With the current level of growth in population housing would be one of the main issues for the Kuwaiti government. The low rate of supply and high rate of demand has made housing extremely expensive in Kuwait. On average a land that is 400 m² costs around 400,000 Kuwaiti dinar that is around 843,100 British Pound and the building and constructing cost is around 160,000 Kuwaiti dinar, that is around 337,000 British Pound. So the total cost of an average house in Kuwait is around one million to

one million 200 thousands British Pound. This is too expensive for the average Kuwaiti family. Kuwaiti government has been establishing a Housing Program since 1954 for the Kuwaiti people; they later established Public Authority for Housing Welfare (AHW) in 1960 to administrate and implement housing program for Kuwaiti citizens. They can choose to live in a flat, a house or to be given a land and build it with the help of Kuwait Credit Bank that gives 70,000 KD, that is around 147,140 British Pound, but there is a long wait sometimes it takes up to 15 years for a new married couple before they are given a land to build on. Recently there were more than 109 thousands applications in Public Authority for Housing Welfare.

2.19 Energy

2.19.1 Electricity and Water

Kuwait government has been supporting electricity utility to ensure that the public and private sector benefits from electricity at a great price so it can contribute to the development of the country. The selling price for Kilowatt per hour is two fils that is equal to (0.003 sterling). The real cost is 30 fils for kilowatt per hour. Also, Kuwait government has been supporting water and gas utilities selling it at a cheap price.

Kuwait. 191, 225 & 237

2.19.2 Oil

Kuwait is considered to be one of the richest countries in the planet of oil resources where the first exportation of oil took place in 1946. Kuwait is an active member in OPEC Organization of the Petroleum Exporting Countries; also it is an active member in OAPEC Organization of Arab Petroleum Exporting Countries.

2.20 Secure Jobs

Kuwaiti citizens enjoy the opportunity that is mentioned in the Kuwaiti constitution that assures jobs for all Kuwaiti citizens in demand for jobs. Furthermore, the Kuwaiti government has created (MGRP) Manpower and Government Restructuring Program to support Kuwaiti citizens to work in the private sector and to encourage them to work outside the government.

2.21 GCC (Gulf Cooperation Council)

Kuwait is one of the main members of the Cooperation Council for the Arab States of the Gulf also known as the Gulf Cooperation Council (GCC) which is a political and economic union of the Arab states bordering the Persian Gulf and constituting the Arabian Peninsula namely Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and United Arab Emirates. The council's main aim is to unify the members in political and economic decisions in a way that benefits its members. Recently the council created the Peninsula Shield Force that aims to keep the peace in the region and to help the members to create inner stability.



مجلس التعاون لدول الخليج العربية - الامانة العامة
The Cooperation Council Of The Arab States Of The Gulf – Secretariat General

Figure 2.12: Gulf Cooperation Council Logo

Source: gcctransportconference.com

2.21.1 Number of Population in GCC

Country	2009	2008	2007
Kuwait	2,583,020	2,495,851	2,410,829
Saudi Arabia	25,373,512	24,807,273	24,242,578
Bahrain	(1) 1,106,509	1,106,509	1,039,297
Qatar	1,608,903	1,448,484	1,226,211
Emirates	(1) 4,765,000	4,765,000	4,488,000
Oman	3,173,917	2,867,000	2,743,499
Total	38,610,861	37,490,117	36,150,414

2008. (1)

Table 2.9: Number of Population in GCC

Source: www.gcc-sg.org

Please see Appendix 2 for more tables about GCC

2.22 In summary

The researcher believes that in this chapter he has covered all the areas of the topic in details that is the effectiveness of marketing communication through social media on small to medium size enterprises (SMEs) in Kuwait, and he is confident that he can pursue the entire study on firm ground, this chapter has helped in making a firm scientific foundation of this research study. In the next chapter the researcher is going to explain his philosophy, an overview of methodology, and the reasons behind choosing grounded theory to achieve the aim and answer all questions of this thesis.

Chapter 3

Methodology

3.1 Introduction

"If the artist does not perfect a new vision in his process of doing, he acts mechanically and repeats some old model fixed like a blueprint in his mind" (Dewey, *Art as experience*. 1934, p.50)

In this chapter, the researcher reiterates the objectives of the work and proceeds with the researcher's philosophy, followed by an overview of methodology to explain the different merits of qualitative research. Chaos theory is explored to give the reader a better understanding of why grounded theory was chosen as the method to achieve the thesis's goal and to answer the subsidiary research questions. Chaos theory would suggest that in seeking SMEs underlying behavioural pattern, grounded theory is the best approach. There is also a resonance between chaos theory and two seminal insights into how the SME might be understood, these being Carson et al. (1995) and Sarasvathy (2009). Subsequently, the researcher demonstrates and justifies the stages of their grounded theory approach that address the aim and answer the seven research questions.

The aim of the research is highly important; it helps determine the areas of focus and narrow the areas of research. The aim is to highlight SME marketing communication via social media in Kuwait, and identify its importance. This was achieved by conducting nineteen interviews that investigated the effectiveness of Kuwaiti SME marketing communication via social media.

3.2 Research Problem

“The general issue or focus of the research” (Strauss & Corbin, 2008, p.19). The research goal is to highlight SME marketing communication via social media in Kuwait and to identify its importance.

3.3 Research Question

Strauss and Corbin (2008) define the research question as “The specific query to be addressed by this research. The question(s) sets the perimeters of the project and suggests the methods to be used for data gathering and analysis”

The main research question (Aim) in this thesis is to identify the importance and effectiveness of Kuwaiti SMEs marketing communication via social media. The supporting sub-questions are:

1. What is the importance of information and marketing decisions and planning in social media marketing for SMEs in Kuwait?
2. What is the effectiveness of traditional marketing vs. social media marketing for SMEs in Kuwait?
3. What is the importance of social media pages, sites, and innovation in social media marketing for SMEs in Kuwait?
4. What is the importance of social media tools in social media marketing for SMEs in Kuwait?
5. What is the importance of segmentation and targeted marketing in social media for SMEs in Kuwait?
6. What is the importance of budget and payment, resources and capability, and employment in social media marketing for SMEs in Kuwait?

7. What are the benefits, recommendations, and final results of addressing the six questions above?

The chosen methodology is grounded theory.

3.4 Researcher Philosophy

Philosophical Orientation: "A worldview that underlies and informs methodology and methods" (Strauss & Corbin, 2008, p.1) ... and ... Our world is expanding and changing every second, it is a world where is the dominant factor in its creation is change and nothing is still. "Surely we are indeed extending (it) wide." (Quran 51:47)

In order to be closer to reality and get the best possible result in a world where change is the dominant factor, the researcher has to stay open-minded and accept that many times the truth is hidden under the surface. Therefore, one needs to: look for new information that can help support an area of the research; not jeopardize the research with preconceived ideas; explore the research literature in depth; remain open for new insights whilst staying close to the gathered data at the same time; be careful to not stray from the scope of the research; and keep the codes of the data simple and relevant to the literature. Moreover, one must compare the gathered data to the literature and to other data, and move along in each step with a solid grounding and full understanding of the data. Subsequently, one must look for actions, information, and tools that can help improve SME marketing communication in social media; basically, one must simplify marketing communication through social media in order to support SME success and development.

What kind of theory can explain the events that are changing all of the time? Is change the answer? Steve Jobs said that "You can't just ask customers what

they want and then try to give that to them. By the time you get it built, they'll want something new.” (Burlingham and Gendron, 1989). How does the researcher’s (whether academic or practitioner) worldview, perception, beliefs and attitudes about the world influence the results. Why does research carried out with two different marketing agencies have different results? Such results can vary for many reasons, the main one is using a different methodological approach; secondly, sample techniques and size; and thirdly the level of expertise and professionalism in each agency.

We give meaning to what we observe according to our beliefs and our view of reality. The researcher in this thesis would like to be non-judgmental and understand the extent to which SME marketing communication via social media can be considered effective. He has been observing the great potential in marketing communication via social media and, given this researcher’s ontological and epistemological stance, has investigated using the grounded theory method.

3.5 Chaos Theory

Whilst Chaos theory by no means implies that the world is chaotic it is sympathetic to a view that relationships may be non-linear and not always apparent. For example, marketing opportunities may be as much created as discovered and that entrepreneurs may well behave in an effectual way (see, in particular, Sarasvathy, 2009). Authors such as Carson et al. (1995) argue that SMEs are entrepreneurial marketers who behave in intuitive, nonlinear, and a ‘chaotic’ manner, and this can be interpreted as being consistent with the notion of chaos theory.

“Chaos theory is the science of process as opposed to a state. This theory originates in the discovery of patterns within a condition of unpredictability.”

(Hawkins, 2002, p.313) Unpredictability does not mean that the world is chaotic, it means that we do not have the necessary knowledge and information to unlock some of the universal secrets, and thus how much have we seen from the universe. Is it one grand universe or are there multiple universes? Hawkins (2002) implied that “Chaos merely means a mass of apparently meaningless data, for instance, dots in which one can’t see any inherent organizing patterns.”, and, “That the universe is indeed coherent, unified and organized around unifying patterns. Nonlinear dynamics has verified that there really is no chaos in the universe; the appearance of disorder is merely a function of the limits of perception.”

Hawkins (2002) implied every human-made objects such as modern city skyscrapers, automobiles and airplanes were once in the human mind ‘unseen’ then came to reality as well as all beautiful art such as music, painting and poetry came from the ‘unseen’ to reality. Hawkins (2002) also argued that: “The accepted chain of causality as commonly understood in the basic sciences occurs as the sequence $A > B > C$. In this scheme of material determinism, nothing is inherently free, but only the result of something else. It’s thereby limited.” For something to become reality it has to be transformed from the invisible to the visible form. Consider, for example, the unseen imagination of the person who imagined the Statue of Liberty before it came to the reality that we can see today.

3.6 Overview of Methodology

Methodology is “A way of thinking about and studying social phenomena” and methods are “techniques and procedures for gathering and analyzing data” (Strauss & Corbin, 2008, p.1).

The purpose of any research should be the seeking of the truth where truth has many views and depending upon where you are standing, reality can be totally

different and can be viewed from many different perspectives, even observing one single event can have countless interpretations depending on the observer's viewpoint, beliefs and opinion. Besides, Heisenberg's claims that "Observing changes behaviors." The observer can affect reality. "If what is designated by such terms as doubt, belief, idea, conception, is to have any objective meaning, to say nothing of public verifiability, it must be located and described as behavior in which organism and environment act together, inter-act" (Dewey, 1938, p.40).

Considerations of ontology, epistemology and methodology can be considered as applying equally to the marketing research process. Thus "It is important to understand the limitations of marketing research, and to use it in such a way that we minimize its limitations." (Nargundkar, 2007, p.13).

3.6.1 Qualitative vs. Quantitative Research

Robson defines qualitative research as "Commonly used to refer to a style of research using qualitative data collection and flexible designs." On the other hand, quantitative research is defined as: "Commonly used to refer to a style of research using quantitative data collection and fixed designs". (Robson, 2011, p.530-531). However this can be a false distinction, qualitative researchers do use numbers to illustrate trends and in grounded theory we use numbers to help structure and draw out the implications of, for example, the coding. Qualitative research may well be concerned with behaviour and meaning but reputable data can equally be derived from quantitative studies. Consider the relative and comparable insights from Gartner's 'story telling' and Parker's econometric work on the behaviour of entrepreneurs. (Gartner and Birley, 2009; Parker, 2005). Understanding opinions and activities can be considered data source neutral. Both research approaches are concerned with logic. So as argued by Brannen

(2005) broad views can be the product of both researches qualitative and quantitative.

3.6.1.1 Qualitative Analysis

Qualitative analysis is “A process of examining and interpreting data in order to elicit meaning, gain understanding, and develop empirical knowledge” (Strauss & Corbin, 2008, p.1).

Grounded theorists would see qualitative data as valid in its own right whereas others They would refute arguments such as those offered by, for example, Birks and Mills (2011) that qualitative data analysis is a descriptive and exploration step rather than clarifying and explaining data, and hence it can be no more than a process for data breakdown. A traditional defence by Brannen (2005) would argue that qualitative research is not devoid of numerical analysis or coding; it is equally concerned with behaviour and meaning as quantitative studies; methodology (for example grounded theory) provides a coherent and logical framework of analysis; and that broad and unsupported generalisation about a subject is a product of poor research not the choice between quantitative or qualitative data and an associated methodology.

3.6.1.2 Qualities of Qualitative Research:

Glaser & Strauss (1967) arguing for the qualities of qualitative research, stated that:

- a) Analysis is a combination of art and science; balancing the two aspects can make analysis into a fantastic experience.
- b) To interpret and understand the data, and use the right content, is called analysis.

- c) Several stories and results can be derived from the same data.
- d) The concepts always start at a basic level and move to the complex, and then to analysis.
- e) Perceptions play a big role in changing the concepts.
- f) There are many different ways, and layers, of analysis.
- g) Analysis might have different aims and objectives.
- h) Explaining different circumstance is an essential part of the analysis.
- i) Analysis is not static and fixed; it is a changing process.
- j) With the first stage of data collection, the analysis begins.
- k) The researcher can decide whether the analysis process is micro or macro depending on each circumstance.

3.7 Grounded Theory

Grounded theory according to Strauss and Corbin (2008) is “A specific methodology developed by Glaser & Strauss (1967) for the purpose of building theory from data”. As stated by Charmaz (2006) “Making ‘discoveries’ about the worlds you study and pursuing these discoveries to construct an analysis is what grounded theory is about.”

Grounded theory originated with Glaser and Strauss in the 1960s, from their research on dying - “The Hospital Personnel, Nursing Care and Dying Patients study, undertaken in California” and which “generated a body of work that continues to be influential in end of life care research” (cited in Small & Gott, 2012, and see, Glaser and Strauss, 1968). Glaser was influenced on the one hand by the quantitative methods that were the predominant methods used by Columbia University in their overall emphasising of empirical research, and on the other hand by the University of Chicago use of qualitative methods. Glaser wanted to improve hypotheses testing and coding in his qualitative research process, in effect, codifying qualitative data as rigorously as his experience at

Columbia University had taught him to do for quantitative data. (see, Charmez, 2006, p.7)

Later, Strauss wanted to continue embracing grounded theory, but with more flexibility, whilst Glaser wanted the developed theory to continue to be without preconceived ideas about the subject being studied. Strauss argued that this was impossible. In grounded theory, we do not start with a theory and then attempt to prove or disapprove it. Grounded theory methodology is to develop a theory inductively from the data by focusing on the area of the study. In other words, the theory is grounded in the data. Grounded theory is interested in exploration, where the researcher knows little about the given topic.

What is attractive about grounded theory?

The way of generating the theory from the study data is unique.

- The guidelines and strategy are structured and flexible at the same time.
- The qualitative data analyses are unique and it is started with open or initial codes then moves to axial codes then to selective codes.
- It is particularly attractive where existing theory is not clear or non-existent.
- Many examples of applied grounded theory are now available.
- For this study, in particular, there are studies concerning the SME which cover a wide territory but none on social media.

In Table 3.1 below, in Part (A) citations between 2005 and 2010 were sought from the University 'Summon' database that made reference to grounded theory by citing either 'Glaser and Strauss' or 'Corbin and Strauss' in the text and 'SME or small business' in the title. In Part (B) the same procedure was used (but over a longer period) with 'grounded theory' being substituted for 'SME or small business' in the title field, and 'marketing' being added as a search term within the text. In both cases the search was restricted to refereed academic journals

classified as 'business'. In Part (B) this yielded thirty-seven citations, of which the most focused matches are in the table. A further illustration of the popularity of a grounded approach is that the taking off of the restriction on 'business source only' added just under another thirty studies.

3.8 Some Indicative Studies Concerning Grounded Theory Methodology and the SME

Part (A)	Date	Organisation type	Title
Dwyer & Kotey	(2015).	SMEs (NSM)	Financing SME growth: The role of the national stock exchange of Australia and business advisors.
Ruiva, Oliveira & Neto	(2015).	SMEs (NSM)	Using resource-based view theory to assess the value of ERP commercial-packages in SMEs
Dutta & Thornhill	(2014).	SMEs (NSM)	How do entrepreneurial growth intentions evolve? A sensemaking-sensegiving perspective.
Raymond, Uwizeyemungu, Fabi & St-Pierre	(2014).	SMEs (NSM)	IT capability configurations for innovation: An empirical study of industrial SMEs
Hernandez , Montoya & Martínez	(2014).	SMEs (NSM)	Development of a model for evaluating the NPD process in SMEs
Vincenza & Troisi	(2013).	SMEs (NSM)	Sustainable value creation in SMEs: A case study.
Raymond & St-Pierre	(2013).	SMEs (NSM)	Strategic capability configurations for the internationalization of SMEs: A study in equifinality.
Cerrato, Crosato & Depperu	(2013).	SMEs (NSM)	Archetypes of SME internationalization: A configurational approach
Whyte & Classen	(2012).	SMEs (NSM)	Using storytelling to elicit tacit knowledge from SMEs.
Chang, Wu & Cho	(2011).	SMEs (NSM)	The development of digital divide assessment mechanism for SMEs: A perspective from the Taiwan manufacturing industry

Battisti & Perry	(2011).	SMEs (NSM)	Walking the talk? Environmental responsibility from the perspective of small- business owners.
Loforte & Timóteo	(2010).	SMEs (NSM)	Exploring agile methods in construction small and medium enterprises: A case study.
Zairi, Hafeez, Koh, Hanneman & Keoy	(2010).	SMEs (NSM)	E-supply chain operational and behavioural perspectives: An empirical study of Malaysian SMEs

Note: SMEs (NSM), the sample is SMEs but the research is not specifically about marketing.

Part (B)	Date	Organisation type	Title
Venkatesh, Digerfeldt-Månsson, Brunel & Chen	(2012).	Mixed some SME	Design orientation: A grounded theory analysis of design thinking and action.
Armson & Whiteley	(2010).	Not stated	Employees' and managers' accounts of interactive workplace learning: A grounded theory of 'complex integrative learning'.
Schoenherr, Hilpert, Soni, Venkataramanan & Mabert	(2010).	SMEs	Enterprise systems complexity and its antecedents: A grounded-theory approach.
Binder & Edwards	(2010).	Mixed sample	Using grounded theory method for theory building in operations management research: A study on inter-firm relationship governance
Prime, Obadia & Vida	(2009).	Mixed some SME	Psychic distance in exporter–importer relationships: A grounded theory approach
Lakshman	(2007).	Large companies	Organizational knowledge

			leadership: A grounded theory approach.
Clinton, Totterdell & Wood	(2006).	SME	A grounded theory of portfolio working: Experiencing the smallest of small businesses
Daengbuppha, Hemmington & Wilkes	(2006).	Public organisations	Using grounded theory to model visitor experiences at heritage sites methodological and practical issues.
Sternquist & Chen	(2006).	Large retailers	Food retail buyer behaviour in the people's republic of china: A grounded theory model
Bakir & Bakir	(2006).	Local authority	Unpacking complexity, pinning down the 'elusiveness' of strategy: A grounded theory study in leisure and cultural organisations.
Hendry	(2003).	Three NGOs	Environmental NGOs and business: A grounded theory of assessment, targeting, and influencing.
Macri, Tagliaventi & Bertolotti	(2002).	SME	A grounded theory for resistance to change in a small organization.
Mento, Jones & Dirndorfer	(2002).	Large companies	A change management process: Grounded in both theory and practice
Norris & Innes	(2002).	Large company	Managers' views on ABC in an insurance company: A grounded theory case study.
Leonard & McAdam	(2002).	Large companies	The strategic dynamics of total quality management: A grounded theory research study.

Table 3.1: Some Indicative Studies Concerning Grounded Theory Methodology and the SME

Given the nature of this research, and the topic, the researcher believes that grounded theory is the best approach to achieve the aim of this thesis and to answer its research questions, for the reasons listed below:

- a) Grounded theory is well-designed and well-structured. The researcher believes that achievement of the aim and answering the research questions will be enhanced by the well-arranged frame of grounded theory.
- b) Grounded theory was chosen after a comprehensive discussion between the researcher and his main supervisor, who is an expert in grounded theory methodology as well as marketing in small-to-medium sized firms, and who has several research publications in the area.
- c) The researcher holds a BA (Hons) in Global Marketing and an MSc in marketing and did not want his marketing background to jeopardize the research. He did not want his expertise and his 'preconceived ideas' in marketing to influence (especially) the data collection process.
- d) The researcher believes that our world is changing fast, so it is better to develop the theory from the data and not start with theory and then try to prove or disapprove.
- e) In a quantitative approach, such as questionnaires, people mostly tend to complete them without good care and attention, and the researcher must take their answers without flexibility; on the other hand, in grounded theory, the researcher has to interpret what interviewees say so as to dig for the deeper truth and nuances in the data.

3.9 Primary Data

Primary data: “Data collected from original sources and not from already published, secondary sources, such as directories or databases.” (Robson, 2011, p.530). It is crucial to understand the difference between primary data and secondary data; basically the primary data is the collection of data that are collected by the one who’s doing the marketing research and the secondary data is the collection of data from existing resources, for example newspapers, internet, reports and etc. Primary data is divided into two main areas; these are: interviews and observations. High quality and more resource intensive data collection should give better results.

3.9.1 Data Collection

Glaser (2001) has defined data collection, as “whatever is going on in the research scene is the data, whatever the source, whether interview, observations, documents, in whatever combination.” Data collection can be divided into two main areas: quantitative and qualitative and in this thesis a qualitative research is going to be used in the form of grounded theory application.

3.9.2 Interviews

According to Seidman (2006), interviews are about listening and being concerned about people’s stories. “Telling stories is essentially a meaning-making process. When people tell stories, they select details of their experience from their stream of consciousness. Every whole story, Aristotle tells us, “has a beginning, a middle, and an end” (Seidman, 2006, p.7).

Then stories could be changed according to the experience of observer who is preserving the events and according to observer's abilities. "Every word that people use in telling their stories is a microcosm of their consciousness" (Seidman, 2006, p.7).

In interviews the researcher can get useful information about the topic of the researcher if he/she can listen without judgment. "If given a chance to talk freely, people appear to know a lot about what is going on" (Bertaux, 1981, p.39). Heron (1981) has argued that the use of language plays a major role in human behavior. In order to fully understand people behavior, the researcher has to understand their language because people tend to signify and symbolize their experiences via the use of language.

3.9.2.1 The Purpose of Interviewing

"If the researcher's goal, however, is to understand the meaning people involved in education make of their experience, then interviewing provides a necessary, if not always completely sufficient, avenue of inquiry" (Seidman, 2006, p11).

Having fixed ideas about the research in general or about the interviews could have a major effect on the study that could influence the efficiency and credibility of the research. The researcher should know that what he/she concludes about others may not be necessarily be their point of view about themselves and their business, unless we become the other person we could not know and understand them fully. Schutz (1967) has good suggestions, there would always a lack in understanding others, to be closer in understanding others, one needs to read their stream of consciousness, live their past experiences, put oneself in their shoes and to feel what is like to be that person.

It is crucial to stay independent of preconception and prejudgment and to be open to listen without labeling. "To hold the conviction that we know enough

already and don't need to know others' stories is not only anti-intellectual; it also leaves us, at one extreme, prone to violence to others (Todorov, 1980)." (Cited by Seidman, 2006, p.9)

3.9.2.2 Depth Interviews

With a qualitative approach the researcher can have open-ended, free style and formless interviews with unstructured questions such as "What do you expect from a refrigerator?", "What needs does it fulfil". (Nargundkar, 2007, p.28). The purpose of depth interviews is to discover the deep hidden thoughts, feelings, beliefs, attitudes and behaviors concerning the topic of interest from the interviewees. Depth interviews are direct unstructured personal interviews where interviewer competence, openness, experiences and professionalism are the keys for their success (Malhotra, 2003).

Depth interviews were carried out with SME founders and top managers to measure the effectiveness of marketing communication through social media for small to medium size enterprises (SMEs) in Kuwait. All of the interviews except one, were conducted in Kuwait. The aim was to conduct as many interviews as possible in different industries until saturation was reached, and to have a trustworthy amount of data that can be used to enrich the area of study. "Having a credible amount of data that speaks to your research topic further strengthens the foundation of your study" (Charmaz, 2006, p.51). A tape recorder was used to record the interviews and then the interviews were translated from Arabic to English and typed.

3.9.2.3 The Nineteen Interviews

Interview Number	Date	Time	Duration	Position	SME
1	14/05/2012	07:11 PM	53:50	CEO	Smartsway Co.
2	14/05/2012	08:08 PM	1:04:22	General Manager	International Academy of Personal Development
3	06/06/2012	03:30 PM	19:10	Accountant and Marketing handling	Al-Rashed Centre
4	06/25/2012	07:35 PM	49:21	Owner and Manager	Goodies Plus
5	07/22/2012	09:11 PM	41:39	General Manager	Salam International
6	07/29/2012	09:19 PM	42:16	President	Reading Club
7	16/08/2012	01:25 AM	46:19	General Manger	Bestlife.co
8	30/08/2012	06:44 PM	48:15	Project Coordinator	Kuwait Oasis
9	02/09/2012	12:16 PM	48:39	General Manager	International Academy of Personal Development
10	03/09/2012	12:56 PM	41:21	Owner	Qumar_14
11	06/09/2012	12:56 PM	43:39	Owner	Photolenders
12	07/09/2012	07:27 PM	41:12	Founder	Mostjed Group
13	07/09/2012	8:15 PM	42:07	Founder	White Brand

14	22/09/2012	01:25 PM	31:10	General Manager	Empower Youth
15	24/09/2012	07:29 PM	35:30	General Manager	AlNee'ma Fragrance
16	25/09/2012	2:49 PM	39:34	Treasurer	Kuwait Student Union UK
17	26/09/2012	10:49 PM	39:33	Specialist in Media	SAAD's club
18	15/01/2013	12:39 PM	49:46	Owner and Manager	OLA
19	15/01/2013	01/20 PM	26:16	Business Partner	TRACCS

Table 3.2: The Nineteen Interviews

3.9.2.4 Observation

Observation is an art; it depends on one's ability to observe in silence without judgment and to perceive without the distraction of thought. Even though we cannot truly understand others, we can read them better by observing their actions. As stated by Seidman, 'Schutz gives the example of walking in the woods and seeing a man chopping wood. The observer can watch this behavior and have an "observational understanding" of the woodchopper. But what the observer understands as a result of this observation may not be at all consistent with how the woodchopper views his own behavior' (Seidman, 2006, p.9). Furthermore, Seidman states, 'Backer and Geer seemed to be arguing that participant observation was the single and best way to gather data about people in society. Trow took exception and argued back that for some purposes interviewing is far superior' (Seidman, p.11).

In the depth interviews the intention was to observe interviewee reactions during the interviews and to understand how they felt about each subject in the interview and to ask the right questions according to each interview situation.

Sayre (2001) defines this process as “Riding along gives you the first-hand experience of the activity and provides common topics for discussion with other riders.” In this process of riding along some questions may arise that can be useful for the interviews.

3.10 Data Analysis for Grounded Methodology

There are two main rules for data analysis in grounded theory: the data analysis has to be relevant to the aim and research questions, and that underlying concepts can be articulated as “explanatory idea(s), its (their) meaning embedded a word, label or symbol.” provides a conception (Holloway, 2008, p.43 cited in Birks and Mills, 2011). The importance of coding in grounded theory arises from making short and specific codes from interview data and then making them the foundation on which to build a full structure theory. The coding in grounded theory builds the foundation and base of the analysis process, and when these codes are gathered together they make the theoretical integration that is the structure. (Charmaz, 2006)

Codes move from general to specific, which potentially allows the researcher to become knowledgeable in the area of the study as he or she improves their observational techniques to be less judgmental. According to research, grounded theory coding consists of two main phases: the initial phase, where each word and segment of data is named, and the second phase or focused phase, which combines and organizes the large amounts of data (Charmaz, 2006).

3.10.1 Strategies for Qualitative Data Analysis

According to Blumer (1969), the purpose of an exploratory investigation is “to move toward a clearer understanding of how one’s problem is to be posed, to

learn what are the appropriate data, to develop ideas of what are significant lines of relation and to evolve one's conceptual tools in the light of what one is learning about the area of life.”

3.10.2 Initial Coding

In the initial coding, codes are open to all possibilities that appear in the data gathering. During initial coding, we ask:

‘What is this data a study of?’ (Glaser, 1978: 57; Glaser & Strauss, 1967)
What does the data suggest? Pronounce? From whose point of view?
What theoretical category does this specific datum indicate? (Glaser, 1978, cited in Charmaz, 2006).

In addition, Charmaz states, ‘Our codes arise from the languages, meanings, and perspectives through which we learn about the empirical world, including those of our participants as well as our own. Coding impels us to make our participants’ language problematic to render an analysis of it. Coding should inspire us to examine hidden assumptions in our own use of language as well as that of our participants’ (Charmaz, 2006, p.47).

It's therefore vital to stay open to new ideas, not have prejudgment, and allow new knowledge about the area of study to emerge. In other words, one must be fully present in the moment, free from past experience and future expectations. One must stay with every word, sentence, and phrase as if hearing it for the first time. This act will allow great freedom and support the generation of fresh data.

According to research, ‘Initial codes are provisional, comparative, and grounded in the data. They are provisional because you aim to remain open to other analytic possibilities and create codes that best fit the data you have. You

progressively follow up on codes that indicate that they fit the data. Then you gather data to explore and fill out these codes' (Charmaz, 2006, p.49).

Being in touch fully with present moment and keeping an excessive openness to new ideas not only improves the flow of new and fresh data but also helps in improving the research environment and building the ability to be nonjudgmental. Also, Charmaz 2006 suggests to be deeply observing and to be close to what emerges from the material and to keep the codes dynamic, reasoned, short and logical.

According to Strauss and Corbin (2008), the open coding is the first stage in data analysis and they define open coding as "the process of breaking down, examining, comparing, conceptualizing, and categorizing data" (Strauss & Corbin, 2008). Open codes begin when statements are put into codes that are relative to the study and are derived from the study questions.

Microsoft Word Office 2011 was used to analyze the nineteen interview transcripts presented in Appendix One. The sentences in the interviews were tagged with the 'comment function,' and the comments are found on the right-side margin of each interview transcript. Next, the open codes in each interview were color-coded according to their individual axial code. Of the nineteen transcripts with the SME owners/manages, eighteen were administered in Kuwait. One was administered in a Kuwaiti company's Dubai branch. Recordings were made using an iPhone 4S application called Voice Memos.

Later, Microsoft Excel Office was used to produce code frequencies of the data, and then to create the graphical representation found in Appendix Three. Moreover, each axial code has been presented as an individual pie chart, and then all the codes as one pie chart. Likewise, all the codes were represented in a single-column chart. Moreover, the graphical representation clearly showed the

frequency of each open code, and the frequency of the individual axial codes. In this thesis, there are 2,713 individual statements, from which 219 individual open code categories were derived.

3.10.3 Focus Coding

Focus coding is a second major coding after the initial coding where codes are more selective and focused. “Focus coding means using the most significant and/or frequent earlier codes to sift through large amounts of data. Focused coding requires decisions about which initial codes make the most analytic sense to categorize your data incisively and completely” (Charmaz, 2006).

Focus coding is not a one direction linear process where the researcher never goes back to the beginning of the data collection. In some events and on some occasions the researcher may return to the beginning of the data to ‘look it over’ when they make a connection with the new data and information. According to Charmaz:

Through focused coding, you can move across interviews and observations and compare people’s experiences, actions and interpretations. Note how the codes condense data and provide a handle on them. Consistent with the logic of grounded theory, coding is an emergent process. Unexpected ideas emerge. They can keep emerging. After you code a body of data, compare your codes and data with each other. A telling code that you constructed to fit one incident or statement might illuminate another. (Charmaz, 2006)

3.10.4 Axial Coding

“Axial coding aims to link categories with subcategories, and asks how they are related” (Charmaz, 2006). Axial coding is about being selective and organized when looking at a large amount of data and finding out the relationship and connection in the data that has been already looked at and examined in the open

coding stage. “According to Strauss and Corbin (2008, p.125), axial coding answers questions such as ‘when, where, why, who, how, and with what consequences” (Charmaz, 2006).

In this thesis, all the axial codes have been developed to answer the research questions and explore the literature in more detail and cover the nontechnical literature: “Biographies, diaries, documents, memoirs, manuscripts, records, reports, catalogues, and other materials that can be used as primary data or to supplement interview and field observations” (Strauss & Corbin, 2008).

On the right hand side margin of each interview there is a comment tag for the open codes that are color coded with each axial code category. The 219 open codes have been analyzed under seventeen axial codes. All the interviews transcripts are found in Appendix One; they are all discussed and represented in full detail in Chapters Five through Nine.

The seventeen axial codes are listed overleaf:

1. **The importance of information, marketing decisions and planning**
2. **Factors related to SMEs’ traditional marketing**
3. **Factors related to SMEs’ social media marketing**
4. **Factors related to social media pages and sites**
5. **Factors related to using Twitter**
6. **Factors related to using Facebook**
7. **Factors related to using Instagram & YouTube**
8. **Factors related to using Smart Phones & WhatsApp**
9. **Factors related to innovation and success in social media**
10. **Factors related to using celebrities**

11. Factors related to using outsourcing sponsorship and partnership
12. Factors related to using word-of-mouth
13. Factors related to public relation and customer service
14. Factors related to communication and integration
15. Factors related to using segmentation and targeted marketing
16. Factors related to SMEs' budget, payment, resources, and capability
17. Factors related to employment and labour

3.11 Achievement of Research Questions

The seventeen axial codes in this chapter are designed to answer the thesis questions and achieve its objectives.

The seventeen axial codes in this chapter are designed to answer the dissertation questions and achieve its objectives.

Question Number	The Question	Answered by Axial Code Number	Which is:
Question Number One	What is the importance of information and marketing decisions, and planning in social media marketing on SMEs in Kuwait?	Number 1	1 The importance of information and marketing decisions and planning
Question Number Two	What is the effectiveness of traditional marketing vs. social media marketing on SMEs in Kuwait?	Numbers 2 and 3	2 Factors related to SMEs traditional marketing 3 Factors related to SMEs social media marketing
Question Number Three	What is the importance of social media pages, sites, and innovation in social media marketing on SMEs in Kuwait?	Numbers 4, 5, 6, 7, 8 and 9:	4 Factors related to social media pages And sites 5 Factors related to using Twitter

			6 Factors related to using Facebook
			7 Factors related to using Instagram and YouTube
			8 Factors related to using Smart Phones and WhatsApp
			9 Factors related to innovation and success in social media
Question Number Four	What is the importance of social media tools in social media marketing on SMEs in Kuwait'	Numbers 10, 11, 12, 13 and 14:	10 Factors related to using celebrities 11 Factors related to using outsourcing sponsorship and partnership 12 Factors related to using word-of-mouth 13 Factors related to public relation and customer service 14 Factors related to communication and integration
Question Number Five	What is the importance of segmentation and targeted marketing in social media marketing on SMEs in Kuwait?'	Number 15	15 Factors related to using segmentation and targeted marketing
Question Number Six	What is the importance of budget and payment, and resources and capability, and employment in social media marketing on SMEs in Kuwait?'	Numbers 16 and 17	16 Factors related to SMEs' budget, payment, resources, and capability 17 Factors related to employment and labour

Question Number Seven (What are the benefits, recommendations, and final results of addressing the six other research questions?) will be answered after all the previous questions via deriving their benefits, recommendations, and final results.

Table 3.3: Achievement of Research Questions

3.12 Prelude to the Analysis

According to Beveridge (1963):

In reading of scientific discoveries one is sometimes struck by the simple and apparently easy observations that have given rise to great and far-reaching discoveries making scientists famous. But in retrospect we see the discovery with its significance established. Originally the discovery usually has no intrinsic significance; the discoverer gives it significance by relating it to other knowledge, and perhaps by using it to derive further knowledge.

3.13 Memos and Diagrams

According to Strauss and Corbin (2008), the written records of analysis are called memos and diagrams and are visual devices that demonstrate the relations between concepts. Memos and diagrams play a crucial role in recording data that could help the researcher with data analysis. According to (Schatzman & Strauss, 1973):

When memos are recorded the researcher has to be at the maximum level of professionalism and efficiency in order to have full control of his experience, some beginners think of recording and not-taking as important only for the retrieval of data in fact recording strategies are important of the continuous process of discovery, development and improvement.

3.14 Summary

As Charmaz (2006, p.181) when evaluating grounded theory, “As we evaluate where we have been and what we have gained, we look back into our journey and forward to imagining how our endpoint appears to our readers or viewers”.

It is crucial to see how the reader can benefit from this work and what the researcher has gained and what contributions have been made. These are the key points in every thesis, this journey might transform and change the researcher thoughts and beliefs about current SME marketing communication via social media. To the reader the most important thing is what practical and theoretical insights this thesis has to contribute.

After reviewing the research literature, positioning the researcher’s philosophy’, exploring the methodological approach, explaining why the researcher believes that grounded theory is the best qualitative approach to achieve the overall aim and answer the research questions of this thesis, the researcher is now ready to report and discuss their findings.

Chapter 4

Research: Evolving Concepts/Coding and Research Question 1

4.1 Introduction

In this chapter, question 1 of the research will be addressed, while the following four chapters will cover questions 2 through 6. These will be followed by Chapter 10, which will explain how the data are set out in the tables and charts, as well as how the data are discussed and summarised in each section to explain in detail the attempt to answer questions 1 through 6.

4.2 Analysis of Data in Fulfilment of Research Question 1

Research Question 1:

What is the importance of information and marketing decisions and planning in social media marketing for SMEs in Kuwait? (Chapter 4 is dedicated to answering research question 1).

In Kuwait, many SMEs understand the importance of information gathering when marketing through social media. Having the right information is powerful for SMEs, as it helps them make the right decisions when marketing through social media. Since the right decisions require the right information, SMEs with limited information are at a greater risk of losing their market share and being driven out of the market. Furthermore, SMEs with the right planning strategies are more likely to be successful when marketing through social media. Social media is an unstable environment when only SMEs that are planning well can benefit from it. Planning has three basic levels. The first level of planning begins before creating

the SMEs or when creating new products or services; the second is for the day-to-day task achievements; and the third level of planning has to do with future directions, especially in social media. SMEs must be aware of planning strategies and orchestrate them to achieve their marketing objectives when marketing via social media.

4.2.1 Use of Interview Statements

The researcher has used examples of interview statements for each open coding category in axial code number 1 in table 5.1. The examples included each open from 1-5, and the statements were taken from the 19 interviews transcripts shown in Appendix 1. In table 5.1, 5 individual statements were chosen from one of the 19 interviews to demonstrate how it was open coded. In addition, a similar format will be used for all axial codes in the following chapters.

4.2.2 Use of Interview Transcripts

In Appendix 1, the reader can see all the interview transcripts, and all open codes were colour coded according to each axial code category tagged in the right-side margin of each transcript. There are 2,713 individual statements in all of the 19 interviews shown in Appendix 1 that has been put into 219 individual open code categories, which have been placed into 17 axial code categories. The 16 axial codes were used to answer questions 1 through 7.

4.2.3 Axial Coding Categories

In the theory-grounded methodology used in this study, the questions of research were raised and developed from the interview process; therefore, the questions were derived from the qualitative interview that was fully analysed and evaluated. The following axial code number 1 has been derived from the

evaluation and analysis of the study that is aiming to answer research question 1:

1. The importance of information & marketing decisions & planning

4.2.4 Analysis of Axial Code No. 1

Axial code number 1 is selected and examined to build up a comprehensive interaction between axial code number 1, the importance of information and marketing decisions and planning, and research question 1, “what is the importance of information and marketing decisions and planning in social media marketing on SMEs in Kuwait?”

4.3. Factors Relating to ‘The importance of information & marketing decisions & planning’ Axial Code 1

Table 4.1 lists axial code number 1 as an example coding category used in an attempt to answer research question 1. The open coded categories made from the 280 individual statements are taken from 19 interviews, found in Appendix 1.

4.3.1 Clarification of the of Open Coded Meaning in Relation to Axial Code 1

The section below has a short clarification and explanation of each open code that makes axial code number 1. The individual statements that derived the open codes are found in Appendix 1, where each code is colour coded according to axial code. In addition, the 30 open codes are going to be addressed, starting with open code number 1.

Open Code No.1: *'Expecting SN booming in 2009 & shifting to SM marketing'*

Open code no. 1 is 'Expecting SN to boom in 2009 & shift to SM marketing.' Many SME managers and owners have been watching the market and have seen a drop in traditional marketing such as TV and newspapers. Marketing via traditional marketing tools is not as effective as before, as people are shifting to social media; therefore, social media has been booming since 2009.

Open Code No.2: *'Acting fast & critical decision can benefit SMEs' marketing'*

Open code no. 2 is 'Acting fast & critical decisions can benefit SMEs' marketing.' Some managers and owners of SMEs make critical decisions that are sometimes very risky, but these decisions put them on the top of their market, and they act fast in order to be leaders of their market.

Open code No.3: *'Moving fast with change in SM can help SME's marketing'*

Open code no. 3 is 'Moving fast with change in SM can help SME's marketing.' Social media changes the sites, services and facilities rapidly. Thus, it is important for SMEs to be up to date with the changes and to understand them in order to benefit and see which social media sites are best for their marketing.

Open Code No.4: *'SMEs have little information or no clue about big companies'*

Open code no. 4 is 'SMEs have little information or no clue about big companies.' Some SMEs lack information about large corporations, which might affect their performance in the market.

Open Code No.5: *'Being a pioneer in business creates Economy of scale SMEs'*

Open code no. 5 is 'Being a pioneer in business creates economies of scale for SMEs.' SMEs that take risks are far more successful than other SMEs at becoming first leaders or creating new products, services, business opportunities and markets, which creates economies of scale that make SMEs strong in the face of competition and give them a chance at development and positive growth.

Open Code No.6: *'SMEs must keep close look at the market changes'*

Open code no. 6 is 'SMEs must keep a close look at market changes.' SMEs must adapt to change, as the social media market is full of uncertainty. Therefore, watching the market closely is essential. SMEs that can adapt quickly and cater to customers' needs and wants in order to succeed in this type of environment.

Open Code No.7: *'Lack of information updates affect marketing decisions'*

Open code no. 7 is 'Lack of information updates affect marketing decisions.' Having exact, updated information about customers is important to SMEs' marketing decisions, since with the right information, marketing via social media can do wonders; it can find customers and provide what they need and want. Moreover, SMEs can update their products and/or services or create new ones, depending on customer information.

Open Code No.8: *'Being up-to-date & having a system is very important to SMEs'*

Open code no. 8 is 'Being up to date & having a system is very important to SMEs.' SME managers and owners must be up to date with new technologies and new ways of marketing such as social media marketing. Some SME

managers and owners are aware of new technologies and social media marketing tools. Also, they are always updating their knowledge. Doing so with the right management system can lead SMEs to success.

Open Code No.9: *'SMEs give priority for their best products/services'*

Open code no. 9 is 'SMEs give priority to their best products/services.' SME managers have to decide when to advertise their products and services, as time is a very important part of social media marketing. It is important to know when is the best time to place the ads and to do the sales. Social media sites provide some information about the customers, and SME managers can use this along with what they have in the company and then market their product and /or services according to which ones make more profits or according to their company marketing strategies.

Open Code 10: *'SMEs like utilisation'*

Open code no. 10 is 'SMEs like utilisation.' SMEs like to save money by utilisation, to use their existing resources to the fullest, whether it's their staff or assets in order to make profits and also because they have limited resources.

Open Code 11: *'SMEs have limited staffs and resources'*

Open code no. 11 is 'SMEs have limited staffs and resources.' This code is similar to the one above; in code number 10, SMEs have limited resources due to their size, but code number 10 is concerned with utilising existing limited resources and this code is concerned with the fact that SMEs have limited resources. SMEs have limited experience and like to shorten interaction with customers as much as possible because they have limited staffs to deal with their customers. SMEs are small in size; that is why they have limited resources, and when someone thinks about SMEs, he/she must be aware of SMEs' limitations. That is why SMEs like utilisation—because they do not have enough

resources, unlike large organisations, for which, in many cases, resources are not a big issue. Moreover, teenagers usually have little or no experience, but they can be trained before employment, as they have high levels of excitement that can be modified and used when marketing SMEs via social media.

Open Code No.12: *'Having the right system can make SMEs marketing easier'*

Open code no. 12 is 'Having the right system can make SMEs' marketing easier.' One main reason for social media success is the system. Having a system makes management and marketing easier. Social media has an easy system for marketing whereby SMEs can select their customers or potential customers and target them and sell their products and services successfully. This is the second time that this code is mentioned (after code number 8) because of the importance of having a system, but this code is mainly concerned with the effect of the system on marketing.

Open Code 13: *'Some businesses lack marketing'*

Open code no. 13 is 'Some businesses lack marketing.' Some SMEs owners lack marketing as they do not have any expertise in marketing and this could have a huge effect on their business and business process. It is therefore important to know marketing techniques or to use the expertise of someone who does, for many SMEs not knowing marketing nowadays can easily make them out of business or make them out of business in the near future. Moreover, marketing is essential for many SMEs.

Open Code 14: *'SMEs help each other'*

Open code no. 14 is 'SMEs help each other.' Some SMEs not only share information between each other but also cooperate with each other. By doing so,

they gain constant information about markets and constantly improve their products and services. Furthermore, in supporting each other they become stronger in the face of competition and build strong relationships and business contacts, which are important to the success of their business.

Open Code No.15: *'Some SMEs owners/managers are well educated'*

Open code no. 15 is 'Some SME owners/managers are well educated.' Many SME owners/managers are well educated, and some of them have business degrees that help them understand their business and business environment better, cope with market changes and operate in the marketplace professionally.

Open Code No.16: *'Some SMEs like to serve people with special needs'*

Open code no. 16 is 'Some SMEs like to serve people with special needs.' People with special needs can bring good business to SMEs, and some SME owners/managers understand this fact and have acted to provide their products and services to people with special needs.

Open Code No.17: *'SM has helped SME's information gathering'*

Open code no. 17 is 'SM has helped SMEs' information gathering.' Social media can keep records, which is a great capability for SMEs, as it saves time and effort and helps SMEs gather information and build their databases. Moreover, SMEs can use the database for their marketing strategies.

Open Code No.18: *'SMEs can have direct access to customer information'*

Open code no. 18 is 'SMEs can have direct access to customer information.' Social media sites keep customers' records, making their information available to SMEs 24/7, and many of them are free of cost. This is a great service to SME

managers, since marketing is far more effective with customer information. In addition, keeping records is one of the advantages of using social media.

Open Code No.19: 'Keeping record is one of the advantage'

Open code no. 19 is 'Keeping records is one of the advantages.' It is important to keep customers' records for all vital information and use it to construct marketing strategies.

Open Code No.20: '*SMEs have the advantage of being closer to customers*'

Open code no. 20 is 'SMEs have the advantage of being closer to customers.' SMEs are small in size, and that gives them the advantage of being closer to customers than large organizations. Thus, they intend and are determined to be friendlier and focus on their relations with their customers, and when they do so customers trust them. In some cases the customers are friends with the owners/managers of the SMEs. Furthermore, some SMEs know their customers better than large organizations because they have fewer customers.

Open Code No.21: '*Doing surveys & gathering customer feedback*'

Open code no. 21 is 'Doing surveys & gathering customer feedback.' Market surveys and statistics can improve SMEs' marketing decisions, since information is power, and when the right people in the right place use it, it can work wonders.

Open Code No.22: '*Right preparation can help in SME's success*'

Open code no. 22 is 'Right preparation can help SMEs success.' An SME manager who has the right planning can add a lot to the success of the business in the planning phase of the business before the introduction phase, similar to

the product life cycle, as the manager who studies the market and customers' needs and wants carefully is more likely to succeed.

Open Code No.23: '*Depending on SMEs businesses*'

Open code no. 23 is 'Depending on SMEs businesses.' SME managers must decide how to market the company products/services using social media depending on their products and services to see which social media tool serves them best.

Open Code No.24: '*SME's must decide which SM*'

Open code no. 24 is 'SMEs must decide which SM.' Social media sites are different from each other; some sites are visually based like YouTube, whereas other sites depend on typing like Twitter, and some are sound based like SoundCloud. Each social media site has its use, and SMEs decide which site to depend on for marketing for their products and/or services.

Open Code No.25: '*SMEs must decide which sponsorship*'

Open code no. 25 is 'SMEs must decide which sponsorship.' Each sponsorship has a unique character; this involves image, influence, and investment. Besides, some sponsors could be TV or media channels. Managers evaluate all possibilities then decide which sponsor is the best choice for their marketing campaigns.

Open Code No.26: '*Focusing on marketing goals is a strength to SMEs*'

Open code no. 26 is 'Focusing on marketing goals is a strength of SMEs.' SME managers must focus on the company objectives and share these objectives with all the employees. Every employee should know the objectives of the

company and work to do his/her part. Moreover, SME managers must make the objectives clear to everyone in the company so the company can achieve its objectives.

Open Code No.27: *'SMEs like to take any opportunity'*

Open code no. 27 is 'SMEs like to take any opportunity.' Some SMEs are awake and open to new opportunities. This gives them an upper hand in social media marketing, as social media is an interactive environment where many opportunities are present.

Open Code No.28: *'Good quality or value can be a good marketing strategy'*

Open code no. 28 is 'Good quality or value can be a good marketing strategy.' SMEs that design their products or services on the bases of value and quality can have a more successful marketing strategy, since customers support that by spreading positive word of mouth about SMEs' products and/or services.

Open Code No.29: *'Some SMEs lack marketing plan'*

Open code no. 29 is 'Some SMEs lack marketing plan.' Without a marketing plan it is almost impossible for SMEs to stay in the marketplace; especially in a changing and challenging environment such as social media, a marketing plan is important and SMEs must plan professionally in order to be successful in social media marketing.

Open Code No.30: *'Looking at competition'*

Open code no. 30 is 'Looking at competition.' Examining the existing competition can help SMEs improve products and services.

4.4 Examples of Interview Statements for the Open Coding Categories for Axial Code 1

Axial Code 1	Reference
Examples of interview statements (1 statement for each open code)	Interview and page number
<p>1. "Let's begin, in 2009, I found that the social networking is developing rapidly. So I informed our focus group (to let u know, we own a holding company that has 6 small companies). I informed all the groups that we are going to have a complete shift in marketing to networking."</p>	I-1&P-1
<p>2. "Back then, they weren't really convinced, and they had the right to do so, as it was very risky to shift our marketing strategy from the traditional marketing to the new social network marketing."</p>	I-1&P-1
<p>3. "I don't know if the same applies on big businesses. I don't know if this way will help Honda Cars Company for example, will it help them to sell more through the Facebook? I don't know. Does it help SunSilk Company, the company for hair products? I have no idea, we are just talking about small companies, we will have to ask about the big ones. Pepsi Cola Kuwait just entered this business."</p>	I-1&P-5
<p>4. "You create in the market and to create a market its very difficult but! If you succeed you will be the pioneer there is no</p>	I-2&P-16

Comment [FA1]: Expecting SN booming in 2009 & shifting to SM marketing

Comment [FA2]: Acting fast & critical decision can benefit SME's marketing

Comment [FA3]: SME's have little information or no clue about big companies

<p><i>one can dispute (Deepak Chopra) even if after 10 years from now in his subject that he was talking about (spirituality development) In the world and no one can dispute (Wayne Dyer) in publishing and books he is always the pioneer! And no one can dispute (Tariq al Swidan) in his work that he will be the pioneer in his work or in his subject (the stillness) to create a market is very difficult you have to be patient or you get needs and you work some many needs and you have to try to work in any need that you like.”</i></p>	
<p><i>5. “For example, I have a club, for example. that will get me an income of 1000 KD per month while another will make 100 KD and the other is 500 KD per month, so the club gets the priority. Or the company with the 500 KD will get the priority over the one with income if 100 KD.”</i></p>	I-2&P-9
<p>In this table, the letter “I” represents interview & the letter “P” represents page</p>	

Comment [FA4]: Being a pioneer in business create Economy of scale SMEs

Comment [FA5]: SME's give priority for their best products/services

Table 4.1: Examples of Interview Statements for the Open Coding Categories for Axial Code No. 1.

Please see Appendix 4 for full open coding categories tables.

4.5 Summary

Since 2006, people have been shifting to use social media, so most SME managers and owners have seen a drop in traditional media marketing. Prior to that, some of them had to make critical decisions to move toward social media marketing, which was very risky at that time, but these decisions made them the leaders of their marketplaces. Also, to be a leader in the market, SMEs must generate new ideas, products and services and place them in the marketplace before competitors. This can create economies of scale, make SMEs strong in the face of competition and give them a head start in developing positive growth. Also, annual market surveys and statistics can improve SMEs' marketing decision making, since information is power, and when it is used by the right people in the right place it can work wonders. SME managers must decide how to market the company products/services in social media depending on their products and services and on marketing studies and statistics. Moreover, SME managers have to decide which date and time is the best to market their products and services; it is essential to know when is the best time to place the ads and to hold sales via social media. Social media sites provide some information about the customers, and SME managers can use information gathered from social media with what they have in the company database, and then market their products and/or services according to the ones that make more profits or according to their company marketing strategies. Some SMEs managers who have the right information are open to new opportunities and this gives them an upper hand in social media marketing because it is an interactive environment where many opportunities are present at any given time.

Having exact and up-to-date information about customers is important to SMEs' marketing decision making, since with the right information, marketing via social media can do wonders; it can find customers and provide what they need and want. Moreover, SMEs can update their products and/or services or create new

ones depending on information about customers. Also, social media has the ability to keep records, a great facility for SMEs that saves time and effort helps SMEs gather information and build up their database. Moreover, SMEs can use the database for their marketing plans and strategies. Also, some SMEs not only share information among each other but also help each other in other ways. They cooperate with each other, and by doing so they gain constant information about the market and constantly improve their products and services. Furthermore, in supporting each other they become stronger in the face of competition and build strong relationships and business contacts, all of which is important to the success of any business.

Social media changes rapidly; therefore, it is vital for SMEs to understand and be up to date with the changes in order to benefit and see which social media sites are best for their marketing activities. The social media market is full of uncertainty; therefore, watching the market closely is very essential, and SMEs that can adapt fast and provide what customers need and desire succeed in this type of environment. Some SME managers and owners are aware of the new technologies and social media marketing tools; also, they are always updating their knowledge. Doing so with the right management system can lead to an SME's success. Furthermore, one of the main reasons for social media success is having the right system; having a system makes management and marketing easier, and social media serves as an easy system for marketing where SMEs can select their customers or potential customers and target them to sell their products and services successfully.

SMEs are small in size, and that gives them the advantage of being closer to customers than large organizations; thus, they are committed and determined to be friendlier and to focus on their relations with their customers, which makes customers trust them. In some cases, the customers are friends with the owners/managers of the SMEs; furthermore, some SMEs know their customers

better than large organizations because they have fewer customers. Many SMEs have limited experience and like to shorten interaction with customers as much as possible because they have limited staffs. Moreover, SMEs are small in size; that is why they have limited resources, and when someone thinks about SMEs he/she must be aware of SMEs' limitations; that is why SMEs like utilization: because they do not have enough resources, unlike large organizations, for many of which resources are not a big issue.

Many SME owners/managers are well educated, and some of them have business degrees that make them understand their business and business environment better, cope with market changes and operate in the marketplace professionally. Other SMEs do not have any expertise in marketing, and that may have a huge effect on their business and business process. Furthermore, SME managers who are well educated and/or have the right experience and the right marketing plan can add a lot to the success of the business in the planning phase of the business before the introduction phase, similar to the product life cycle; the manager who studies the market and customers' needs and wants carefully is more likely to succeed. Without the right marketing, it is almost impossible for SMEs to stay in the marketplace, especially in a changing and challenging environment such as social media. Marketing planning is important, and SMEs must plan professionally in order to be successful in social media marketing. Also, SME managers must focus on company objectives and share the objectives with all the employees, as every employee should know the objectives of the company and work to do his/her part. Moreover, SME managers must make the objectives clear to everyone in the company so the company can achieve its objectives.

4.6 Achievement of Question 1

Question 1 in the below section has been thoroughly discussed in this chapter in explaining axial code number 1 and each open code in it. Research questions are to be found in chapter 3, page 10:

8. What is the importance of information and marketing decisions and planning in social media marketing on SMEs in Kuwait?

In this chapter, the theory-grounded methodology used in this study and the questions of research were raised and developed from the interview process; therefore, the questions were derived from the qualitative interview that was fully analysed and evaluated. The following axial code number 1 was derived from the evaluation and analysis of the study that is aiming to answer question 1:

1. The importance of information & marketing decisions & planning

Chapter 4 has been dedicated to research question 1, and the answer is derived from axial code number 1 and from explaining each open code. The researcher at this point considered question 1 fully resolved and answered; therefore, the same structure of this chapter is going to be applied to answer questions 2 to 6 in the following chapters. The researcher is planning to achieve the aim of this research in chapter 11.

Chapter 5

Research: Evolving Concepts/Coding and Research Question 2

5.1 Introduction

This chapter will address question 2 in the research and the following 4 chapters are covering questions number 3 to 6. By using axial codes 2 and 3, the researcher intends to answer question number 2.

5.2 Analysis of Data in Fulfilment of Research Question 2

Research Question 2:

What is the effectiveness of traditional marketing vs. SM marketing on SMEs in Kuwait? (Chapter 5 is dedicated to answering research question 2).

Traditional marketing such as television, radio, newspapers, and distributing of flyers are not attractive to SMEs, since SMEs have limited resources. Therefore, they prefer marketing in SM, considering it a dream come true. In this chapter the researcher is going to compare axial code 2 with axial number 3 to derive the best possible answer to research question 2.

5.2.1 Axial Coding Categories

In the grounded theory approach methodology used in this study, the questions of research were raised and developed from the interview process; therefore, the questions were derived from the qualitative interview that was fully analysed and evaluated. The following are axial codes 2 and 3, derived from the evaluation and analysis of the study aiming to reach the achievement of question 2:

2. Factors related to SMEs' traditional marketing
3. Factors related to SMEs' SM marketing

5.2.2 Analysis of Axial Codes 2

Axial code 2 is explained and examined to build up a comprehensive interaction between axial code 2, "Factors related to SMEs' traditional marketing," and question 2, "What is the effectiveness of traditional marketing vs. SM marketing on SMEs in Kuwait?," to achieve the best answers to research question 2.

5.3. Factors Relating to 'Factors Related to SMEs Traditional Marketing' Axial Code 2

Table 5.1 lists axial code 2's coding category used in the attempt to answer question 2. The open-coded categories made from the 199 individual statements were taken from 19 interviews found in Appendix 1.

5.3.1 Clarification of the of Open-coded Meaning in Relation to Axial Code 2

The section below has a short clarification and explanation of each open code that makes axial code 2. The individual statements that derived the open codes are found in Appendix 1; each code is colour-coded by each axial code. In addition, the 11 open codes are going to be addressed starting with open code 1:

Open Code No.1: 'Traditional marketing wastes a lot of time'

Open Code No.1: 'Traditional marketing wastes a lot of time' Traditional marketing is not effective for SMEs due to their limited resources and its

prohibitive expense. SMEs have few employees and traditional marketing requires a lot of time and effort. Moreover, traditional marketing is based on bulk marketing ideas.

Open Code No.2: 'Traditional marketing and newspapers are expensive'

Open Code No.2: 'Traditional marketing and newspapers are expensive' Newspaper marketing is a part of traditional marketing. Newspaper readers are mainly older and SMEs' target audience is younger. Moreover, newspaper marketing has a limited view and short life span: newspapers are read only once or twice, but in SM, an advertisement can be viewed many times.

Open Code No.3: 'Traditional media had a strong power'

Open Code No.3: 'Traditional media had a strong power' Traditional media was very powerful before the introduction of SM. With SM everyone can be his/her own publisher; this was a wild dream in the past. Today, traditional media certainly has been weakened by SM; even newspapers have no shame in borrowing their first page news headline from SM. TV news does the same with some of its major news stories.

Open Code No.4: 'Some of Twitter writers have more influence'

Open Code No.4: 'Some of Twitter writers have more influence' Newspaper readers are decreasing and SM readers are increasing. As a result, some SM writers have far more influence than newspaper journalists. In Kuwait, most of the population is young, which increases this phenomenon.

Open Code No.5: ‘Strong competition closed down some papers’

Open Code No.5: ‘Strong competition closed down some papers’ Strong competition has closed down some newspapers and other newspapers have reduced their costs. Also most newspapers are losing readers every day. Since 2008, SM has shaken the traditional marketing and newspapers industry; newspapers have been firing employees, shrinking departments, and losing a lot of their advertisements. Many of SMEs’ advertisements are shifting from old media to SM.

Open Code No.6: ‘Newspapers can be the last communication option’

Open Code No.6: ‘Newspapers can be the last communication option’ SMEs are small in size, have limited resources and most likely have small advertising budgets; that is why they moved from advertising in traditional marketing to SM marketing.

Open Code No.7: ‘Newspapers are moving’

Open Code No.7: ‘Newspapers are moving’ Almost all newspapers in Kuwait now are in SM, with accounts on Twitter and elsewhere. So clearly they know the importance of SM and SM marketing.

Open Code No. 8: ‘The young generation cannot be reached’

Open Code No.8: ‘The young generation cannot be reached’ SM is mostly occupied by the young generation and few of them read newspapers. Therefore, if SMEs want to target them, it is wise that they avoid marketing in newspapers and start marketing in SM.

Open Code No. 9: 'SM has opened new ways of marketing'

Open Code No.9: 'SM has opened new ways of marketing' Just by observing SM, SME managers can think of many ways to market their company products and services. SM is changing and developing very fast and there are lots of ways to improve SMEs' marketing. In short, it has opened many new ways of marketing that replaced traditional marketing.

Open Code No.10: 'Newspaper ads are not attractive'

Open Code No.10: 'Newspaper ads are not attractive' SM is more attractive to people than newspapers since it is interactive; in SM a business owner can reach almost anyone, whereas in newspapers he/she would have to make much more effort. Newspapers are motionless, smelly, and a huge waste of paper. SM is simply smarter.

Open Code No.11: 'TV integrated with SM can be powerful'

Open Code No.11: 'TV integrated with SM can be powerful' It is very powerful to integrate television with SM. People with many followers can be invited to TV shows. Moreover, SMEs can record company interviews or shows in TV and radio and post them again on SM.

5.4 Examples of Interview Statements for the Open Coding Categories for Axial Code 2

Axial Code 2	Reference
Examples of interview statements: one statement for each open code	Interview and page number
1. <i>"Before, we used to depend on the newspapers and mailboxes as in we send brochures to our clients through the post office, we stick the label on the envelopes, take them to the post offices and they send them to our clients. We used to do that around one month before the training course starts, so that we make sure that the client sees the brochure in case he checks his post office box each 10 or 15 days."</i>	I-3&P-1
2. <i>"You can find someone like Abu-Rashid "I don't want to focus on him" but because I think he is number one in Kuwait, yet I don't know which rank is he exactly in but I think he is number one because his particularity that he... There are great tweeters in Kuwait, for example: Nabeel Al-Awaadi, Mohammed Al-Awaadi etc."</i>	I-18&P-9
3. <i>"In "Alam Al Yom" newspaper, the sports section for a while was a special and unique page and it had our young employees, it succeeded for a while then it went down and they started firing some workers,"</i>	I-18&P-3
4. <i>"In the newspaper, you won't get the people you need or it's very costly and the probability that the readers may not read it is huge because it is already on one page."</i>	I-16&P-15
5. <i>"I will pay around 700 KD for a black and white ad on the newspaper and maybe it will not be seen, or go to the TV or the</i>	I-11&P-1

Comment [FA6]: Traditional marketing waste a lot of time

Comment [FA7]: Some of Twitter writers have more influence

Comment [FA8]: Strong competition closed down

Comment [FA9]: The young generation can not be reached

<p><i>cinema and pay around 5000 KD. All of this is gone in a simple affective tool that put the power in the hands of people, Now the power is anyways in people's hands they can lift you up or put you down."</i></p>	
<p>In this table *The letter "I" represent interview & The letter "P" represent page.</p>	

Comment [FA10]: Newspaper ads are not attractive to SME's because it's one-way communication, fixed & motionless

Table 5.1: Examples Interview statements for the Open Coding Categories for Axial Code 2
Please see Appendix 4 for full Open Coding Categories tables.

5.5 Analysis of Axial Codes No. 3

To build up a comprehensive interaction between axial code 3, “Factors related to SMEs SM marketing” and research question 2, “What is the effectiveness of traditional marketing vs. SM marketing on SMEs in Kuwait?” axial code 3 is examined and clarified to accomplish the best answers to research question 2.

5.5.1 Factors Relating to ‘Factors Related to SMEs’ Axial Code 3

Table 5.2 lists axial code 3’s coding category used in the attempt to answer question 2. The open-coded categories made from the 422 individual statements were taken from 19 interviews found in Appendix 1.

5.5.2 Clarification of the Open-coded Meaning in Relation to Axial Code 3

The section below has a short clarification of each open code that makes axial code 3. The individual statements that derived the open codes are found in Appendix 1 where each code is colour-coded by each axial code. In addition, the 28 open codes are going to be addressed starting with open code 1:

Open Code No.1: *‘Marketing in SM is cost efficient’*

Open Code No.1: ‘Marketing in SM is cost efficient’ SM marketing has cut down marketing cost. Some is free but some extra marketing is paid and it is very effective and cost-efficient, because it uses advanced segmentation and targeting methods. Sometimes the cost reduction is 40% less

Open Code No.2: *‘SM saves time, money, energy & bring more customers’*

Open Code No.2: ‘SM saves time, money, energy & bring more customers’
When SMEs use SM marketing they save lots of money, whereas traditional

marketing is expensive. It also reaches the target audience many more times due to the switch that people are making from traditional media to SM. Also, SMEs can save energy and effect by using SM marketing because it is easy to use and they can bring more customers because of SM's selective and targeted nature.

Open Code No.3: *'SME's marketing via SM has become popular'*

Open Code No.3: 'SME's marketing via SM has become popular' SM has become very popular, especially for the young generations. Many SMEs in Kuwait know the importance of SM, and are increasingly interested in it and are using SM for their marketing needs. One of the main advantages of SM is putting SMEs in charge of their own media, as sometimes this is much better from advertising in other media that leaves less room for SMEs' control.

Open Code No.4: *'SM users can access SM from anywhere at any time'*

Open Code No.4: 'SM users can access SM from anywhere at any time' SMEs can access SM wherever they go; they can change or remove their advertisements instantly without having to wait for someone else to do it.

Open Code No.5: *'SM has helped by bringing the TM into one place'*

Open Code No.5: 'SM has helped by bringing the TM into one place' SM attracts customers that have the same interest, making targeting easier than ever.

Open Code No.6: *'Marketing via SM has fast responses from customers'*

Open Code No.6: 'Marketing via SM has fast responses from customers'. Unlike other media, SM marketing has customers who respond fast to SMEs advertisements and SMEs can track that response easily by using SM.

Open Code No. 7: 'SM's big numbers, save time, money and effort improve efficiency'

Open Code No.7: 'SM's big numbers, save time, money and effort improve efficiency' SM is full of people as there are millions of people around the world that are using SM now. SM saves working time and effort and improves SMEs' marketing communication and efficiency.

Open Code No.8: '*SM has impacted negative marketing*'

Open Code No.8: 'SM has impacted negative marketing' SM has reduced negative marketing such as impolite and rude telemarketing.

Open Code No. 9: '*SM has improved business process and made monitoring easier*'

Open Code No. 9: 'SM has improved business process and made monitoring easier' Of course, SM makes it easy to monitor staffs' interaction with customers because everything is documented and exposed. Also, SM has improved business operation of SMEs and business process by providing a flexible system.

Open Code No.10: '*SM helps in growing SMEs*'

Open Code No.10: 'SM helps in growing SMEs' SM helps in growing SMEs by bringing in new customers and providing the potential for SMEs to get more. So SMEs are more likely to grow and develop with SM.

Open Code No.11: *'SM is affecting other media and has put some out of business'*

Open Code No.11: 'SM is affecting other media and has put some out of business' Many businesses that have not developed and evolved have been put out of business by SM and Internet. Who uses yellow pages these days? It has become useless compared to the information on the Internet and on SM.

Open Code No.12: *'SM has helped in making new businesses come to existence'*

Open Code No.12: 'SM has helped in making new businesses come to existence' Without SM many SMEs will lose their market shares and some may close down. SM has helped in the existence of many businesses specially SMEs.

Open Code No.13: *'SM has helped in making the world globalised'*

Open Code No.13: 'SM has helped in making the world globalised' With SM, some SMEs can communicate globally; they can reach global customers and have global customers if they want. In the past, reaching customers globally was a dream for SMEs; now it is a reality.

Open Code No.14: *'SM is attractive to SMEs'*

Open Code No.14: 'SM is attractive to SMEs' SM has made marketing more fun and easy through its interactive channels. Some SMEs still out of SM dispute its great facilities and that is an opportunity lost for them.

Open Code No.15: ‘Some SMEs’ marketing depends on SM’

Open Code No.15: ‘Some SMEs’ marketing depends on SM’ SM has many great opportunities to offer to SMEs; some SMEs recognize that and some depend on SM exclusively.

Open Code No.16: ‘SM has improved communication processes’

Open Code No.16: ‘SM has improved communication processes’ Communication has become much easier with SM. SMEs can communicate directly with customers and potential customers without any boundaries. SM has opened many channels of communication and improved communication processes.

Open Code No.17: ‘SM has improved SMEs’ marketing’

Open Code No.17: ‘SM has improved SMEs’ marketing’ SM has provided many marketing facilities such as Twitter, Facebook, YouTube and many others. These facilities have made marketing easier than ever and many times one person can manage all of them.

Open Code No.18: ‘Because of SM some SMEs do not use advertisement’

Open Code No.18: ‘Because of SM some SMEs do not use advertisement’ SMEs’ advertisements have reduced outside SM and some SMEs do not use traditional advertisements anymore; they are increasingly developing new ways of advertisements that fit SM and that can be very effective for SM users.

Open Code No.19: *'SM ads can receive unlimited view & interaction'*

Open Code No.19: 'SM ads can receive unlimited view & interaction' Traditional media advertisements can be fixed like newspaper advertisements or a burden to customers like television advertisements, SM advertisements can be very interactive, be more friendly, and have unlimited views.

Open Code No.20: *'SM is a good place for gathering customers' info'*

Open Code No.20: 'SM is a good place for gathering customers' info' Of course SM is a great source of gathering customers' information; it is designed and built on the basis of saving and recording customers' information. So, it is a great idea for SMEs to use SM as a source of gathering customers' information because information can be saved and gathered easily.

Open Code 21: *'SM helps SMEs in learning processes'*

Open Code 21: 'SM helps SMEs in learning processes' SM has been supporting SMEs by creating many programs concerning how to market in SM and the best strategies for it through videos and articles designed to serve SMEs in SM marketing.

Open Code 22: *'Some SMEs' marketing depends on SM'*

Open Code 22: 'Some SMEs' marketing depends on SM' SM marketing is a dream that came to reality; it is what SMEs are waiting for. It has made marketing more powerful and focused. However, some SMEs depend entirely on SM marketing and are not using traditional marketing at all.

Open Code No.23: *'In SM news about SMEs travel fast'*

Open Code No. 23: 'In SM news about SMEs travel fast' Moving at the speed of light, SM has helped connect and globalise the whole world.

Open Code 24: 'SM is available to many by smartphone'

Open Code 24: 'SM is available to many by smartphone' SM would not be that successful without the use of smartphones, as smartphones have helped in making SM accessible from anywhere at any time.

Open Code 25: 'SM has helped SMEs & people'

Open Code 25: 'SM has helped SMEs & people' SM acts as an intermediary between customers and SMEs, benefitting them both by making their interaction smoother and easier than ever.

Open Code 26: 'SM has weakened newspapers'

Open Code 26: 'SM has weakened newspapers' SM has especially weakened newspapers' advertisements and also has reduced traditional marketing as a whole. Who would market in traditional media with all the marketing facilities available in SM free of cost?

5.7 Examples of Interview Statements for the Open Coding Categories for Axial Code No.3

Axial Code 3	Reference
Examples of interview statements: one statement for each open code	Interview and page number
1. <i>"We can make an ad with a high cost once a year and we may appear on a TV interview or maybe not. So they may know us or they may not know us."</i>	I-16&P-10
3. <i>"Maybe somebody in Japan and another person in Egypt are both communicating with me with the same username or the same hashtag. So it's easy that way to connect and [it] doesn't matter the time or the place, it doesn't matter anything. What are you doing? You can communicate in any moment. This is the strength of it."</i>	I-12&P-15
4. <i>"Yes. That will help you get more costumers. The number of targeted people will increase. The cost will be less expensive."</i>	I-7&P-3
5. <i>"We have a member in the club—I don't know the name, I think her name is Khada—in Kuwait. She is a pasta maker and wants to make pasta and that kind of stuff. Well, she was making pasta at home and then she became a seller and then she hired 2 Philippine girls with her and then she made a</i>	I-2&P-13

Comment [FA11]: Marketing in SM is cost efficient

Comment [FA12]: SM has help in bring the TC in one place

<i>Facebook group for sales only (Zaatar)."</i>	
<p>In this table, the letter I represents <i>interview</i> and the letter P represents <i>page</i>.</p>	

Comment [FA13]: SM has helped in making new business come to existence

Table 5.2: Examples Interview statements for the Open Coding Categories for Axial Code 3
Please see Appendix 4 for full Open Coding Categories tables.

5.8 Summary

Traditional media was very powerful before the introduction of SM. With the emergence of SM everyone can be his/her own publisher; before it, this was a wild dream. Today traditional media certainly has been weakened by SM; even newspapers have no shame in taking their first page news headline for SM. TV news likewise takes some of its major stories from SM. Many SMEs' managers argue that traditional marketing is not effective for their marketing as SMEs are small in size and have limited budgets and resources; therefore, traditional marketing is too expensive for them. SMEs have few employees and traditional marketing needs a lot of time and effort to manage. Moreover, traditional marketing is based on the idea of bulk marketing.

Newspapers' marketing is a part of traditional marketing. Newspaper readerships are decreasing and SM users and readers are increasing. Some SM writers have far more influence than newspaper journalists. In Kuwait, most of the SM population are from the young generation and that of course is one of the reasons for this phenomenon. Furthermore, newspaper readers are mainly older and newspaper advertisements are too expensive for SME marketing and do not hit the targeted audience, so newspapers' respondent rate is very low compared to SM advertisement. Moreover, newspaper marketing has limited view and short life span, mainly because newspapers are read once, maybe twice; so the chance of seeing the advertisements are much lower than in SM, where the advertisements can be viewed many times. In addition, SMEs' advertisements have reduced outside SM and some SMEs do not use traditional advertisements anymore as they are increasingly developing new types of advertisements that fit SM and that can be very effective for SM users.

Strong competition has closed down some newspapers and other newspapers have reduced the cost of their operations. Also, many newspapers are closing

down every day; since 2006, SM has shaken the traditional marketing and newspapers' industry. Newspapers have been firing employees, shrinking departments and losing a lot of their advertisements. Many of SMEs' advertisements are shifting from traditional media to SM: indeed, who would market in traditional media with all the marketing facilities that are available in SM free of cost? SM marketing has cut down marketing costs; some of it is free and what is not is not expensive. Furthermore, paid advertisements in SM are very effective because they are based on advanced segmentations and targeting methods. Sometimes the cost reduction in SMEs' operation is 40% less or more with use of SM. Additionally, SM helps expand SMEs by bringing in new customers and potential new customers. So, SMEs are more likely to grow and develop in an SM environment.

Almost all newspapers in Kuwait now have accounts on Twitter and other SM. So clearly they also know the importance of SM and SM marketing. SM is full of the young generation and few of them read newspapers; therefore, if SMEs want to target young generation it is wise that they avoid marketing in newspapers and start marketing in SM. Just by observing SM, SMEs' managers can think of many ways to market their company's products and services. SM is changing and developing very fast and there are many ways to improve SMEs' marketing strategies for it. In SM one can reach almost anyone, whereas newspapers one would have to make a lot of effort. Newspapers are motionless, smelly and waste a large amount of paper. In addition, unlike traditional media advertisements that are mainly fixed and motionless, such as newspaper advertisements, and are a burden to customers like television advertisements, SM advertisements can be very interactive, friendlier, and have unlimited views.

When SMEs use SM marketing, they save lots of money and reach a more targeted audience. Also, SMEs can save energy and effort by using SM marketing because it is easy to use and can bring in more customers because of

SM's selective and targeted nature. It is very powerful to integrate television with SM since people with high numbers of followers usually have television shows; the integration between television and radio with SM is a great idea that could result in positive outcomes. Moreover, SMEs can record company interviews or TV and radio shows and post them again on SM.

One of the main advantages of SM is putting SMEs in charge of their own media; sometimes this is much better from advertising in other media. Also, SM attracts customers with the same interests and it has helped bring in customers all in one place. By doing so, SM has made targeting easier than ever. Also, in SM, it is easy to monitor staffs' interaction with customers because everything is documented and exposed. Besides, SM has improved business operation of SMEs and business processes by providing a flexible system.

SM has become very attractive for SME marketers, making marketing fun and easy through its interactive channels. Some SMEs are still out of SM and are unaware of its great facilities and that is an opportunity lost for them. SM has many great opportunities to offer to SMEs. Some SMEs recognize that and depend entirely on SM for their marketing; they do not put any advertisements anywhere else. To them, SM is the only marketing tool. SM has provided many marketing facilities such as Twitter, Facebook, and YouTube. These facilities have made marketing easier than ever, and many times one person can manage all of them. In SM, news travels to anywhere in the world at the speed of light; connecting and globalizing the world. Additionally, communication has become much easier with SM as SMEs can communicate with their customers and potential customers directly without any boundaries. SM has opened up many means of communication and improved communication process. SM has helped both customers and SMEs by being the intermediary between them, making communication between them smoother and easier than ever. SM users can access it from anywhere and at any time wherever they go; they can change or

remove their advertisements instantly without having to wait for someone else to do it. Also, SM is a great source of gathering customers' information; it is designed and built on the basis of saving and recording customers' information. So, it is a great idea for SMEs to use SM as a source of gathering customers' information because information can be saved and gathered easily.

Without SM, many SMEs will lose their market shares and some may close down. SM has helped in the existence of many new businesses especially SMEs. SM has been supporting SMEs by creating many programs that give directions for SMEs on how to market in SM and showing them the best marketing strategies via many videos and articles designed to serve SMEs in SM marketing. SM would not be that successful without the use of smartphones. Smartphones have helped in making SM accessible from anywhere and at any time. Furthermore, SM is full of people, as there are millions of people around the world using SM now. SM saves working time and effort and improves SMEs' marketing communication and efficiency. In summary, SM marketing is a dream made reality; what SMEs were waiting for. It has made marketing more powerful and focused.

5.9 Achievement of Question 2

Question 2 in the below section has been examined and discussed in this chapter through explaining axial codes number 2 and 3 and each open code in them. Research questions are to be found in chapter 3, page 10:

2. What is the effectiveness of traditional marketing vs. SM marketing on SMEs in Kuwait?

In this chapter, the grounded theory approach methodology was used and the questions of research were raised and developed from the interview process;

therefore, the questions were derived from the qualitative interview, which was fully analysed and evaluated. The following are axial codes 2 and 3, derived from the evaluation and analysis of the study aiming to reach the achievement of research question 2.

2. Factors related to SMEs traditional marketing

3. Factors related to SMEs SM marketing

Chapter 6 has been dedicated to answering research question 2 and the answer is derived from axial codes 2 and 3 and from going through each open code and explaining each one of them. The researcher at this point considered research question 2 fully resolved and answered.

Chapter Six

Research: Evolving Concepts/Coding and Research Question 3

6.1 Introduction

This chapter addresses research question 3, and the following chapters cover questions 4 to 6. Five axial codes will be addressed to answer question 3; they are factors related to social media pages and sites, using Twitter, using Facebook, using Instagram and YouTube, and using smartphones and WhatsApp. By going through each open code of the 5 axial codes, the researcher intends to openly and fully answer research question 3.

6.2 Analysis of Data in Fulfilment of Research Question 3

Research Question 3:

- What is the importance of social media pages, sites and innovation in social media marketing on SMEs in Kuwait?

(Chapter 6 is dedicated to answering research question 3).

Traditional marketing, such as television, radio, newspapers and ACT, has dominated the media for a long period of time. Traditional media influenced people's thinking and opinions, as people were manipulated and controlled by it. Social media is a dream that came to reality to allow people to become their own publishers. SMEs can use social media to connect and interact with their customers and potential customers directly. They can also use social media to market themselves and their products and services almost free of cost 24/7 to target customers around the world.

6.2.1 Axial Coding Categories

In the grounded theory approach methodology used in this study, the research questions were raised and developed from the interview process, therefore the questions were derived from a qualitative interview that was fully analysed and evaluated. Axial codes number 4, 5, 6, 7 and 8 were derived from the evaluation and analysis of the study with the aim to answer research question 3:

4. Factors related to social media pages and sites.
5. Factors related to using Twitter.
6. Factors related to using Facebook.
7. Factors related to using Instagram and YouTube.
8. Factors related to using smartphones and WhatsApp.

6.2.2 Analysis of Axial Code No.4

Axial code number 4, '**Factors related to social media pages and sites**', is explained and examined in order to build up a comprehensive interaction between it and question 3, 'What is the importance of social media pages, sites and innovation in social media marketing on SMEs in Kuwait?' By doing so and explaining and examining axial codes number 4, 5, 6, 7 and 8, the researcher is aiming to achieve the best possible answer for question 3.

6.3. Factors Relating to ‘Factors related to social media pages and sites’ Axial Code No.4

Table 6.1 lists examples in the axial code number 4 coding category used in the attempt to answer research question 3. The 17 open-coded categories made from the 161 individual statements were taken from 19 interviews found in Appendix 1.

6.3.1 Clarification of the Open Coded Meaning in Relation to Axial Code 4

The section below has a short clarification and explanation of each open code that makes up axial code number 4. The individual statements that generated the open codes are found in Appendix 1; each code is colour coded by axial code. In addition, the 11 open codes will be addressed starting with open code number 1:

Open Code No.1: ‘SMP is useful when it has large number of users’

Open Code No.1: ‘SMP is useful when it has large number of users’. Of course, the more active users a social media page has, the greater the benefit because the message can reach more people at once. Thus, SMEs with large numbers of active users are more likely to be more successful and can bring in more potential customers easily.

Open Code No.2: ‘SM sites are interactive’

Open Code No.2: ‘SM sites are interactive’. People can talk about any subjects and find other users with similar interests effortlessly because the social media sites are interactive and interconnected.

Open Code No.3: *'Monitoring SMP is very important'*

Open Code No.3: 'Monitoring SMP is very important'. It is curial to protect social media pages from negative comments and keep a healthy environment for customers to participate because without customers' participation, SMEs' social media pages have no use. Accordingly, some SMEs understand the importance of monitoring and are doing it regularly.

Open Code No.4: *'It's important to benefit customers'*

Open Code No.4: 'It's important to benefit customers'. When customers visit SMEs' social media pages, it is important to benefit them. SMEs can create promotional programs that give advantages to customers when they visit the social media pages. Also, they can give them discounts or free services and/or products to make social media pages effective. In addition, it is important to post good information or promotion as added value besides direct marketing in social media pages.

Open Code No.5: *'There is high competition between SM sites'*

Open Code No.5: 'There is high competition between SM sites'. Social media sites are heavily competing and striving every day to bring their best for their customers. In that competition, some are losing and some are winning, but the most important thing is constant improvement and development.

Open Code No.6: *'SMEs must choose which SM sites'*

Open Code No.6: 'SME's must choose which SM sites'. There are many social media sites, and SMEs must choose the best sites that fit their marketing strategy and market their products and/or services on them. Each social media site has its own significance depending on an SME's marketing needs.

Open Code No.7: *'Being in any media'*

Open Code No.7: 'Being in any media'. It is also important for SMEs to be in media; to use it as a tool to reach potential goals. Social media sites are free, and SMEs can use these spheres to connect with their customers and/or reach potential customers.

Open Code No.8: *'Some people use SM wrongly'*

Open Code No.8: 'Some people use SM wrongly'. Of course, some people may abuse social media sites. Thus, SMEs must be very careful and make sure that their marketing messages are not misunderstood. Moreover, SMEs must work on delivering the right message to the right customers briefly and clearly.

Open Code No.9: *'Some SMEs use SM sites for customer service'*

Open Code No.9: 'Some SMEs use SM sites for customer service'. Some SMEs have support for customers via their social media sites; they have dedicated teams to solve customers' problems, handle customers' complains or just take care of customers and make them feel good about the SME's products/services.

Open Code No.10: *'SMEs must keep a watch on new SM sites'*

Open Code No.10: 'SMEs must keep a watch on new SM sites'. SMEs must keep a close watch on social media sites since new sites are opening and customers' wants and needs are continuously changing. If SMEs join a good site when it first opens, they may benefit a lot when the site takes off and becomes popular; thus it is important for SMEs to keep a close eye on what is happening on current social media sites and new social media sites. In a world where change is the only constant thing, SMEs must be aware of that change, as Moore's law stated about computing technology that "Processor speeds, or

overall processing power for computers will double every two years". Social media is changing rapidly, and SMEs who understand the change and act fast can benefit greatly.

Open Code No.11: *'It is important to have a link between SME websites'*

Open Code No.11: 'It is important to have a link between SME websites'. Having links or connections between social media sites gives an SME great flexibility. Posts written by SMEs on their Twitter pages can appear on their Facebook pages at the same time.

Open Code No.12: *'Some SMEs like to communicate'*

Open Code No.12: 'Some SMEs like to communicate'. Some SMEs like to communicate with their customers by using their website; they would like to make their website the major platform to interact with their customers.

Open Code No.13: *'SMEs can use SM websites to save information'*

Open Code No.13: 'SMEs can use SM websites to save information'. Social media sites can be used for gathering customers' information because in many social media sites many interactions are recorded and SMEs can use this functionality to their advantage.

Open Code No.14: *'SMEs are following their customers'*

Open Code No.14: 'SMEs are following their customers'. It is good for SMEs to follow their customers or potential customers wherever they go in social media, but it is better to be on new social media sites even before their customers arrival on them.

Open Code No.15: *'Email is losing its market share'*

Open Code No.15 'Email is losing its market share'. Some email sites are losing their shares to Facebook, Twitter and other social media sites due to mailing systems in these sites, but email sites are still powerful.

Open Code No.16: *'Damage in SM sites'*

Open Code No.16: 'Damage in SM sites'. SMEs must be careful to collect and save all customers' data in a safe place because damage to social media sites can result in damage to all customers' information. SMEs are better off if they have all data stored in a safe place. In short, damage in social media sites can result in the loss of customers and damage to their content.

6.4. Examples of Interview Statements for the Open Coding Categories for Axial Code No.4

Axial Code No.4	Reference
Examples of interview statements: 1 statement for each open code	Interview and page number
<p>1. <i>"Of course we do, we delete it, and if he continues doing it again, then we ban him and that's it. He won't be able to have access to our page anymore. Why is that? So I can keep the energy flowing".</i></p>	I-1&P-14
<p>2. <i>"Like if someone buys a product from us, we can make him a 10% discount for him to mention us on Twitter or display photos about us. We don't do that in a public way, only with our usual or loyal friends and customers. In return they are marketing for us so they are sort of our missionaries. They're the ones walking around and talking about us in a good way".</i></p>	I-11&P-3
<p>3. <i>"me lets talk about the tweeter and the website are removed the email!".</i></p>	I-2&P-15
<p>In this table *The letter "I" means "interview", and the letter "P" means "page".</p>	

Comment [FA14]: Monitoring SMP is very important

Comment [FA15]: It's important to benefit customers

Comment [a16]: There is high competition between SM sites

Table 6.1: Examples of Interview statements for the Open Coding Categories for Axial Code No.4

Please see Appendix 4 for full Open Coding Categories tables.

6.5 Analysis of Axial Code No.5

Examples of axial code number 5 are examined in order to build up a comprehensive interaction between axial code number 5, “Factors related to using Twitter” and research question 3, “What is the importance of social media pages, sites and innovation in social media marketing on SMEs in Kuwait?”

6.5.1 Factors Relating to ‘Factors related to SMEs social media marketing’ Axial Code 5

Table 6.2 lists examples of the axial code number 5 coding category used in the attempt to answer question 3. The 28 open coded categories made from the 366 individual statements were taken from the 19 interviews found in Appendix 1.

6.5.2 Clarification of the Open Coded Meaning in Relation to Axial Code 5

The section below has a short clarification and explanation of each open code that makes axial code number 5. The individual statements that generated the open codes are found in Appendix number 1, where each code is colour coded by axial code. In addition, the 28 open codes will be addressed starting with open code number 1:

Open Code No.1: *‘Twitter has made marketing easier’*

Open Code No.1: ‘Twitter has made marketing easier’. By using Twitter, SMEs can market freely and easily; it is very interactive and is available to SMEs 24/7. There are many ways of marketing on Twitter, and the details will be explained in the other codes.

Open Code No.2: *'On Twitter you can instantly reach almost anyone in the world'*

Open Code No.2: 'On Twitter you can instantly reach almost anyone in the world'. Twitter has a global identity because it is available to everyone. It is available online in many languages, and one can reach almost anyone who is on Twitter; a person can tweet to anyone in the Twitter network. In addition, SMEs can use this site to connect with other businesses and build relations.

Open Code No.3: *'On Twitter the more followers'*

Open Code No.3: 'On Twitter the more followers'. Messages can travel fast, and the more active followers someone has, the more his/her message can travel and the more potential customers he/she can make. Also, having a large number of active followers can bring more followers to one's page; moreover, Twitter accounts with high numbers of followers usually have more credibility and can be used by SMEs for marketing. One of the ways to bring in more followers is to be on TV or radio programs.

Open Code No.4: *'To have good relations with sponsors'*

Open Code No.4 'Have good relations with sponsors'. Following users back is a very useful strategy; it enhances customers' loyalty and gives them access to direct messages. It is important for SMEs to have good relations with their sponsors, so it is better if they follow them back on Twitter and maintain good relationships with them as well as market their products and services in the marketing campaign.

Open Code No.5: *'Collective work on Twitter is powerful'*

Open Code No.5: 'Collective work on Twitter is powerful'. To work with groups or teams is far more effective than to market with a single account, since the marketing would be far greater when accounts are joined, and the marketing message can reach many using a strategy of joined accounts.

Open Code No.6: *'Retweet helps in spreading messages'*

Open Code No.6: 'Retweet helps in spreading messages'. On Twitter, *retweet* is one of the most powerful marketing techniques, as messages become widespread via retweets and reach more people. SMEs can gain more followers from retweets. Also, having a strong sponsor with a high number of followers may benefit SMEs by retweets. Similarly, SMEs can follow active users who retweet their news.

Open Code No.7: *'Twitter messages spread very fast'*

Open Code No.7: 'Twitter messages spread very fast'. Twitter's 140-character messages travel fast to a massive number of users, since they are so short that many people can read them. Also, they should be straight to the point so they can be understood and reach their target. As such, Twitter's short, character-limited messages affect the communication process of SMEs in social media.

Open Code No.8: *'Buying followers is not attractive for SMEs'*

Open Code No.8: 'Buying followers is not attractive for SMEs'. Some SMEs may buy followers on Twitter to make their accounts look attractive, but this strategy has many disadvantages. The first disadvantage is that they would not know their real customers; the second is that their real customers could find out and

the SMEs could lose their credibility; and the third is that they would not know how to make good marketing strategies with fake followers.

Open Code No.9: *'SMEs use Twitter as a customer service medium'*

Open Code No.9: 'SMEs use Twitter as a customer service medium'. Some SMEs use their Twitter accounts as a customer service medium where they interact with customers, serve them well, answer their questions and solve their problems by using Twitter. In addition, Twitter has put SMEs closer to their customers.

Open Code No.10: *'Twitter helps in defining TC'*

Open Code No.10: 'Twitter helps in defining TC'. Many accounts are open in Twitter, so SMEs can use them to define their target customers. When SMEs define their target customers it is like a dream coming true, as they can plan their marketing strategies accordingly.

Open Code No.11: *'Twitter is booming'*

Open Code No.11: 'Twitter is booming'. Twitter is growing faster and bigger every day. Twitter was involved in the World Cup in Brazil by making special pages to broadcast the events. All of the major events in the world are being broadcast on Twitter, supporting Twitter's growth process.

Open Code No.12: *'Twitter has improved communication'*

Open Code No.12: 'Twitter has improved communication'. Surely Twitter has improved communication. Nowadays, customers can directly connect with SMEs and there is no one between the customers and the top management of SMEs.

Customers can communicate directly and freely without any boundaries. Unquestionably, Twitter has made SMEs exist in the global market.

Open Code No.13: *'Twitter pages are attractive to customer'*

Open Code No.13: 'Twitter pages are attractive to customer'. SMEs must work on making their Twitter pages attractive to customers so customers come to their pages and participate positively. They can do this by tweeting on their customers' interests.

Open Code No.14: *'Time & dates are very important in SMM'*

Open Code No.14: 'Time & dates are very important in SMM'. In social media marketing and especially on Twitter, time and date are very important to marketing. SMEs must understand and know the peak hours to market during those hours and give priority to their best products or services.

Open Code No.15: *'Simplicity is the key to Twitter success'*

Open Code No.15: 'Simplicity is the key to Twitter success'. Simplicity is the key to success in any technology, not only on Twitter. Twitter is very simple to use, as anyone can use it and learn it very fast.

Open Code No.16: *'Mention helps SMEs' marketing, especially on Twitter'*

Open Code No.16: '*Mention* helps SMEs' marketing, especially on Twitter'. *Mention* is one of the great marketing tools on Twitter; with the *mention* strategy, SMEs can be sure that a message has reached a customer's specific page. SMEs can use this strategy to market their products and services. In addition, anyone can mention any account on Twitter.

Open Code No.17: 'FF is a great way of marketing'

Open Code No.17: 'FF is a great way of marketing'. Twitter has a hashtag called Follow Friday: #FF. It is a great way of marketing on Twitter that can bring more followers to SMEs' accounts and that can bring more sales. Every Friday, SMEs can use this marketing tool on Twitter.

Open Code No.18: '*SMEs can follow potential customers on Twitter*'

Open Code No.18: 'SMEs can follow potential customers on Twitter'. When SMEs follow potential customers, the customers might follow them back. SMEs can see their potential customers' accounts and find them easily by searching in their followers' accounts as well as their competitors' accounts.

Open Code No.19: '*Twitter is the most popular SM*'

Open Code No.19: 'Twitter is the most popular SM'. Twitter is very popular, as many major companies, organizations and famous public figures have accounts on Twitter. This of course increases its popularity.

Open Code No.20: '*Twitter can be used to watch competitors closely*'

Open Code No.20: 'Twitter can be used to watch competitors closely'. SMEs can study their competitors and watch their every move on Twitter on a daily basis.

Open Code No.21: '*SMEs use Twitter as a marketing tool*'

Open Code No.21: 'SMEs use Twitter as a marketing tool'. Many SMEs understand the power of Twitter and use it to promote their products/services as well as stay connected with customers.

Open Code No.22: *'SMEs must be careful when to follow and unfollow'*

Open Code No.22: 'SMEs must be careful when to follow and unfollow'. SMEs must be careful when following and unfollowing on Twitter because customers are very sensitive. It is a good idea for SMEs to follow all of their customers so that customers feel welcome and important.

Open Code No.23: *'Hashtags are a good marketing tool'*

Open Code No.23: 'Hashtags are a good marketing tool'. On Twitter, SMEs can share information and have customers get involved in the hashtag page. SMEs can market their products and services on the hashtag page and can share useful information with customers.

Open Code No.24: *'Favourites on Twitter is very effective'*

Open Code No.24: 'Favourites on Twitter is very effective'. The favourites pages are very effective on Twitter, as SMEs can save their important information in the favourites section so that customers can view it later.

Open Code No.25: *'SMEs must be very careful on Twitter'*

Open Code No.25: 'SMEs must be very careful on Twitter'. Messages can spread quickly on Twitter; therefore, SMEs must be careful and manage negative comments because such messages can harm an SME's image.

Open Code No.26: *'Twitter lists is very useful'*

Open Code No.26: 'Twitter lists is very useful'. SMEs can use Twitter lists, which show the feed of the people they desire only, and only specific groups or people

are listed. Using this feature, SMEs can list only the people they want to view and follow all customers back as a sign of goodwill.

Open Code No.27: *'Follow back is one way of marketing on Twitter'*

Open Code No.27: 'Follow back is one way of marketing on Twitter'. On Twitter there are many great ways of marketing for SMEs. One of the best methods is the *follow back* strategy. When SMEs follow their customers back, customers feel happy and can communicate with SMEs on Twitter via private message. In short, customers feel welcome by SMEs' following them back.

Open Code No.28: *'Twitter has improved marketing communication'*

Open Code No.28: 'Twitter has improved marketing communication'. Twitter has made communication easier, and it is one of the most useful social media sites for marketing. Moreover, Twitter is an effective social media site because of its short messaging and simplicity of use.

6.6 Examples of Interview Statements for the Open Coding Categories for Axial Code No.5

Axial Code No.5	Reference
Examples of interview statements: 1 statement for each open code	Interview and page number
<p>1. <i>But when they make collective retweets, it's so powerful. There's people who have 1000 and 2000 followers, there's others who have 5000 and 10,000 followers too. But at the end our energy was from the first 40'</i></p>	I-14&P-4
<p>2. <i>Sometimes if you find someone very famous, like Barack Obama, ok, and you go, like, "please", and he goes, like, "what do you need?" You go, like, "I just want you to retweet me'.</i></p>	I-2&P-15
<p>3. <i>A Twitter advantage is that you can reach all of Kuwait with your mobile and in a half minute you can reach them all. I mean, when you make one tweet you can reach all Kuwait. Where you walk around, people hear about you only on social media, only on Twitter'.</i></p>	I-14&P-6
<p>4. <i>It differs! On Twitter, you can very well define the audience by the number of followers. Still there are a number of re-tweets that are happening from non-followers'.</i></p>	I-8&P-6

Comment [FA17]: Collective work is powerful on Twitter

Comment [a18]: Retweet helps in spreading messages

Comment [FA19]: Twitter messages spread very fast

Comment [FA20]: Twitter helps in defining TC

<p>5. <i>I discovered another particular timing, which is before bedtime from 9:30 till 11:30 the re-tweets increase, and especially on the ads. Maybe it is that the person is sitting on the couch and checking his tweets and then re-tweeting what he likes. I recoded those two periods what I have observed in a massive way.</i></p>	<p>I-7&P-8</p>
<p>In this table *The letter “I” means “interview”, and the letter “P” means “page”.</p>	

Comment [FA21]: Time & dates are very important in SMM

Table 6.2: Examples of Interview Statements for the Open Coding Categories for Axial Code No.5

Please see Appendix 4 for full Open Coding Categories tables.

6.7 Analysis of Axial Code No.6

Examples of axial code number 6 are examined in order to build up a comprehensive interaction between axial code number 6, “Factors related to using Facebook” and research question 3, “What is the importance of social media pages, sites and innovation in social media marketing on SMEs in Kuwait?”

6.7.1 Factors Relating to ‘Factors related to SMEs social media marketing’ Axial Code 6

Table 6.3 lists examples of the axial code number 6 coding category used in the attempt to answer research question 3. The 5 open coded categories composed from the 54 individual statements were taken from 19 interviews found in Appendix 1.

6.7.2 Clarification of the Open Coded Meaning in Relation to Axial Code 6

The section below has a short clarification and explanation of each open code that makes up axial code number 6. The individual statements that generated the open codes are found in Appendix 1; each code is colour coded by axial code. In addition, the 5 open codes are going to be addressed starting with open code number 1:

Open Code No.1: ‘Facebook FOF TM is powerful’

Open Code No.1: ‘Facebook FOF TM is powerful’. Facebook has many segmentation methods, and they are very influential. These segmentation methods are regions, age, gender and language. Also, Facebook provides the number of people that business owners are targeting. Furthermore, Facebook has an option of targeting friends of friends, which is a very powerful tool

because friends usually have the same interests as their friends, and SMEs can target their customers' friends because they might like SMEs' products and/or services like their customers do. In short, the paid advertisements in Facebook are very good for SMEs' marketing because of their smart segmentation.

Open Code No.2: 'Facebook gives users the option to block negative users'

Open Code No.2: 'Facebook gives users the option to block negative users'. Monitoring SMEs' pages is easy, as SMEs can block anyone from their page and protect their page from negative comments. Moreover, they can manage their Facebook page in a professional way and make it a healthy environment for marketing.

Open Code No.3: 'Some SMEs use Facebook to connect'

Open Code No.3: 'Some SMEs use Facebook to connect'. SMEs' Facebook pages are perfect for connecting with their customers and announcing their activities. Also, Facebook pages can be used to share articles and events about SMEs' programs that concern their customers. In addition, Facebook is a free way of connecting daily between SMEs and their customers.

Open Code No.4: 'Facebook can be used to interact with customers'

Open Code No.4: 'Facebook can be used to interact with customers'. Customers' feedback is crucial to SMEs for developing and improving their products and/or services and their business as a whole. Not improving means losing their business very soon, as only consistent development can ensure success in the marketplace.

Open Code No.5: 'Even though Facebook is older than Twitter'

Open Code No.5: 'Even though Facebook is older than Twitter'. Facebook and Twitter are very popular social media sites. Twitter, the most popular social media site, is more powerful than Facebook. Facebook is slow to change and improve, but Facebook has bought Instagram, so now both Facebook and Instagram are competing with Twitter.

6.8 Examples of Interview Statements for the Open Coding Categories for Axial Code No.6

Axial Code No.6	Reference
Examples of interview statements: 1 statement for each open code	Interview and page number
<p>1. <i>'Therefore, now we have 180,000 friends, and it will tell you how many friends of friends you have, so it will tell you that you have 180,000 fans yourself. Then I will ask, how many friends of fans do I have? So it will tell a half and me approximately millions. So I will tell Facebook, ok, post my advertisement for those people only.'</i></p>	I-1&P-12
<p>2. <i>'Of course we do, we delete it, and if he continued doing it again, then we ban him and that's it. He won't be able to have access to our page anymore. Why is that? So I can keep the energy flowing'.</i></p>	I-1&P-14
<p>3. <i>'After that we started writing on Facebook about salaam group that we are a group with a schedule. We make sport walking activities, and then we make the session of the sending intention.'</i></p>	I-5&P-1
<p>In this table *The letter "I" means "interview", and the letter "P" means "page".</p>	

Comment [FA22]: Facebook FOF TM is powerful

Comment [FA23]: Facebook gives users the option to block negative users

Comment [FA24]: Some SME's use Facebook to connect

Table 6.3: Examples Interview statements for the Open Coding Categories for Axial Code No.6. Please see Appendix 4 for full Open Coding Categories tables

6.9 Analysis of Axial Code No.7

Examples of axial code number 7 are examined in order to build up a comprehensive interaction between axial code number 7, “Factors related to using Instagram and YouTube” and question 3, “What is the effectiveness of traditional marketing vs. social media marketing on SMEs in Kuwait?” to achieve the best answers to research question 3.

6.9.1 Factors Related to 'SMEs social media marketing' Axial Code 7

Table 6.4 lists examples of the axial code number 7 coding category used in the attempt to answer question 3. The open coded categories made from the 68 individual statements were taken from 19 interviews found in Appendix 1.

6.9.2 Clarification of the of Open Coded Meaning in Relation to Axial Code 7

The section below has a short clarification and explanation of each open code that makes up axial code number 7. The individual statements that generated the open codes are found in Appendix 1; each code is colour coded by axial code. In addition, the 5 open codes will be addressed starting with open code number 1:

Open Code No.1: *'Instagram is designed for photo sharing'*

Open Code No.1: 'Instagram is designed for photo sharing'. It is becoming very popular and has become very important for SMEs' social marketing, advertising and photo sharing. Photos sharing can be a good marketing technique when used in social media, especially with people who have more visual taste.

Open Code No.2: *'Instagram helps in growing SMEs'*

Open Code No.2: 'Instagram helps in growing SMEs'. Instagram has recently added a short video feature; it is only 30 seconds, yet it is a very powerful tool for SMEs if they design their marketing messages professionally, delivering their marketing messages in a smart and quick way. In addition, Instagram is growing and developing very fast, and it is currently one of the most popular social media sites.

Open Code No.3: *'Instagram can be used by SMEs'*

Open Code No.3: 'Instagram can be used by SMEs'. SMEs' constant development and improvement is very important for their success in social media. SMEs can use Instagram to connect with their customers and get instant feedback about their company, products or services.

Open Code No.4: *'YouTube is a very effective video SM site'*

Open Code No.4 'YouTube is a very effective video SM site'. YouTube is one of the most popular social media sites, coming third after Twitter and Facebook. It is a video-sharing site where anyone can upload videos. Furthermore, SMEs can use it to upload their activities to social media.

Open Code No.5: *'YouTube is very powerful in spreading SMEs' marketing messages when linked with other SM sites'*

Open Code No.5: 'YouTube is very powerful in spreading SMEs'. If Google is the most powerful information tool ever, YouTube is the most powerful video tool ever; it has countless videos on countless subjects. When linked with other social media sites, YouTube can become even more powerful. It is a waste if SMEs do not use YouTube for their social media marketing

6.10 Examples of Interview Statements for the Open Coding Categories for Axial Code No.7

Axial Code No.7	Reference
Examples of interview statements: 1 statement for each open code	Interview and page number
<p>1. <i>'Like, now we are in this place, so while making a video you can know where is the place and what is the place you got that. It's kind of good stuff, important and benefiting people, making friendships and community, so it's something very nice'.</i></p>	I-13&P-19
<p>2. <i>'I use another way when they enter on my website, the blog is so important now. The blog I connected to Twitter too. I enter on the YouTube too, YouTube is so important. YouTube we use it too'.</i></p>	I-15&P-6
<p>3. <i>"Yes we did! With huge tools, coverage, answering questions, covering an event, a certain talk, for example: purposeful for the students, specific lessons, we write a lot about it. And we almost have 30, 40 to 50 videos on YouTube'.</i></p>	I-8&P-16
<p>In this table *The letter "I" means "interview", and the letter "P" means "page".</p>	

Comment [FA25]: Instagram can be used by SMEs

Comment [FA26]: YouTube is a very effective in Video sharing

Comment [FA27]: YouTube is very powerful in spreading SMEs marketing messages

Table 6.4: Examples of Interview Statements for the Open Coding Categories for Axial Code No.7

6.11 Analysis of Axial Code No.8

Examples of axial code number 8 are examined in order to build up a comprehensive interaction between axial code number 8, “Factors related to using smartphones and WhatsApp” and question 3, “What is the effectiveness of traditional marketing vs. social media marketing on SMEs in Kuwait?”

6.11.1 Factors Relating to ‘Using Smartphones and WhatsApp’ Axial Code 8

Table 6.5 lists examples of the axial code number 8 coding category used in the attempt to answer question 3. The open coded categories made from the 27 individual statements were taken from 19 interviews found in Appendix 1.

6.11.2 Clarification of the Open Coded Meaning in Relation to Axial Code 8

The section below has a short clarification and explanation of each open code that makes up axial code number 8. The individual statements that generated the open codes are found in Appendix 1; each code is colour coded by axial code. In addition, the 6 open codes will be addressed starting with open code number 1:

Open Code No.1: *‘WhatsApp application on iPhones can be used to communicate’*

Open Code No.1 ‘WhatsApp application on iPhones can be used to communicate’. WhatsApp, a free messaging service, has become very popular, and SMEs can communicate with customers by using it. Moreover, the WhatsApp application can be used to get customers’ feedback. Also, it is a free messaging application on iPhone that can be used to spread marketing messages.

Open Code No.2: *'The more active people you have in WhatsApp'*

Open Code No.2: 'The more active people you have in WhatsApp'. SMEs with large numbers of customers and contacts in WhatsApp are more effective in marketing than SMEs who have fewer customer contacts.

Open Code No.3: *'When sending messages in WhatsApp'*

Open Code No.3: 'When sending messages in WhatsApp'. SMEs can know when sending messages on WhatsApp whether the messages are read or not. Also, SMEs can know if the customers are available or not. This feature can help SMEs a lot when marketing on social media.

Open Code No.4: *'WhatsApp can be used for short advertisements'*

Open Code No.4: 'WhatsApp can be used for short advertisements'. SMEs can use WhatsApp for advertising their products and/or services; advertisements can be sent in a picture format to all of an SME's customers who have mobile numbers.

Open Code No.5: *'It is not accessible to use SMS'*

Open Code No.5: 'It is not accessible to use SMS'. Sending WhatsApp messages is more convenient than sending SMS. Customers can reserve WhatsApp messages when their mobile phones are in ON mode and they can put the WhatsApp notifications on silent, but SMS can be noisy and disturbing. Moreover, surely the success of WhatsApp could not exist without iPhones and Internet connections.

Open Code No.6: *'WhatsApp is a messaging system that is personal and direct'*

Open Code No.6: 'WhatsApp is a messaging system that is personal and direct'. WhatsApp is more attractive because it is interactive and personal and creates direct connections between SMEs and their customers. Furthermore, SMEs can use WhatsApp as a customer service department, and some of them have already been using it as such.

6.12 Examples of Interview Statements for the Open Coding Categories for Axial Code No.8

Axial Code No.8	Reference
Examples of interview statements: 1 statement for each open code	Interview and page number
<p>1. <i>Of course it facilitated. Now you can assume that I am managing a reading club, ok, and I want people know it even if we don't have the guest, so how could I communicate with people? Of course it will be on WhatsApp'.</i></p>	I-6&P-13
<p>2. <i>An example is if I have 500 guests or users, I send a broad case for them so those users, 10 of them, they might send it to others so it's going to be like everyone will send it to others and it will spread the message'.</i></p>	I-6&P-13
<p>3. <i>And I am going to know that the message is reached or done; for example, in case anyone replays it, you will know that the message has reached everyone, so that is the point'.</i></p>	I-6&P-5
<p>In this table *The letter "I" means "interview", and the letter "P" means "page".</p>	

Comment [FA28]: WhatsApp application in iPhones can be used to communicate

Comment [a29]: The more active people you have in WhatsApp the more affective your marketing will be

Comment [FA30]: When sending messages in WhatsApp

Table 6.5: Examples of Interview Statements for the Open Coding Categories for Axial Code No.8. Please see Appendix 4 for full Open Coding Categories tables.

6.13 Summary

Social media sites and pages are seriously competing and striving every day to bring their best for their customers. In that competition, some of them are losing and some are winning, but the most essential matter is to regularly improve and develop. Of course the more active users a social media page has, the greater its benefits because the message can reach many people at once. Consequently, SMEs with large numbers of active users are more likely to be more successful and can bring in more potential customers more easily. Moreover, on social media sites people can talk about any subjects and find other people with similar interests effortlessly because social media sites are interactive and interconnected. Furthermore, when customers visit SMEs' social media pages, it is important to benefit them. SMEs can create promotional programs that give advantages to customers when they visit SMEs' social media pages; they can give them discounts or free services and/or products to make social media pages effective. In addition, it is important to post good information or promotions as added values besides direct marketing in social media pages, and it is important to protect social media pages from negative comments and keep a healthy environment for customers to participate. Without customers' participation, SMEs' social media pages have no use. Some SMEs understand the importance of monitoring and are doing it repeatedly. There are many social media sites, and SMEs must choose the best sites that fit their marketing strategies and market their products and/or services in it. Each social media site has its importance, depending on the SME's marketing needs. It is important for SMEs to be on the media, and to use it as a tool to reach potential customers. Social media sites are free tools that SMEs can use to connect with their customers and/or reach potential customers. Besides, social media sites can be used for gathering customers' information because many interactions are recorded by many social media sites. Thus, SMEs can use this facility to their advantage. Of course, some people may abuse social media sites; therefore,

SMEs must be very careful and make sure that their marketing messages are not misunderstood. Moreover, SMEs must work on delivering the right message to the right customers briefly and clearly.

Some SMEs provide support for customers via their social media sites, where they have dedicated teams to solve customers' problems, handle customers' complaints or just take care of customers and make them feel good about the SMEs' products/services. Also, SMEs must keep a close watch on social media sites, since new sites are opening and customers' wants and needs are constantly changing. If an SME joins a good site when it first opens, it may benefit a lot when the site takes off and becomes popular. Thus it is important for SMEs to keep a close eye on what is happening on current social media sites and new social media sites. It is very good for SMEs to follow their customers or potential customers wherever they go in social media, but it is better to be on new social media sites even before their customers arrive on them.

Having links or connections between social media sites gives an SME great flexibility; for instance, things written by an SME on its Twitter page can appear on its Facebook page at the same time. Some SMEs like to communicate with their customers by using their websites; they would like to make their websites the major place to interact with their customers. In addition, SMEs must be careful to collect and save all customer data in a safe place because damage to social media sites can lead to damage to all of a customer's information. SMEs are better off if they have all data stored in a safe place. In short, damage to social media sites can result in losing customers' information and damage to the content.

Currently many SMEs understand the power of Twitter and use it to promote their products/services and stay connected with customers. Twitter has become very popular, as many large companies, organizations and celebrities have

accounts on Twitter that of course increase its popularity. Moreover, Twitter's 140-character messages travels rapidly to a massive number of users because they are short and many people can read them. Also, a Twitter message should be straight to the point so the message can be understood and reach its aim. Furthermore, Twitter has a limited number of letters and spaces, which affects the communication process of SMEs in social media. Also, Twitter has a global identity because it is available to everyone and it is available online in many languages; one can reach almost everyone who is on Twitter by tweeting to anyone on the Twitter network, which consists of 645,750,000 active users (statisticbrain.com). In addition, SMEs can use this site to connect with other businesses and build relations.

Surely Twitter has improved communications. Now customers can directly connect with SMEs, and there is no one between the customers and the top management of SMEs. Customers can communicate directly and freely without any boundaries. Some SMEs use their Twitter accounts as a customer service medium where they interact with customers, serve them well, answer their questions and solve their problems. Twitter has brought SMEs closer to their customers. Unquestionably, Twitter has made SMEs exist in the global market. On Twitter, SMEs can market freely and easily. Also, it is very interactive and is available to SMEs 24/7. There are countless ways of marketing on Twitter; in the other codes this aspect will be explained in detail. Twitter is growing faster and bigger every day. Twitter was involved in the World Cup in Brazil by making special pages to broadcast the events. All the major events in the world are being broadcast on Twitter, and that supports Twitter in its growth process. In addition, simplicity is the key to success in any technology, not only on Twitter. Twitter is very simple to use, and anyone can learn how to use it very fast. The following lists the most important tools/factors when marketing on Twitter:

1. *Retweet* is one of the most powerful marketing techniques on Twitter, as messages gain high spread via retweets and reach more people. SMEs can gain more followers from retweets. Also, having a strong sponsor with a high number of followers may benefit SMEs by retweets. Similarly, SMEs can follow active people who retweet their news.
2. Working with groups or teams is far more effective than marketing with a single account; marketing is far greater when accounts are joined, as the marketing message can reach many with the strategy of joined accounts.
3. In social media marketing and especially on Twitter, times and days are very important to marketing. SMEs must understand and know the peak hours, then market during those hours and give priority to their best products or services.
4. *Mention* is one of the greatest marketing tools on Twitter. With the *mention* strategy, SMEs can ensure that a message has reached a customer's specific page. SMEs can use this strategy to market their products and services. In addition, anyone can mention any account on Twitter.
5. On Twitter SMEs can *follow* potential customers, who might follow them back. SMEs can see their potential customers' accounts and find them easily by searching in their followers' and competitors' accounts. SMEs must be careful when they *follow* and *unfollow* on Twitter because customers sometimes are very sensitive; it is a good idea for SMEs to follow all their customers so that customers feel welcome and important.
6. On Twitter SMEs can share information and have customers involved on the hashtag page. SMEs can market their products and services on the

hashtag page and can share useful information to customers. There is a hashtag called *Follow-Friday #FF*; it is a great way of marketing on Twitter that can bring more followers to SMEs' accounts and consequently bring more sales. Every Friday SMEs can use this marketing tool on Twitter.

7. Favorites pages are very effective on Twitter, as they allow SMEs to save their important information in the favorites section so that customers can view it later.
8. SMEs can use Twitter lists, which show the feeds of the people they desire to see only and list specific groups or people. By using this feature, SMEs can list only the people they want to view and follow all customers back as a sign of goodwill.

Facebook and Twitter are popular social media sites. Twitter, the most popular social media site, is more powerful than Facebook. Facebook is slow to change and improve. However, Facebook has recently bought Instagram, so both Facebook and Instagram are competing with Twitter now. Facebook enables SMEs to know their customers' feedback, which is crucial to SMEs as they develop and improve their products and/or services and their business as a whole. Not improving means losing their business very soon, and only consistent development can ensure success in the marketplace. Also, an SME's Facebook page is an excellent place to connect with customers and to announce activities. In addition, Facebook pages can be used to share events and articles about SMEs' programs that concern their customers. Furthermore, Facebook is a free way of connecting daily between SMEs and their customers. Besides, monitoring SMEs' pages is easy; SMEs can block anyone from their page and protect their page from negative comments. Moreover, they can manage their Facebook page in a professional way and make it a healthy environment for marketing.

Facebook has many segmentation methods, and they are very influential; some of these segmentation methods are region, age, gender and language. Also, Facebook gives SMEs the number of people that they are targeting. Furthermore, Facebook has an option of targeting friends of friends, which is a very powerful tool because friends usually have the same interests as their friends, and as such, SMEs can target their customers' friends because they might like SMEs' products and/or services like their customers do. In short, the paid advertisements in Facebook are very good for SMEs' marketing because of their smart segmentation.

Instagram is designed for photo sharing, and it is becoming very popular. Instagram has become very important for SMEs' social marketing, advertising and photo sharing since photo sharing can be a good marketing technique when used in social media, especially with people who have more visual taste. Instagram has added a short video feature; it is only 30 seconds, yet it is a very powerful tool for SMEs if they design their marketing messages professionally to deliver the marketing messages in a smart and quick way. In addition, Instagram is growing and developing very fast, and it is currently one of the most popular social media sites. SMEs' constant development and improvement is very important for their success in social media. SMEs can use Instagram to connect with their customers and get instant feedback about their company products and/or services.

YouTube is one of the most popular social media sites, coming third after Twitter and Facebook. It is a video sharing site where anyone can upload a video, and this makes it influential. Furthermore, SMEs can use it to upload their activities to social media. If Google is the most powerful information tool ever, YouTube is the most powerful video tool ever, as it has countless videos on countless subjects. If YouTube was linked with other social media sites, it would become even more powerful. It is a waste if SMEs do not use YouTube for their social

media marketing. Additionally, YouTube is owned by Google, which has made both very powerful social media sites. Google has bought YouTube for \$1.65 billion (nbcnews.com).

WhatsApp has become very popular, as SMEs can communicate with their customers by using it and it is a free messaging service. Moreover, the WhatsApp application can be used to get customers' feedback. Also, it is a free messaging application on iPhone and other smartphones that can be used to spread marketing messages. Also, WhatsApp is more attractive for SMEs because it is personal and creates a direct connection between SMEs and their customers. Furthermore, SMEs can use WhatsApp as a customer service tool, and some of them have already been using it. Furthermore, SMEs with large numbers of customers in WhatsApp are more successful at marketing than SMEs that have fewer customers. When sending messages on WhatsApp, SMEs can see whether the messages are read or not; also, SMEs can know whether the customers are available online or not. This feature can help SMEs a lot when marketing in social media.

SMEs can use WhatsApp for advertising their products and/or services, as advertisements can be sent in a picture format to all of an SMEs' customers who have WhatsApp on their mobiles. In addition, the success of WhatsApp cannot exist without iPhones and smartphones.

6.14 Achievement of research question 3

Research Question 3 in the section below has been examined and discussed in this chapter through explaining axial codes number 4, 5, 6, 7 and 8 and each open code in them. Research questions are to be found in chapter 3, page 10:

3. What is the importance of social media pages, sites and innovation in social media marketing on SMEs in Kuwait?

In this chapter, the grounded theory approach methodology used in this study was introduced and the research questions were raised and developed from the interview process; therefore, the questions were derived from the qualitative interview that was fully analysed and evaluated. The following are axial codes number 4, 5, 6, 7 and 8 that were derived from the evaluation and analysis of the study with the aim to answer research question 3.

4. Factors related to social media pages and sites.
5. Factors related to using Twitter.
6. Factors related to using Facebook.
7. Factors related to using Instagram and YouTube.
8. Factors related to using smartphones and WhatsApp.

Chapter 6 has been dedicated to question 3 and the answer is derived from axial codes number 4, 5, 6, 7 and 8 and from going through each open code and explaining each one of them. The researcher at this point considered research question 3 fully resolved and answered.

Chapter 7

Research: Evolving Concepts/Coding and Research Question 4

7.1 Introduction

In this chapter, question 4 in the research is going to be addressed and explained, and the following chapter will cover question 5.

7.2 Analysis of Data in Fulfilment of Research Question 4

Research Question 4:

What is the importance of social media tools in social media marketing on SMEs in Kuwait? (Chapter 7 is dedicated to answering research question 4).

It is important for SMEs to understand social media tools and to use them suitably when marketing via social media. In this thesis, the researcher has chosen some social media tools to understand their importance in social media marketing; these social media tools may play a major role in improving SMEs' marketing performance via social media.

7.2.1 Axial Coding Categories

In the grounded theory approach methodology used in this study, the questions of research were raised and developed from the interview process; therefore, the questions were derived from the qualitative interview that was fully analysed and evaluated. The following are axial codes number 9, 10, 11, 12, 13 and 14 that were derived from the evaluation and analysis of the study that is aiming to find the answer to research question 4:

9. Factors related to innovation and success in social media
10. Factors related to using celebrities
11. Factors related to using outsourcing sponsorship and partnership
12. Factors related to using word of mouth
13. Factors related to using public relation and customer service
14. Factors related to communication & integration

7.2.2 Analysis of Axial Codes No. 9

Axial code number 9 is exemplified and examined in order to build up a comprehensive interaction between axial code number 9, **“Factors related to innovation and success in social media”**, and **research question 4**, “What is the importance of social media tools in social media marketing on SMEs in Kuwait?” and to achieve the best answers to research question 4.

7.3. Factors Relating to ‘Innovation and success in social media’ Axial Code 9

Table 7.1 lists axial code number 9 examples coding category used in the attempt to answer question 4. The 21 open-coded categories made from the 146 individual statements were taken from 19 interviews found in Appendix 1.

7.3.1 Clarification of the Open-Coded Meaning in Relation to Axial Code 9

The section below has a short clarification and explanation of each open code that makes axial code number 9. The individual statements that derived the open codes are found in Appendix 1; each code is colour coded by each axial code. In addition, the 21 open codes are going to be addressed starting with open code number 1:

Open Code No. 1: *'Changing, innovating and being updated'*

Open Code No. 1: 'Changing, innovating and being updated.' It is important for SMEs to constantly change in terms of their products and/or services; anything that does not change becomes obsolete after a period of time. Therefore, those SMEs that are updating, changing and improving themselves and their products and services are the ones that are on top of the marketplace.

Open Code No. 2: *'One of the keys of SMEs' success'*

Open Code No. 2: 'One of the keys of SMEs' success.' New ideas about the SMEs' business and products and/or services are one of the main keys of success. When new ideas are put into practice and are fully expressed in reality, they can make wonders. SME managers can organise a nice environment from the birth of the ideas and clear the path for their flourishing.

Open Code No. 3: *'Right branding can play a major role in SMEs' innovation'*

Open Code No. 3: 'Right branding can play a major role in SMEs' innovation.' Building a strong and powerful brand image starts with a nice storyline that could be made and used for marketing SMEs via social media. Furthermore, a storyline mixed with the five senses can easily be stored in the mind and then be memorised. Strong brands are the ones that, when remembered, are associated with good thoughts and feelings.

Open Code No. 4: ‘Good value can be a good marketing strategy for SMEs’ success’

Open Code No. 4: ‘Good value can be a good marketing strategy for SMEs’ success.’ An easy strategy for success would be to give more than what one charges; good value is the basis of any successful and innovative business.

Open Code No. 5: ‘Time is a very important aspect of innovative marketing’

Open Code No. 5: ‘Time is a very important aspect of innovative marketing.’ When marketing in general and especially SMEs marketing via social media, time is a crucial factor. SMEs must understand the nature of social media and how they can represent their advertisements in a way that can attract potential customers via social media and what time is the best to launch their advertisements.

Open Code No. 6: ‘Knowing what customers want/need is the key to success’

Open Code No. 6: ‘Knowing what customers want/need is the key to success.’ SMEs can study their market and their customers’ needs and wants and adapt to the changes of the customers’ needs and wants. Also, SMEs can create needs or wants for their customers; either way done successfully can lead to SMEs’ success.

Open Code No. 7: ‘Being open to all people from different backgrounds’

Open Code No. 7: ‘Being open to all people from different backgrounds.’ Understanding people’s culture and behaviours is important when designing marketing campaigns for social media. It is important that SMEs deliver marketing messages with a positive and clear approach to reach their objectives when marketing via social media.

Open Code No. 8: *'By having special products/services SMEs'*

Open Code No. 8: 'By having special products/services.' SMEs' products and/or services must be different from other SMEs and have a different identity so that the customers recognise SMEs' products and/or services when they see them and make a fast decision to buy them.

Open Code No. 9: *'Experience and knowledge are the bases of success'*

Open Code No. 9: 'Experience and knowledge are the bases of success.' SMEs that have more experience and knowledge in the marketplace are likely to be more successful. SMEs must constantly improve their performance and update their products/services if they would like to succeed in social media.

Open Code No. 10: *'Internet is one of the keys to SMEs' success'*

Open Code No. 10: 'Internet is one of the keys to SMEs' success.' Having an online business puts SMEs closer to customers; nowadays, having an online business is not a luxury; it is a necessity, as it opens the doors for SMEs to be in touch with global potential customers and to no longer be tied to local customers. Likewise, social media acts like a bridge between SMEs and their customers.

Open Code No. 11: *'Adding a positive cause'*

Open Code No. 11: 'Adding a positive cause.' Sometimes, adding a positive cause to the SMEs' marketing strategies can influence customers' buying decisions. It is nice to make marketing strategies associated with a positive cause, as it grabs customers' attention and moves their feelings.

Open Code No. 12: *'Focussing is one of the main reasons for SMEs' success'*

Open Code No. 12: 'Focussing is one of the main reasons for SMEs' success.' SMEs must understand how to focus since focussing on their marketing goals can create wonders in social media marketing. Moreover, focussing is a great

tool to master, and obviously it helps in achieving SMEs' objectives when marketing via social media due to the fast-changing environment.

Open Code No. 13: *'Professionalism in marketing'*

Open Code No. 13: 'Professionalism in marketing.' SMEs now understand the importance of marketing. No one ignores the importance of marketing, as marketing is important to the success of any business in social media. Moreover, social media is designed in a way that has built-in marketing tools.

Open Code No. 14: *'Being involved in SM for SMEs is not a form of luxury'*

Open Code No. 14: 'Being involved in SM for SMEs is not a form of luxury.' Social media is a free marketing tool that can be used to enhance SMEs' marketing and overall performance. Nowadays, being involved in social media is not a form of extravagance, but it is very important for SMEs' marketing, and not being involved in it is an opportunity lost.

Open Code No. 15: *'Having a vision and mission'*

Open Code No. 15: 'Having a vision and mission.' It is easy to open a new business. If one has an existing one, he/she can use all that they already have to build on it, and that cannot happen without having a vision. Working with a mission and vision is important for marketing. The mission is designed to do daily tasks, and the vision is where the business is heading.

Open Code No. 16: *'Constant change is important'*

Open Code No. 16: 'Constant change is important.' Constant change is important for SMEs, especially when they are marketing via social media. Changes in social media happen at the speed of light; SMEs that understand change can create wonders. In addition, constant change is one of the most important factors of any successful business.

Open Code No. 17: *'Right man in the right place'*

Open Code No. 17: 'Right man in the right place.' An important factor of success and innovation is to employ the correct staff in the correct position. This act opens the doors for innovation and motivates the staff in the working environment. Also, harmony and good interaction between staff members is important for a successful business. The interaction between staff members can improve if every one of them is in the right position.

Open Code No. 18: *'Exchanging information between SMEs'*

Open Code No. 18: 'Exchanging information between SMEs.' Exchanging information between SMEs can help in improving their performance, and it is very useful for SMEs. Similarly, exchanging information between SMEs and their customers can improve SMEs' products and/or services. In the end, customers' opinions are very vital because they are the end users of SMEs' products and/or services.

Open Code No. 19: *'Indirect marketing is a powerful tool for SMEs in SM'*

Open Code No. 19: 'Indirect marketing is a powerful tool for SMEs in SM.' SMEs can market indirectly. Sometimes indirect marketing can create wonders, such as marketing via customers by having them write their positive outcomes/feedback about their experiences with the SMEs.

Open Code No. 20: *'Right promotion'*

Open Code No. 20: 'Right promotion.' Promotion plays a major role in SMEs' innovation and success. The right promotional item must be created according to the customers' tastes and be carefully examined and tested while taking into consideration that many promotions may jeopardise SMEs' brand image.

Open Code No. 21: *'Simplicity is key to SM success'*

Open Code No. 21: 'Simplicity is key to SM success.' Social media is simple; simplicity is the key to any successful business. Most social media is very simple; therefore, it is successful and is improving and developing every day.

7.4 Examples of Interview Statements for the Open-Coding Categories for Axial Code No. 9

Axial Code No. 9	Reference	
Examples of interview statements, 1 statement for each open code	Interview and page number	
1. "No, why? Because the most of the newcomers find people who lived from a long time, and when they talk, they talk in the formula of the almost graduated. He doesn't talk about details because he will be forgetting it or whatever. So this group is talking about the details, and it's always updated, for example, how to apply on visa this month, what the last changes are in visa applying, what is the last information that you can know, what is the last rules updated."	I-12&P-3	Comment [a31]: Changing, innovating and being updates
2. "The idea was mine. I made it, and there was another person. We founded the idea, and we make a booklet, then a web. We did step by step because I was a newcomer, "Mostjed", so I saw what I really needed. What did you need?"	I-12&P-3	Comment [a32]: One of the keys of SMEs success
3. "It was a Turkish grills restaurant; we modified the outer decor so It appears to be an expensive restaurant. We used ceramic KD 2.5 per metre to be different from the other restaurants. We utilised a designer for a logo design. We wanted to give the luxurious impression with the least price."	I-4&P-2	Comment [FA33]: Right branding can play a major role in SMES innovation
4. "a it costs me a lot and extra, and you are talking about Australian meat so expensive the kg costs about 3 KD or less and the Indian meat the kg it costs one dinar, so you are talking about 150% extra, so I was like, 'First of all, I don't have meat.'"	I-4&P-11	Comment [FA34]: Good value can be a good marketing strategy to SMEs success
5. "We started in the last ten days of Ramadan, or as we call it, the soft opening."	I-4&P-3	Comment [FA35]: Time is a very important aspect of innovation marketing
In this table, *the letter "I" represents interview & the letter "P" represents page number.		

Table 7.1: Examples of Interview Statements for the Open-Coding Categories for Axial Code No. 9. Please see Appendix 4 for full open-coding categories tables.

7.5 Analysis of Axial Codes No.10

Axial code number 10 is examined in order to build up a comprehensive interaction between axial code number 10, “**Factors related to using celebrities,**” and question 4, “What is the importance of social media tools in social media marketing on SMEs in Kuwait?”, and to achieve the best answers to Research Question 4.

7.5.1 Factors Relating to ‘SMEs social media marketing’ Axial Code 10

Table 7.2 lists axial code number 10 coding category used in the attempt to answer question 4. The 4 example open coded categories made from the 108 individual statements were taken from 4 interviews found in Appendix 1.

7.5.2 Clarification of the Open Coded Meaning in Relation to Axial Code 10

The section below has a short clarification and explanation of each open code that makes axial code number 10. The individual statements that derived the open codes are found in Appendix 1; each code is colour coded by each axial code. In addition, the 4 open codes are going to be addressed starting with open code number 1:

Open Code No. 1: ‘*When MVC SMEs must choose the right celebrities*’

Open Code No. 1: ‘When MVC SMEs must choose the right celebrities.’ In marketing via celebrities, SMEs can speed up their marketing messages in social media to reach many people because celebrities have high numbers of followers in their social media pages, but celebrities must be chosen carefully to fit SMEs’ marketing strategies. Moreover, SMEs should choose celebrities or famous people that have credibility in the eyes of their targeted segments.

Open Code No. 2: *'Marketing via celebrities'*

Open Code No. 2: 'Marketing via celebrities.' Active people and celebrities can be a very good choice for SMEs when marketing in social media; it is certainly one of the great tools when marketing in social media.

Open Code No. 3: *'Some unknown people became famous public figures from SM'*

Open Code No. 3: 'Some unknown people became famous public figures from SM.' One of the core advantages of social media is that anyone can be his/her own writer and publisher, and sometimes that can make anyone who writes well, is knowledgeable, or has good things to share famous easily in a very short time.

Open Code No. 4: *'Some public figures make money from advertising for companies via their SM pages'*

Open Code No. 4 'Some public figures make money from advertising.' Some public figures and/or celebrities make money from advertising in their social media pages. Social media now is a huge market for advertising and promotion.

7.6 Examples of interview statements for the Open Coding Categories for Axial Code No.10

Axial Code No.10	Reference
Examples of interview statements, 1 statement for each open code	Interview and page number
1. <i>"NO he didn't he didn't either make a following for us actually he is not the owner of the idea his son is the owner of the idea but the good thing is we met him in 'Salam for reading' club so I asked the prime of the clubs to meet the doctor 'Rashed Al Rashid' to discuss a book with him so the doctor agreed and this is very good."</i>	I-6&P-10
2. <i>"some that follow anyone who has a large number of followers and celebrities do have large number of followers, so when a celebrity says something the followers will directly believe him and that's what I have observed."</i>	I-13&P-8
3. <i>"in that case; it's a phenomenon that should be studied. How social media made me (not me, I meant Abu-rashid) made him number one even though he was not on the list."</i>	I-7&P-9
In this table, *the letter "I" represents interview & the letter "P" represents page number	

Comment [a36]: When MVC SME's must choose the right celebrities

Comment [a37]: Marketing via celebrities

Comment [a38]: Some unknown people became famous public figure from SM

Table 7.2: Example Interview Statements for the Open Coding Categories for Axial Code No. 10. Please see Appendix 4 for full Open Coding Categories tables

7.7 Analysis of Axial Codes No. 11

Axial code number 11 is examined in order to build up a comprehensive interaction between axial code number 11, “**Factors related to using outsourcing sponsorship and partnership,**” and research question 4, “What is the importance of social media tools in social media marketing on SMEs in Kuwait?”, and to achieve the best answers to question 4.

7.7.1 Factors Relating to ‘Using outsourcing sponsorship and partnership’ Axial Code 11

Table 7.3 lists axial code number 11 example coding category used in the attempt to answer question number 4. The 13 open coded categories made from the 209 individual statements were taken from 19 interviews found in Appendix 1.

7.7.2 Clarification of the Open Coded Meaning in Relation to Axial Code 11

The section below has a short clarification and explanation of each open code that makes axial code number 11. The individual statements that derived the open codes are found in Appendix 1; each code is colour coded by each axial code. In addition, the 13 open codes are going to be addressed starting with open code number 1:

Open Code No. 1: ‘*Outsourcing is attractive to SMEs*’

Open Code No. 1: ‘Outsourcing is attractive to SMEs.’ SMEs use outsourcing to cut down cost, save energy and improve management efficiency. Outsourcing can be beneficial to SMEs because they are small and have limited resources.

Open Code No. 2: ‘Outsourcing improves SMEs’ performance’

Open Code No. 2: ‘Outsourcing improves SMEs’ performance.’ Outsourcing gives SMEs the opportunity to have access to expertise that might increase SMEs’ level of performance, productivity and creativity.

Open Code No. 3: ‘Outsourcing takes out some of the management responsibility’

Open Code No. 3: ‘Outsourcing takes out some of the management responsibility.’ SMEs can benefit from outsourcing in many ways. Employment can be a major problem to SMEs; thus, SMEs can outsource staffs to save management effort and lower their responsibilities and obligations.

Open Code No. 4: ‘Outsourcing can help SMEs in many ways’

Open Code No. 4: ‘Outsourcing can help SMEs in many ways.’ Now, SMEs can outsource almost anything including office, the secretary, etc. This can save a lot of time. In addition, SMEs managers can have more time to work on achieving SMEs objectives.

Open Code No. 5: ‘Outsourcing could lead to partnership’

Open Code No. 5: ‘Outsourcing could lead to partnership.’ Successful outsourcing could lead to partnership where SMEs management can study and try outsourcing, and from that they can study the possibility for partnerships. Some SMEs have succeeded in outsourcing and moved to sponsorship.

Open Code No. 6: ‘Outsourcing companies must be chosen carefully by SMEs’

Open Code No. 6 ‘Outsourcing companies must be chosen carefully by SMEs.’ SMEs must be careful when choosing the outsourcing company or companies because that could affect the SMEs’ brand image in front of their customers; if the customers find any problems, they would blame only the SMEs.

Open Code No. 7: *'Partnership with a strong strategic partner'*

Open Code No. 7: 'Partnership with a strong strategic partner.' Partnership can be a good opportunity for SMEs as a strong strategic partner can add a great strength to SMEs. Moreover, some SMEs have a media partner like TV that can make huge difference for SMEs' marketing. Using their media partner with social media can be a whole different game. The right partnership could lead to creating new products and services for SMEs.

Open Code No. 8: *'SME's use sponsorship to market their products/services'*

Open Code No. 8: 'SMEs use sponsorship to market their products/services.' SMEs use sponsorship to market their products and services and to market their business. Sponsorship can be a great help for SMEs' marketing and can be beneficial to SMEs' social media pages marketing as well.

Open Code No. 9: *'Having a media sponsor can benefit SMEs a lot in SM'*

Open Code No. 9: 'Having a media sponsor can benefit SMEs a lot in SM.' Media sponsors may benefit SMEs because many of the people who have a huge number of followers on social media also have TV or radio shows where they integrate traditional media with social media, and that is a very good mix when marketing in social media.

Open Code No. 10: *'Partnership is attractive to SMEs'*

Open Code No. 10: 'Partnership is attractive to SMEs.' Partnership could give SMEs more resources to use and improve efficiency and lead to the creation of new products and services, plus it gives SMEs access to their partners' knowledge and expertise. In addition, the partner company works at its best to make sure that its partner succeeds because it is in the same boat.

Open Code No. 11: *'Having partnership and building good relations with partner can improve SMEs' marketing'*

Open Code No. 11: 'Having partnership and building good relations with partner can improve SMEs' marketing.' Of course, one of the important aspects of partnership is partners' relations. Good partners' relation can improve SMEs' marketing and performance and increase their resources because their resources are joined. Partners can work together to build up their relationship and ensure success for both sides' advantage. Bad partnership relations can damage SMEs, so SMEs must be careful when choosing their partners.

Open Code No. 12: *'Some SMEs do not like to have partners.'*

Open Code No. 12: 'Some SMEs do not like to have partners.' Many SMEs are afraid of partnership because they want to manage their business by themselves and do not want to share their business secrets with anyone; they are very protective of their business.

Open Code No. 13: *'Some SMEs prefer doing some of their activities from home'*

Open Code No. 13: 'Some SMEs prefer doing some of their activities from home.' Outsourcing sometimes can be very costly for SMEs and the outsourced company can fail on quality as well as share some of the revenues; that is why some SMEs prefer doing many of their activities from home.

7.8 Examples of interview statements for the Open Coding Categories for Axial Code No. 11

Axial Code No. 11	Reference
Examples of interview statements, 1 statement for each open code	Interview and page number
<p>1. "and I will remove 40 or 50 or even 60% from that significant calls and I will send it to the supporting plus the support company is offering a lot of things like technical and as for our stuff they might not understand it as good as thy know well I think if someone get in the webpage and something it show up I don't know they don't have any idea! They are not a programmers and the programmer he has an idea and he can do it and the company they created it and they create the all programs."</p>	I-1&P-15
<p>2. "I am thinking that in loud voice the profit might increase because the work will be better and stronger so the order will be increasing so I can use a lot of sources not only one designer I can use 1000 designer well! I think in the future I will use it for sure."</p>	I-13&P-8
<p>3. "I'll set up a meeting to explain everything to him, listen to him while he's talking to the customers several times for a week or a month till they get the ability of it by their own. I am not responsible for their residency and sponsorship. They just come to finish the work given, receive money in return and leave."</p>	I-7&P-9
<p>4. "Yes, because they provided me a secretary with his equipment's, e.g.: mobile phone, e-mail etc... So for me the cost is zero. I don't have profit and loss or sell till I reach a certain amount because banks imposes you to sell 2,000 KD a month, if you didn't sell, you have to pay a certain fee. Instead the customer can go to the company and pay his dues. Once the receipt is registered! I will receive the receipt with the voucher and this service is in return of an amount."</p>	I-7&P-10
<p>5. " and since then, I wanted to involve them in a partnership with us</p>	I-9&P-4

Comment [a39]: Outsourcing is attractive to SME's

Comment [a40]: Outsourcing improves SMEs' performance

Comment [FA41]: Outsourcing takes out some of the management responsibility

Comment [a42]: Outsourcing can help SMEs in many ways

<i>and when I gave them the idea of the partnership.”</i>	
In this table, *the letter “I” represents interview & the letter “P” represents page number	

Comment [FA43]: Outsourcing could lead to partnership

Table 7.3: Example Interview Statements for the Open Coding Categories for Axial Code No. 11
Please see Appendix 4 for full open-coding categories tables.

7.9 Analysis of Axial Codes No. 12

Axial code number 12 is examined in order to build up a comprehensive interaction between axial code number 12, “**Factors related to using word of mouth,**” and research question 4, “What is the importance of social media tools in social media marketing on SMEs in Kuwait?”, and to achieve the best answers to question 4.

7.9.1 Factors Relating to “Using word of mouth” Axial Code 12

Table 7.4 lists axial code number 12 coding category used in the attempt to answer question number 4. The 6 example open coded categories made from the 62 individual statements were taken from 19 interviews found in Appendix 1.

7.9.2 Clarification of the Open Coded Meaning in Relation to Axial Code 12

The section below has a short clarification and explanation of each open code that makes axial code number 12. The individual statements that derived the open codes are found in Appendix 1; each code is colour coded by each axial code. In addition, the 6 open codes are going to be addressed starting with open code number 1:

Open Code No. 1: *‘WOM is effective for SME’s marketing’*

Open Code No. 1: ‘WOM is effective for SME’s marketing.’ Positive word of mouth is very important for SME’s marketing. SMEs must give their best and build trust with their customers so that they spread positive views about their products and services.

Open Code No. 2: *‘WhatsApp is a great way to spread WOM and marketing messages’*

Open Code No. 2: ‘WhatsApp is a great way to spread WOM and marketing messages.’ SMEs bring customers to social media through word of mouth. WOM

can be very powerful when used and spread through WhatsApp, as customers can tell many of their friends and relatives about the SMEs in their WhatsApp application; it not only is a free short messaging service but also has a groups feature where groups can communicate with many people at once.

Open Code No .3: *'Being in conferences is a good way to spread WOM'*

Open Code No. 3: 'Being in conferences is a good way to spread WOM.' Of course, events and conferences are very important to SMEs' marketing as it helps spread word of mouth among the attendance. Also, SMEs may use social media for more exposure.

Open Code No.4: *'SMEs have no control of WOM'*

Open Code No. 4: 'SMEs have no control on WOM' but they can make sure that they provide good products/services.' SMEs can make sure that they provide good products/services so that customers speak positively about their experience, and when customers speak positively about them, SMEs can recode that and use it in their marketing.

Open Code No. 5: *'Trustworthy figures have more powerful WOM'*

Open Code No. 5: 'Trustworthy figures have more powerful WOM.' Of course, most people listen to the people they trust, and there are trustworthy figures that can be used more for more powerful word of mouth.

Open Code No. 6: *'Giving free items to the right people can help in WOM'*

Open Code No. 6: 'Giving free items to the right people can help in WOM.' Giving promotional products and/or services or key products and/or services to the people that have great influence can help in creating positive word of mouth. SMEs can even benefit from spreading positive word of mouth about their products and services using this method.

7.10 Examples of interview statements for the Open Coding Categories for Axial Code No.12

Axial Code No.12	Reference
Examples of interview statements, 1 statement for each open code	Interview and page number
1. <i>“And how many did it through the e-mail list or through a friend. Now we only have those 5 ways to ask about, we don’t have newspapers anymore but there are still friends, one person will tell his friend and they would both register, we would also have the choice (other) in the survey.”</i>	I-1&P-9
2. <i>“This is it our beginning was on What’s App so it made it very easy to people and us when they know about the restaurant’s number they became little bit knowing about the restaurant.”</i>	I-4&P-6
3. <i>“Ever since, the number was increasing but I didn’t count that, I just counted when I left the conference, went home, slept and when I woke up the number of followers reached 500 people.”</i>	I-7&P-14
In this table, *the letter “I” represents interview & the letter “P” represents page number	

Comment [a44]: WOM is affective for SME’s marketing

Comment [a45]: What’s App’ is great way to spread WOM and marketing messages

Comment [a46]: Being in conference is good way to spread WOM

Table 7.4: Example Interview statements for the Open Coding Categories for Axial Code No. 12
Please see Appendix 4 for full open-coding categories tables.

7.11 Analysis of Axial Codes No. 13

Axial code number 13 is examined in order to build up a comprehensive interaction between axial code number 13, “**Factors related public relation and customer service,**” and research question 4, “What is the importance of social media tools in social media marketing on SMEs in Kuwait?”, and also to achieve the best answers to question 4.

7.11.1 Factors Relating to ‘SMEs social media marketing’ Axial Code 13

Table 7.5 lists axial code number 13 coding category used in the attempt to answer question number 4. The 3 example open coded categories made from the 146 individual statements were taken from 19 interviews found in Appendix 1.

7.11.2 Clarification of the Open Coded Meaning in Relation to Axial Code 13

The section below has a short clarification and explanation of each open code that makes axial code number 13. The individual statements that derived the open codes are found in Appendix 1; each code is colour coded by each axial code. In addition, the 7 open codes are going to be addressed starting with open code number 1:

Open Code No. 1: ‘*Some managers realise the importance of customer service*’

Open Code No. 1: ‘Some managers realise the importance of customer service.’ Good customer service can contribute to SMEs’ success and some managers make sure that the company has good customer service. SMEs with great customer service are more successful than others, and customers are likely to have good relations with them.

Open Code No. 2: *'SM can improve customer service'*

Open Code No. 2: 'SM can improve customer service.' Social media has helped in quality control and in improving customer service. Some SMEs managers understand the importance of social media and use it as a medium for customer service. In summary, some SMEs are using social media sites as a customer service sphere that is available 24/7.

Open Code No. 3: *'Having the right message can build customer trust in SME's'*

Open Code No. 3: 'Having the right message can build customer trust in SMEs.' It is essential for SMEs to create the right marketing message since through the right message SMEs can gain customers' trust.

Open Code No. 4: *'Business contacts are very important to SMEs'*

Open Code No. 4: 'Business contacts are very important to SMEs.' Some SMEs have connections and good relationships with other SMEs; this would give SMEs support, more information, knowledge and experience that can make a difference in the marketplace.

Open Code No.5: *'Being open and listening to customers' feedback is a strength for SMEs'*

Open Code No. 5: 'Being open and listening to customers.' Feedback is a strength for SMEs. It is very important to listen to customers' opinions since at the end they would buy the products and/or services. Therefore, openness to customers' views can shape the SMEs' future products and services.

Open Code No. 6: *'Good relationships are the base of any successful business'*

Open Code No. 6: 'Good relationships are the base of any successful business.' Building good relationships with customers can gain their loyalty, and potential

customers can bring more customers. Thus, building trust is very important to SMEs. SM can help business-to-business communications, and building business relations is very important to SMEs' marketing as it saves time and effort.

Open Code No. 7: '*Some SMEs lack global relationships*'

Open Code No. 7: 'Some SMEs lack global relationships.' Due to globalisation and since the world is moving to be a global market, it is better for SMEs to explore all possibilities and build global relationships. Moreover, SMEs can try to sell some of their products and services online so they can reach global customers and have multiple sources of revenues.

7.12 Examples of interview statements for the Open Coding Categories for Axial Code No.13

Axial Code No.13	Reference
Examples of interview statements, 1 statement for each open code	Interview and page number
1. <i>"Yes, you know, We called them and we asked them what's made you upset? For example the replay like the order has a shortage and exhale kind of these stuff so we are trying to make them satisfy them as much as we can."</i>	I-4&P-12
2. <i>"Yes, that's right even last time someone his title is (Al mutairy) he wrote for me on tweeter that can you proof that there is no rotten meet and can you put cameras in the restaurant ? So I started imagining and I went to the restaurant and I told them what is the order for today? So I told him first of all I don't have any rotten meet and all the meet I use it is Australian and fresh."</i>	I-4&P-11
3. <i>"but there is another goal too that is humanitarian. You want people to benefit. The centre doesn't only aim for profit making, but it also a humanitarian message that aims for benefiting more people."</i>	I-3&P-7
In this table, *the letter "I" represents interview & the letter "P" represents page	

Comment [a47]: Some managers realize the important of customer service

Comment [a48]: SM can improve customer service

Comment [a49]: Having the right message can build customer trust to SME's

Table 7.5: Example Interview Statements for the Open Coding Categories for Axial Code No. 13. Please see Appendix 4 for full Open Coding Categories tables

7.13 Analysis of Axial Codes No. 14

Axial code number 14 is examined in order to build up a comprehensive interaction between axial code number 14, “**Factors related to communication & integration,**” and research question 4, “What is the importance of social media tools in social media marketing on SMEs in Kuwait?”, and also to achieve the best answers to question 4.

7.13.1 Factors Relating to ‘Communication & integration’ Axial Code 14

Table 6.3 lists axial code number 3 coding category used in the attempt to answer question 4. The 26 example open coded categories made from the 280 individual statements were taken from 19 interviews found in Appendix 1.

7.13.2 Clarification of the Open Coded Meaning in Relation to Axial Code 14

The section below has a short clarification and explanation of each open code that makes axial code number 3. The individual statements that derived the open codes are found in Appendix 1; each code is colour coded by each axial code. In addition, the 11 open codes are going to be addressed starting with open code number 1:

Open Code No. 1: ‘*SMEs can influence people’s behaviour using SM integrated with other media*’

Open Code No. 1: ‘SMEs can influence people’s behaviour using SM integrated with other media.’ Integrated media is a very powerful tool. Traditional media such as television can influence people’s behaviour and their buying decisions, but integrated media is a whole different story. When media channels are integrated and joined, the influence is far greater than the influence of a single media channel. Social media has the option of integration. SMEs present in social media sites can integrate their pagers; for example, they can link their

Twitter page with their Facebook page, and many more integrations are available. SMEs managers must decide whether they join the SMEs social media pagers or not depending on SMEs' marketing needs and management strategies.

Open Code No. 2: *'Old ways of communication are not effective for SMEs' marketing today'*

Open Code No. 2: 'Old ways of communication are not effective for SMEs' marketing today.' Many old ways of communication have no use or have become ineffective; for instance, how can we use fax for marketing these days?! Telemarketing as well has become not as effective as when it was first introduced and presented; who would want to listen to someone that is trying to sell something via phone?!

Open Code No.3: *'Some SMEs communicate with their clients via multiple communication tools'*

Open Code No. 3: 'Some SMEs communicate with their clients via multiple communication tools.' SMEs must understand their customers and communicate with them in the best way for them. Some SMEs have understood this concept and they communicate with their customers in multiple ways to serve their customers' needs.

Open Code No. 4: *'SMEs use integration between SM & other media to drive traffic'*

Open Code No. 4: 'SMEs use integration between SM & other media to drive traffic.' Although social media is a new way of communication, some SMEs have embraced it fully as they understand the power of social media communication. The power of integration when social media is integrated multiplies and drives more traffic. When that happens, it is a good opportunity for SMEs to find potential customers.

Open Code No. 5: *'SMEs like integration between their businesses'*

Open Code No. 5: 'SMEs like integration between their businesses.' Some SMEs understand the power of integration even in their own businesses. By unifying their businesses in social media, they unify their customers and save time and effort by managing a unified page.

Open Code No. 6: *'Integration between SM sites'*

Open Code No. 6: 'Integration between SM sites.' Integration between social media sites has made them very powerful for SMEs' marketing, and it is a powerful tool. SMEs can post their television or radio advertisements on social media to increase exposure and integrate all media tools for maximum marketing results.

Open Code No. 7: *'Integration must be used carefully depending on the marketing message and targeted audience'*

Open Code No. 7: 'Integration must be used carefully depending on the marketing message and targeted audience.' Each social media site has its own features and identity. SMEs must be aware of the differences between each social media site and use them along with their marketing messages without damaging them. Moreover, SMEs must understand their targeted audience and drive the marketing messages that match their taste.

Open Code No. 8: *'One of the most important aspects of SM is integration'*

Open Code No. 8: 'One of the most important aspects of SM is integration.' Correct integration between social media has improved its success. Integration between social media sites is easy and makes social media more attractive and easier to use.

Open Code No. 9: *'SM has improved marketing communication'*

Open Code No. 9: 'SM has improved marketing communication.' Surely, social media has improved marketing; marketing communication has never before

been this powerful. SM is instant communication that is free of cost. Some SMEs understand the importance of communication via social media and how it has improved marketing communication accessibility, and they have improved their management to adapt to the new changes in technologies. In addition, through social media, customers and potential customers are at your fingertips.

Open Code No. 10: *'Without SM, SMEs will spend more money on marketing communication'*

Open Code No. 10: 'Without SM, SMEs will spend more money on marketing communication.' Surely social media has reduced the cost of communication; an application like WhatsApp has reduced the usage of SMS (Short Message Service) and that has saved a lot of money on SMEs when sending SMS to their customers.

Open Code No. 11: *'Being connected to the public'*

Open Code No. 11: 'Being connected to the public.' Holding conferences, communicating with the public and building good relationships with them are good ways of marketing by SMEs.

7.14 Examples of interview statements for the Open Coding Categories for Axial Code No. 14

Axial Code No. 14	Reference
Examples of interview statements, 1 statement for each open code	Interview and page number
1. <i>“Our vision is to raise our community, country and the neighbouring countries to the next level of marketing, the new way of marketing, the new media. We want to benefit the whole world from those tools themselves, the media with all its aspects in a clear way. Through this field, you can change so many things, you can inter peoples’ minds, move their feelings. When you use it in the right way, a professional way, you can contribute to change lots of people and so many things in the world.”</i>	I-3&P-11
2. <i>“But telephone how? With fax how? You can’t.”</i>	I-12&P-15
3. <i>“Now there are more than one method to communicate with the students. There is a program called Skype, we use it to communicate with them through the phone, communicate with them via e-mails, communicate with them via twitter, communicate with them via Facebook and we even communicate with them via YouTube, communicate with them via ...These are the tools we use.”</i>	I-16&P-16
In this table, *the letter “I” represents interview & the letter “P” represents page	

Comment [a50]: SMEs can influence people behaviour using SM integrated with other media

Comment [FA51]: Old ways of communication are not affective to SMEs marketing today

Comment [a52]: Some SMEs communication with their clients via multiple communication tools

Table 7.6: Examples Interview statements for the Open Coding Categories for Axial Code No. 14
Please see Appendix 4 for full open-coding categories tables.

7.15 Summary

It is important for SMEs to constantly change in terms of their products and/or services; anything that does not change becomes obsolete after a period of time. SMEs who are updating, changing and improving themselves and their products and services are the ones who are on top of the marketplace. The following is a list of many great tools for innovation and success for SMEs marketing:

- a. New ideas about the SMEs business and products and/or services are one of the main keys of success; when new ideas are put to practice and are fully expressed in reality, they can make wonders. SMEs managers can organise a nice environment for the birth of the ideas and clear the way for their flourishing.
- b. Building strong and powerful brand image starts with a nice storyline that could be made and used for marketing SMEs in social media. Furthermore, a storyline mixed with the five senses can easily be stored in the mind and then memorised; strong brands are the ones that, when remembered, are associated with good thoughts and feelings.
- c. Good value can be a good marketing strategy to SMEs' success. An easy strategy for success would be to give more than what one charges. Good value is the base of any successful and innovative business.
- d. When marketing in general and especially when marketing SMEs in social media, time is a crucial factor; SMEs must understand the nature of social media and how they can represent their advertisements in a way that can attract potential customers in social media and what time is the best to place their advertisements in it.
- e. SMEs can study their market and their customers' needs and wants and adapt to the change of the customers' needs and wants. Also, SMEs can create needs or wants for their customers; either way done successfully can lead to SMEs' success.

- f. Understanding people's culture and behavior is important when designing marketing campaigns in social media. It is important that SMEs deliver marketing messages with positive and clear approaches to reach the SMEs' objectives when marketing in social media.
- g. Having special products and/or services: SMEs' products and/or services must be different from others. SMEs must have different identities so that the customers would recognise the SMEs' products and/or services when they see them and make a quick decision to buy them.
- h. SMEs that have more experience and knowledge in the marketplace are likely to be more successful. SMEs must constantly improve their performance and innovate with their products/services if they would like to succeed in social media.
- i. Having an online business puts SMEs closer to customers. Now, having an online business is not a luxury; it is a necessity as it opens the doors for SMEs to be in touch with potential global customers. No longer are SMEs tied to local customers. Likewise, social media acts as a bridge between SMEs and their customers.
- j. Sometimes adding a positive cause to the SMEs' marketing strategies can influence customers' buying decisions. It is nice to make marketing strategies associated with a positive cause as it grabs customers' attention and moves their feelings.
- k. SMEs must understand how to focus as focusing on their marketing goals can make wonders in social media marketing. Moreover, focusing is a great tool to master, and obviously it helps in achieving SMEs' objectives when marketing in social media due to the fast-changing environment.
- l. SMEs now understand the significance of marketing; in fact, no one ignores the importance of marketing. Marketing is important to the success of any business in social media. Moreover, social media is designed in a way that has built-in marketing tools.

- m. Social media is a free marketing tool that can be used to enhance SMEs' marketing and overall performance. Now, being on social media is not a form of luxury; it is very important for SMEs marketing, and not being on it is an opportunity lost.
- n. 'Having vision and mission': It is easy to open a new business. If one has an existing business, they can use all what they have already to build it, and that cannot be done without having a vision. Working with a mission and vision is important for marketing; the mission is designed to do daily tasks and the vision is where the business is heading.
- o. Constant change is important for SMEs, especially when they are marketing in social media. Change in social media is at the speed of light, and SMEs who understand change can make wonders. In addition, constant change is one of the most important factors for any successful business.
- p. 'Right man in the right place': An important factor of success and innovation is to employ qualified staff in the accurate position; this act opens the doors for innovation and motivates the staff in the working environment. Also, harmony and good interaction between staff is important for a successful business. The interaction between staff can improve if every one of them is in the right position.
- q. Exchanging information between SMEs can help in improving their performance and it is very useful for SMEs. Similarly, exchanging information between SMEs and their customers can improve SMEs' products and/or services. In the end, customers' opinion is very vital because they are the end users of SMEs' products and/or services.
- r. SMEs can market indirectly. Sometimes, indirect marketing can give great results; perhaps SMEs can market via customers by asking them to write about their positive outcomes and give feedback about their experiences with the SMEs.

- s. Promotion plays a big role in SMEs innovation and success. The right promotional items must be created according to the customers' taste and be carefully examined and tested, taking into consideration that many promotions may jeopardise SMEs' brand image.
- t. Social media is simple; simplicity is the key to any successful business. Most social media is very simple; therefore, it is very successful and it is improving and developing every day.

In marketing via celebrities, SMEs can speed up their marketing messages in social media to reach many people because celebrities have high numbers of followers in their social media pages; however, celebrities must be chosen carefully to fit SMEs' marketing strategies. Moreover, SMEs can choose celebrities or famous people that have credibility in the eyes of their targeted segments. Also, active people and celebrities can be a very good choice for SMEs when marketing in social media; it is certainly one of the greatest tools when marketing in social media. In addition, some public figures and/or celebrities make money from advertising in their social media pages. Social media now is a huge market for advertising and promotion.

SMEs use outsourcing to cut down cost, save energy and improve management efficiency. Outsourcing can be a great tool to SMEs because they are small and have limited resources. Outsourcing gives SMEs the opportunity by providing them access to expertise that might increase SMEs' level of performance, productivity and creativity. SMEs can benefit from outsourcing in many ways. Employment can be a major problem for SMEs; as such, SMEs can outsource staff to save management effort and lower their responsibilities and obligations. Now, SMEs can outsource almost anything from the office to the secretary, which can save a lot of time. In addition, SMEs managers can have more time to work on achieving SMEs' objectives. Successful outsourcing can lead to partnership. SMEs management can study and try outsourcing, and from that

they can study the possibility for partnerships. Some SMEs have succeeded in outsourcing and moved to sponsorship. Outsourcing sometimes can be very costly for SMEs and the outsourced company can fail on quality, plus they may share some of the revenues; that is the reason why some SMEs prefer doing many of their activities on their own and from home. SMEs must be careful when choosing the outsourcing company or companies because that could affect the SMEs' brand image in front of their customers; if customers find any problems with products and/or services, they would blame only the SMEs. Partnership can be a good opportunity for SMEs, as a strong strategic partner can add a great strength to SMEs. Moreover, some SMEs have a media partner such as TV, which can make a huge difference for SMEs' marketing. Thus, using their media partner with social media tools can be a whole different game. The right partnership could lead to creating new products and services for SMEs. Partnerships could give SMEs more resources to use, improve efficiency and result in creating new products and services as well as give SMEs access to their partner's knowledge and expertise. In addition, the partner company works at its best to make sure that its partner succeeds because they are in the same boat.

SMEs use sponsorship to market their products and services and to market their businesses. Sponsorship can be a great help to SMEs' marketing and can be beneficial to SMEs' social media marketing. Media sponsors may benefit SMEs because many people who have high numbers of followers in social media also have TV or radio shows; as such they can integrate traditional media with social media, which is a very good mix when marketing in social media.

Of course, one of the important aspects of partnership is partner relations. Good partner relations can improve SMEs' marketing performance and increase their resources, since their resources are joined. Partners can work together to build their relationship and to make ensure success for both parties' advantage. Bad

partnership relations can damage SMEs, so SMEs must be very careful when choosing their partners. Many SMEs are afraid of partnership because they want to manage their business by themselves and do not want to share their business secrets with anyone as they are very protective of their business.

Positive word of mouth is very important for SME's marketing and SMEs must give their best and build trust with their customers so that they spread positive WOM about their products and services. 'WhatsApp' is a great way to spread WOM and marketing messages. SMEs bring customers to social media through WOM. It can be very powerful when used and spread in WhatsApp, as customers can inform many of their friends and relatives about the SMEs through their WhatsApp application. Not only is it a free short messaging service but it also has a 'groups' feature that enables communication with many people at once. Also, events and conferences are very important to SMEs' marketing as it helps to spread WOM among the attendance. Also, the attendance may use social media for more exposure. When customers speak positively about them, SMEs can record that and use it in their marketing campaigns. Additionally, giving promotional products and/or services or key products and/or services to people that have great influence can help in creating positive WOM.

Good customer service can contribute to SME's success and some SMEs managers make sure that the company has a good customer service. SMEs with great customer service are more successful than others and customers are likely to have good relations with them. Social media has helped in quality control and in improving customer service, and some SMEs managers understand the importance of social media and use it as a medium for customer service. In summary, some SMEs are using social media sites as a customer service platform that is available 24/7.

Some SMEs have connections and good relationships with other SMEs; this gives SMEs more support, information, knowledge and experience that can make a difference in the marketplace. It is very important to listen to customers' opinions since at the end they would buy the products and/or services. So customers' opinions can shape up the SMEs' future products and services. By building good relationships with customers, SMEs can gain their loyalty. Also, potential loyal customers can bring more customers. Building trust is very important to SMEs in social media as it can help business-to-business communications and building business relations that are very important to SMEs' marketing; it saves time and effort. Due to globalisation and since the world is moving to be a global market, it is better for SMEs to explore all possibilities and build global relationships. Moreover, SMEs can try to sell some of their products and services online so that they can reach global customers and have multiple sources of revenue; integrated media is a very powerful tool. Traditional media such as television can influence people's behaviour and their buying decisions, but integrated media is a whole different story. When media channels are integrated and joined, the influence is far greater than the influence of one single media channel. Social media has the option of integration. SMEs present in social media sites can integrate their pages; for example, they can link their Twitter page to their Facebook page, and many other integrations are available. SMEs managers must decide whether they should join their social media pages or not depending on SMEs' marketing and management strategies. Although social media is a new way of communication, some SMEs have embraced it fully as they understand the power of social media communication. The power of integration when social media is integrated is multiplied and drives more traffic. When that happens, it is a good opportunity for SMEs to find potential customers.

Surely, social media has improved marketing communication, as marketing communication has never before been this powerful. It is an instant form of communication that is free of cost. Some SMEs understand the importance of

communication via social media and have improved their marketing communication accessibility and improved their management to adapt to the new changes in technologies. In addition, in social media, customers and potential customers are at SMEs' fingertips. SMEs must understand their customers and communicate with them in the best way possible. Some SMEs have understood this concept and they are communicating with their customers in multiple ways to serve their needs and wants. Surely, social media has reduced the cost of communication; an application like WhatsApp has reduced the usage of SMS (Short Message Service), which has saved a lot of money for SMEs when sending SMS to their customers.

7.16 Achievement of research question 4

Research question 4 has been examined and discussed in this chapter through explaining axial codes numbers 9, 10, 11, 12, 13 and 14, and each open code in them. Research questions are to be found in chapter 3, page 10:

4. What is the importance of social media tools in social media marketing on SMEs in Kuwait?

In this chapter, the grounded theory approach methodology was used in this study, where the questions of research were raised and developed from the interview process; therefore, the questions were derived from the qualitative interview that was fully analysed and evaluated. The following are axial codes numbers 9, 10, 11, 12, 13 and 14, which were derived from the evaluation and analysis of the study that is aiming to reach the achievement of question 4.

9. Factors related to innovation and success in social media.

10. Factors related to using celebrities.

11. Factors related to using outsourcing sponsorship and partnership.
12. Factors related to using word of mouth.
13. Factors related to using public relation and customer service.
14. Factors related to communication & integration.

Chapter 7 has been dedicated to answering research question 4 and the answer is derived from axial codes numbers 9, 10, 11, 12, 13 and 14 from going through each open code and explaining each one of them. The researcher at this point considered research question 4 fully resolved and answered.

Chapter 8

Research: Evolving Concepts/Coding and Research Question 5

8.1 Introduction

In this chapter, question 5 in the research will be addressed and explained. The following chapter is covering question 6.

8.2 Analysis of Data in Fulfilment of Research Question 5

Research Question 5:

- What is the importance of segmentation and targeted marketing in social media marketing on SMEs in Kuwait? **(Chapter 8 is dedicated to answering research question 5).**

Targeting customers and/ or potential customers is one of the best marketing strategies. To do the correct targeting, SMEs must do the right segmentation and know their targeted segments in the marketplace. Social media has provided the right facilities for segmentation and targeting, and it has made segmentation and targeting easier and available to SMEs.

8.2.1 Axial Coding Categories

In the grounded theory approach methodology used in this study, the questions of research were raised and developed from the interview process; therefore, the questions were derived from the qualitative interview that was fully analysed and evaluated. The following is axial code number 15, which was derived from the

evaluation and analysis of the study that is aiming to reach the achievement of question 5:

15. Factors related to using segmentation and targeted marketing

8.2.2 Analysis of Axial Codes No.15

Axial code number 15 is exemplified and examined to build a comprehensive interaction between axial code number 15, 'Factors related to using segmentation & targeted marketing', and research question 5, 'What is the importance segmentation & targeted marketing in social media marketing on SMEs in Kuwait?', in order to achieve the best answers to question 5.

8.3. Factors Relating to 'Using segmentation and targeted marketing' Axial Code 15

Table 8.1 lists axial code number 15 examples of the coding category used in the attempt to answer question 5. The open-coded categories are made from the 138 individual statements taken from 19 interviews found in Appendix 1.

8.3.1 Clarification of the Open Coded Meaning in Relation to Axial Code 15

The section below has a short clarification and explanation of each open code that makes up axial code number 15. The individual statements that derived the open codes are found in Appendix 1 where each code is coloured coded by each axial code. In addition, the 8 open codes are going to be addressed starting with open code number 1:

Open Code No.1: ‘SMEs use SM to collect TC’

Open Code No.1 ‘SMEs use SM to collect TC’. Social media is a great place to gather and collect targeted customers. There are many ways to do that; one way is to start a hashtag on Twitter about a subject, see who is interested in it and follow them then market to them.

Open Code No.2: ‘Right segmentation & targeting can improve SMEs’ marketing’

Open Code No.2: ‘Right segmentation & targeting can improve SMEs’ marketing’. Segmentation is very important before targeting, and social media is the right place to apply the segmentation and targeting strategies for SMEs. It has several ways for segmentation and targeting that can improve SMEs’ marketing.

Open Code No.3: ‘SMEs like to save time, money & energy via TS’

Open Code No.3 ‘SMEs like to save time, money & energy via TS.’ The right targeting strategies can save a lot of time, money and energy, and social media is the right environment for it. It has never been easier to employ targeting strategies in social media.

Open Code No.4: ‘When SMEs establish new businesses’

Open Code No.5 ‘When SMEs establish new businesses’. When business owners have one successful business, it is easier to start a new business because of their access to customers’ information. This information can be used to improve their products/services, improve their performance and/or open a new business. Moreover, they can open a new business because they have the customers already and sometimes they move customers to new business

effortlessly. Also, it is very easy to target the existing customers, but SMEs must be careful in their targeting strategies.

Open Code No.5: *'Knowing the TS'*

Open Code No.6 'Knowing the TS'. It is more effective when SMEs know where their target markets are located within social media and SMEs can reach their marketing goals and make better sales. Also, SMEs must do their homework and know where their targeted customers are in social media; when that is done, it is very easy to target them.

Open Code No.6: *'SMEs are attracted to TM & SM marketing'*

Open Code No.6 'SME's are attracted to TM & SM marketing'. Many SMEs understand the importance of targeted marketing via social media and are attracted to it. Some SMEs managers are well educated and are always changing and developing their talents to reach their marketing objectives; thus, social media is the right environment for such change.

Open Code No.7: *'SMEs can specify special days'*

Open Code No.7 'SME's can specify special days'. Times and dates are very crucial when marketing via targeting customers in social media, as there are certain times and dates that are more active than others. SMEs can know which are the most popular times and dates for their products and services, can start targeting customers and potential customers, and can give priority to their products and services depending on their marketing strategies.

Open Code No.8: *'Sending targeted emails attractive to SME's marketing'*

Open Code No.8 'Sending targeted emails attractive to SME's marketing'. Bulk marketing is more likely to fail and waste time and energy, unlike targeted email which might be more successful even though email marketing is not that active anymore.

8.4 Example of Interview Statements for the Open Coding Categories for Axial Code No.15

Axial Code No.15	Reference
Example of interview statements 1 statement for each open code	Interview and page number
1. <i>"For those whose e-mails I want, I want them to register with me on Facebook and Twitter, and I want to send them some things before getting their phone numbers and their e-mail and all that."</i>	I-1&P-4
2. <i>"We started exactly before one year, in 2011. We purchased the premises and changed the theme, the logo and the entire design to fit market segmentation. We were targeting the low to mid income in a way so that they continue ordering from us throughout the month, not at the beginning of the month or at the end of it."</i>	I-4&P-1
3. <i>"Yes, it is. Let's say what makes it different is the average of the family, but Al Jahra has a different market because its people are not like those in other cities."</i>	I-4&P-18
In this table, *the letter "I" represents interview & the letter "P" represents page	

Comment [FA53]: SME's use SM to collect TC

Comment [FA54]: Right segmentation & targeting can improve SMEs marketing

Comment [FA55]: SMES like to save time, money & energy via TS

Table 8.1: Interview Statements for the Open Coding Categories for Axial Code No.15 Please see Appendix 4 for full open-coding categories tables.

8.5 Summary

Social media is a great place to collect and gather targeted customers, as there are many ways to do so. One way is to start a hashtag on Twitter about a subject, see who is interested in it and follow them then market to them. Also, many SMEs understand the importance of targeted marketing via social media and are attracted to it. Some SME managers are well educated and are always changing and developing their talent to reach their marketing objectives and social media is the right environment for such a change. Furthermore, times and dates are very crucial when marketing via targeting customers within social media as there are times and dates that are more active than others; SMEs can know which are the most popular times and dates for their products and services, start targeting customers and potential customers, and give priority to their products and services depending on their marketing strategies. When SMEs know their targeted segments, marketing via social media is more effective and SMEs can reach their marketing goals and make better sales. Also, SMEs must do their homework and know where their targeted customers are in social media. When that is done, it is very easy to target them. However, segmentation is very important before targeting, and social media is the right place to apply the segmentation and targeting strategies for SMEs since it has various ways for segmentation and targeting that can improve SMEs marketing. In short, the right targeting strategies can save a lot of time, money and energy, and social media is the right environment for it. Targeting strategies have never been easier than they are right now.

8.6 Achievement of question 5

Question 5 in the below section has been examined and discussed in this chapter through explaining axial code number 15 and each open code in it. Research questions are to be found in chapter 4, page 5:

- 5.** What is the importance of segmentation & targeted marketing in social media marketing on SMEs in Kuwait?

In chapter 8, the grounded theory approach methodology used in this study and the questions of research were raised and explained from the interview process; therefore, the questions were derived from the qualitative interview that was fully analysed and evaluated. The following is axial code number 15 which was derived from the evaluation and analysis of the study aiming to reach the achievement of research question 5:

15. Factor related to using segmentation & targeted marketing

Chapter 8 has been dedicated to question 5, and the answer is derived from axial code number 15 by going through each open code and explaining each one of them. The researcher at this point considered question 5 fully resolved and answered.

Chapter 9

Research: Evolving Concepts/Coding and Research Question 6

9.1 Introduction

In this chapter, question 6 in the research is going to be addressed, explained and answered; the next chapter is the last chapter of this thesis.

9.2 Analysis of Data in Fulfilment of Research Question 6

Research Question 6:

What is the importance of budget, payment, resources, capability and employment in social media marketing for SMEs in Kuwait? **(Chapter 9 is dedicated to answering research question 6).**

In general, SMEs have limited budgets and resources, and they are small in size. Social media has supported SMEs by offering resources and almost free marketing facilities to SMEs and other users; this has helped SMEs improve their performance and raise their capabilities in the marketplace. Moreover, social media has helped SMEs cut down costs with facilities that need few people to manage. Employment is one of the major problems for SMEs, and with the use of social media, SMEs need fewer people to manage their marketing activities.

9.2.1 Axial Coding Categories

In the grounded theory approach methodology used in this study, the questions of research were raised and developed from the interview process; therefore, the questions were derived from the qualitative interview that was fully analyzed and evaluated. The following are axial codes number 16 and 17, which were derived from the evaluation and analysis of the study that aims to reach the achievement of research question 6:

16. Factors related to SMEs' budget, payment, resources and capability.
17. Factors related to employment and labour.

9.2.2 Analysis of Axial Codes No.16

Axial code number 16 is examined to build up a comprehensive interaction between axial code number 16, 'Factors related to SMEs' budget, payment, resources and capability' and research question 6, 'What is the importance of budget, payment, resources, capability and employment in social media marketing for SMEs in Kuwait?'

9.3. Factors Relating to 'SMEs budget, payment, resources and capability,' Axial Code 16

Table 9.1 lists axial code number 16 examples coding category used in the attempt to answer question 6. The 11 open coded categories made from the 112 individual statements were taken from 19 interviews found in Appendix 1.

9.3.1 Clarification of the Open Coded Meaning in Relation to Axial Code 16

The section below has a short clarification and explanation of each open code that makes axial code number 16. The individual statements from which the open codes are derived, the open codes are found in Appendix 1; each code is colour-coded by axial code. In addition, the 11 open codes are going to be addressed, starting with open code number 1.

Open Code No. 1: *'SMEs' owners use their credit cards to pay for expenses'*

Open Code No. 1: 'SMEs' owners use their credit card to pay for expenses'. Many SMEs do not have a good payment system; some SMEs' owners use their credit cards to pay for expenses. Of course, this could lead to problems in terms of management of the payments.

Open Code No. 2: *'SMEs work with each other with flexible payment systems'*

Open Code No. 2: 'SMEs work with each other with flexible payment systems'. Some SMEs understand each other's' limitations and work with each other in flexible payment systems. With cooperation, SMEs can grow stronger and build good relationships with each other.

Open Code No. 3: *'Some SMEs have limited payment methods'*

Open Code No. 3: 'Some SMEs have limited payment methods'. This problem can make SMEs lose existing or potential customers. Limited payment methods mean a lot of hassle for SMEs' customers. Therefore, it is better for SMEs to work to improve their payment systems and to make the payment experience as easy and as pleasant as possible for customers.

Open Code No. 4: *'SMEs' owners prefer to have multiple methods of payment'*

Open Code No. 4: SMEs' owners prefer to have multiple methods of payment. SMEs that have many methods of payment are more pleasant to customers; they make it easy for customers to pay, and that results in better sales. When customers decide to pay for a product or service, SMEs want to encourage their decisions. Moreover, SMEs' owners want to have multiple methods of payment to make it easier for customers to pay; that would save a lot of energy and time. Many customers stop their payment decisions because of limited payment

methods. In addition, many SMEs seek multiple ways and flexible ways of making payments to comfort customers.

Open Code No. 5: *'SMEs' owners prefer payment to be made in cash to save money'*

Open Code No. 5: SMEs' owners prefer payment to be made in cash to save money. Some SMEs' owners/managers prefer payment to be in cash to save the money from being detected by credit card companies. The profit margin for SMEs sometimes is low; that is why they prefer to be paid in cash, but to be paid in cash has its own risks as well.

Open Code No. 6: *'SMEs prefer payment to be made through Internet'*

Open Code No. 6: 'SMEs prefer payment to be made through Internet'. Some SMEs' owners/managers prefer payment to be made online. Online payment is easy to manage, saves time and requires limited human interaction. Some payments are better influenced by salesmen, and other times it is better to not have a salesman in between. Furthermore, payment online usually is deposited directly to SMEs' accounts, and payment by check may take 3 to 7 working days; payment by cash has a high risk and takes time, depending on each bank and the bank's working hours.

Open Code No. 7: *'SMEs have limited budgets and like to utilize them'*

Open Code No. 7: 'SMEs have limited budgets and like to utilize them'. SMEs are small in size; therefore, they have limited resources and budgets, and social media is a great tool for SMEs' marketing, as it can be used by SMEs free of charge.

Open Code No. 8: *'Payments sometimes are a big problem for SMEs'*

Open Code No. 8: 'Payments sometimes are a big problem for SMEs'. SMEs must solve payment issues and make payments easy and flexible for customers.

The payment system can influence customers' decisions. Many SMEs have problems with payment methods.

9.4 Examples of Interview Statements for the Open Coding Categories for Axial Code No. 16

Axial Code No.16	Reference
Examples of interview statements: 1 statement for each open code	Interview and page number
<p>1. <i>"I will be outside the country, and my credit finished, I have a certain amount of credit, 1000 KD, 2000 or 3000 KD, around that amount. I already spent that amount, my maximum, which is 3000 KD, so I call the bank and tell the employee to remove from my savings account a certain amount of money and add it to my credit account because I need to finish my work; the trip, the lunch and the dinner will all be paid for by the credit, and we exceed the 3000 KD. We actually put around 5000 KD; I call them before I travel. This is 5000 KD above the 3000 KD; this is 8000 KD that we can spend while we are on the trip, as much as we want, since we pay everything through the credit. But we exceed the 8000 KD."</i></p>	I-1&P-18
<p>2. <i>"Yes, the main company or the parent company has some of the names in the group; they are letting them monthly pay"</i></p>	I-1&P-25
<p>3. <i>"No, because the companies, I mean the (Knet)."</i></p>	I-4&P-15
<p>4. <i>"Yes, that's it! And it will bring you customers. Let me tell you a personal experience. I ordered from orders.com before I bought the restaurant; well, for example, it was like, you know, I have something in my account, and 4 KD for example, so the 4 KD it won't be withdrawn! Why? Because I can pay it online, and it's going to be done, right? So the amount was going to</i></p>	I-4&P-16

Comment [FA56]: SME's owners use their credit card to pay for expenses

Comment [FA57]: Some SMES have limited payment methods

<i>remain in the account already! So it will bring me customers.”</i>		Comment [FA58]: SMES owners prefer to have multiple ways of payments
5. <i>“It’s very regular. It takes from you the commission to open an account in the existing amount, so why you are paying? It takes 7.5 percent.”</i>	I-4&P-15	Comment [FA59]: SMES owners prefer payment to be made in cash to save money
6. <i>“But now almost no one does that. You will rarely have a problem where you will have to call the client to get his credit card number. But almost everybody nowadays pays through the net. You will get a page with the application form where you have to register, and you can choose the method to pay through PayPal, your own credit or whatever.”</i>	I-1&P-7	Comment [FA60]: SME’s prefer payment to be made through Internet
7. <i>“First of all, there are no posters, and then it’s okay. We are not going to print brochures, only advertising newspapers, and then, okay, there is no newspaper, only calls and SMS, and then there are SMS and calls, and then that’s enough, no calls, it’s going to be only SMS, and then no SMS, so they became a must.”</i>	I-1&P-7	Comment [FA61]: SME’s have limited budget and like to utilize it
8. <i>“But the Knet was a lot of trouble for us and took time and percentage, and it was negative much more than easygoing.”</i>	I-10&P-10	Comment [FA62]: Payments sometime is a big problem to SMEs
In this table, the letter “I” represents interview and the letter “P” represents page Number.		

Table 9.1: Examples of Interview Statements for the Open Coding Categories for Axial Code No.

16

Please see Appendix 4 for full Open Coding Categories tables.

9.5 Analysis of Axial Code No.17

Axial code number 17 is examined to build up a comprehensive interaction between axial code number 17, 'Factors related to employment & labor,' and research question 6, 'What is the importance of budget, payment, resources, capability and employment in social media marketing for SMEs in Kuwait?'

9.5.1 Factors Relating to 'SMEs social media marketing' Axial Code 17

Table 9.2 lists examples of axial code number 17 coding categories used in the attempt to answer question 6. The 6 open coded categories made from the 69 individual statements were taken from 19 interviews found in Appendix 1.

9.5.2 Clarification of the of Open Coded Meaning in Relation to Axial Code 17

The section below has a short clarification and explanation of each open code that makes up axial code number 17. The individual statements from which the open codes are derived open codes are found in Appendix 1; each code is color-coded by axial code. In addition, the 6 open codes are going to be addressed, starting with open code number 1.

Open Code No. 1: *'Teenagers can be good staff for SMEs in SMM'*

Open Code No. 1: 'Teenagers can be good staff for SMEs in SMM'. Social media is like a home for young generations, so it is a good idea to employ them in SMEs when they want to market in social media. Teenagers and the young generations are active, and many of them understand how new technology works.

Open Code No. 2: *'Teenagers have little experience'*

Open Code No. 2: 'Teenagers have little experience'. Teenagers usually have no experience or little experience, but they can be trained before employment; they

have high levels of excitement that can be modified and used when marketing SMEs in social media.

Open Code No. 3: *'Producing in cheap labor countries'*

Open Code No. 3: Producing in cheap labor countries. SMEs must be careful when producing in cheap labor countries. Cheap labor many times means laborers with low education and experience; that, of course, can affect quality and efficiency.

Open Code No. 4: *'Employees, employment & managing'*

Open Code No. 4: 'Employees, employment & managing'. Managing staff members is a major problem in SMEs because many SMEs lack a good system for employees, and a human resources department is mostly missing in SMEs.

Open Code No. 5: *'Instead of having to pay employees'*

Open Code No. 5: 'Instead of having to pay employees'. Outsourcing for staff members can be a good choice for SMEs. They may save time and money as well as remove management hassle and difficulty; moreover, they can remove the burden of employment and legal responsibility.

Open Code No. 6: *'SMEs have limited budgets'*

Open Code No. 6: 'SMEs have limited budgets'. Of course, most SMEs have limited budget, and most of them cannot afford to spend money on traditional advertisements. Social media is almost free, and it is a great way of marketing for SMEs with limited budgets

9.6 Examples of Interview Statements for the Open Coding Categories for Axial Code No.17

Axial Code No.17	Reference
Examples of interview statements: 1 statement for each open code	Interview and page number
1. <i>“Yes, he is smart, and he is interested in computers and all, but generally speaking, anyone can do that, but if I employed someone that is 30 years old or 35 years old, he won’t know Twitter, so how will I benefit from that? He won’t even have the concept of it.”</i>	I-2&P-6
2. <i>“But you don’t answer it by yourself, because he doesn’t have the profession to do that, but now he has the way to do it.”</i>	I-2&P-5
3. <i>“In Turkey, yes, the language barrier. I suffer a lot from that, because they don’t really deal with people whom don’t speak Turkish!”</i>	I-10&P-10
In this table, the letter “I” represents interview, and the letter “P” represents page.	

Comment [FA63]: Teenagers can be good staff for SME’s in SMM

Comment [FA64]: Teenagers have low experience

Comment [FA65]: Producing in cheap labour countries

Table 9.2: Example Interview Statements for the Open Coding Categories for Axial Code No. 17
Please see Appendix 4 for full Open Coding Categories tables.

9.7 Summary

Having a concrete payment system is important for SMEs; many of them do not have good payment systems. Therefore, some SMEs' owners and managers use their own credit cards to pay for the company expenses. Of course, this could lead to difficulties in terms of managing the payments. SMEs that accept many methods of payments are more pleasing and attractive to customers, as they make it easy for customers to pay for the company's products and/or services, and that can result in improving sales. SMEs want to encourage and influence customers' buying decision making. Also, SMEs' owners would like to accept multiple methods of payments to make it easier for customers to pay and to ensure smoothness in customers' payments. Many customers stop their payment decision making because of limited payment methods. This problem can make SMEs lose existing or potential customers; limited payment methods mean lots of disturbance to SMEs' customers. Thus, it is better for SMEs to work to improve their payment system and to make the payment experience as easy and as pleasant as possible for customers. Some SMEs owners/managers prefer payment to be in cash to save it from being detected by credit card companies. The profit margin for SMEs sometimes is low; that is the reason they prefer to be paid in cash, but to be paid in cash has its own risks as well. Other SMEs' owners/managers prefer payment to be online; online payment is easy to manage, saves time and needs limited human interaction. Some payments are better influenced by salesmen, and other payments are better without a salesman in between. Furthermore, payment online usually is deposited directly to SMEs' accounts, whereas payment by check may take 3 to 7 working days, and payment by cash has a high risk and takes time depending on each bank and the bank's working hours. In short, SMEs must solve payment issues and make payment an easy, flexible and enjoyable experience for customers. Payment systems can influence customers' decision making. Many SMEs have problems in payment methods.

SMEs have limited budgets, resources and staff. Most of them cannot afford to spend money on traditional advertisements and employ many staff members. There are many ways to improve SMEs' performance and solve their limitations. Some of them are listed below:

- Social media is almost free, and it is a great way of marketing for SMEs with limited budgets, staff members and resources.
- Instead of having to pay weekly or monthly salaries for staff members or to train them, outsourcing staff can be a good choice for SMEs. This way, they may save time and money, as well as stay away from management and training troubles and difficulties. Also, they can remove the burden of employment and legal responsibility.
- Teenagers can be good staff members for SMEs in social media marketing, as they are low in salary, energetic and good with technologies. Teenagers and the young generations are active, and many of them understand how new technologies work.
- Producing in cheap labor countries is another way, but SMEs must be careful because cheap labor many times means laborers with little education and experience; that, of course, can affect quality and efficiency.

9.8 Achievement of research question 6

Research question 6 in the below section has been examined and discussed in this chapter through explaining axial codes number 16 and 17 and each open code in them. Research questions are to be found in chapter 4, page 5:

6. What is the importance of budget, payment, resources, capability and employment in social media marketing on SMEs in Kuwait?

In this chapter, the grounded theory approach methodology was used in this study where the questions of research were raised and developed from the interview process; therefore, the questions were derived from the qualitative interviews that were fully analyzed and evaluated. The following are axial codes 16 and 17, which were derived from the evaluation and analysis of the study that is aiming to reach the achievement of research question 6.

16. Factors related to SMEs budget, payment, resources and capability.
17. Factors related to employment and labor.

Chapter 9 has been committed to research question 6, and the answer is derived from axial codes number 16 and 17 and from examining each open code and explaining each one of them. Moreover, the researcher at this point considered research question 6 fully resolved and answered.

Chapter Ten

Discussion

10.1. Introduction

The researcher will discuss the results of chapters 4 through 9 in full detail in both this chapter and in chapter 11, which is the conclusion. The analysis provided in the tables below is merely a summary of the more detailed grounded theory (Full Conceptual Description) and the analytical protocol used in the 19 interview transcripts presented in Appendix 1. These transcripts, representing interviews with 19 SME owners/managers in Kuwait, have been taken from tape recordings and are verbatim. The 19 interviews were open coded according to the guidelines given by Strauss and Corbin (2008), in which 2,713 individual statements were given open codes representing 219 individual open-coded categories. Then, once again, in accordance with the guidelines given by Strauss and Corbin (2008), these open codes were placed in axial categories, which represented overall themes or categories. Overall, 17 such axial categories were constructed, as discussed in Chapter 3, pages 19 and 20. The contents of these 17 axial codes will be fully discussed in this chapter.

10.1.1 Types of Tables

The tables in this chapter represent axial codes 1 through 17, with examples constituting frequencies and graphical presentations of the open codes for axial codes 1 through 17.

10.1.2 Open and Axial Coding Categories

All of the open codes related to axial codes 1– 17 were listed with their frequency and percentage of open codes. Then, the results represented in the

table were fully discussed and examined. After that, the results were highlighted according to their importance to the thesis topic.

There were some open codes with high frequencies and some open codes with low frequencies. The open codes with high frequencies are likely to be important; however, the open codes with low frequencies must not be ignored, as they might lead to the secrets that have great contributions to the research topic.

All of the data were taken from the interviews and put into Excel for calculations and analysis of the results. Then, the results were used to construct the pie and column charts. The Excel analyses are found in full in Appendix 3.

10.4 Axial Code 1 with Examples of Constituent Open Codes and Frequencies

Axial Code 1	Axial Code Group	Total Statements	Percentage
***The importance of information, & marketing decisions, and planning	1	280	10%
2. Acting fast and making critical decisions can benefit an SME's marketing	1	15	5%
7. Lack of information updates affect marketing decisions	1	25	9%
21. Doing surveys and gathering customer feedback	1	32	11%
24. SMEs must decide which SM is more effective to them and use it to their advantage	1	21	8%

Table 10.1: Axial Code 1 with Examples of Constituent Open Codes and Frequencies

Please see Appendix 5 for full constituent open codes and frequencies.

10.4.1 Discussions of Findings in Table 10.1

Axial code number 1, **“The importance of information, marketing decisions, and planning,”** is an important factor that comprises 10% (28) of the total number of open codes (2,713). These codes explain the importance of information gathering, planning ahead and during the operations, and decision making on marketing.

The most important open codes in axial code 1 was number 21, **“Doing surveys and gathering customers’ feedback,”** which comprised 10% of the total open codes. The second-most important open code in it was number 7, **“Lack of information updates affect marketing decisions,”** which was 9% of the total open codes, and the third-most important open code was number 24, **“SMEs must decide which SM is more effective to them and use it to their advantage,”** which was 8% of the total open codes. Moreover, open code 2, **“Acting fast and critical decisions can benefit an SME’s marketing,”** was an important code dispute that consisted of only 5% of the total open codes. Although other codes had higher percentages, open code 2 is closely related to axial code 1. In short, it is very important to act fast in social media because it is changing rapidly, and critical decisions can create economy of scale for SMEs in social media marketing.

10.4.2 Graphical Presentation of Open Codes for Axial Code 1

A graphical presentation of the open codes used for axial code code 1 is shown in Figure 10.1 below.

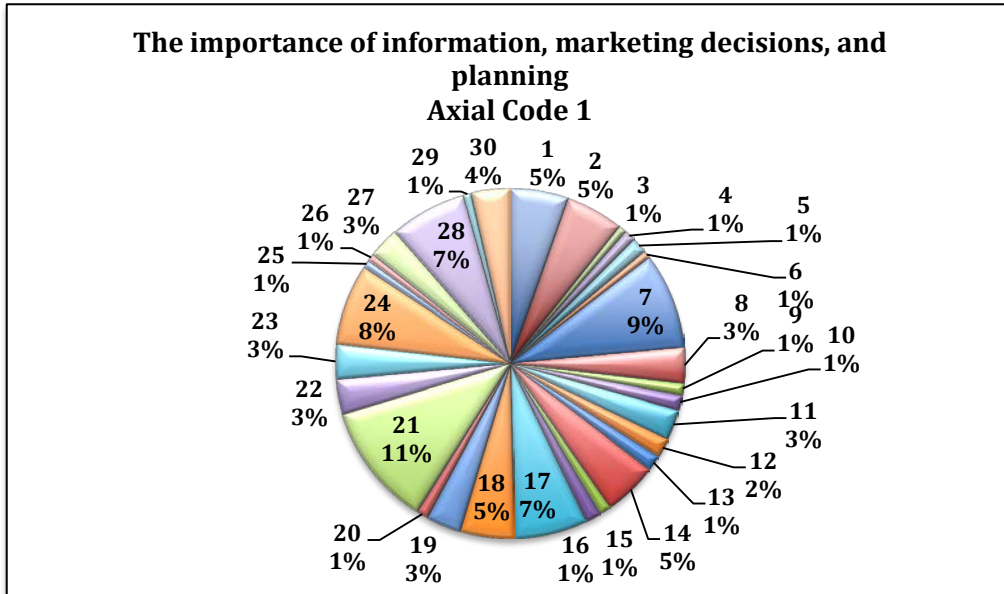


Figure 10.1: Axial code 1: The importance of information, marketing decisions, and planning.

10.4.3 Summary of Graphical Presentation for Axial Code 1

Axial code 1, “The importance of information, marketing decisions, and planning,” is a very important axial code, at 10% of the overall open codes. Open code 11, “SMEs have limited staff and resources,” is the most important open code in axial code 1. Open codes 21, 7, and 17 have higher percentages than the others.

10.5 Axial Code 2 with Examples of Constituent Open Codes and Frequencies

Axial Code 2	Axial Code Group	Total Statements	Percentage
***Factors related to SMEs' traditional marketing	2	199	7%
1. Traditional marketing wastes a lot of time	2	43	22%
2. Traditional and newspaper marketing	2	56	28%
5. Strong competition has closed down	2	25	13%
6. Newspapers can be the last communication option	2	1	1%
10. Newspaper ads are not attractive	2	32	16%

Table 10.2: Axial Code 2 with Examples of Constituent Open Codes and Frequencies

Please see Appendix 5 for full constituent open codes and frequencies

10.5.1 Discussions of Findings in Table 10.2

Axial code 2, “Factors related to SMEs traditional marketing,” accounts for 7% of the total number of open codes. There are 199 open codes in axial code 2; these codes explain the importance of traditional marketing to SMEs.

In axial code 2, the most important open code is 2, **“Traditional and newspaper marketing,”** which represents 28% of the total open codes. The second-most important open code in it is 1, **“Traditional marketing waste a lot of time”** which represents 22% of the total open codes, and the third-most important open code is 10, **“Newspaper ads are not attractive,”** which was 16% of the total open codes. Moreover, open codes 5, **“Strong competition closed down,”** and 6, **“Newspapers can be the last communication option,”** are important codes, although both of them only represented 14% of the total open codes and there were other codes with higher percentages. However, it is a reality that many newspapers in Kuwait have closed down and newspaper advertisements are not attractive to SMEs; as a result, newspapers became the last communication option for them. In brief, SMEs do not prefer traditional marketing advertisements; instead, they prefer marketing through social media.

10.5.2 Graphical Presentation of Open Codes for Axial Code 2

A graphical presentation of the open codes used for axial code code 2 is shown in Figure 10.2 below.

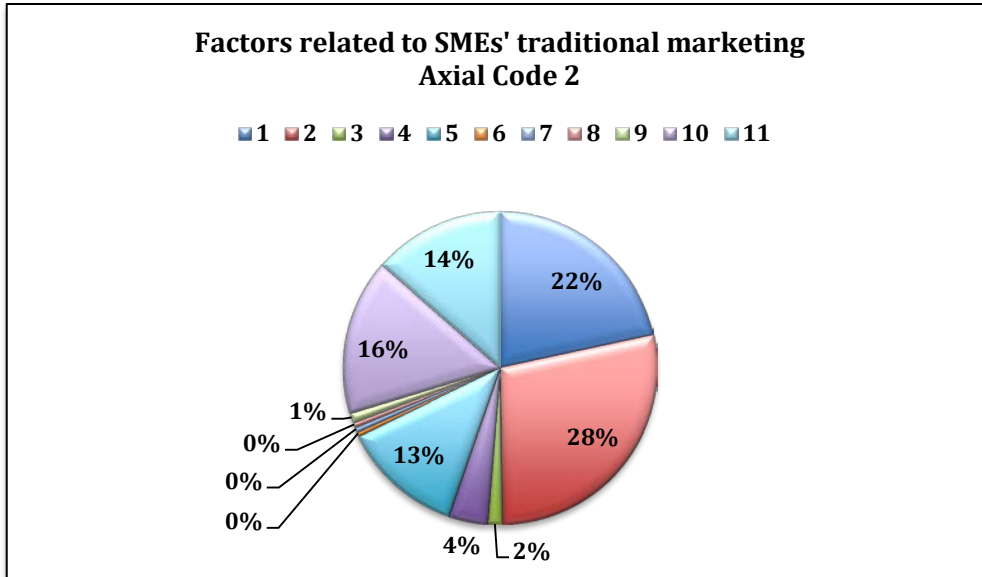


Figure 10.2: Axial code 2: Factors related to SMEs traditional marketing.

10.5.3 Summary of Graphical Presentation for Axial Code 2

Axial code 2, “Factors related to SMEs traditional marketing,” is 7% of the overall open codes. Open code 2, “**Traditional and newspaper marketing,**” is the most important open code in axial code 2. Open codes 1, 2, and 10 have higher percentages compared to the others.

10.6 Axial Code 3 with Examples of Constituent Open Codes and Frequencies

Axial Code 3	Axial Code Group	Total Statements	Percentage
***Factors related to SMEs' social media marketing	3	442	16%
1. Marketing through SM is cost efficient	3	36	8%
4. SM users can access SM from anywhere, at anytime	3	59	13%
11. SM helps in growing SMEs	3	52	12%
17. SM has improved communication processes	3	78	18%

Table 10.3: Axial Code 3 with Examples of Constituent Open Codes and Frequencies. Please see Appendix 5 for full constituent open codes and frequencies.

10.6.1 Discussions of Findings in Table 10.3

Axial code 3, **“Factors related to SMEs social media marketing,”** has the highest frequency, as it consists of 16% of the total of open codes. There are 442 open codes in axial code 3; these codes explain the importance of social media marketing to SMEs.

In axial code 3, the most important open code is 17, **“SM has improved communication process,”** which represents 18% of the total open codes. In axial code 3, the second-most important open code is 4, **“SM users can access SM from anywhere anytime,”** which is 13% of the total open codes; the third-most important open code is 11, **“SM helps in growing SMEs,”** which is 12% of the total open codes. Moreover, in the opinion of the researcher, open code 1, **“Marketing in SM is cost efficient,”** is very important, as SMEs usually have limited resources and budgets; therefore, marketing in social media saves them a lot of money and effort. SMEs are attracted to social media marketing, as some of them understand the real power of social media and are utilizing its power to market their products and/or services.

10.6.2 Graphical Presentation of Open Codes for Axial Code 3

A graphical presentation of the open codes used for axial code code 3 is shown in Figure 10.3 below.

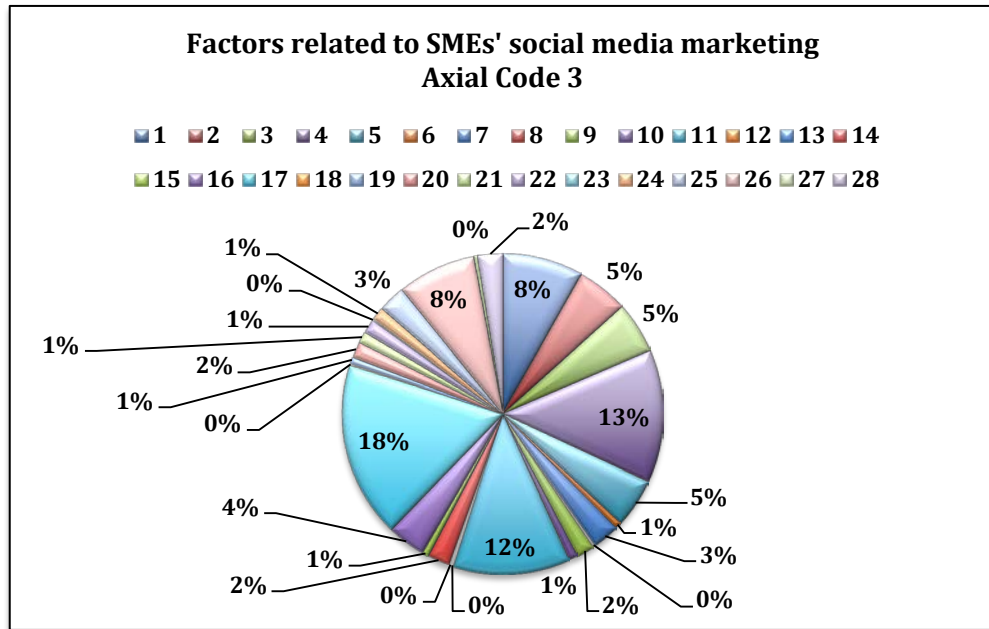


Figure 10.3: Axial Code 3: Factors Related to SMEs' Social Media Marketing.

10.6.3 Summary of Graphical Presentation for Axial Code 3

Axial code 3, "Factors related to SMEs social media marketing," is 16% of the overall open codes and is therefore it is the most important axial code. Open code 17, "SM has improved communication process," is the most important open code in axial code 3. This point and other points will be discussed in details, in the end of this chapter in the summary section.

10.7 Axial Code 4 with Examples of Constituent Open Codes and Frequencies

Axial Code 4	Axial Code Group	Total Statements	Percentage
***Factors related to social media pages and sites	4	161	6%
2. Monitoring SMP is very important	4	42	26%
5. SMEs must choose which SM sites to use	4	43	27%
6. Being in any media	4	18	11%
16. Damage in SM sites	4	4	2%

Table 10.4: Axial Code 4 with Examples of Constituent Open Codes and Frequencies

Please see Appendix 5 for full constituent open codes and frequencies.

10.7.1 Discussions of Findings in Table 10.4

Axial code 4, “**Factors related social media pages and sites,**” represents 6% of the total of open codes. There are 161 open codes in axial code 4; these codes explain the importance of social media pages and sites.

In axial code 4, the most important open code is 5, “**SMEs must choose which SM sites to use,**” which was 27% of the total open codes. The second-most important open code in it was 2, “**Monitoring SMP is very important,**” which comprised 26% of the total open codes, and the third-most important open code was 6, “**Being in any media,**” which was 11% of the total open codes. However, there is a great gap in frequency between open codes 2 and 6, and a short frequency gap between open codes 5 and 6. Moreover, open code 16, “**Damage in SM sites,**” is important to SMEs, as SMEs must have a backup plan in case of damage or loss of customers’ data from social media pages.

10.7.2 Graphical Presentation of Open Codes for Axial Code 4

A graphical presentation of the open codes used for axial code 4 is shown in Figure 10.4 below.

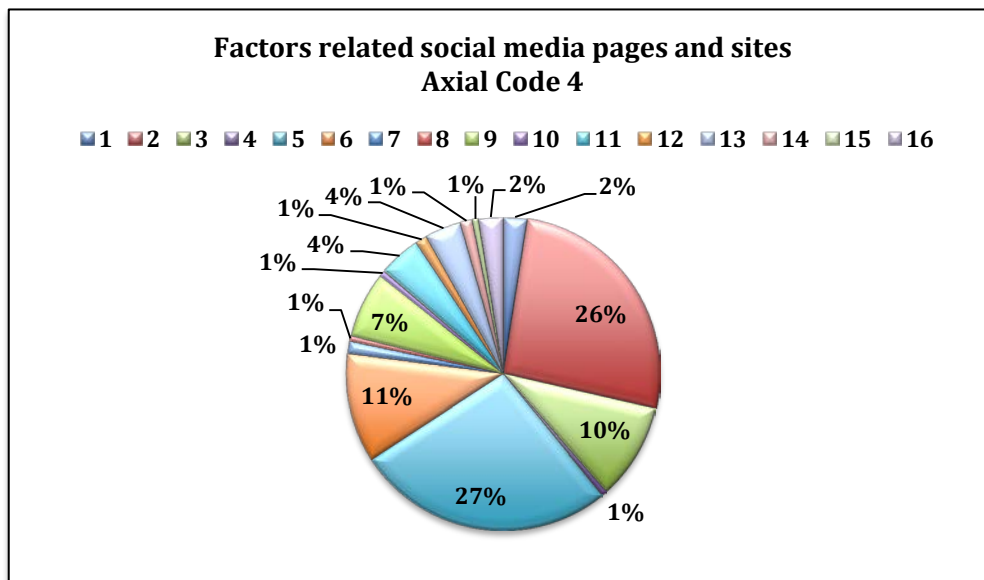


Figure 10.4: Axial code 4: Factors related to social media pages and sites.

10.7.3 Summary of Graphical Presentation for Axial Code 4

Axial code 4, **“Factors related social media pages and sites”** is 6% of the overall open codes. The most important open code is 5, **“SMEs must choose which SM sites,”** representing 27% of the total open codes. The second-most important open code in it is 2, **“Monitoring SMP is very important,”** which is 26% of the total open codes; there is only a 1% difference between them in frequency.

10.8 Axial Code 5 with Examples of Constituent Open Codes and Frequencies

Axial Code 5	Axial Code Group	Total Statements	Percentage
***Factors related to using Twitter	5	366	13%
3. More Twitter followers	5	41	11%
6. Retweets help in spreading messages	5	75	20%

Table 10.5: Axial Code 5 with Examples of Constituent Open Codes and Frequencies

Please see Appendix 5 for full constituent open codes and frequencies.

10.8.1 Discussions of Findings in Table 10.5

Axial code 5, “**Factors related to using Twitter**”, comprises 13% of the total number of open codes. It comes second in frequency after axial code 3. There are 366 open codes in axial code 5; these codes explain the importance of using Twitter for SMEs that are marketing through social media.

In axial code 5, the most important open code is 6, “**Retweets help in spreading messages,**” which consists of 20% of the total open codes. The second-most important open code in it is 3, “**More Twitter followers,**” represents 11% of the total open codes. There is a great gap in frequency between open codes 6 and 3. Moreover, open code 5, “**Retweets help in spreading messages,**” is the best marketing strategy in Twitter, as it not only helps in spreading marketing messages but also in gaining more followers in Twitter. If the people who retweet have higher numbers of followers, then the marketing messages may travel faster and gain more followers than retweets that come from people who have few followers.

10.8.2 Graphical Presentation of Open Codes for Axial Code 5

A graphical presentation of the open codes used for axial code 5 is shown in Figure 10.5 below.

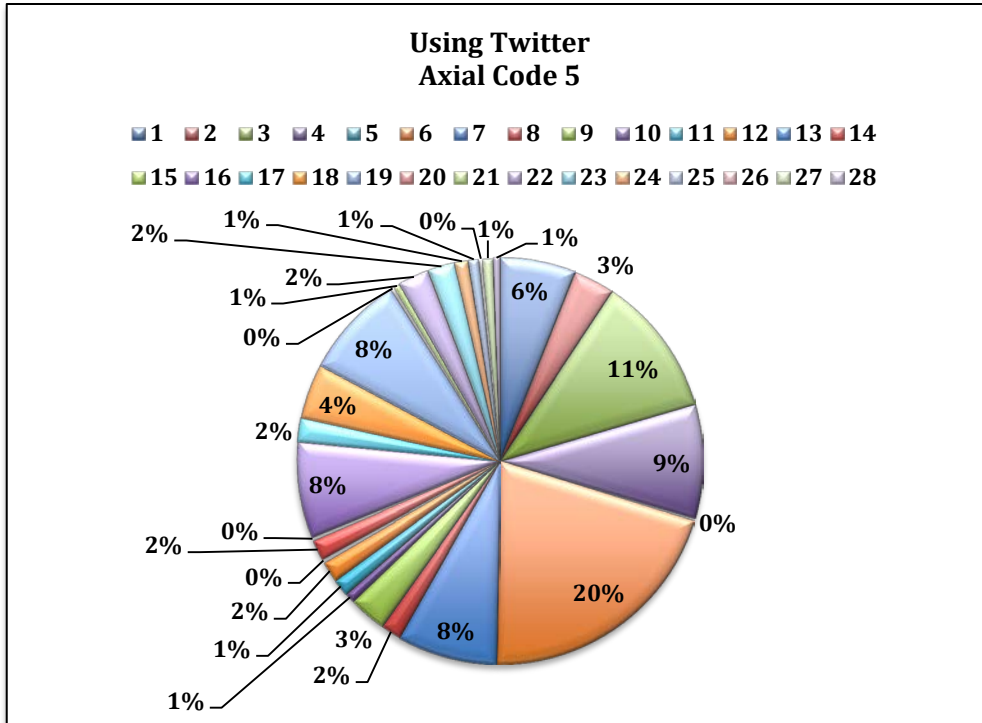


Figure 10.5: Axial Code 5: Factors related to using Twitter.

10.8.3 Summary of Graphical Presentation for Axial Code 5

Axial code 5, “**Factors related to using Twitter,**” is 13% of the overall open codes and is very important. Open code 6, “**Retweets help in spreading messages,**” is the most important open code in axial code 5. This point and other points will be discussed in detail during the end section of this chapter, in the summary section.

10.9 Axial Code 6 with Examples of Constituent Open Codes and Frequencies

Axial Code 6	Axial Code Group	Total Statements	Percentage
***Factors related to using Facebook	6	54	2%
1. Facebook FOF TM is powerful	6	30	56%
2. Facebook gives users the option to block negative users	6	4	7%
3. Some SMEs use Facebook to connect	6	13	24%
4. Facebook can be used to interact with customers	6	2	4%
5. Facebook is older than Twitter	6	5	9%

Table 10.6: Axial Code 6 with Examples of Constituent Open Codes and Frequencies

Please see Appendix 5 for full constituent open codes and frequencies.

10.9.1 Discussions of Findings in Table 10.6

Axial code 6, “**Facebook FOF TM is powerful,**” comprises 2% of the total open codes, and it has the second-lowest frequency after axial code 8. There are only 54 open codes in axial code 6; these codes explain the importance of SMEs using Facebook for marketing in social media.

In axial code 6, the most important open code is 1, “**Facebook FOF TM is powerful,**” representing 56% of the total open codes; the second-most important open code in it is 3, “**Some SMEs use Facebook to connect,**” which was 24% of the total open codes.

10.9.2 Graphical Presentation of Open Codes for Axial Code 6

A graphical presentation of the open codes used for axial code 6 is shown in Figure 10.6 below.

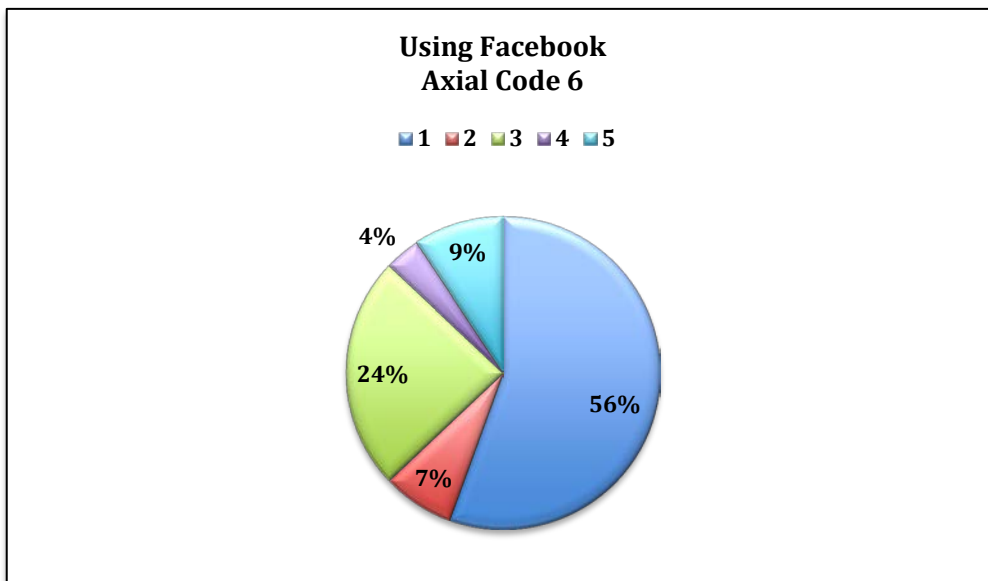


Figure 10.6: Axial code 6: Factors related to using Facebook.

10.9.3 Summary of Graphical Presentation for Axial Code 6

Axial code 6, “Factors related to using Facebook,” is 2% of the overall open codes. **“Facebook FOF TM is powerful”** is the most important open code in axial code 6. This point and other points will be discussed in detail in the summary section at the end of this chapter.

10.10 Axial Code 7 with Examples of Constituent Open Codes and Frequencies

Axial Code 7	Axial Code Group	Total Statements	Percentage
***Factors related to using Instagram and YouTube	7	68	3%
1. Instagram is designed for sharing photos	7	52	76%
4. YouTube is very effective for videos	7	8	12%

Table 10.7: Axial Code 7 with Examples of Constituent Open Codes and Frequencies

Please see Appendix 5 for full constituent open codes and frequencies.

10.10.1 Discussions of Findings in Table 10.7

Axial code 7, “**Factors related to using Instagram and YouTube,**” represents 3% of the total of open codes. There are only 68 open codes in axial code 7; these codes explain the importance of using Facebook for SMEs that are marketing through social media.

In axial code 7, the most important open code is 1, “**Instagram is designed for photo sharing,**” which was 76% of the total open codes. The second-most important open code in it is 4, “**YouTube is very effective for videos,**” which was 4% of the total open codes.

10.10.2 Graphical Presentation of Open Codes for Axial Code 7

A graphical presentation of the open codes used for axial code 7 is shown in Figure 10.7 below.

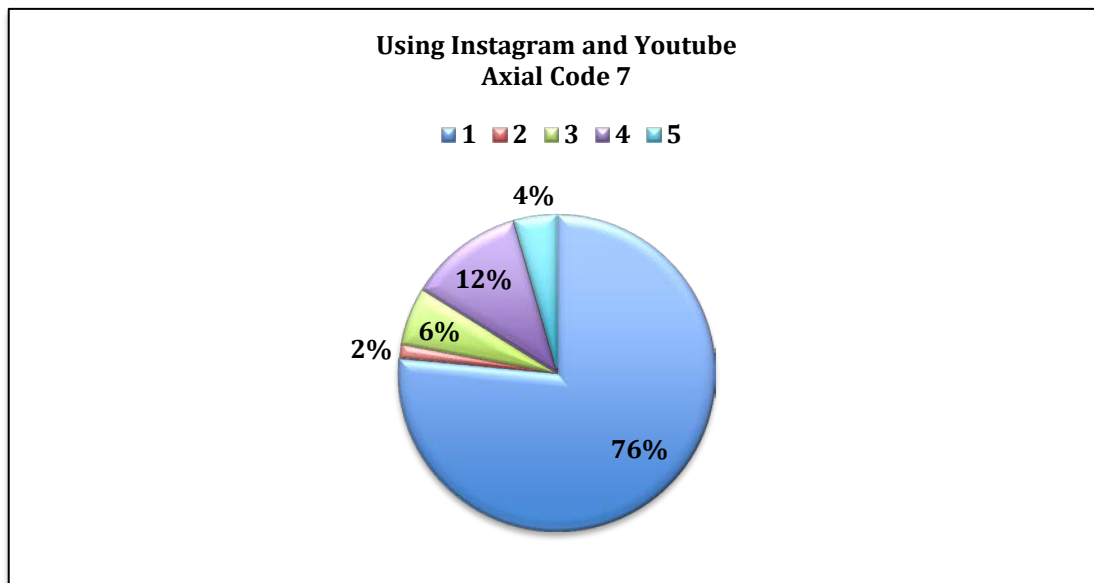


Figure 10.7: Axial code 7: Factors related to using Instagram and YouTube.

10.10.3 Summary of Graphical Presentation for Axial Code 7

Axial code 7, **“Factors related to using Instagram and YouTube,”** was 3% of the overall open codes. Open code 1, **“Instagram is designed for photo sharing,”** was the most important open code in axial code 7. This point and other points will be discussed in detail in the summary section at the end of this chapter.

10.11 Axial Code 8 with Examples of Constituent Open Codes and Frequencies

Axial Code 8	Axial Code Group	Total Statements	Percentage
***Factors related to using smartphones and WhatsApp	8	27	1%
1. WhatsApp application in iPhones can be used to communicate.	8	9	33%
5. It is not accessible to use SMS	8	10	37%

Table 10.8: Axial Code 8 with Examples of Constituent Open Codes and Frequencies

Please see Appendix 5 for full constituent open codes and frequencies.

10.11.1 Discussions of Findings in Table 10.8

Axial code 8, “**Factors related to using smartphones and WhatsApp,**” represented 1% of the total open codes. There are only 27 open codes in axial code 8, as it has the lowest frequency of all the axial codes. These codes explain the importance of using smartphones and WhatsApp to SMEs that are marketing through social media.

In axial code 8, the most important open code is 5, “**It is not accessible to use SMS,**” which comprises 37% of the total open codes. The second-most important open code in it is 1, “**WhatsApp application in iPhones can be used to communicate,**” which was 33% of the total open codes. Moreover, there was only a 4% difference in frequency between open codes 5 and 1.

10.11.2 Graphical Presentation of Open Codes for Axial Code 8

A graphical presentation of the open codes used for axial code 8 is shown in Figure 10.8 below.

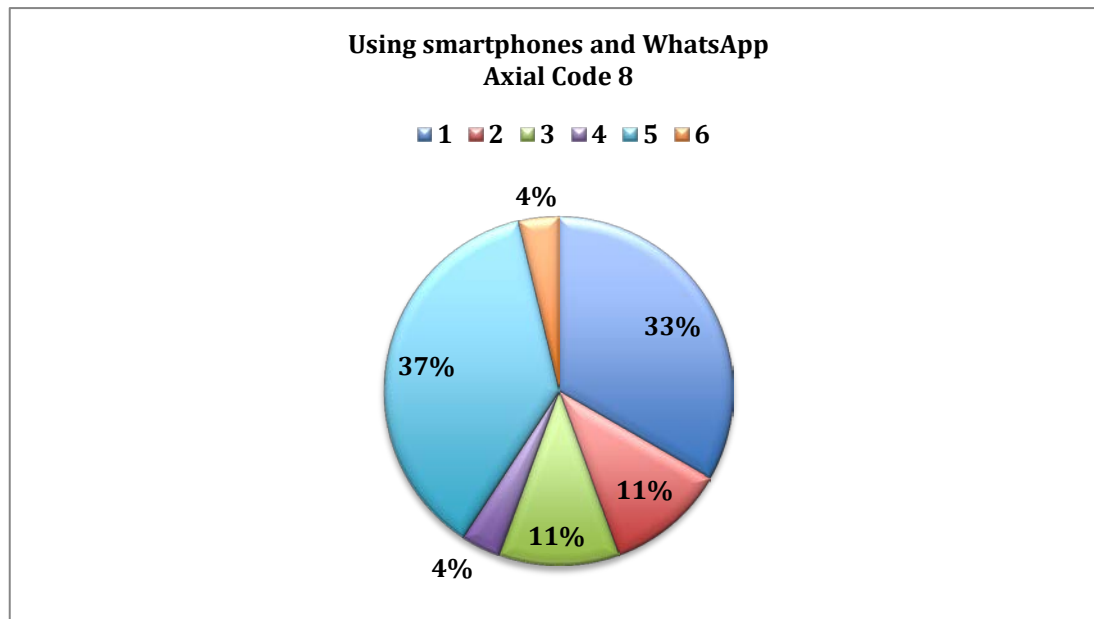


Figure 10.8: Axial code 8: Factors related to using smartphones and WhatsApp.

10.11.3 Summary of Graphical Presentation for Axial Code 8

Axial code 8, “**Factors related to using smartphones and WhatsApp,**” was 1% of the overall open codes and least important axial code, in terms of frequency. Open code 5, “**It is not accessible to use SMS,**” was the most important open code in axial code 8. This point and other points will be discussed in detail in the summary section at the end of this chapter.

10.12 Axial Code 9 with Examples of Constituent Open Codes and Frequencies

Axial Code 9	Axial Code Group	Total Statements	Percentage
***Factors related to innovation and success in social media	9	146	5%
3. Right branding can play a major role in SMEs’ innovation	9	33	23%
15. Having a vision and mission	9	26	18%

Table 10.9: Axial Code 9 with Examples of Constituent Open Codes and Frequencies

Please see Appendix 5 for full constituent open codes and frequencies.

10.12.1 Discussions of Findings in Table 10.9

Axial code 9, “**Factors related to innovation and success in social media,**” was 5% of the total open codes. There are 146 open codes in axial code 9; these codes explain the importance of innovation and success in social media. In axial code 9, the most important open code is 3, “**Right branding can play a major role in SMEs’ innovation,**” comprising 23% of the total open codes; the second-most important open code in it was 15, “**Having vision and mission,**” which represented 18% of the total open codes, and the third-most important open code was 5, “**Time is a very important aspect of innovation marketing,**” which was 9% of the total open codes.

10.12.2 Graphical Presentation of Open Codes for Axial Code 9

A graphical presentation of the open codes used for axial code 9 is shown in Figure 10.9 below.

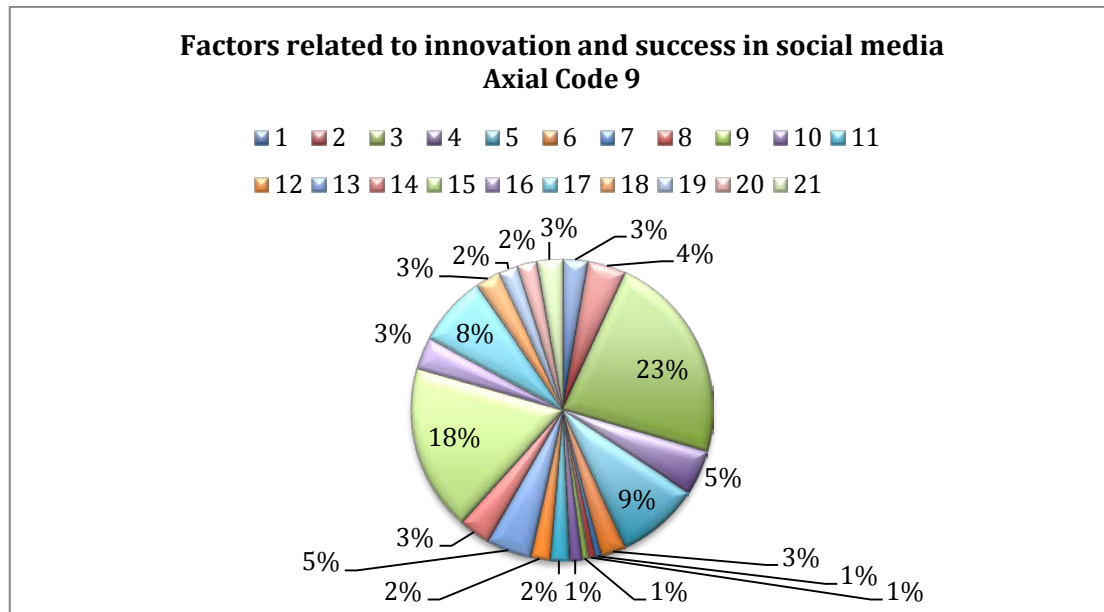


Figure 10.9: Axial code 9: Factors related to innovation and success in social media.

10.12.3 Summary of Graphical Presentation for Axial Code 9

Axial code 9, **“Factors related to innovation and success in social media,”** was 5% of the overall open codes and is a very important axial code. Open code 3, **“Right branding can play a major role in SMEs’ innovation,”** is the most important open code in axial code 9. This point and others will be discussed in detail at the end of this chapter, in the summary section.

10.13 Axial Code 10 with Examples of Constituent Open Codes and Frequencies

Axial Code 10	Axial Code Group	Total Statements	Percentage
***Factors related to using celebrities	10	108	4%
1. When MVC, SMEs must choose the right celebrities	10	28	26%
2. Marketing via celebrities	10	63	58%
3. Some public figures make money from advertising	10	9	8%

Table 10.10: Axial Code 10 with Examples of Constituent Open Codes and Frequencies

Please see Appendix 5 for full constituent open codes and frequencies.

10.13.1 Discussions of Findings in Table 10.10

Axial code 10, “**Factors related to using celebrities,**” was 4% of the total open codes. There are 108 open codes in axial code 10; these codes explain the importance of innovation and success in social media.

In axial code 10, the most important open code is 2, “**Marketing via celebrities,**” which was 58% of the total open codes. The second-most important open code in it was 1, “**When MVC SMEs must choose the right celebrities,**” comprising 26% of the total open codes, and the third-most important open code was 4, “**Some public figures make money from advertising,**” which represented 8% of the total open codes.

10.13.2 Graphical Presentation of Open Codes for Axial Code 10

A graphical presentation of the open codes used for axial code 10 is shown in Figure 10.10 below.

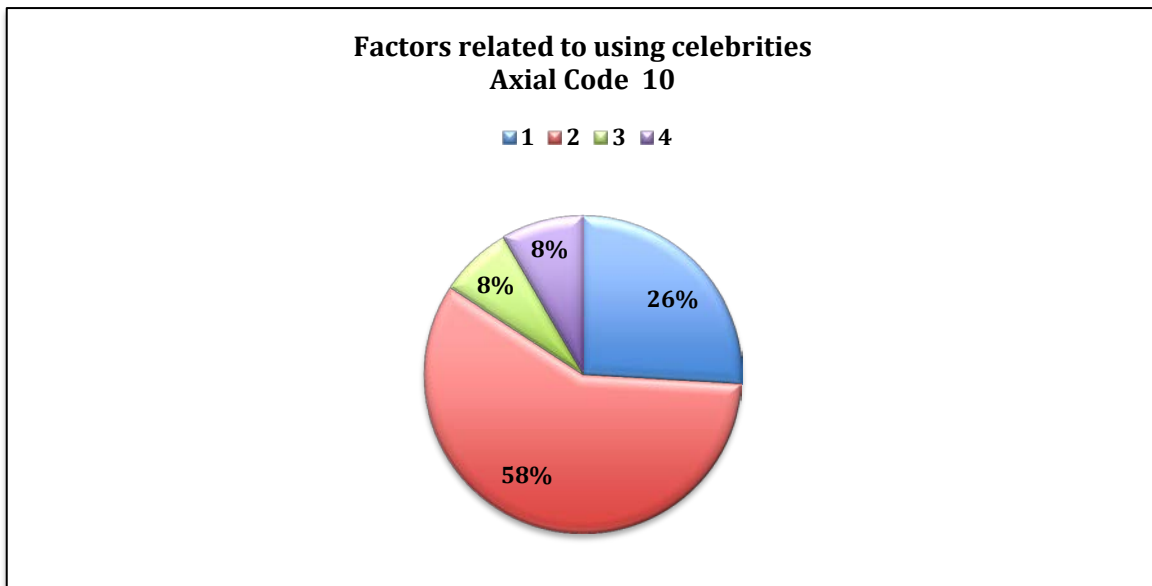


Figure 10.10: Axial code 10: Factors related to using celebrities.

10.13.3 Summary of Graphical Presentation for Axial Code 10

Axial code 10, **“Factors related to innovation and success in social media,”** was 4% of the overall open codes and is very important. Open code 2, **“Marketing via celebrities,”** is the most important open code in axial code 10. This point and other points will be discussed in detail at the end of this chapter, in the summary section.

10.14 Axial Code 11 with Examples of Constituent Open Codes and Frequencies

Axial Code 11	Axial Code Group	Total Statements	Percentage
***Factors related to using outsourcing sponsorship and partnership	11	209	8%
1. Outsourcing is attractive to SMEs	11	74	35%
9. SMEs use sponsorships to market their products/services	11	22	11%
10. Partnerships are attractive to SMEs	11	44	21%
11. Having partnerships and building good relations with partners can improve SMEs' marketing	11	22	11%

Table 10.11: Axial Code 11 with Examples of Constituent Open Codes and Frequencies. Please see Appendix 5 for full constituent open codes and frequencies.

10.14.1 Discussions of Findings in Table 10.11

Axial code 11, **“Factors related to using outsourcing sponsorship and partnership,”** was 8% of the total number of open codes. There are 209 open codes in axial code 11; these codes explain the importance of outsourcing sponsorships and partnerships in social media.

In axial code 11, the most important open code is 1, **“Outsourcing is attractive to SMEs,”** which was 35% of the total open codes; the second-most important open code in it was 10, **“Partnership is attractive to SMEs,”** which represented 21% of the total open codes. The third-most important are open code 8, **“SMEs use sponsorships to market their products/services,”** and 11, **“Having partnerships and building good relations with partners can improve SMEs’ marketing,”** each of which were 11% of the total open codes.

10.14.2 Graphical Presentation of Open Codes for Axial Code 11

A graphical presentation of the open codes used for axial code 11 is shown in Figure 10.11.

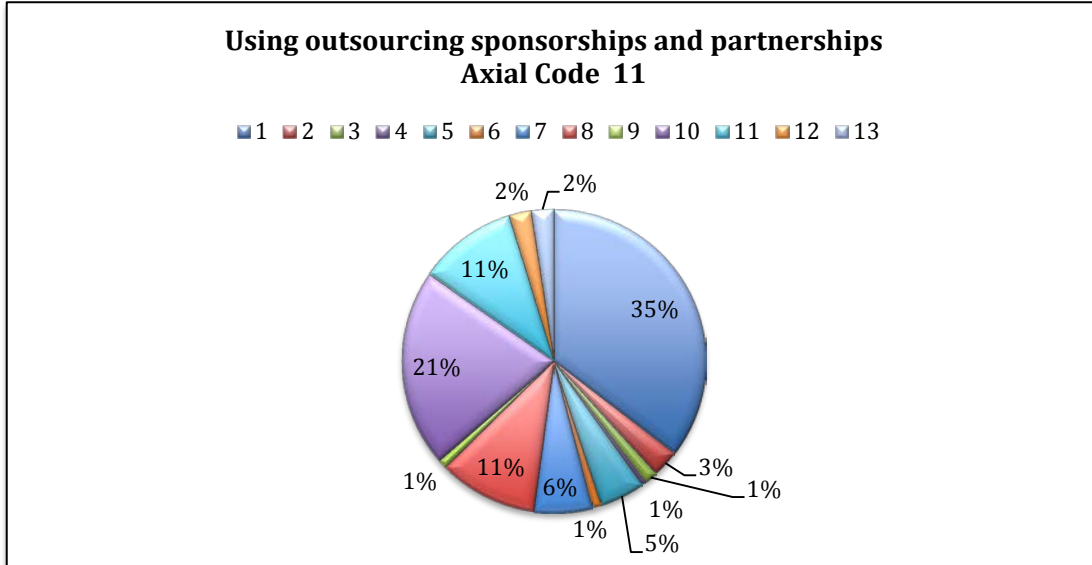


Figure 10.11: Axial code 11: Factors related to using outsourcing sponsorships and partnerships.

10.14.3 Summary of Graphical Presentation for Axial Code 11

Axial code 11, “**Factors related to using outsourcing sponsorships and partnerships,**” is 8% of the overall open codes. Open code 1, “**Outsourcing is attractive to SMEs,**” is the most important open code in axial code 11. This point and others will be discussed in detail at the end of this chapter, in the summary section.

10.15 Axial Code 12 with Examples of Constituent Open Codes and Frequencies

Axial Code 12	Axial Code Group	Total Statements	Percentage
***Factors related to using word of mouth	12	62	2%
1. WOM is effective in SMEs' marketing	12	41	66%
3. Attending conferences is a good way to spread WOM	12	6	10%
6. Giving free items to the right people can help with WOM	12	7	11%

Table 10.12: Axial Code 12 with Examples of Constituent Open Codes and Frequencies

Please see Appendix 5 for full constituent open codes and frequencies.

10.15.1 Discussions of Findings in Table 11.12

Axial code 12, “**Factors related to using word of mouth,**” was 2% of the total number of open codes. There are 62 open codes in axial code 12; these codes explain the importance of word of mouth in social media.

In axial code 12, the most important open code is 1, “**WOM is effective in SMEs’ marketing,**” representing 66% of the total open codes. The second-most important open code in it is 6, “**Giving free items to the right people can help with WOM,**” which was 11% of the total open codes, and the third-most important is open code 3, “**Attending conferences is a good way to spread WOM,**” which was 10% of the total open codes. However, there is only a 1% gap in frequency between open codes 6 and 3.

10.15.2 Graphical Presentation of Open Codes for Axial Code 12

A graphical presentation of the open codes used for axial code 12 is shown in Figure 10.12 below.

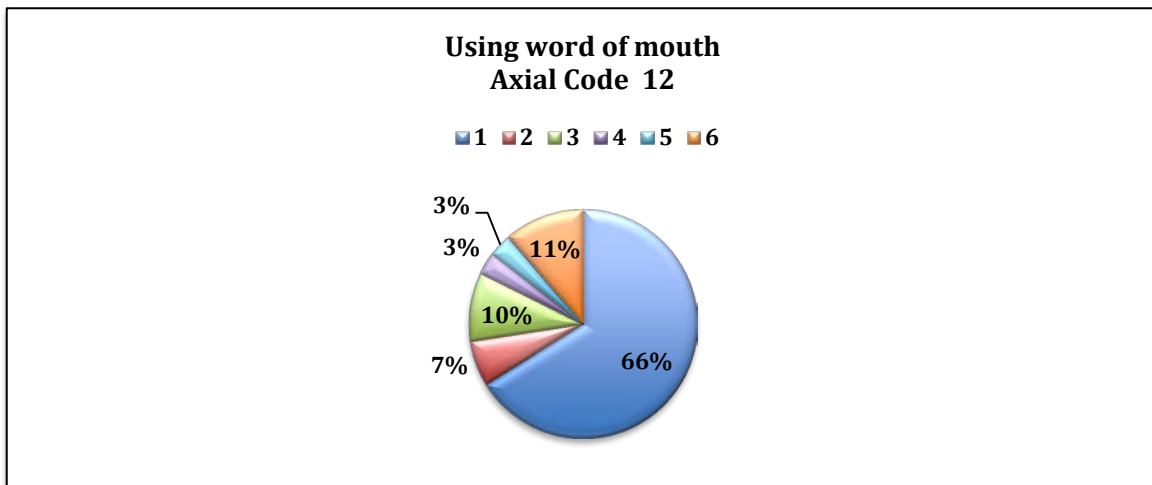


Figure 10.12: Axial code 12: Factors related to using word of mouth.

10.15.3 Summary of Graphical Presentation for Axial Code 12

Axial code 12, **“Factors related to using word of mouth,”** is 2% of the overall open codes; open code 1, **“WOM is affective for SMEs marketing,”** is the most important open code in axial code 12. This point and other points will be discussed in detail at the end of this chapter, in the summary section.

10.16 Axial Code 13 with Examples of Constituent Open Codes and Frequencies

Axial Code 13	Axial Code Group	Total Statements	Percentage
Factors related to public relations and customer service	13	146	5%
1. Some managers realize the importance of customer service	13	64	44%
2. SM can improve customer service	13	22	15%
6. Good relationships are the base of any successful business	13	39	27%

Table 10.13: Axial Code 13 with Examples of Constituent Open Codes and Frequencies

Please see Appendix 5 for full constituent open codes and frequencies.

10.16.1 Discussions of Findings in Table 10.13

Axial code 13, “**Factors related to public relations and customer service,**” was 5% of the total of open codes. There are 146 open codes in axial code 13; these codes explain the importance of public relations and customer service.

In axial code 13, the most important open code is 1, “**Some managers realize the importance of customer service,**” representing 46% of the total open codes, and the second-most important open code in it is 6, “**Good relationships are the base of any successful business,**” which was 28% of the total open codes. The third-most important open code is 2, “**SM can improve customer service,**” which represented 16% of the total open codes.

10.16.2 Graphical Presentation of Open Codes for Axial Code 13

A graphical presentation of the open codes used for axial code 13 is shown in Figure 10.13 below.

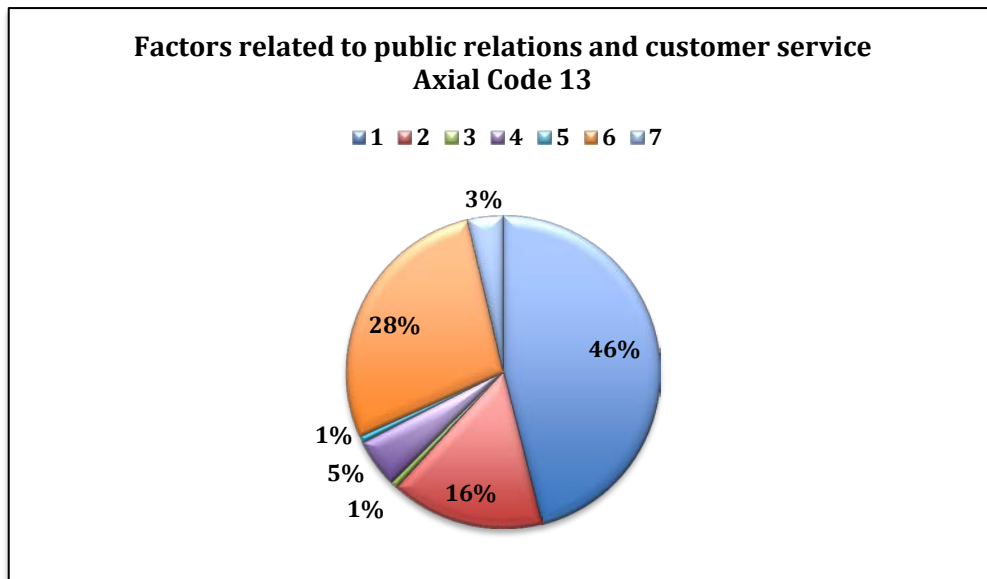


Figure 10.13: Axial code 13: Factors related to public relations and customer service.

10.16.3 Summary of Graphical Presentation for Axial Code 13

Axial code 13, **“Factors related to public relations and customer service,”** is 5% of the overall open codes and is very important. Open code 1, **“Some managers realize the importance of customer service,”** is the most important open code in axial code 13. This point and other points will be discussed in detail at the end of this chapter, in the summary section.

10.17 Axial Code 14 with Examples of Constituent Open Codes and Frequencies

Axial Code 14	Axial Code Group	Total Statements	Percentage
Factors related to communication and integration	14	126	5%
4. SMEs use integration between SM and other media to drive traffic	14	23	18%
6. Integration between SM sites and other media	14	27	21%
9. SM has improved marketing communication	14	48	38%

Table 10.14: Axial Code 14 with Examples of Constituent Open Codes and Frequencies

Please see Appendix 5 for full constituent open codes and frequencies.

10.17.1 Discussions of Findings in Table 10.14

Axial code 14, “**Factors related to communication and integration,**” consists of 5% of the total of open codes. There are 126 open codes in axial code 14; these codes explain the importance of communication and integration.

In axial code 14, the most important open code is 9, “**SM has improved marketing communication,**” which is 38% of the total open codes. The second-most important open code in it is 6, “**Integration between SM sites and other media,**” comprising 21% of the total open codes. The third-most important is open code 4, “**SMEs uses integration between SM and other media to drive traffic,**” representing 18% of the total open codes.

10.17.2 Graphical Presentation of Open Codes for Axial Code 14

A graphical presentation of the open codes used for axial code 14 is shown in Figure 10.14.

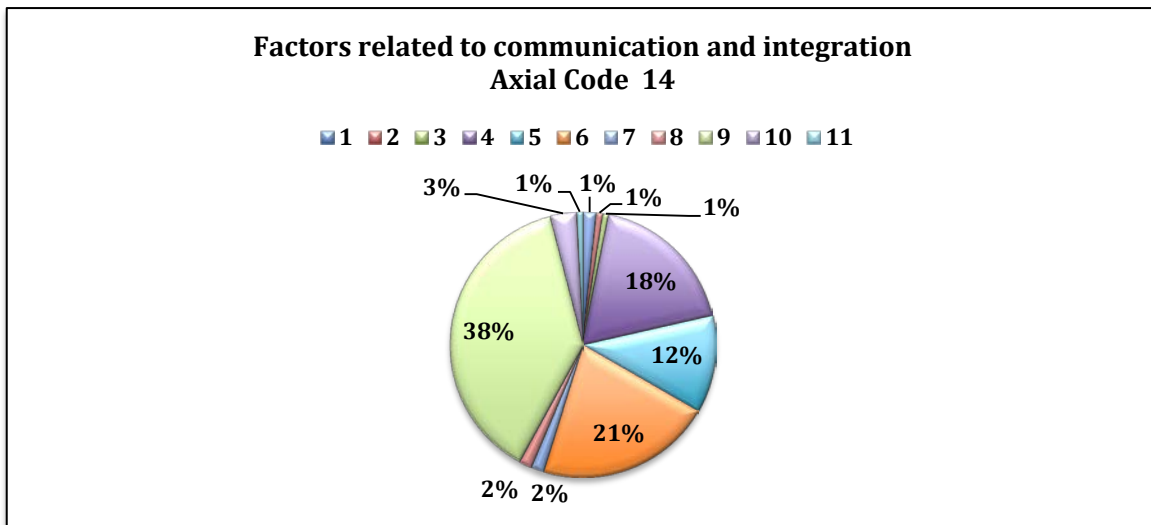


Figure 10.14: Axial code 14: Factors related to communication and integration.

10.17.3 Summary of Graphical Presentation for Axial Code 14

Axial code 14, “**Factors related to communication and integration,**” is 5% of the overall open codes and is a very important axial code. Open code 9, “**SM has improved marketing communication,**” is the most important open code in axial code 14. This point and other points will be discussed in detail at the end of this chapter, in the summary section.

10.18 Axial Code 15 with Examples of Constituent Open Codes and Frequencies

Axial Code 15	Axial Code Group	Total Statements	Percentage
***Factors related to using segmentation and targeted marketing	15	138	5%
3. SMEs like to save time, money, and energy through TS	15	11	8%
6. SMEs are attracted to TM and SM marketing	15	83	60%
8. Sending targeted emails is attractive for SMEs' marketing	15	12	9%

Table 10.15: Axial Code 15 with Examples of Constituent Open Codes and Frequencies

Please see Appendix 5 for full constituent open codes and frequencies.

10.18.1 Discussions of Findings in Table 10.15

Axial code 15, “**Factors related to using segmentation and targeted marketing,**” represents 5% of the total open codes. There are 138 open codes in axial code 15, and these codes explain the importance of using segmentation and targeted marketing.

In axial code 15, the most important open code is 6, “**SMEs are attracted to TM and SM marketing,**” which is 60% of the total open codes. The second-most important open code in it is 8, “**Sending targeted emails attractive to SMEs marketing,**” which was 9% of the total open codes, and the third-most important open code is 3, “**SMEs like to save time, money, and energy through TS,**” comprising 8% of the total open codes. However, there is a great gap in frequency between open codes 8 and 3 and open code 6, and a small frequency gap between open codes 8 and 3. Additionally, SMEs are highly attracted to targeted marketing and social media marketing, and many of them are fully present in it; they are marketing themselves and their products and services freely in social media.

10.18.2 Graphical Presentation of Open Codes for Axial Code 15

A graphical presentation of the open codes used for axial 15 is shown in Figure 11.15.

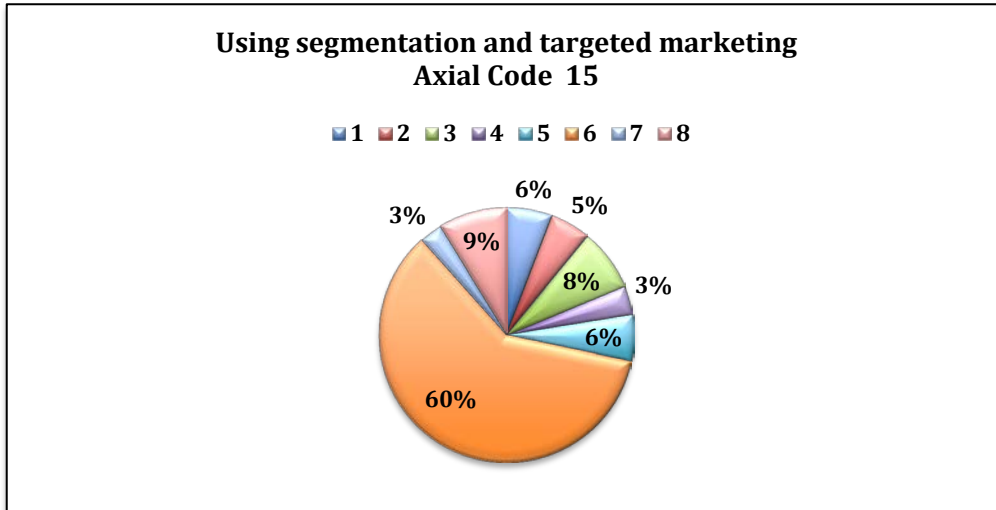


Figure 10.15: Axial code15: Factors Related to Using Segmentation and Targeted Marketing.

10.18.3 Summary of Graphical Presentation for Axial Code 15

Axial code 15, “**Factors related to using segmentation and targeted marketing,**” was 5% of the overall open codes. Also, open code 6, “**SMEs are attracted to TM and SM marketing,**” is the most important open code in axial code 15.

10.19 Axial Code 16 with Examples of Constituent Open Codes and Frequencies

Axial Code 16	Axial Code Group	Total Statements	Percentage
***Factors related to SMEs' budgets, payments, resources, and capabilities	16	112	4%
3. Some SMEs have limited payment methods	16	43	38%
4. SMEs owners prefer to have multiple payments methods	16	29	26%
8. Payments are sometime a big problem for SMEs	16	2	11%

Table 10.16: Axial Code 16 with Examples of Constituent Open Codes and Frequencies

Please see Appendix 5 for full constituent open codes and frequencies.

10.19.1 Discussions of Findings in Table 10.16

Axial code 16, “**Factors related to SMEs’ budgets, payments, resources, and capabilities,**” was 4% of the total number of open codes. There are 112 open codes in axial code 16; these codes explain the importance of using segmentation and targeted marketing.

In axial code 16, the most important open code is 3, “**Some SMEs have limited payment methods,**” representing 38% of the total open codes. The second-most important open code in it is 4, “**SMEs owners prefer to have multiple payments methods,**” comprising 26% of the total open codes, and the third-most important open code was 8, “**Payments are sometimes a big problem for SMEs,**” which was 11% of the total open codes.

10.19.2 Graphical Presentation of Open Codes for Axial Code 16

A graphical presentation of the open codes used for axial code 16 is shown in Figure 10.16.

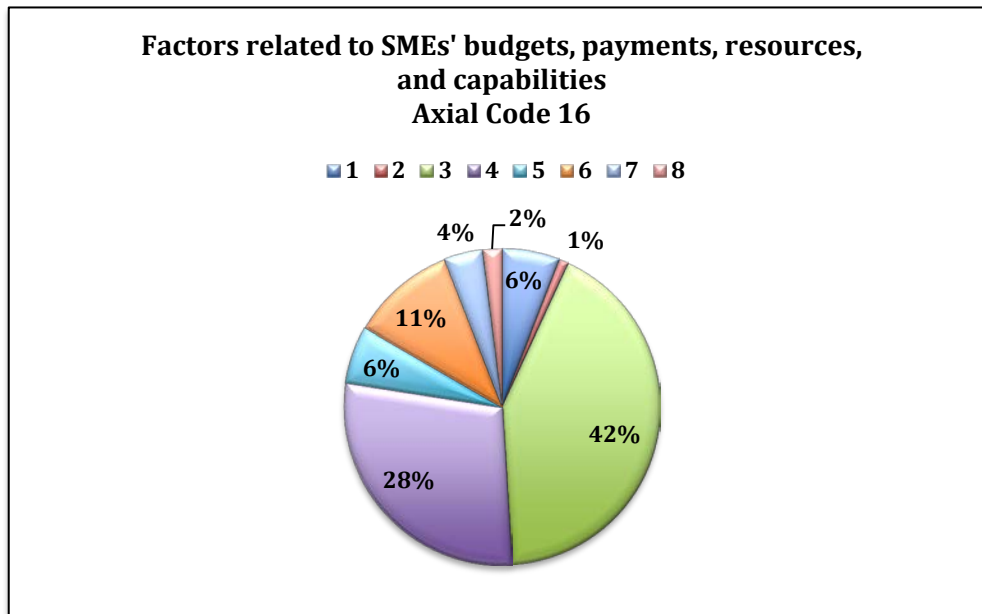


Figure 10.16: Axial Code 16: Factors Related to SMEs Budget, Payment, Resources and Capability.

10.19.3 Summary of Graphical Presentation for Axial Code 16

Axial code 16, **“Factors related to SMEs budgets, payments, resources, and capabilities,”** was 4% of the total of open codes. Open code 3, **“Some SMEs have limited payment methods,”** is the most important open code in axial code 16. This point and other points will be discussed in detail at the end of this chapter, in the summary section.

10.20 Axial Code 17 with Examples of Constituent Open Codes and Frequencies

Axial Code 17	Axial Code Group	Total Statements	Percentage
***Factors related to employment and labor	17	69	3%
1. Teenagers can be good staff for SMEs in SMM	17	37	54%
3. Producing in cheap-labor countries	17	8	12%
4. Employees, employment, and managing	17	10	14%

Table 10.17: Axial Code 17 with Examples of Constituent Open Codes and Frequencies

Please see Appendix 5 for full constituent open codes and frequencies.

10.20.1 Discussion of Findings in Table 10.17

Axial code 17, **“Factors related to employment and labour,”** was 3% of the total of open codes. There are 69 open codes in axial code 17; these codes explain the importance of using employment and labour.

In axial code 17, the most important open code is 1, **“Teenagers can be good staff for SMEs in SMM,”** comprising 54% of the total open codes. The second-most important open code in it is 4, **“Employees, employment, and managing,”** representing of 14% of the total open codes, and the third-most important open code is 3, **“Producing in cheap-labor countries,”** comprising 12% of the total open codes.

10.20.2 Graphical Presentation of Open Codes for Axial Code 17

A graphical presentation of the open codes used for axial code 17 is shown in Figure 10.17 below.

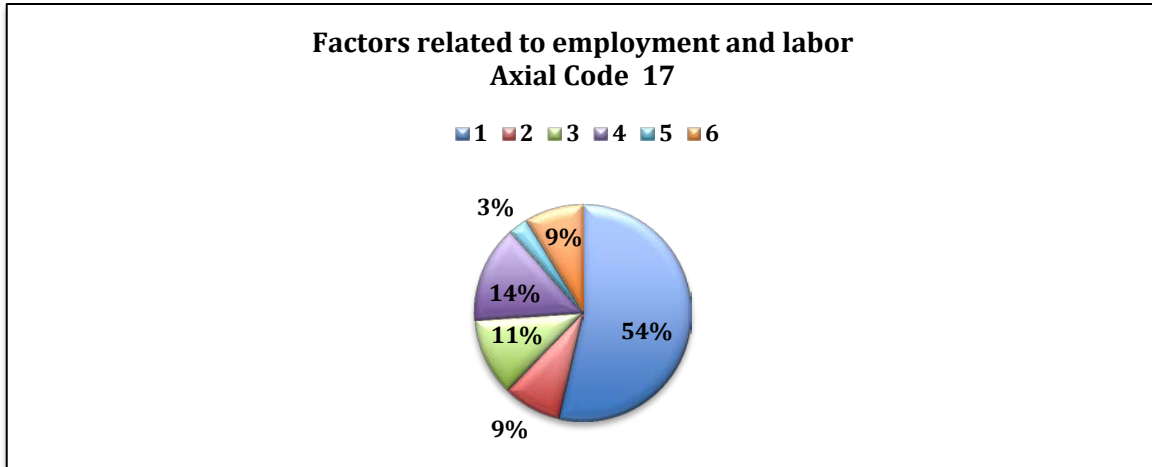


Figure 10.17: Axial code 17: Factors related to employment and labor.

10.20.3 Summary of Graphical Presentation for Axial Code 17

Axial code 17, “**Factors related to employment and labor,**” is 3% of the overall open codes and is a very important axial code. Open code 1, “**Teenagers can be good staff for SMEs in SMM,**” is the most important open code in axial code 17.

10.21 Further Discussions:

In this section, the researcher will present all axial codes with discussions on important open codes, which are listed below, from the code with the highest percentage to the lowest:

10.21.1 Axial Code 1: “The importance of information, marketing decisions, and planning”

Axial Code Percentage: 10%

Open Code 21: “Doing surveys and gathering customers’ feedback”

“Information is power”; hence, the right information in the hands of the right SME managers can improve SMEs’ performance and lead them to better decisions. This market information can be gathered using marketing surveys. It is crucial that SMEs encourage their customers to fill out surveys and be honest in their opinions.

Percentage: 11%

Open Code 7: “Lack of information updates affect marketing decisions”

SMEs can use social media to update their customers’ information, which can help SME managers to make updated decisions that are far better than marketing decisions based on old data.

Percentage: 9%

Open Code 24: “SMEs must decide which SM is more effective to them and use it to their advantage”

Depending on SMEs’ products and/or services, SMEs’ managers can choose the best social media site to market them because each social media site has its unique specifications and marketing facilities that can contribute to making SMEs’ products and/or services noticed.

Percentage: 8%

Open Code 2: “Acting fast and critical decisions can benefit SMEs’ marketing”

The courage of some SMEs’ managers in making decisions has given their SMEs economy of scale and taken them to the top of the marketplace.

Percentage: 5%

10.21.2 Axial Code 2: “Factors related to SMEs’ traditional marketing”

Axial Code Percentage: 7%

Open Code 2: “Traditional and newspaper marketing”

Newspapers do not have popularity among the younger generations; simply put, to young people, holding newspapers is not attractive at all, with the attraction of social media and new devices such as iPhones, iPods and Galaxy Notes.

Percentage: 28%

Open Code 1: “Traditional marketing wastes a lot of time”

SMEs have limited resources; therefore, traditional marketing is too expensive for them. Traditional marketing is mostly based on bulk marketing; however, SMEs are attracted to targeted marketing.

Percentage: 22%

Open Code 10: “Newspaper ads are not attractive”

Newspapers advertisements are fixed and motionless, plus they are too expensive for SMEs. SMEs are looking for advertisements that are affordable and touch their targeted segments.

Percentage: 16%

Open Code 5: “Strong competition closed down”

Social media has heavily affected traditional media. Many newspapers in Kuwait have closed down because they could not handle the competition. Soon, there will be no place for newspapers in the world.

Percentage: 14%

Open Code 6: “Newspapers can be the last communication option”

Similarly to the codes above, newspapers in Kuwait are closing down. For SMEs, advertising in newspapers is a waste of time. Hence, many SMEs have moved from advertising in traditional media to social media.

Percentage: 14%

10.21.3 Axial Code 3: “Factors related to SMEs’ social media marketing”

Axial Code Percentage: 16%

Open Code 3: “SME marketing via SM has become popular”

Many SMEs in Kuwait know the importance of social media and are increasingly interested in marketing in it.

Percentage: 18%

Open Code 4: “SM users can access SM from anywhere, at anytime”

With the help of smartphones, social media users can access social media from anywhere, at any given moment.

Open Code Percentage: 13%

Code 11: “SM helps in growing SMEs”

SMEs nowadays are in better shape in growing their business. With the help of social media, they can gain new potential customers by being active in SMEs’ social media pages, which could result in bringing in new followers that might become customers.

Percentage: 12%

Code 1: “Marketing in SM is cost efficient”

Advertising is free in many social media sites, which could help SMEs in their marketing campaigns. Also, they can use paid advertisements in social media based on segmentation and targeting methods that are more powerful.

Percentage: 8%

10.21.4 Axial Code 4: “Factors related social media pages and sites”

Axial Code Percentage: 6%

Open Code 5: “SMEs must choose which SM sites to use”

There are many social media sites, and SMEs must choose the sites that best fit their marketing strategy and market their products and/or services on them. Each social media site has its significance depending on SMEs’ marketing needs.

Percentage: 27%

Open Code 2: “Monitoring SMP is very important”

It is essential to protect social media pages from negative comments and keep a healthy environment for customers to participate, because without customers’ participation, SMEs’ social media pages have no good use. Accordingly, some SMEs understand the importance of monitoring and do so regularly.

Percentage: 26%

Open Code 6: “Being in any media”

It is also important for SMEs to be in the media and use it as a tool to reach a potential goal. Social media sites are free, and SMEs can use these spheres to connect with their customers and/or reach potential customers.

Percentage: 11%

Open Code 16: “Damage in SM sites”

Percentage: 2%

10.21.5 Axial Code 5: “Factors related to using Twitter”

Axial Code Percentage: 13%

Open Code 5: “Retweets help in spreading messages”

One of the best tools in marketing in Twitter is the “retweet.” When someone retweets a tweet, then his or her followers could see the tweet, which will help in spreading the message.

Percentage: 20%

Open Code 3: “Having more followers in Twitter”

The more Twitter followers someone has, the more people his or her messages could reach and be viewed by through retweeting.

Percentage: 11%

10.21.6 Axial Code 6: “Factors related to using Facebook”

Axial Code Percentage: 2%

Open Code 1: “Facebook FOF TM is powerful”

One of the great methods of marketing segmentation and targeting could be applied successfully with the Facebook feature friends of friends (FOF). Using this, SMEs could target their friends' friends. Many friends share similar values, creating good opportunities for SMEs to market in this area.

Percentage: 56%

Open Code 3: “Some SMEs use Facebook to connect”

Using Facebook to connect is a great marketing idea for SMEs, since Facebook is about making friends and being friends with their customers are one of the best ways for SMEs to connect.

Percentage: 24%

10.21.7 Axial Code 7: “Factors related to using Instagram and YouTube”

Axial Code Percentage: 3%

Open Code 1: “Instagram is designed for sharing photos”

Many people have more visual taste, as a “picture is worth a thousand words” For SMEs that like to share advertisements, Instagram is a great place to be in. Instagram is very popular in Kuwait.

Percentage: 76%

Open Code 4: “YouTube is very effective for videos”

YouTube is very powerful for video sharing; it is the “Google” of videos. SMEs could use it effectively for their social media-targeted marketing. YouTube has good segmentation tools that SMEs could use to market their products and services.

Percentage: 4%

10.21.8 Axial Code 8: “Factors related to using smartphones and WhatsApp”

Axial Code percentage: 1%

Open Code 5: “It is not accessible to use SMS”

With the introduction of the WhatsApp messaging application, which is mostly used in smartphones, the usage of SMS is dropping considerably. SMEs could use WhatsApp to message their customers regarding their marketing activities.

Percentage: 37%

Open Code 1: “WhatsApp application in iPhones can be used to communicate”

The WhatsApp messaging application could be used to build good relationships with customers and to communicate with them easily. SMEs could use it to encourage their customers to buy their products and services.

Percentage: 33%

10.21.9 Axial Code 9: “Factors related to innovation and success in social media”

Axial Code Percentage: 5%

Open Code 3: “Correct branding can play a major role in SMEs’ innovation”

Branding plays a major role in SMEs’ innovations. If SMEs focus on building strong brands that are remembered by customers and give them good thoughts and feelings, then this is called successful branding.

Percentage: 23%

Open Code 15: “Having a vision and a mission”

SMEs that have a mission and a vision tend to be more successful, as having a mission and a vision, setting objectives to achieve the mission, and going down the right path toward the vision improve SMEs' performance.

Percentage: 18%

Open Code 5: “Time is a very important aspect of innovation marketing”

Time plays a major role when marketing in social media. It is crucial for SMEs to know when the best time is to target their customers and potential customers, for maximum success in social media marketing.

Percentage: 9%

10.21.10 Axial Code 10: “Factors related to using celebrities”

Axial Code percentage: 4%

Open Code 2: “Marketing via celebrities”

Many SMEs in Kuwait know the importance of marketing through social media celebrities, which could help to support many marketing campaigns and make the SMEs' products and services more well known.

Percentage: 58%

Open Code 1: “SMEs must choose the right celebrities when MVC”

When marketing via celebrities SMEs must pick the right celebrity who fits their marketing philosophy to help market their brand and make it stronger. There are

many celebrities in social media, but the question is which celebrity is best for marketing the SMEs' products and services and helping the SMEs build a strong brand image.

Percentage: 26%

Open Code 3: “Some public figures make money from advertising”

Many unknown people became famous in social media because social media gives everyone the chance to connect freely. Unlike the traditional media, which chooses who to display, unknown people can become famous in social media, and many of them are making money by using their social media pages for advertising.

Percentage: 8%

10.21.11 Axial Code 11: “Factors related to using outsourcing sponsorships and partnerships”

Axial Code Percentage: 8%

Open Code 1: “Outsourcing is attractive to SMEs”

Since SMEs are small in size and have limited resources, outsourcing could support SMEs to have more financial and managerial resources, human resources, and expertise.

Percentage: 35%

Open Code 10: “Partnership is attractive to SMEs”

Partnerships could help SMEs to be stronger in facing demanding and changing markets. Some partners could strengthen SMEs by closing up their weaknesses and adding to their strengths.

Percentage: 21%

Open Code 9: “SMEs use sponsorships to market their products/services”

Having a strong, well-known partner in the market could help SMEs to market their products and services and be well-known themselves, like their strong partner, because the partner would make sure to give all of his/her knowledge and expertise to SMEs.

Percentage: 11%

Open Code 11: “Having partnerships and build good relations with partners can improve SMEs’ marketing”

As SMEs have limited resources and often have little knowledge, a strong partner/partners would be attractive to SMEs, especially at the beginning of SMEs’ existence, to help them grow and face the competition.

Percentage: 11%

10.21.12 Axial Code 12: “Factors related to using word of mouth”

Axial Code Percentage: 2%

Open Code 1: “WOM is effective in SMEs’ marketing”

Good quality and good service are essential to SMEs in building trust, which could encourage customers to spread positive word of mouth (WOM) about the SMEs. WOM is very powerful, especially in Kuwait, due to the country’s small size and population; hence, WOM could spread very quickly.

Percentage: 66%

Since word of mouth is very powerful, SMEs must work to encourage customers' WOM. One of the ways of helping to generate positive WOM is by giving good promotional products and/or services that could make customers happy and inspire their WOM.

Percentage: 11%

Open Code 3: "Attending conferences is a good way to spread WOM"

SMEs that attend and participate positively in social media or relevant events and conferences have better chances of becoming exposed to positive word of mouth.

Percentage: 10%

10.21.13 Axial Code 13: "Factors related to public relations and customer service"

Axial Code Percentage: 5%

Open Code 1: "Some managers realize the importance of customer service"

SMEs in general tend to be closer to customers than large organizations. Many SME managers understand the importance of customer service and trying their best to service their customers in the best ways possible.

Code Percentage: 46%

Open Code 6: "Good relationships are the basis of any successful business"

Providing good products and services as well as building good relations with customers and other SMEs are the basis of any successful SMEs.

Code Percentage: 28%

Open Code 2: “SM can improve customer service”

Social media has assisted in improving both quality control and customer service. Many SMEs are using social media to be closer to their customers and improve their customer service.

Code Percentage: 16%

10.21.14 Axial Code 14: “Factors related to communication and integration”

Axial Code Percentage: 5%

Open Code 9: “SM has improved marketing communication”

Social media has improved communication in general and improved marketing communication immensely. With the use of smartphones, SMEs could use marketing communication in social media at any time and almost anywhere.

Percentage: 38%

Open Code 6: “Integration between SM sites and other media”

Posting traditional media advertisements such as television or radio advertisements on social media sites, such as Instagram or Twitter, could increase the advertisements’ exposure. SMEs could integrate all media tools in both traditional and social media for maximum marketing results.

Percentage: 21%

Open Code 4: “SMEs use integration between SM and other media to drive traffic”

The idea of integrating social media with other media is very powerful. One of the best features of social media is its instant interaction, and that interaction

happens when integrating social media, like Twitter, with traditional media, like television, it can improve media and could drive more traffic.

Percentage: 18%

10.21.15 Axial Code 15: “Factors related to using segmentation and targeted marketing”

Axial Code Percentage: 5%

Open Code 6: “SMEs are attracted to TM and SM marketing”

Many social media marketing strategies are designed to be targeted. This is why many SMEs are attracted to social media. SMEs are always looking for shortcuts to reach customers and potential customers, and social media is the current shortcut.

Percentage: 60%

Open Code 8: “Sending targeted emails is attractive for SMEs marketing”

Bulk email marketing wastes time and energy, which is why SMEs like to use targeted email marketing.

Percentage: 9%

Open Code 3: “SMEs like to save time, money, and energy through TS”

SMEs have limited resources. and with the right targeting strategies (TS), SMEs could save lots of time and energy. Applying targeting strategies in social media could be more successful than applying them in traditional media.

Percentage: 8%

10.21.16 Axial Code 16: “Factors related to SMEs’ budgets, payments, resources, and capabilities”

Axial Code Percentage: 4%

Open Code 3: “Some SMEs have limited payment methods”

Payments methods are very important. Having limited payment methods could affect SMEs badly, since customers want to pay in the most convenient ways possible.

Percentage: 38%

Open Code 4: “SMEs owners prefer to have multiple payment methods”

Many SME owners know about the importance of payment methods, so they want to have multiple payment methods to please their customers. Some SMEs owners have added new payment methods to make their customers comfortable.

Percentage: 26%

Open Code 8: “Payments are sometimes a major problem for SMEs”

Payment methods could influence customers’ paying decisions. Hence, SMEs must work on making payment easy and flexible for customers.

Percentage: 11%

10.21.17 Axial Code 17: “Factors related to employment and labor”

Axial Code Percentage: 3%

Open Code 1: “Teenagers can be good staff for SMEs in SMM”

Most social media users are teenagers; therefore, teenagers are good staff for SMEs when working in social media marketing, plus they are usually paid low salaries and are energetic and good with technology.

Percentage: 54%

Open Code 4: “Employees, employment, and managing staff”

Lacking a good employee management system and human resources department is the major cause of problems in managing staff among SMEs.

Percentage: 14%

Open Code 3: “Producing in cheap-labor countries”

SMEs that sell products could use cheap-labor countries for their production. In this way, SMEs could save lots of money in their production costs.

Percentage: 12%

10.22. Summary of Discussions:

In summary, the most important axial code in this thesis was axial code 3, **“Factors related to SMEs’ social media marketing,”** which accounted for 16% of the total percentage of axial codes. The most important open code in it is open code 3, **“SMEs marketing via SM has become popular,”** which accounted for 18% of the total open codes.

The second-most important axial code in this thesis was axial code 5, **“Factors related to using Twitter,”** which comprised 13% of the total percentage of axial codes. The most important open code in it is open code 6, **“Retweets help in spreading messages,”** which was 20% of total open codes.

The third-most important axial code in this thesis was axial code 1, **“The importance of information, marketing decisions, and planning,”** which accounted for 10% of the total percentage of axial codes. The most important open code in it is open code 21, **“Doing surveys and gathering customers’ feedback,”** which was 20% of the total open codes.

10.23 The Study Story Line

According to Charmaz (2006), grounded theory is, “A method of conducting qualitative research that focuses on creating conceptual frameworks or theories through building inductive analysis from the data. Hence, the analytic categories are directly ‘grounded’ in the data, the method favors analysis over description, fresh categories over preconceived ideas and extant theories, and systematically focused sequential data collection over large initial samples. This method is distinguished from others since it involves the researcher in data analysis while collecting data -we use this data analysis to inform and shape further data collection. Thus, the sharp distinction between data collection and analysis phases of traditional research is intentionally blurred in grounded theory studies.” (Charmaz, 2006)

In this thesis, the researcher has chosen a qualitative approach based on grounded theory for collecting primary data. To design the construction of contributions to marketing communication research, Melanie Birks and Jane Mills (2011) suggest that storyline is, “A strategy for facilitating integration, construction, formulation and presentation of research findings through the production of a coherent grounded theory.” At the beginning of this research, the researcher has conducted several interviews to collect the primary data until reaching saturation point that according to Strauss and Corbin (2008), “Saturation is usually explained as in terms of ‘when no new data are emerging.’ But saturation is more than a matter of no new data. It also denotes the development of categories in terms of their properties and dimensions, including variation, and if theory building, the delineating of relationships between concepts.” Saturation was reached in interview number 16 then the researcher conducted three more interviews to make sure that no new data and categories were emerging from the interviews. Most of the interviewees speak English as a second language but the researcher had given them the choice to speak in

Arabic to make sure that they are speaking freely without any difficulties of communication; therefore, most of the interviewees spoke in Arabic mixed with English during the interviews. All the interviews were recorded and they were with SME owners and/or managers. Also, most of the interview materials had to be translated from Arabic to English and then typed. The researcher's primary data were evolved through questions that had come up from the interviews. The researcher conducted 19 interview transcripts, in total, that are displayed in Appendix One. These 19 interview transcripts are 274 pages of 109,639 words. Microsoft Word Office 2011 was used to analyse the 19 interview transcripts and the sentences in the interviews were tagged with the comment's function. These comments are found in the right side margin of each interview transcript. Next, the interview transcripts were open coded and turned into the 17 axial codes that feature in the research. Then, the axial codes were colour coded and open codes were colour coded according to each axial code's colour. There are 219 open codes that have been analysed under 17 axial codes. All the interview transcripts are found in Appendix One; they are all discussed and represented in full detail in chapters 4 to 10. The 17 axial codes are listed below from 1 to 17 as the following:

1. **The importance of information, marketing decisions and planning**
2. **Factors related to SMEs' traditional marketing**
3. **Factors related to SMEs' social media marketing**
4. **Factors related to social media pages and sites**
5. **Factors related to using Twitter**
6. **Factors related to using Facebook**
7. **Factors related to using Instagram & YouTube**
8. **Factors related to using Smart Phones & WhatsApp**

9. Factors related to innovation and success in social media
10. Factors related to using celebrities
11. Factors related to using outsourcing sponsorship and partnership
12. Factors related to using word of mouth
13. Factors related to public relation and customer service
14. Factors related to communication and integration
15. Factors related to using segmentation and targeted marketing
16. Factors related to SMEs' budget, payment, resources and capability
17. Factors related to employment and labour

Later Microsoft Excel Office was used to produce code frequencies of the data and then to create graphical representation. Moreover, each axial code has been presented as an individual pie chart and then all the codes as one pie chart; likewise all the codes were represented as a one column chart. Furthermore, the graphical representations showed clearly the frequency of each open code and the frequency of the individual axial codes. In this thesis, there are 2091 individual statements that derived 170 individual open code categories. This thesis's main research question is: What are the methods to measure the effectiveness of marketing communication through social media on small to medium size enterprises (SMEs) in Kuwait? The sub-questions that are supporting the main are the following:

1. What is the importance of information and marketing decisions and planning in social media marketing on SMEs in Kuwait?

2. What is the effectiveness of traditional marketing vs. social media marketing on SMEs in Kuwait?
3. What is the importance of social media pages, sites and innovation in social media marketing on SMEs in Kuwait?
4. What is the importance of social media tools in social media marketing on SMEs in Kuwait?
5. What is the importance of segmentation and targeted marketing in social media marketing on SMEs in Kuwait?
6. What is the importance of budget, payment, resources, capability and employment in social media marketing on SMEs in Kuwait?
7. What are the benefits, recommendations and final results by addressing the six questions above?

All of these seven questions were examined and fully discussed in chapters 4 to 10 by matching each axial code with the related question. Also, the researcher started with 4 models that mark the end of the 'Story Line.' The models' numbers are: figure 11.1, figure 11.2, figure 11.4 and figure 11.5. Each model was given a full clarification and conclusion. A fifth summary model has been added.

Chapter Eleven

Conclusion and Recommendations

11.1 Introduction

This chapter starts by reviewing the seven research questions that inform this research. It then summarises in five models the main contributions to knowledge from this research.

11.2 The research questions

The key Research Question Seven is what is the effectiveness of marketing communication through social media for SMEs in Kuwait? Six sub questions build up to this question, these are:

1. The importance of information and marketing decisions and planning in social media marketing on SMEs in Kuwait?
2. The effectiveness of traditional marketing vs. social media marketing on SMEs in Kuwait?
3. The importance of social media pages, sites and innovation in social media marketing on SMEs in Kuwait?
4. The importance of social media tools in social media marketing on SMEs in Kuwait?
5. The importance of segmentation and targeted marketing in social media marketing on SMEs in Kuwait?
6. The importance of budget, payment, resources, capability and employment in social media marketing on SMEs in Kuwait?
7. The benefits, recommendations and final results by addressing the six questions above.

11.2.1 Question One

Understanding the importance of information and marketing decisions and planning in social media marketing on SMEs in Kuwait:

Question One has been answered by investigating Axial Code 1 “The importance of information & marketing decisions & planning” and addressing, explaining and understanding the 30 open codes that are found in Chapter Four.

1. Several SMEs are shifting to social media marketing, which was a critical decision for those SMEs, but the ones who made that decision became leaders of the marketplace and achieved economies of scale.
2. The right information opens new opportunities. SMEs can gather information from social media sites and then market their products and /or services according to the ones that make more revenue and according to their company's marketing strategies, surveys and statistics.
3. The social media market is full of uncertainty; therefore, watching the market closely is very essential and SMEs who provide what customers need and desire succeed in this type of environment.
4. Having a system makes management and marketing easier. Social media has an easy system for marketing where SMEs can select their customers or potential customers and target them and sell their products and services successfully.
5. SME owners/managers who are well educated understand their business and business environment better, cope with market changes and function in the marketplace more professionally.
6. Marketing planning is important and SMEs must plan in a professional way in order to be successful in social media marketing and without planning SMEs can be assured of their failure in this type of environment.

11.2.2 Question Two

Understanding the effectiveness of traditional marketing vs. social media marketing on SMEs in Kuwait:

Question two has been answered by investigating Axial Code 2 “Factors related to SMEs’ traditional marketing” and Axial Code 3 “Factors related to SMEs’ Social Media marketing” and addressing, explaining and understanding the 11 open codes of axial code 2 and the 26 open codes of axial code 3 that are found in Chapter Five.

Social media marketing can support SMEs in many ways. In social media everyone can be his/her own publisher; before this was a wild dream. Besides, SMEs are small in size and have limited budgets and resources; therefore, traditional marketing is too expensive for them as SMEs have few employees and traditional marketing needs a lot of time and effort to manage. Newspaper marketing is one part of traditional marketing. Newspaper readers are decreasing since they are mainly older generations, and, as well as this, the marketing medium is too expensive for SMEs whilst the respondent rate is very low compared to social media advertisement. Social media has helped both customers and SMEs’ communication by being the intermediary between them; customers and SMEs have shared benefits via social media communication and social media has made marketing communication smoother and easier than ever before. Also, it is imperative to mention that social media would not be that successful without the use of smart phones. Smart phones have helped in making social media accessible from anywhere and at any time. Furthermore, social media is full of people as there are millions of people around the world that are now using social media. Social media saves working time, effort and improves SMEs’ marketing communication and efficiency.

11.2.3 Question Three

Understanding the importance of social media pages/sites and innovation and success in social media marketing on SMEs in Kuwait.

Question Three has been answered by investigating Axial Codes - 4 “Factors related to social media pages and sites.”; 5 “Factors related to using Twitter.”; 6 “Factors related to using Facebook.”; 7 “Factors related to using Instagram and YouTube.”; and, 8 “Factors related to using smartphones and WhatsApp” As well as addressing, explaining and understanding the 11 open codes of axial code 4, the 28 open codes of axial code 5, the 5 open codes of axial code 6, the 5 open codes of axial code 7 and the 6 open codes of axial code 8 that are found in Chapter Six.

Social media sites are trying their best every day to bring the finest services for their customers. It's important for SMEs to regularly improve and develop their businesses to stay in the social media market because it is very competitive. SMEs with large numbers of active users in social media pages are likely to be more successful and can bring more potential customers easily. When marketing in other social media sites, SMEs must choose the best sites that fit their marketing strategies and market their products and/or services in it. Each social media site has its significance depending on SMEs' marketing needs. Moreover, social media sites can be used for gathering customers' information because in many social media sites many interactions are recorded and SMEs can use this facility to their advantage. Some SMEs have a customer service unit that is dedicated to solving customers' problems, handling customers' complains or just taking care of customers and making them feel good about the SMEs' products/services. It is very good for SMEs to follow their customers or potential customers wherever they go in social media but it is better to be in the new social media sites even before their customers' arrival at them and to be ready to serve customers in the most popular social media sites such as Twitter,

Facebook and Instagram and all social media sites that are related to their marketing strategies and business.

11.2.4 Question Four

Understanding the importance of social media tools in social media marketing on SMEs in Kuwait.

Question four has been answered by investigating Axial Codes: 9 “Factors related to innovation and success in social media”; 10 “Factors related to using celebrities.” 11 “Factors related to using outsourcing sponsorship and partnership.”; 12 “Factors related to using word of mouth.”;13 “Factors related to using public relation and customer service.”; and, 14 “Factors related to communication & integration.” As well as addressing, explaining and understanding the 21 open codes of axial code 9, the 4 open codes of axial code 10, the 13 open codes of axial code 11, the 6 open codes of axial code 12, the 7 open codes of axial code 13 and the 11 open codes of axial code 14 that are found in chapter Seven.

1. In marketing via celebrities, SMEs can speed up their marketing messages in social media to reach many people because celebrities have high numbers of followers in their social media pages but celebrities must be chosen carefully to fit the SMEs’ marketing strategies.
2. SMEs use outsourcing to cut down cost, save energy and improve management efficiency. Outsourcing can be a great tool for SMEs because they are small and have limited resources. It gives them access to expertise that might increase their level of performance, productivity and creativity.
3. SMEs use sponsorship to market their products, services and to market their businesses. Sponsorship can be a great help to SMEs’ marketing and can be beneficial to their social media marketing.

4. Partnership can be a good opportunity for SMEs as a strong strategic partner can add a great strength to SMEs. Moreover, some SMEs have a media partner like TV that can make a huge difference to their marketing effectiveness. Using their media partner with social media tool can be a whole different game.
5. Positive word of mouth (WOM) is very important for SMEs' marketing and SMEs must give their best and build trust with their customers so that they spread positive WOM about their products and services.
6. By building a good relationship with customers, SMEs can gain their loyalty. Also, current customers can bring more customers. Building trust is very important to SMEs in social media as it can help business to business communications and building business relations that are very important to SMEs' marketing.
7. Good customer service can contribute to SME success and some of SME managers make sure that the company has a good customer service. SMEs with a great customer service are more successful than others and customers are likely to have good relations with them.
8. There is no doubt that social media has improved marketing communication as there has been no time to date that marketing communication has been this powerful. It is an instant communication platform that is free of cost.
9. Integrated media is a very powerful tool. Traditional media such as television can influence people's behaviour and their buying decisions but integrated media is a whole different story. When media channels are integrated and joined the influence is far greater than the influence of a single media channel. Social media has the option of integration.

11.2.5 Question Five

Understanding the importance of segmentation and targeted marketing in social media marketing on SMEs in Kuwait.

Question five has been answered by investigating Axial Code 15 "Factors related to using segmentation and targeted marketing." As well as addressing, explaining and understanding the the 8 open codes of axial code 15.

Many SMEs understand the importance of targeted marketing via social media and are attracted to it. When SMEs know their targeted segments marketing via social media, targeting becomes more successful and SMEs can reach their marketing objectives and make better sales as well. SMEs must know where their targeted customers are in social media; after that, it is very easy to target them. However, it is important to do segmentation before targeting, and social media is the right place to apply the segmentation and targeting strategies for SMEs; it has numerous methods for segmentation and targeting that can improve SMEs' marketing. In summary, the right targeting strategies can save a lot of time, money, and energy. Social media is the right environment for targeting strategies and there was no time before that targeting strategy was simpler and easier than now.

11.2.6 Question Six

Understanding the importance of budget, payment, resources, capability and employment in social media marketing on SMEs in Kuwait.

Question six has been answered by investigating Axial Code 16 “Factors related to SMEs’ budget, payment, resources and capability.”, and 17 “Factors related to employment and labour.” and addressing, explaining and understanding the 8 open codes of axial code 16 and the 6 open codes of axial code 17 that are found in chapter 9.

SMEs that have many ways of payments are more pleasing and attractive to customers as they make it easy for customers to pay for the company products and/or services and that can result in improving sales. SMEs want to encourage and influence customers’ buying decisions; also, SME owners would like to have multiple and several ways of payments to make it easier for customers to pay and to ensure smoothness in customers’ payments since many customers stop their payment’s decision because of limited payment methods. SMEs have limited budget, resources and staff and most of them cannot afford to spend money on traditional advertisements and employ many staff. Social media is almost free and is a great way of marketing for SMEs with limited budgets, staff and resources.

11.2.7 Question Seven

What are the benefits, recommendations and final results by addressing the six research questions that lead up to this question? This is answered by introducing five models that reflect the contribution of this research.

11.3 The five models

Five models are presented and fully explained in this section. These models are the major contributions of this thesis. These 5 models can serve marketing in several areas. The five models are:

- (1) Management: making critical marketing decisions;
- (2) SMEs' marketing in social media vs. traditional media;
- (3) Segmentation and targeting in social media;
- (4) Payment in SMEs;
- (5) Tools for Innovations and Success in SMEs Marketing.

In short, the author believes that the five models are significant contributions to knowledge. The fifth model summarises the author's recommendations.

11.4 Management Making Marketing Critical Decisions

SMEs must work on gathering constant customers' marketing information since 'information is power.' This information can be gathered in two main areas; the first one is through data garnered from the organization database that has been gathered via the company website and direct interaction with customers. The second one is via the market place through social media sites and marketing surveys. This information is very crucial for any successful marketing decision(s); thus, information must be gathered professionally, organised and updated. Then all the information gathered from internal and external data is fully analysed in order to be presented to the management of the SMEs. When management take decisions based on the right marketing customers' data, their decisions would be far more effective and beneficial for the SMEs, and they must be open to any new opportunities and be willing to take critical decisions. These critical decisions can be very risky but they might position the SME on top of their marketplace and make them the leaders in their market. Moreover, the critical decisions that are based on the right information can not only make the SME the leader of its market but also can create economies of scale where it is very hard for their competitors to compete with them, and by then their products and or services can have great credibility as they will be well-known to their customers

and will gain customers' trust because they are the leader of the market and they are the first that supply them with products and services

11.4.1 Management Making Critical Marketing Decision

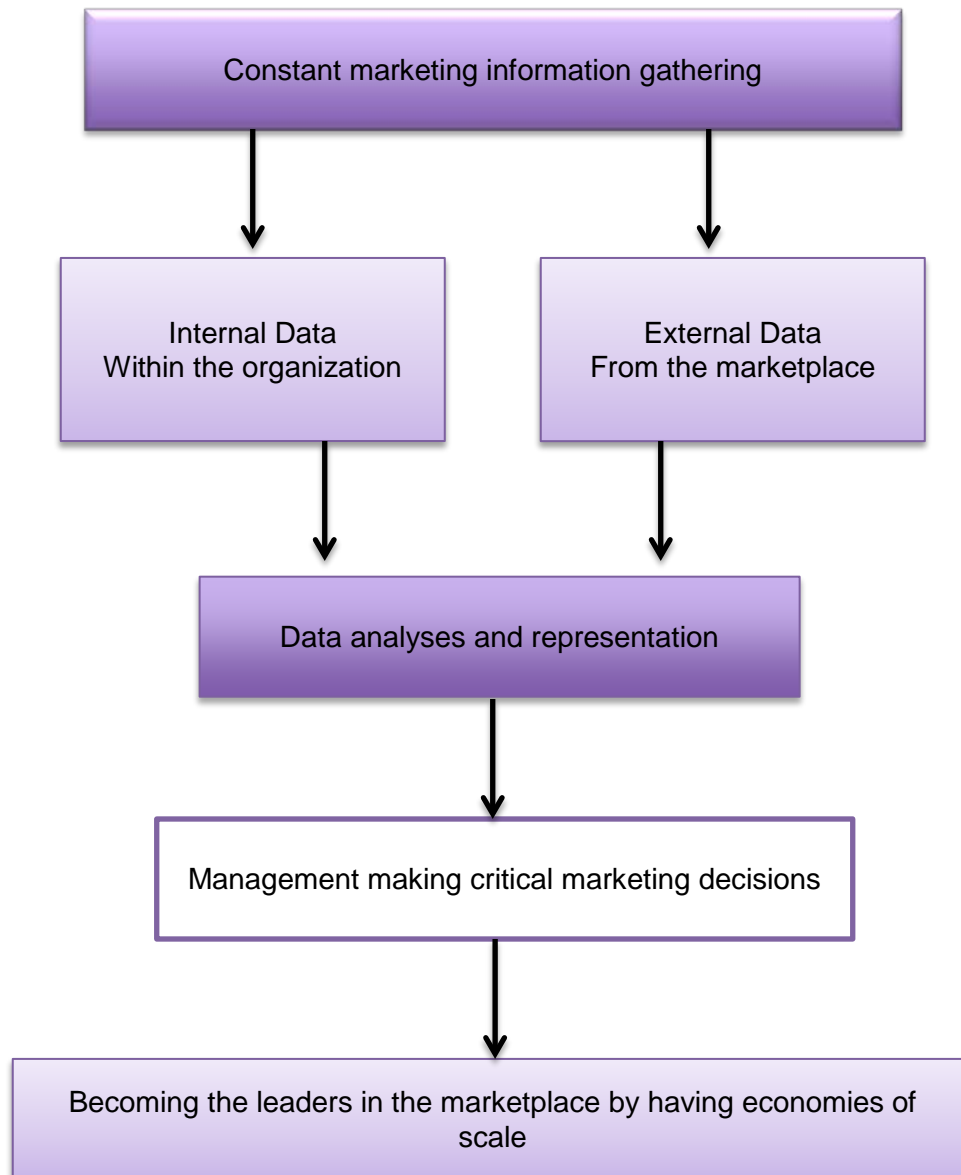


Figure 11.1: Management Making Critical Marketing Decision

11.5 SMEs Marketing in Social Media VS. Traditional Media

Traditional media was very influential before the introduction of social media. With the emergence of social media everyone can be his/her own publisher; before this was a wild dream. Today traditional media has been weakened by social media as traditional media certainly has failed to make SMEs invest in marketing in it due to many reasons. First, traditional media is too expensive; to put one advertisement in newspapers may cost more than one year of paid advertisement in social media and to place an advertisement on television is far more expensive. Second, marketing through traditional media wastes a lot of time and effort; in order to put an advertisement in traditional media, SMEs need to wait sometime before their advertisement appears in traditional media such as television, radio and newspapers, whereas SMEs can put their advertisements instantly on social media sites. Third, traditional media has a very low customer response because of the high price of its advertisement, while social media has a very high customer's response. Fourth, there is limited time for television and radio shows that may affect the advertisement. Fifth, traditional media has limited reach compared to social media that has unlimited reach. Sixth, traditional media advertisements gain limited view since the advertisements appear for a short period of time; however, in social media the advertisement can be viewed many times by customers. Furthermore, the young generation cannot be reached through traditional media such as newspapers but they are heavily present in social media. Moreover, traditional media does not hit the targeted audiences easily whereas in social media segmentation and targeting is very effective and customers can be easily targeted. Lastly, newspapers waste a great deal of paper; many of the world forests have been destroyed due to the heavy use of papers. Social media is online therefore SMEs and customers do not need to use papers.

Social media has become very attractive for SMEs marketing as it has made marketing more fun and easier through its interactive channels. Some SMEs are still outside of social media despite its great facilities and that is an opportunity lost for them. Social media has many great opportunities to offer to SMEs and some SMEs recognize that and some depend on SMEs marketing entirely; they do not put any advertisements anywhere else. To them, social media is the only marketing tool.

Social media has many advantages. It is cost efficient, reaches high numbers and improves efficiency. Millions of people are using social media every day, and with the help of smartphones many people are using social media for many hours daily. Also, everything is recorded in social media and that gives it high efficiency. Moreover, social media saves time, energy and brings more customers. Sometimes one person is required to manage social media activities and that saves many daily working hours and energy because social media is so organized that it consumes less energy to manage it.

Social media helps in bringing targeted customers together in one place and that makes it easy for SMEs to target them. Moreover, users can access social media from anywhere and anytime by using smart phones and that has made social media more influential. Besides, social media improves SMEs' quality control and customer service because many of the social media interactions are recorded and that gives management direct control of the customers' interaction with customer service staffs; that also improves the quality of the customer service. In brief, social media improves business processes and makes monitoring easier. Social media has made new businesses come to existence because it offers a free zone for SMEs to market and sell their products and services.

Social media has improved communication processes where customers can directly communicate via social media sites with SMEs. Communication has become easier by social media's simple facilities such as Twitter and Facebook. Besides, social media helps in making news travel faster than ever before and it helps in making the world globalized; for example a Tweet in Twitter can reach anyone of its users in its vast global network in less than a second. SMEs can reach anyone in social media's global network and that has made them access a new market globally instead of being enclosed within the local market. Furthermore, social media can help SMEs in their learning process; social media has provided SMEs with many services for learning marketing. For instance, YouTube has prepared free tutorial videos to explain how to market in it and Facebook has done the same. There are many detailed videos that can support SMEs when marketing in social media sites. Also, advertisements can gain unlimited view and interaction since in social media sites customers can view the advertisements many times as well as they can view it whenever they are ready and the advertisements are not time restricted such as on television and radio advertisements. Furthermore, social media is a good place for gathering customers' information. There are many data available; for example, on Facebook SMEs can go to their customers' pages and see what their customers' interests are, and also they can find many useful information in their customers' Facebook pages, and design a marketing campaign according to their customers' needs, wants and tastes. In addition, social media helps in growing SMEs. It is a solid ground for SMEs to grow and extend to global markets because it provides many facilities for free and it is one of the best environments for SMEs' positive change and development.

11.5.1 SMEs in Social Media VS. Traditional Media Marketing

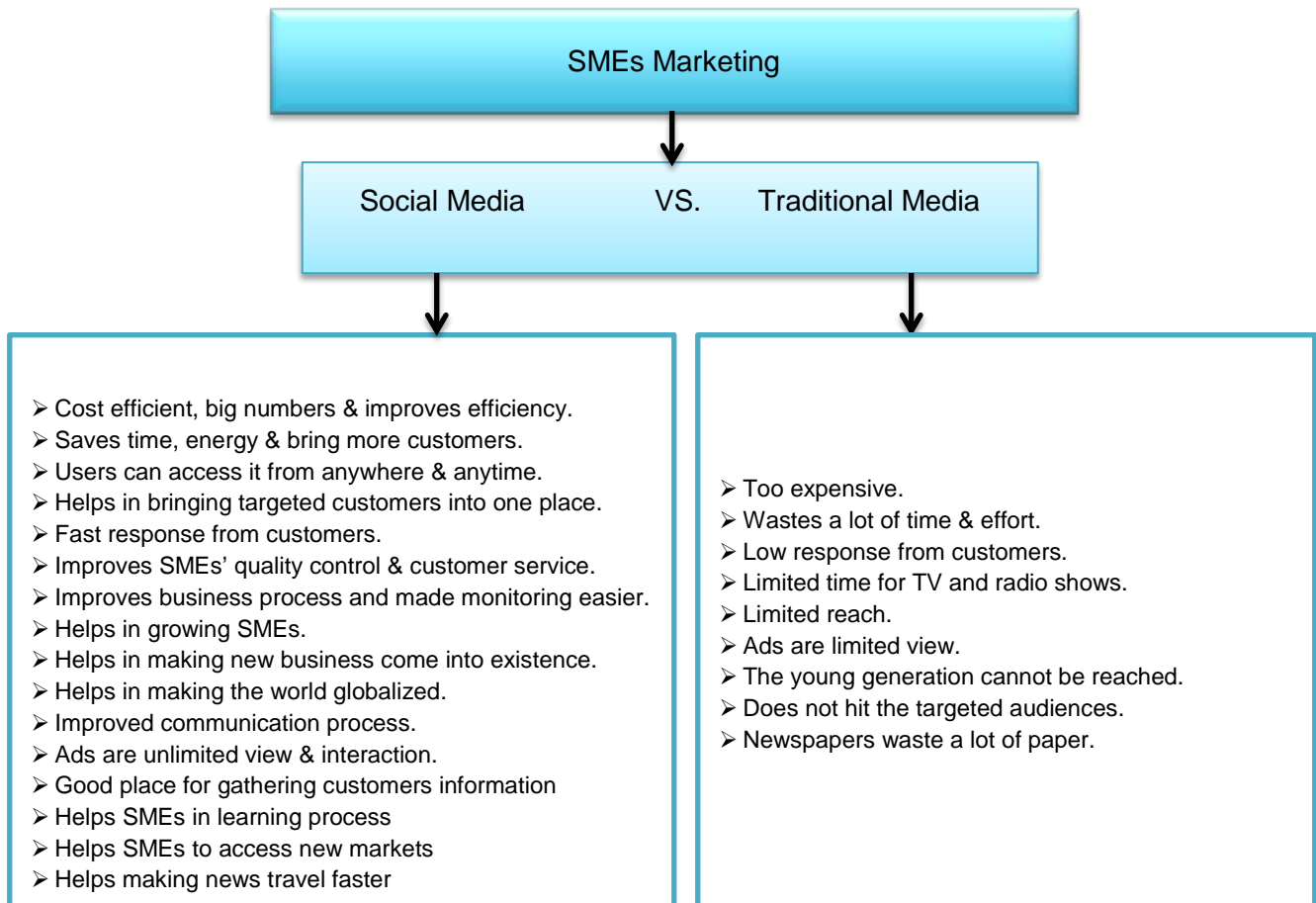


Figure 11.2: SMEs Marketing in Social Media vs. Traditional Media

11.6 Segmentation and Targeting in Social Media

Social media is one of the best places to gather targeted customers. According to Brassington & Pettitt (2006) targeting is, “Deciding how many market segments to aim for and how to do it. There are three broad targeting strategies: concentrated, differentiated and undifferentiated.” Also, segmentation is, “Breaking a total market down into groups of customers and/or potential customers who have something significant in common in terms of their needs and wants or characteristics” (Brassington & Pettitt, 2006). Social media is already a segmented media where SMEs can find and collect targeted customers simply by visiting social media sites and looking for a specific topic or statement in the search tab; for example, in Twitter SMEs can type the topic or statement in the search tab by using the Hash tag sign and by doing so, the search would show the Hash tag on the topic of interest or without Hash tab to view desirable topics. See Figure 11.3 below for illustration:

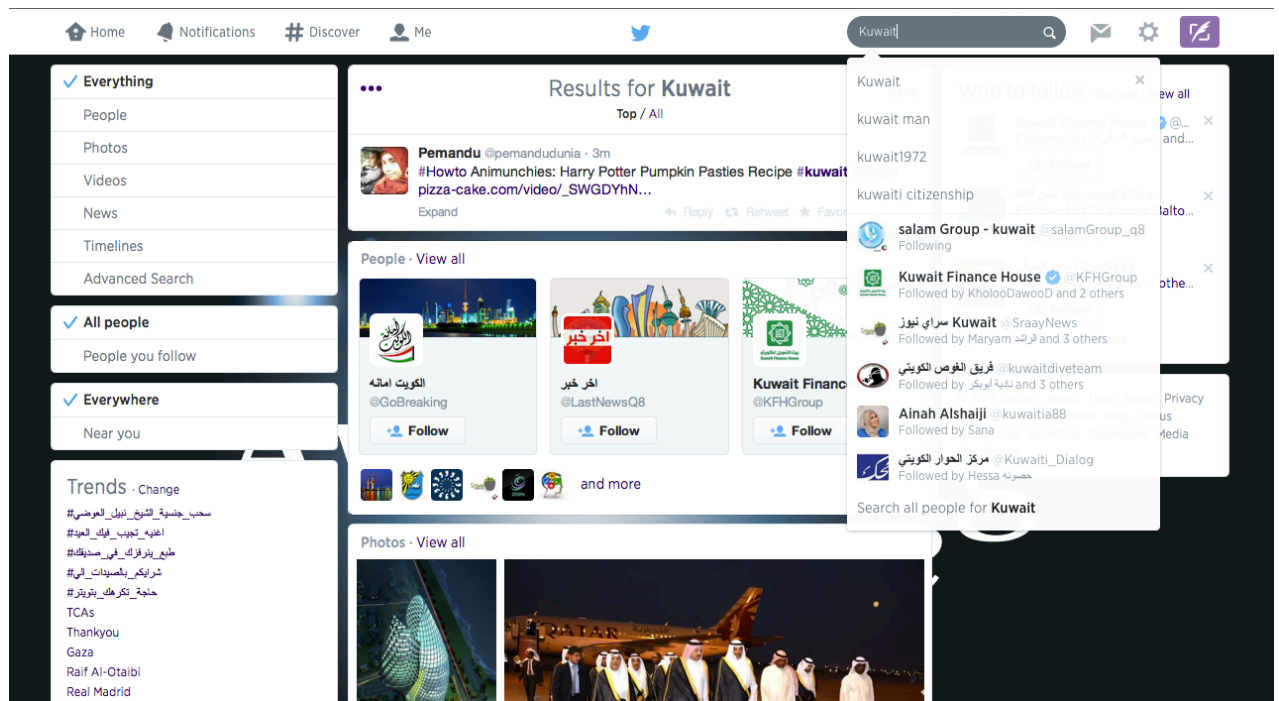


Figure 11.3: Viewing Desirable Topic on Twitter

The first stage for segmentation and targeting in social media is to specify the target segment. SMEs must know and understand their target segment; then they should choose the right social media sites that match the target segment. SMEs essentially must choose the social media sites that are the best for their marketing campaign message and well-fit for their target segment. The next stage is reaching for the target segment via the chosen social media sites and finding the match target segment from the selected social media sites; then knowing the peak hours and days in the chosen social media sites, as there are hours when social media interaction is at its peak. Accordingly, SMEs can use these hours targeting the chosen segment and sending the right message, advertisements or promotional to the targeted segment. Additionally, times and dates are very crucial when marketing via targeting customers in social media since there are times and dates that are more active than others. SMEs can know which are the most popular times and dates for their products and services and start targeting customers and potential customers and give priority to their products and services depending on their marketing strategies.

11.6.1 Social Media Segmentation and Targeting

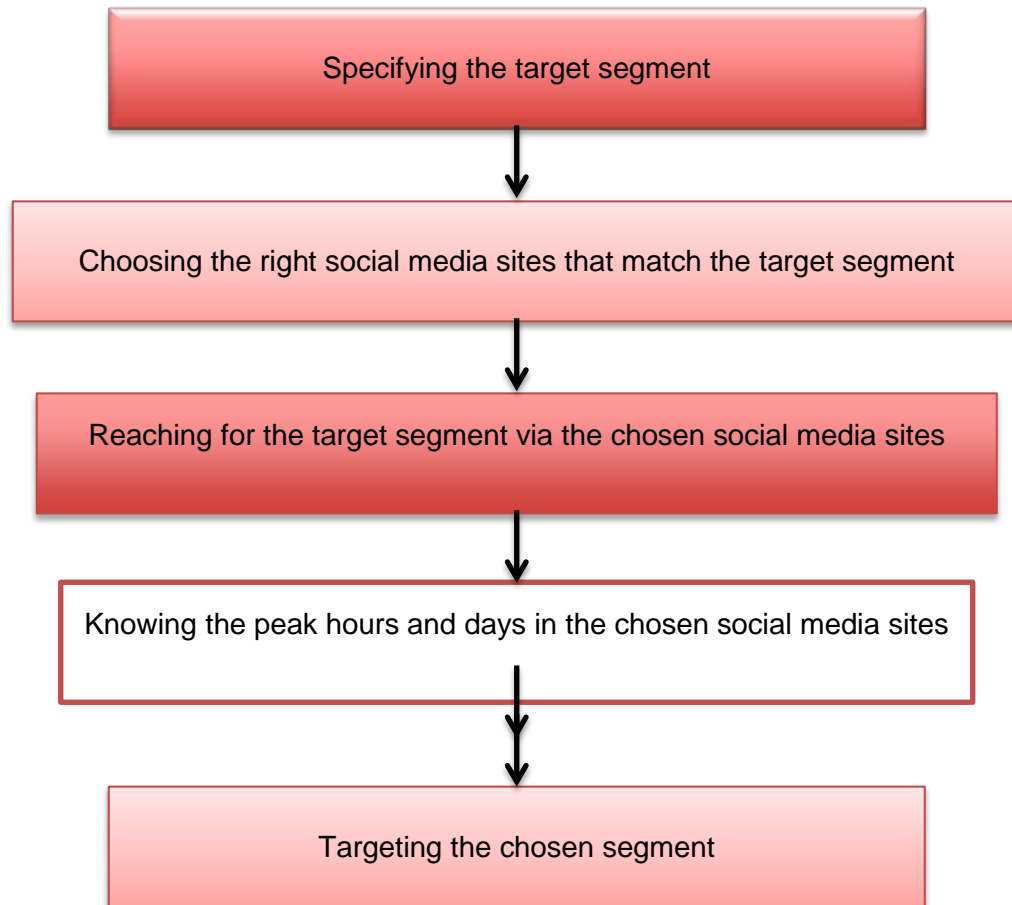


Figure 11.4: Social Media Segmentation and Targeting

11.7 SMEs Payment System

Many SMEs do not have a good payment system. A payment system is very significant and essential for SMEs. Many SME owners and managers use their own credit card to pay for the company expenses, and by doing so they are creating many difficulties in management. SMEs must have multiple methods of payments to make the payment experiences as pleasant as possible for customers. By doing so SMEs can improve sales. SMEs want to encourage and influence customers' buying decision making. Also, SME owners would like to have multiple and several ways of payments to make it easier for customers to pay and to ensure smoothness in customers' payments, as many customers stop their payment decision making because of limited payment methods. This difficulty could make SMEs lose existing or potential customers. Limited payment methods mean many disturbances to SMEs' customers. It is better for SMEs to work to improve their payment systems, and to make the payment experience easy and as satisfying as possible for customers. Many SME owners/managers prefer payment to be in cash to save it from being detected by credit card companies and since the profit margin for SMEs sometimes is low they prefer to be paid in cash, but to be paid in cash has its own risks as well. Other SME owners/managers prefer payment to be online; online payment is easy to manage and saves time and human interaction. Also, some payments are better influenced by salesmen and other payments are better not to have a salesman in between. Furthermore, payment online usually is deposited directly to the SMEs' account whereas payment by cheques may take 3 to 7 working days and payment by cash has a high risk and takes time depending on each bank and the bank's working hours. In short, SMEs must solve payment issues and make payment an easy, flexible and enjoyable experience to customers since payment system can influence customers' decision making. Seemingly, many SMEs have problems in payment methods.

11.7.1 Payment in SMEs

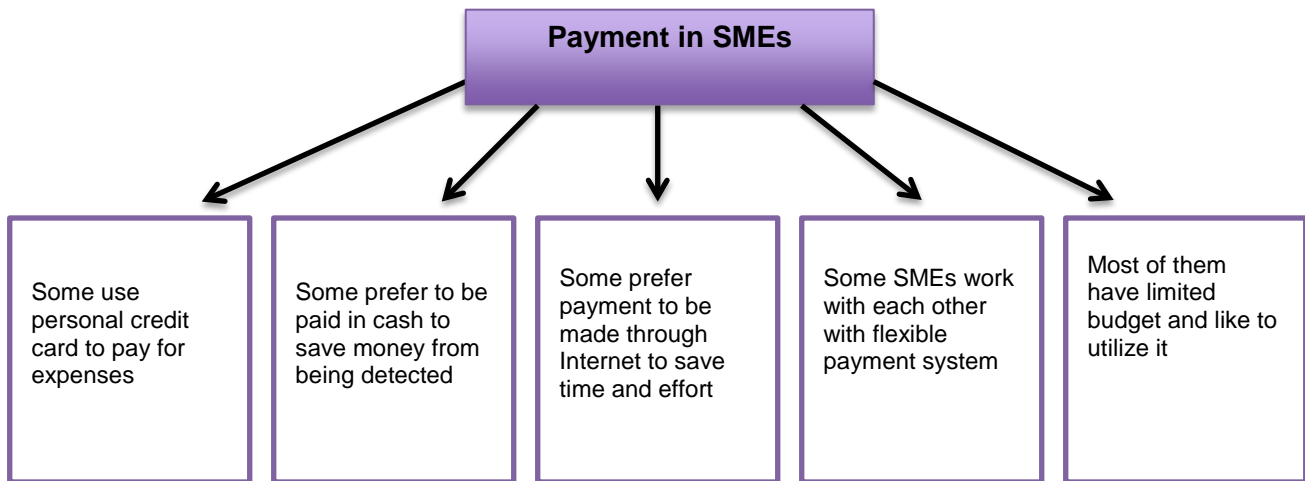


Figure 11.5: Payment in SMEs

11.8 The Recommendations

The researcher's recommendations would be that SMEs must work on gathering constant customers' marketing information since 'information is power' by conducting marketing surveys continuously and for nonstop. This information is very crucial for any successful marketing decisions. The information must be gathered in a professional way, that is, very organized and updated and then fully analysed. Sometimes taking critical decisions could be very risky but they might be very beneficial to SMEs' position. Also, SMEs must have current marketing strategies, plans for future marketing strategies, as well as change and improve their products and services continuously in social media's challenging environment.

Marketing in traditional media for SMEs is too expensive, wastes a lot of time and efforts as traditional media receives low respondent from customers, has limited reach and view of the advertisement as well as it does not hit the targeted audiences. For all the pervious reasons, the suggestion would be that SMEs must start marketing in social media as soon as possible because to SMEs, social media is a dream that came to reality. Social media is cost efficient, saves time and energy, helps in bringing target customers in one place, improves SMEs' quality control, improves business processes, monitoring and customer service, helps in making new businesses come to existence, improves communication processes, is a good place for gathering customers' information, helps SMEs in learning process, helps SMEs to access new markets and it makes news travel faster. Social media would solve many of SMEs' limitations since SMEs are small in size and have few resources. On the other hand, social media marketing is many times free and its paid advertisements are very effective because of its targeted nature, as well as it provides many facilities for SMEs marketing. Also, its advertisements gain unlimited view and interaction; this would be benefiting SMEs a lot. SMEs are wasting their time outside social

media. Social media is today a big market of SMEs. SMEs must face their fears and try marketing in social media and live the experiment by themselves. By doing so little by little they might say it is one of the best marketing decisions they have ever taken.

SMEs can work on bringing large numbers of active customers or potential customers to their social media pages. Besides, SMEs must choose the best social media sites that fit their marketing strategies and market their products and/or services in it. Also, SMEs can use social media sites for gathering customers' information and use them for customer service. Some SMEs already have a dedicated team that takes care of customers and supports them in the SME's social media sites. Additionally, SMEs can follow their customers or potential customers in social media sites, especially in social media's most popular sites, such as Twitter, Facebook and Instagram.

As shown in Model Five below: SMEs can use the following points to improve their marketing in social media:

- a. New ideas.
- b. Brand building.
- c. Good value.
- d. Constant change and planning.
- e. Understanding people's culture and behaviours.
- f. Having special products and/or services.
- g. Experience in business and marketing.
- h. Available online.
- i. Adding positive causes.
- j. Focusing.
- k. Using social media sites.
- l. Start up (having vision and mission).
- m. Right man in the right place.

- n. Exchanging information.
- o. Indirect marketing.
- p. Promotion.



Figure 11.6: Tools for Innovation and Success in SME marketing

SMEs can start targeting marketing via social media; by doing so, SMEs can reach their marketing goals and make better sales. SMEs must know where their targeted customers are in social media, after that, it is very easy to target them.

Also, it is important to do segmentation before targeting in social media. Social media has numerous methods for segmentation and targeting that can improve SMEs' marketing. Besides, social media targeting could save a lot of time, money and energy. Also, the researcher implies that social media is the one of the best environments available for targeting strategies.

SMEs could have many ways of payments to make payments as pleasing as possible to customers that can result in improving sales. SMEs can encourage and influence customers' buying decisions by making payment an attractive experience. Also, SMEs can have multiple and several ways of payments to make it easier for customers to pay and to ensure smoothness in customers' payments. Additionally, social media marketing is almost free and it is a great way of marketing for SMEs with limited budgets, staffs and resources.

11.9 Contribution

SMEs are important to the Kuwait economy both now and in the future. Therefore it is important to understand a key competency for their survival, success and growth – that is marketing communications, and in particular, the utilisation of social media.

- (a) There is no similar thesis topic available in the public domain.
- (b) There is no study in the SME marketing communication area available in the public domain that investigates this topic using grounded theory.
- (c) The author believes that the data analysis used in thesis is innovative.
- (d) The author has contributed five different models that can serve marketing in several areas.

These points are listed in detail in Chapter One under the Contribution to Knowledge section.

11.10 Future Research

The researcher of this doctoral qualitative research thesis believes that this thesis has made major and significant contributions to knowledge in the area of marketing communication via social media. As the progressive results for this research indicate, there are many dimensions for this research; primary data could be looked at from many different angles. There are many suggestions for future research; seven are listed below:

- a. The future researcher could look at small to medium enterprises from different countries.
- b. Future research could examine different social media sites or take the same sites in this thesis in more details or focus on only one social media site
- c. Future research could examine one of the promotional mix perhaps, advertising or public relations.
- d. Future research could use different data analysis methods.
- e. The future researcher could investigate only small or only medium size firms.
- f. A future researcher should never underestimate social media market; it is a huge market and there are many sub-areas in it that are worth investigating.

- g. Future research could investigate social media on a day to day basis and that would need a dedicated team that function in harmony to deliver daily, weekly or monthly results from social media's challenging and promising market.

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UNIVERSITY OF HUDDERSFIELD

THE EFFECTIVENESS OF MARKETING COMMUNICATION THROUGH
SOCIAL MEDIA ON SMALL TO MEDIUM SIZE ENTERPRISES (SMES)
IN KUWAIT.

Faisal AlQaoud

A thesis submitted to the University of Huddersfield
in partial fulfillment of the requirements for
the degree of Doctor of Philosophy

APPENDICES

December 2015

Appendix 1

The number of the interview: 1

Time of Interview: 06:30 PM

Date: Monday 14/05/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee No.1: Salah Al-Rashed

Position of Interviewee No.1: CEO of SmartsWay Co.

Interviewee No.2: Abeer Barakat

Position of Interviewee No.2: General Manager of International Academy of personal development

Interviewer: I am doing a research on marketing communication MC via social networks SNs on small to medium size enterprises SMEs in the Gulf Cooperation Council GCC. Could you please tell me about your company and your marketing strategies?

Interviewee No.1: Let's begin, in 2009, I found that the social networking is developing rapidly. So I informed our focus group (to let u know, we own a holding company that has 6 small companies). I informed all the groups that we are going to have a complete shift in marketing to networking. Back then, they weren't really convinced, and they had the right to do so, as it was very risky to shift our marketing strategy from the traditional marketing to the new social network marketing. They had doubts, but I insisted, and I made my decision that in about 6 to 9 months, I won't pay any amount of money to traditional marketing. Well, let me give u an idea about traditional marketing. As an example, one of the companies that we established in 2003 which is called "Real Dreams Trips" is a small company that arranges trips. Mainly 2 big trips, one in summer and the other is in spring. There are certain groups of people that are enlightened and interested in these trips. Therefore, we arrange some specialized trips for them. An example, in 2008 we hit the target number we needed, a trip to Hyderabad – India, the participants were 65 people, we spent 13000 KD on the advertising campaign that was according to the traditional way of marketing. It ranged between posters, handling of the posters (ok now we printed out posters but what are we supposed to do with them? We have to distribute them!!), the distribution itself in Kuwait was costly. My brother Tariq.

- Comment [FA1]:** Expecting SN booming in 2009 & shifting to SM marketing
- Comment [FA2]:** Expecting SN booming in 2009 & shifting to SM marketing
- Comment [FA3]:** Acting fast & critical decision can benefit SME's marketing
- Comment [FA4]:** Expecting SN booming in 2009 & shifting to SM marketing
- Comment [FA5]:** Expecting SN booming in 2009 & shifting to SM marketing
- Comment [FA6]:** Acting fast & critical decision can benefit SME's marketing
- Comment [FA7]:** SME's are attracted to TM & SM marketing
- Comment [FA8]:** Traditional marketing waste a lot of time

Interviewer: I had the same thing before .

Interviewee No.1: Was handling this matter. You know that those things are costly but they still don't hit the target number of people. We printed out 50000 posters, try to imagine, 50000 posters to distribute to each house in the inland areas in Kuwait in order to attract the attention of let's say 500 people, this is one part. The 2nd traditional way in marketing is I don't know but I just named it like that by my self.

Comment [FA9]: Traditional marketing waste a lot of time

Interviewer: Traditional marketing and its almost became a traditional.

Interviewee No.1: Brochures. We distributed those brochures in exhibitions, our overseas branches and our clients that are in Kuwait. This also costs a lot, this cost is not only financial, but it requires a lot of time, because for you to design the brochure,

Comment [FA10]: Traditional marketing waste a lot of time

Interviewer: The feedback is like not available else.

Interviewee No.1: Yes it is, its like. Check on it and all that consumes a lot of energy, but at the end, the feedback is not immediate. The 3rd way is a traditional media advertising way, which is newspaper advertising. And that is very costly but has an extremely low response. You might put an advertisement that costs around 500 to 700 KD, but still get around 10, 15 or 20 calls. Those who call are really interested, we end up with 2 or 3 registered names. But I can't spend on marketing more than 7% to 10% of the whole capital. Especially for a business like mine, because my work is already costly. When I make trips, around 60% of the charges that I get from clients go for the organizations, including hotels, halls and so on. What I end up with is 40%, and I still have to pay for trainees, staff and administrative costs which is around 7% to 10%, and then I gain profit and that's very costly. Therefore, I try to cut down the cost for marketing as much as possible because that the only thing in my hand that I can play with whereas the rest are fixed expenditures. Like in the trip for Turkey, we pay around 180000\$ for the hotel, that's why I started thinking about the resort, instead of paying 180000\$ for a hotel, we get a resort.

Comment [FA11]: Newspaper ads are not attractive

Comment [FA12]: Traditional marketing waste a lot of time

Comment [FA13]: SME's have limited budget and like to utilize it

Interviewer: Yes that's right you can save them for you so instead of you pay a lot for the other projects you are paying them for something it could serve you.

Comment [FA14]: Doing surveys & gathering customers feedback

Interviewee No.1: Anyways, I am just trying to be flexible with what I have and cut down the costs. So I am playing with what I have by finding alternatives. I don't want to pay a lot of money for traditional marketing because it's very costly with an extreme low and slow response, as it takes time for posting those posters and all the brochures and for that I might have to wait for about 3 days. One of the benefits of social networking is that the response is quick. I can post an advertisement and get a response in about 3 seconds to 1 minute. I might get a like or comment which I can reply to at the same time. The 2nd benefit is that it has zero cost. The 3rd is higher responses. To be honest, I had this idea earlier, but it wasn't that clear. When does this idea fail??!! When u open a page or a group, but it doesn't become active, people don't visit the page or even if they did and liked it, they won't participate. Thereby the page won't be active and fail as if

Comment [FA15]: Traditional marketing waste a lot of time

Comment [FA16]: SM is almost free & high marketing responses

you did nothing. It's like when someone designs the best website but no one looks at it while another person makes a regular website with nothing special in it but still gets lots of hits, which is the important part. Therefore, I told my focus group that we have a target, that within a year, we have to get 10000 likes, and we are going to work on that. The other thing is that our clients are the most important people for us. Most of the focus group was saying that it's a waste of time, as I told them that I would have to check the Facebook page every day, because if you are not there all the time, people will not respond.

Comment [FA17]: It's important to benefit customers

Comment [FA18]: It's important to benefit customers

Interviewer: Yep that's right.

Interviewee No.1: You have to devote some time for it, not only by being there are the time, but by posting some debates and discussions, agreeing with some people and disagreeing with others and posting something that is beneficial and new. Those changes are the things that make the page active, and indeed we continued and we hit our target at the end of 2010. Now, I can't compare, because I have a page with 500 likes, I can't say that social networking is better than the traditional marketing. There isn't a real standard. But our target was 10000 clients, and when we have that amount of clients, we can compare. When we get 10000 likes, then we can put an advertisement about a trip or training for something in the newspaper where it will be distributed among 70000 other places. When I post an advertisement in the newspaper, let's assume that the newspaper like (Al-Watan) will distribute around 70000 newspapers, if I post my advertisement there, I will get 4 responds, 4 people will be interested in registering in the course. But when I have around 10000 people on Facebook, and 5 of them will register, I think that I achieved better results. Instead of announcing in the newspaper, I do that on Facebook, even if I got only 4 people, the reason is that for the newspaper I paid money, around 700 KD, but for Facebook I paid nothing.

Comment [FA19]: It's important to benefit customers

Comment [FA20]: SMP is useful when it has large number of users

Comment [FA21]: SMP is useful when it has large number of users

Comment [FA22]: Traditional and Newspapers marketing

Comment [FA23]: SMP is useful when it has large number of users

Comment [FA24]: Newspaper ads are not attractive

Comment [FA25]: Marketing in SM is cost efficient

Comment [FA26]: Doing surveys & gathering customers feedback

Interviewer: So at your beginning on social networking, you took a while just building a base for you and now this base is developing and getting bigger.

Interviewee No.1: Yes, of course, nothing could be a success out of nowhere, but when you make an effort, and start planning for it and do all the preparations and the set up in the right way, then you will start getting people. My goal is target marketing; I don't deal with bulk marketing, we decided that long ago, around 10 years ago, they give you around 2 million e-mails and all that, it's a waste of time, waste of energy and it's unethical et cetera. But for target marketing, who is included in my target marketing, I can choose that, people that are very interested in person development, and the second thing is that they pay.

Comment [FA27]: SME's are attracted to TM & SM marketing

Comment [FA28]: Some SMEs have limited payment methods

Interviewer: I see.

Interviewee No.1: Yes, people that are willing to pay. For me those are my target market.

Interviewer: Ok.

Interviewee No.1: Those that I want their e-mails, I want them to register with me on Facebook and twitter and I want to send them some things, before I would want to get their phone numbers and their e-mail and all that. The traditional marketing, our old way, we had SMS, phone calls through our call centre that will call people, we also had the advertisements on newspapers, as well as brochures and posters. And sometimes we would join some exhibitions to display our products; those were the 5 ways that we used to have. Let me give you an example, the trip for India, where we hit the target, which was 65 participants.

Comment [FA29]: SME's are attracted to TM & SM marketing

Comment [FA30]: SME's use SM to collect TC

Comment [FA31]: SM save time, money, energy & bring more customers

Interviewer: I see.

Interviewee No.1: 65 participants, and the marketing cost us 13000 KD, you can convert it to pound and see how much it is, it won't be less than 25000 pounds.

Comment [FA32]: Traditional marketing waste a lot of time

Interviewer: Ok.

Interviewee No.1: The trip to Philippines, you were in it right?

Interviewer: Yes, but I only joint the last one, I don't know if you had one before that.

Interviewee No.1: No, it was the only trip we arranged to Philippines so far, before nearly one year. It was last summer, right? We had 105 participants in that trip, even the trip to Malaysia had around 104 or 105 participants, and we paid nothing for marketing but still we got 105 participants. In comparison the trip for India, in these 2 trips we had double the amount participants that joint the trip to India and we still paid nothing for the marketing, zero direct cost. We have direct and indirect cost, the indirect is that for example I reward those who supervise the page and take care of it or I pay for the management and back up of the page, but it still doesn't reach the same amount that we had to pay for marketing, all those expenses might be around 300 KD.

Comment [FA33]: SM save time, money, energy & bring more customers

Interviewer: Excuse me, the time that you have to put for this is...

Comment [FA34]: Doing surveys & gathering customers feedback

Interviewee No.1: It's a lot more than before. Before I didn't have to give it that much of time, but that still brought me some other things. For example, our target was 10000 hits, and the next year we said that we want to have 100000 bits, we were very optimistic about it; we

said since we reached 10000 then Inshallah we will be able to reach 120000, and we were able to make it, now we have almost around 180000 fans. There are also some disadvantages; a very big disadvantage is that most of the big names that have half a million, million or more fans are on air so many times, they have intensive TV shows, they might be on air weekly, we don't have that. On the other hand, that still serves me in an indirect way, those 180000 likes that we have, almost 100000 of them are low target. Now when we have the product we sell it, and when we have trips then we also sell, but now for the trip to Turkey for example, we didn't really work hard on it, we only had 100 and we reached 101 I guess yesterday, our target is 150 participants and we already crossed 100 participants. What effort did we make for this trip, how did we market for it? We only used Facebook and twitter.

Comment [FA35]: SM save time, money, energy & bring more customers

Comment [FA36]: SME's uses integration between SM & other media to drive traffic

Comment [FA37]: SME's are attracted to TM & SM marketing

Interviewer: I see.

Comment [FA38]: SM save time, money, energy & bring more customers

Comment [FA39]: Doing surveys & gathering customers feedback

Interviewee No.1: We also have the e-mail list, for that, we signed contracts with some companies in different parts of the world, we pay for them and they do it for us. This is called, the e-mail management. The Facebook for me is the big number; certain people will join us a lot in lots of things, so we consider them to be a target for us, so we contact them directly. Therefore, our marketing is limited in 3 main methods, the 1st is Facebook, 2nd is twitter, and the 3rd is the e-mail list. For the time being, the strongest marketing method for us is the e-mail list, but almost all the e-mail list is from the Facebook. Almost all our target clients are from the Facebook. Recently, the marketing rate increased through twitter so afterwards I included all the companies in this. We had a meeting; we said that now we have Facebook, so everyday goes to one company to post their advertisements, for example, Monday goes to Joy 12 Club, which is an academy now. Saturday goes to Al Rashed Centre. Sunday for example goes to Smart... and so on. We specified each day to a certain company and then we started to measure. We also had doubts in some companies, once again, these are all small businesses, and we are just trying this with it, I don't know if the same applies on big businesses. I don't know if this way will help Honda Cars Company for example, will it help them to sell more through the Facebook? I don't know. Does it help SunSilk Company, the company for hair products? I have no idea, we are just talking about small companies, we will have to ask about the big ones. Pepsi Cola Kuwait just entered this business.

Comment [FA40]: SME's uses integration between SM & other media to drive traffic

Comment [FA41]: SME's uses integration between SM & other media to drive traffic

Comment [FA42]: SME's use SM to collect TC

Comment [FA43]: SME's use SM to collect TC

Comment [FA44]: SME's uses integration between SM & other media to drive traffic

Comment [FA45]: Doing surveys & gathering customers feedback

Interviewer: Multi medium size.

Comment [FA46]: SME's have little information or no clue about big companies

Interviewee No.1: Yes, multi medium size. If you want to ask about medium to large size or huge businesses, I have no idea about that. Maybe for

them presence is only PR, just for the sake of media. I remember from the books that I read before in the beginning of 2000, almost all those books indicates that Internet is not a business, Internet is just PR, presence, that was the idea, almost all the books and researches refers to that until those huge companies like Google and yahoo came to the market and changed that idea, they started dealing with huge portion of stocks in the stock market then lots of other companies appeared as well like amazon, they made a change.

Interviewee No.1: Ok there is business in the Internet and then they had attention to the thing but! In fact since almost 1998 we started (Al-Rashid.Net) started in 1997 but we had no business back then and we had all the massages almost we were working on it for example we ordered huge stuff like English books and the electronics tools and accessories all of them ordered by the internet so they are benefiting from the others well actually all our contacting back then from internet and all contacting is became on internet so I want to talk about our small business I mean our business all our foundations are small. Our foundations. And you are talking about less than a million dollars for each company's capital so all of them are small and now we are in the situation they are changed to marketing on Facebook and Tweeter and the email list only .So if anyone of the foundation including the Saudi's branches and Dubai branches if anyone likes to make an advertising on the traditional so I don't mind its ok for me but I will not pay for it before It was in Dubai branch he made an advertisement actually he dared and he took the advertisement and he is a manager so its alright and I told him its ok but its going to be on your account so he was like how come ? And I said I have a decision it says that I will never pay money for advertising well of course no because if someone sales cars he might say no its going to be different there is a new statistic announced from (Al-Ahram) I don't know where you can find it exactly but you can find it on the internet they Targeted Marketing is attractive to SMEs launch a new researches that they are saying all who are reading the news paper often over than 35 years so the readers all of them are over than 35 years and most of them more than 40 and 45 so if you are targeting the older people I think that you better work for newspaper .

Interviewer: I think even they made a shift

Interviewee: No.1: Yes of course they are well I am just saying whom is reading not the majority whom is reading but it doesn't mean that all of the older people are reading newspaper no but the researches of (AL-Ahram) they found most of the readers are older even their headlines it must be a proper for the ages of the people we can't put some headlines about the youth and the juveniles it doesn't make sense so

Comment [FA47]: Acting fast & critical decision can benefit SME's marketing

Comment [FA48]: Acting fast & critical decision can benefit SME's marketing

Comment [FA49]: Acting fast & critical decision can benefit SME's marketing

Comment [FA50]: Being a pioneer in business create Economy of scale SMEs

Comment [FA51]: Acting fast & critical decision can benefit SME's marketing

Comment [FA52]: SME's have limited budget and like to utilize it

Comment [FA53]: SME's are attracted to TM & SM marketing

Comment [FA54]: Traditional marketing waste a lot of time

Comment [FA55]: SME's have limited budget and like to utilize it

Comment [FA56]: SME's have little information or no clue about big companies

Comment [FA57]: SME's are attracted to TM & SM marketing

the half of the youths are reading newspaper and I can't make a target because I am because the majority of my slide younger than 40 years in the fact the newspaper it became un-useful for me it might bring 2 or 3 or more than that but it won't be a useful a lot for me and even the msn we stopped it so even this year I broke them up! First of all there are no posters and then its ok we are not going to print brochures only advertising newspaper and then ok there is no newspaper only calls and SMS and then there is no SMS and calls and then that's enough no calls it going to be only SMS and then no SMS so they became must. Including of them the Dubai branch which joined us lately it has no advertising only on Facebook or Twitter or the email and all the companies achieved success and leap in an easy marketing and more better and cheaper and all of them we saved previously I had the section of the marketing it has to be one for each of them and in the foundation and for the time being I don't have a section in the marketing I have only one is responsible on the social networking also I have one is administrating social networking and what they are doing is watching only and I have the media they making the video and the other stuff and they are belong to a foundation basically doesn't exist for example the club there are some people exist like (Mahmoud) editing so actually its reduced the administrative costs and the marketing costs also the direct costs and its reduced the salaries and the rentals and kind of stuff and its made the advertising easier and a good way for example when I could be travelled I have to get back and check out the brochures right ? And I have to check out the posters even when they send it for me on the e-mail its not going to be clear enough and I want to see and make sure does it paint in a good way or not even the posters and the brochures. And now you could see the advertising on the video when they send it to me so I go like no you have to fix up this one and you have to check it out again so its saving time and saving administrative work employees and the big issues its saving money and also it brings more people well for the time being this is the situation so I am update! When we meet you have to be cautious! Because we don't know what is going to happen in the coming days and we must be standing by because we exceeded the previous time and back then we came and we exceeded actually now all of the companies and the foundations had attention if you can notice that the trainers and others became marketing on the Twitter and Facebook and the step became exist now so the next step I don't have any idea about it for the time being actually we don't have anything in the horizon new except Twitter Facebook and the email list right ? For example the club now there work 1% please correct for me ok? 1% twitter Facebook and email yep that's right this is the marketing even the YouTube we reduced it the YouTube for us is not a marketing its just show up things where I show up our video and

Comment [FA58]: Newspaper ads are not attractive

Comment [FA59]: Traditional marketing waste a lot of time

Comment [FA60]: SME's are attracted to TM & SM marketing

Comment [FA61]: Acting fast & critical decision can benefit SME's marketing

Comment [FA62]: SME's have limited budget and like to utilize it

Comment [FA63]: Monitoring SMP is very important

Comment [FA64]: SM save time, money, energy & bring more customers

Comment [FA65]: SME's must keep close look at the market changes

Comment [FA66]: Being a pioneer in business create Economy of scale SMEs

Comment [FA67]: Acting fast & critical decision can benefit SME's marketing

Comment [FA68]: SME's must keep close look at the market changes

other stuff? But how will I marketing on the YouTube? In fact I have no capability and the effectiveness. Facebook and Twitter are the. And the Twitter started to be increasing lately it seemed from 100 almost 1 but for the time being no it begin to be 13 from 100 on Twitter and Facebook.

Comment [FA69]: Doing surveys & gathering customers feedback

Interviewer: excuse me I didn't get this point would you please explain it again for me?

Interviewee No.1: when I catch 100 from Facebook I can catch only 1 from twitter.

Interviewer: that's mean a customer?

Interviewee No.1: a customer I gain 100 customers from Facebook and I gain 1 from twitter and now I gain 100 customers from Facebook I gain 13 from twitter also we did 3 researches and 3 statistic we asked people in first of 2009 that whom of you using tweeter and whom of you using Facebook? And we asked them in 2010 and now in 2012 so we actually noticed the increasing on Twitter! In fact we intensified and we existed on Twitter and the club is on twitter even the centre is on twitter also me I became existed on twitter a lot and I am feeling there is an increasing relative it happens quick direct correlation it didn't happen on Facebook and the Facebook we still our customers are still so we assuming that we give it more attention so its increasing more than before! Also Twitter we noticed that Twitter for example I have 30000 or 40000 on twitter and I have 180000 on Facebook but in face the 40000 when bring me 13 or 15 with the 100 now the percentage its gonna be better on tweeter that's mean if I have on tweeter 80 it brings me 30 and if I had 160.

Comment [FA70]: Doing surveys & gathering customers feedback

Comment [FA71]: SM has help in bring the TC in one place

Comment [FA72]: It's important to benefit customers

Comment [FA73]: Twitter is booming

Comment [FA74]: Doing surveys & gathering customers feedback

Interviewee No.1: 60, the percentage is still high it's not little.

Interviewer: Excuse me, 160 what? 16000?

Interviewee No.1: I mean 160 clients.

Interviewer: 160 clients that you are marketing for or what?

Interviewee No.1: For example, I am having a training course, so I ask those who registered for the course (where did you hear about this course?) some will say Facebook, others will say twitter, some will say both and some will say through the e-mail list or a friend. We always do that, even for trips, we make surveys, and then we analyse this survey, we ask for example (how many people registered through Facebook?), that survey will help us know how many people registered through Facebook, and how many did so through twitter or did through both, and how many did it through the e-mail list or

Comment [FA75]: Doing surveys & gathering customers feedback

through a friend. Now we only have those 5 ways to ask about, we don't have newspapers anymore but there are still friends, one person will tell his friend and they would both register, we would also have the choice (other) in the survey.

Comment [FA76]: SME's are attracted to TM & SM marketing

Interviewer: Would anyone write something in the (other)?

Comment [FA77]: SME's like integration between their businesses

Interviewee No.1: The option (other) could be something else, someone might say I have heard someone on TV talking about your trips then I registered.

Interviewer: So there are people that will write in that section (other).

Interviewee No.1: Yes, but not a lot and it's getting less and less by time. There might be 2 or 3 in the trip that might choose the section (other), but I don't know what this other is, I just know that it's not one of the options that I listed. That person might not have Facebook or twitter but he came to the trip and he didn't hear about it through a friend.

Comment [FA78]: Doing surveys & gathering customers feedback

Interviewer: So you are saying that approximately in those 160 people, how many people heard of it through twitter?

Interviewee No.1: 160, we can give you the exact figures, we can take them from Zainab.

Comment [FA79]: Lack of information updates affect marketing decisions

Interviewee No.2: Right.

Interviewee No.1: The survey from the last trip, do you have it?

Interviewee No.2: No.

Interviewee No.1: You don't have it saved.

Interviewee No.2: I mean I don't have it with me now. I don't have new ones, the one that I have is very old.

Comment [FA80]: Lack of information updates affect marketing decisions

Interviewee No.1: I see, just give him percentages and figures, not necessarily the exact numbers. Like the percentage of those who registered through Facebook, and those through twitter.

Comment [FA81]: Doing surveys & gathering customers feedback

Interviewee No.2: I know what you mean, but I meant that I don't have a new study with me, last time I didn't take it.

Comment [FA82]: Lack of information updates affect marketing decisions

Interviewee No.1: And when was the last time?

Interviewee No.2: May be November.

Interviewee No.1: approximately 6 months.

Interviewee No.2: Yes.

Interviewee No.1: We will take it from Zainab, but even Zainab will have an old one, from the last trip, which was in January or February. You can take it as comparison. Do you still have time? How long will it take you?

Comment [FA83]: Lack of information updates affect marketing decisions

Interviewer: I have from now till July, I have to finish all the interviews, and then I have 2 months to finish the research paper.

A: So that will be right after the trip, if possible we will give you the upcoming one, if not, then you have the old studies.

Interviewer: Ok.

Interviewee No.1: If you want, we can tell Zainab so that by tomorrow or the day after tomorrow we will send you the information that you need. We can give you about the trips and the club, even My Shop.

Comment [FA84]: Lack of information updates affect marketing decisions

Interviewer: That's very nice.

Interviewee No.1: We can give you a study with how many clients we had before on Facebook and twitter, and how much they became. That will help you a lot; it will show you that not only that our clients are developing us, we are also helping our clients to develop. Lots of those on our Facebook page now are there only for us.

Comment [FA85]: Lack of information updates affect marketing decisions

Interviewee No.2: Even those who came for twitter came for us.

Comment [FA86]: Doing surveys & gathering customers feedback

Interviewee No.1: Yes, some came for twitter just for us.

Interviewer: I see.

Interviewee No.1: Of course I want them to be like that, I need them to be with me so I can announce and advertise for them, and so what do I do? I attract them all to come and join the page, and then we ask our employees to work on them. I have nothing to do with it, the centre can announce every week, the club will announce about something every week too and the same about the trips. They should work by themselves to get the clients to sign up in their programs.

Comment [FA87]: Twitter messages spread very fast

Interviewer: I see.

Interviewee No.1: It became like that, the clients join us then we start our marketing.

Interviewer: They are all the same; all of them are the same customers.

Interviewee No.1: Yes, of course. That's the benefit of social networking; it attracts people that are alike. For example, if a football player had a page, all his followers will generally be fans of him, people whom are interested in football. If he was an actor, most of the followers will be viewers for his shows.

Comment [FA88]: SM has help in bring the TC in one place

Interviewee No.2: The option friends on Facebook are what made this bigger.

Comment [FA89]: Facebook FOF TM is powerful

Interviewee No.1: You can mention that in your paper. Where do we get all those people? We have 2 ways; the first is that we tell everybody, our clients and everybody.

Comment [FA90]: Facebook FOF TM is powerful

Interviewer: And how do you do that?

Interviewee No.1: Through talking, e-mails, or we ask people to say that Salah Al-Rashed is having this and that.

Comment [FA91]: Marketing via celebrities

Interviewer: I see.

Interviewee No.1: The other way is advertising through Facebook. When you go to Facebook, it gives you the advertising option, which will get you more fans. The benefit in Facebook is that it gives you the option to choose the region.

Comment [FA92]: Facebook FOF TM is powerful

Interviewer: Its segmentation is very strong.

Interviewee No.1: Yes, a lot. Of course first you will choose the region, my target is not the whole world, I only want certain regions, first I choose the Gulf as my first option, others could come, but I am not going to pay them money. Let's say if I got someone from Lebanon for example, or Syria, you are most welcome, but I won't pay money to do marketing for Lebanese and Syrians to come to us, because for me I won't benefit from them, they won't follow me, or buy my books or come with us all the time, so I am not benefiting from them. As business, I am not benefiting.

Comment [FA93]: Facebook FOF TM is powerful

Comment [FA94]: SME's are attracted to TM & SM marketing

Interviewer: I see.

Comment [FA95]: Facebook FOF TM is powerful

Interviewee No.1: And I won't do my marketing in Maldives. There might be an Arabic person in the Maldives, but why would I care. So first I will choose the region. Then I will choose the second segmentation, which is age, I noticed which age group has the most of our clients and we got to know which age group we are supposed to have. This is for the age. One of the strongest things in Facebook is that it didn't only specify the region, gender and age, but it also has friends of friends, anyone that is registered in our page will not get our advertisement, because I choose the option (except my fans), but I choose that I would like all of my friends of friends to see my

Comment [FA96]: SME's are attracted to TM & SM marketing

Comment [FA97]: SME's are attracted to TM & SM marketing

Comment [FA98]: Facebook FOF TM is powerful

advertisement. Therefore, now we have 180000 friends, and it will tell you how many friends of friends do you have, so it will tell you that you have 180000 fans yourself, then I will ask, how many are my fans friends? So it will tell a half and me approximately millions. So I will tell the Facebook, ok, post my advertisement for those people only.

Comment [FA99]: Facebook FOF
TM is powerful

Comment [FA100]: Facebook FOF
TM is powerful

Comment [FA101]: Facebook FOF
TM is powerful

Interviewer: So you are saying that these are smart segmentations instead of having wastes.

Interviewee No.1: Very smart. Of course, if you pay attention to the majority, then your friends will have the same interest. But if we go to someone that we don't know about, I will be lost a little bit.

Comment [FA102]: Facebook FOF
TM is powerful

Interviewer: The waste will be...

Comment [FA103]: SME's are attracted to TM & SM marketing

Interviewee No.1: Of course, if you pay attention to the majority, then your friends will have the same interest. But if we go to someone that we don't know about, I will be lost a little bit.

Comment [FA104]: SME's are attracted to TM & SM marketing

Interviewer: Right.

Comment [FA105]: SME's are attracted to TM & SM marketing

Interviewee No.1: You will even have it upon the click.

Interviewer: The same interest you mean.

Interviewee No.1: Yes. Your friends will all have my advertisement except for those from your friends that are already registered with me.

Comment [FA106]: Facebook FOF
TM is powerful

Interviewee No.2: The advertisement will be shown to their friends.

Interviewee No.1: It will be shown to their friends, their fans. Of course only Facebook has it; it will even give you figures and countries. For example, it won't give you Faisal's friends exactly, but it will tell you the number of his friends in general.

Comment [FA107]: Facebook FOF
TM is powerful

Interviewer: So it will give you the number.

Interviewee No.1: Of course it will. Let's say if you just checked the Facebook ok, by the time I do restart, the number of people getting my advertisement increases, because there will be another person that registered as a fan of one of your friends. So in a short period of time, they might increase up to 20 or 50 people.

Comment [FA108]: Facebook FOF
TM is powerful

Interviewer: That's a big number.

Comment [FA109]: Lack of information updates affect marketing decisions

Interviewee No.1: Something else is that it will update itself, you don't have to bother much every day, whenever someone registers, they will be

added automatically to your fans. Whenever someone registers, they will be added to the database. It works constantly on that field. By the way, this is a very unique thing, smart segmentations of marketing. Facebook by the way has lots of such things. You can even block a whole country for example; you can choose a country and say that you don't want anyone from that country as a friend of mine. You can choose to do marketing for only those who can speak Arabic.

Comment [FA110]: SM has helped SME's information gathering

Comment [FA111]: Facebook FOF TM is powerful

Interviewee No.2: Right.

Interviewer: Right.

Interviewee No.1: You can also choose to do marketing only for foreigners in Kuwait for example. You can choose English speaking but in this country. You got my point?

Interviewer: Facebook has lots of options.

Interviewee No.1: Yes, lots of them. Facebook was very useful for us. Because we became able to choose exactly what we want. If you noticed that our page on Facebook doesn't have lots of disturbances compared to other pages, because others might post their advertisements on TV and they will get lots of replies, up to half a million sometimes, and that causes them problems more than them benefitting from those fans. For our page, we have 24 hours of monitoring; we don't allow people to break our advertising. The gym posted an advertisement, and someone commented with some nonsense, we delete that, we don't allow him to do that.

Comment [FA112]: Facebook FOF TM is powerful

Comment [FA113]: SME's are attracted to TM & SM marketing

Comment [FA114]: Traditional marketing waste a lot of time

Comment [FA115]: Monitoring SMP is very important

Interviewer: You delete those comments?

Interviewee No.1: Of course we do, we delete it, and if he continued doing it again, then we ban him and that's it he won't be able to have access to our page anymore. Why is that? So I can keep the energy flowing.

Comment [FA116]: Monitoring SMP is very important

Comment [FA117]: Facebook gives users the option to block negative users

Interviewer: I see.

Interviewee No.1: It's similar to the TV. For the television you have no say, whether you want to see or not it's up to you, but don't disturb others who want to watch.

Interviewee No.2: Right.

Interviewer: Right.

Interviewee No.1: But if someone was trying to disturb, he went to the cinema and kept saying that he doesn't want to watch that movie, then he is

supposed to get out of the cinema. If you don't want to watch this movie, then leave!

Interviewee No.2: Right.

Interviewee No.1: I won't allow you to disturb others. Earlier twitter didn't have this option but later on he added it. Now you can find the option block on twitter, before it wasn't there. I talked to some companies about our way in marketing so they changed their way in marketing toward ours.

Interviewer: I see.

Interviewee No.1: Now trainers started to do that, some well known trainers do their marketing through twitter and Facebook more than any other way.

Interviewer: Facebook and twitter as well as something that they just started using which is G plus.

Interviewee No.1: We have an account in Google plus, but it's hard to transfer 10000's to another place, there are difficulties. Even(has around one million followers on twitter, so it's hard to move them all somewhere else. Almost all big names in marketing know that they are well known on twitter and those places; they know that they can sell through twitter and Facebook. The marketing became easier and faster, the feedback is faster as well and it costs less, above all we have smart phones that help you to connect to those websites wherever you are, so there isn't accessibility problem anymore.

Interviewee No.2: I believe that the hardest thing in marketing is when you have to reach all those whom are interested in what you are marketing for and gather them at one place. This is the problem that Facebook and twitter were able to solve as you can find all those that are interested in what you are doing and gather them at one place.

Interviewee No.1: Right. That was a difficulty for us before; we had to wait for exhibitions where people will gather. Books exhibition or such things. But now we can find them all at one place every day.

Interviewer: There is another thing, those employees that are working 24 hours, what is their cost, is it high?

Interviewee No.1: When you start with small amount of followers and that is around 500 or 600 or 1000, you won't probably need 24 hours employees, you can do it by yourself. When the amount of fans increases, then that is another issue, now we are making a contract with a company to watch the page for us for 24 hours.

Comment [FA118]: SME's help each other

Comment [FA119]: Monitoring SMP is very important

Comment [FA120]: Facebook gives users the option to block negative users

Comment [FA121]: SME's marketing via SM has become popular

Comment [FA122]: Being a pioneer in business create Economy of scale SMEs

Comment [FA123]: Moving customer between social media is very hard

Comment [FA124]: SM has been attracting big companies as well

Comment [FA125]: SM save time, money, energy & bring more customers

Comment [FA126]: SM users can access SM from anywhere anytime

Comment [FA127]: SM has help in bring the TC in one place

Comment [FA128]: SM save time, money, energy & bring more customers

Comment [FA129]: Outsourcing is attractive to SME's

Interviewer: This Company does what? The management and the monitoring or what?

Interviewee No.1: Almost everything. Now it will do take 24 hours support. Let's say, we posted an advertisement, people are calling but the page is not active or they are having problems.

Comment [FA130]: Outsourcing is attractive to SME's

Interviewer: Yes I have been noticing that a lot, people will be calling and are interested in something, but they won't get a reply.

Interviewee No.1: Now we are about to finish signing the contract with a company that will give us 24 hours support. If someone calls on phone they will answer, and if he calls on Skype then they will answer as well.

Comment [FA131]: Outsourcing is attractive to SME's

Interviewer: If that person wants to pay, then how will he be able to pay?

Interviewee No.1: Almost everybody pays through the Internet now. But if the client has a problem in his application or registering then there is 24 hours support. About the social network, then of course you will have observers or administrators, they will supervise the page and all, but the cost is low and most of it is part time, that's not comparable with the previous costs.

Comment [FA132]: Outsourcing is attractive to SME's

Comment [FA133]: Monitoring SMP is very important

Interviewer: There is also one thing, those people that are monitoring you selling, the money part, which is the most important thing, this person that is receiving calls and all, what is his effectiveness? Is he working with the same quality all the time? What is the effectiveness of it? Is it that he is working with same quality all the time? Are you watching him? Do you know what he's doing all the time?

Interviewee No.1: We are trying to eliminate this problem; we don't want to get back to it, we want to make 90% or 95% of the process to be done by the client himself.

Comment [FA134]: SME's prefer payment to be made through Internet

Interviewer: Aha

Interviewee No.1: The client will go step by step easily to fully register. This is our target. But you can't guarantee that 100%. Before, what you are talking about was guaranteed 100%, we call the client and ask him whether he wants to register in a certain training course or not, we take the information from him, the employee will convince him while talking to him. But now that's it, we won't do that anymore, because we have certain capacity, if we have an employee to receive the calls, how many calls will he get per day? 30 calls? But when I post an advertisement on Facebook, I will get around 170000 replies. It's true that through phone calls we will get 30 people that are 100% guaranteed to register at our training course, but still, they are just 30

Comment [FA135]: SME's prefer payment to be made through Internet

people! This is called the law of numbers, whenever the number increases, the benefit increases. From the 170000 replies that we got through the Facebook, let's get 1000 responds. Those 1000 that we have are not interacting with me, but they go to the gym's website, they explore everything in it, they watch a video, the video will lead them to an application and they will fill this application. From those 1000, 100 people are really interested, from those 100, 50 or 60 or 70 people will fully register and pay through the internet, even if they don't pay through the internet but will pay through Western Union or other methods, they get to know the exact procedure.

Comment [FA136]: SM save time, money, energy & bring more customers

Comment [FA137]: Marketing via SM has fast respond from customers

Interviewer: You are saying that the payment is being through the Internet, so how about the waste of costumers?

Interviewee No.1: Which costumers?

Interviewer: Those who cannot register through the Internet.

Interviewee No.1: We give him another choice; you can pay through the Western Union, if he agreed then he press on a button that says yes then he will get the form of Western Union that he has to fill, he can print it out and take it to Western Union and pay, then he can tell us and we will immediately activate the whole thing for him. We still have a big percentage that pays through the Western Union.

Comment [FA138]: SMEs owners prefer to have multiple ways of payments

Interviewee No.2: Yes, a lot.

Interviewee No.1: We are sorry that it has to be that way, but what can we do, I can't guarantee it.

Interviewee No.2: Especially Saudi's.

Interviewer: Why don't you have Knet?

Interviewee No.1: We do.

Interviewee No.2: That option is there.

Interviewee No.1: It's there but not everybody....

Interviewer: I mean the one over the phone or the Internet?

Interviewee No.1: No, the one over the Internet.

Interviewer: I see, what I meant is that the client can pay through calling.

Interviewee No.1: It could be that way.

Interviewer: Is it costly?

Interviewee No.1: We can do that for him, but if he can do it through the phone then let him do it through the net.

Comment [FA139]: SME's prefer payment to be made through Internet

Interviewee No.2: How is that? I didn't get it Salah.

Interviewee No.1: The client calls like in the centre, I told them long ago, I already signed a contract with the Finance House, and they told me that if I want I should take the full responsibility of it as the client will not sign and then can he can deny it. That's what you mean by through the phone, right?

Comment [FA140]: SMEs owners prefer to have multiple ways of payments

Interviewer: Yes.

Interviewee No.1: The client will say that my number is so and so, and the expiry date is so and so.

Interviewee No.2: So now the client will give the employee his password?

Interviewee No.1: No, not the password.

Interviewee No.2: The card number?

Interviewee No.1: Yes the card number and the expiry date of it.

Interviewee No.2: I see.

Interviewee No.1: What will Ahmed do as an example, he will write the numbers and the machine that he has and will go on with the process but it doesn't have the client's signature. He takes authorization and goes on with the procedure. But now if the client denied it and said that I didn't request this and you didn't record the call, because now what do the companies do, they record the calls, you can even call (register.com) and they will tell you (I will ask you a question, do you accept?). By the way, even the National Bank and the Finance House does that now.

Comment [FA141]: SMEs owners prefer to have multiple ways of payments

Interviewer: I see.

Interviewee No.1: I will be outside the country, and my credit finished, I have certain amount of credit, 1000 KD, 2000 or 3000 KD around that amount, I already spent that amount, my maximum which is 3000 KD, so I call the bank and tell the employee remove from my saving account certain amount of money and add it to my credit account, because I need to finish my work, the trip, the lunch and dinner are all paid for by the credit, and we exceeded the 3000 KD. We actually put around 5000 KD; I called them before I travelled. This is 5000 KD above the 3000 KD; this is 8000 KD that we can spend from it while we are in the trip as much as we want since we pay everything

through the credit. But we exceeded the 8000 KD, so I call the bank, what would they tell me at the call centre? The employee will ask me, how much you want to transfer. So I tell him that I want to transfer 3000 KD from my saving account and add it to my credit account. So he will say ok, do you agree on so and so, he is asking this question to record it. He will go like, do you agree, and I will say yes I do, and they will record that somehow and when you deny that one day, they will tell you that we asked you this question and you answered saying yes. Above all, we still do it. But we don't have that, in the gym, no one registered that way, right?

Comment [FA142]: SME's owners use their credit card to pay for expenses

Interviewee No.2: Yes, right.

Comment [FA143]: SME's prefer payment to be made through Internet

Interviewee No.1: It's possible that he might send his number and the other info including the signature through fax but still, no one does it. What they do now whether it's "My Shop, Al-Rashed training centre or the online training or the"

Comment [FA144]: SMEs owners prefer to have multiple ways of payments

Interviewee No.2: But what is the idea behind this, why would the client give the employee his card number? Won't he do it by himself?

Interviewee No.1: Before we didn't have Internet payment service, so the client would say that he wants to pay through credit card, he will give us the number and we will do it for him.

Comment [FA145]: SMEs owners prefer to have multiple ways of payments

Interviewee No.2: Ok, I get it.

Interviewee No.1: But now almost no one does that. You will rarely have a problem that you will have to call the client to get his credit card number. But almost everybody nowadays pay through the net, you will get a page with the application form where you have to register and you can choose the method to pay through PayPal, your own credit or whatever.

Comment [FA146]: SME's prefer payment to be made through Internet

Interviewee No.2: It's very clear.

Interviewee No.1: We have this option. What is the percentage of people using it?

Interviewee No.2: Now it ranks the 2nd place.

Interviewee No.1: How much? Does it reach 40% or 50%?

Interviewee No.2: Yes, approximately.

Interviewee No.1: So almost 50% of the clients pay through credit card. But there is another 50% that won't register through credit card. Some clients don't have credit card, like those in Morocco, Algeria or Egypt, they

don't have credit card. So then comes the 2nd option, is it Western Union?

Comment [FA147]: SMEs owners prefer to have multiple ways of payments

Interviewee No.2: No, bank draft.

Interviewee No.1: Bank draft, so they transfer the money to our account.

Comment [FA148]: SMEs owners prefer to have multiple ways of payments

Interviewer: I see.

Interviewee No.1: What do we do, the client still has to enter the website and get the application, fill it and then print it out so when he goes to the bank he submits it, and we even give him the letter that say (Dear bank manager, please transfer the amount of), of course he will print out this letter and signs it then give it to the bank manager just to make it easier for him as you know that the decision will be made in few seconds.

Comment [FA149]: SMEs owners prefer to have multiple ways of payments

Interviewer: Right.

Interviewee No.1: After the bank draft we have?

Interviewee No.2: Western Union.

Interviewee No.1: Western Union, the client gets the application from the website, prints it out and takes it to the Western Union and tells them that he wants to send this money to this place. He pays that certain amount then gets the number, from our side; our representative will go to the Western Union here and get the money. They will activate his account at the same time that we get the money. But those who pay through credit will get the activation at the same time, we don't do the activation for them, they pay and do it for themselves.

Comment [FA150]: SMEs owners prefer to have multiple ways of payments

Interviewer: I believe this thing benefits you if the client doesn't use the Internet option but called.

Comment [FA151]: SME's prefer payment to be made through Internet

Interviewee No.1: But our employee tells the client that, what will she tell him? Of course we have that support all the time except at night, midnight. Else, the employee will reply immediately, she will tell him everything and if the client agrees then she will ask him to open the website and register everything then you will get the 3 different methods of paying. We have a 4th method for paying, which is cash payment and that of course for clients in Kuwait or UAE.

Comment [FA152]: SMEs owners prefer to have multiple ways of payments

Interviewee No.2: Even for cash payment now the patient will not have to call the gym, because in the website registration process, it will tell you this at the end, if you want to pay in cash, this is our representative number, you can call him and he will come to pick the money from you.

Comment [FA153]: SMEs owners prefer to have multiple ways of payments

Interviewee No.1: We developed this system.

Interviewer: Payment is very important; you don't want to lose the client because of problems in payment.

Interviewee No.1: You give the client some options, if it's in our hand; there are many companies that do not accept any paying method other than the credit card. In the net you can see that lots of American companies will not agree to sell you unless you pay through credit card, they have nothing like bank draft of Western Union. But I can't do it that way in here; I will lose 50% of my clients, because almost 50% of people who registered paid in a way other than credit card, so I can't say that I won't deal in a way other than credit cards. He take the paper and then he should say I want to pay the amount and they will give him a number so our delegate will come and then the guy tell the delegate I will pay to that place and they will activate it at the same time! But which he registered it on the credit and he has to make activation to him self actually we don't make it for him.

Comment [FA154]: SMEs owners prefer to have multiple ways of payments

Comment [FA155]: SME's prefer payment to be made through Internet

Interviewer: But I think its very useful for you I mean in case of someone not registering online that means he called or he didn't use the internet options he just called you.

Interviewee No.1: But the employee she has to tell him of course we have the whole night supporting and he could the whole time call and she will response and she tells ok actually if she agree she will tell him its ok get in the website and register everything in the option (3) and in the option (four) well he paid the cash but that must be at Kuwait or emirates.

Comment [FA156]: SMEs owners prefer to have multiple ways of payments

Interviewee No.2: Even the cash the don't have to call the club because it will show up in case of you want to pay cash this is our delegate's number! Call him and he will come to you anytime soon!

Comment [FA157]: SMEs owners prefer to have multiple ways of payments

Interviewee No.1: we actually developed this system.

Interviewer: This is very important to the payment because you don't want to loose even though a customer in this way.

Interviewee No.1: Of course we don't so you have to give him the options so if it in our hands! There are some companies they don't and the credit is not allowed and the internet is an American as you can see and if you don't have a credit they won't sale for you there is nothing like transferring or western union but I can't deal with your marketing like that. Because until now I am loosing 50% and the 50% is already registered but not from the credit and I tell them no I can't deal with the credit it doesn't work actually. I can lose 50% from my customers and I give them some options like if you want to pay cash or I better

Comment [FA158]: SMEs owners prefer to have multiple ways of payments

take cash or eastern onion or even transferring its very simple you know why? Its just because that I can take it cash full amount but on credit no because there is a broker company.

Comment [FA159]: SMEs owners prefer to have multiple ways of payments

Interviewer: How much it takes?

Interviewee No.1: It rates and ranging 3% up to 7%

Comment [FA160]: SME's owners use their credit card to pay for expenses

Interviewer: 7% is too much!

Interviewee No.1: yes it is actually!

Interviewer: Because it's from small to medium size you!

Interviewee No.1: previously they take 13%! Further we don't do it in the trips I can't because the profit margin.

Comment [FA161]: SME's owners use their credit card to pay for expenses

Interviewer: cash?

Interviewee No.1: yes cash or transfer even the western onion I don't take because the amount is too much why? It's just because of the profit of the margin it's not that much or not enough and about the trips not a very big deal! So that's why I can't some of it goes to the hotels and other stuff why? Because when it discounts from me a lot I will loose much, which means its not going to be good for, me and sometimes we have to tolerate it.

Comment [FA162]: SME's owners use their credit card to pay for expenses

Interviewer: It's just because of the speed right?

Comment [FA163]: SME's owners use their credit card to pay for expenses

Interviewee No.1: Of course they are giving me 50% for the speed but 7% I am loosing for the supporting I mean the company and they will increase the rates and the ranges until then.

Comment [FA164]: SME's owners use their credit card to pay for expenses

Interviewer: Sorry now this is something very important I mean the supporting it will becomes take your customers they will register in it or what they are going to do exactly?

Interviewee No.1: No I think I am goanna say that I will leave some of them. For the time being the rates of the customers increased with me significantly and I can't tolerate it else I can't tolerate their calls it becomes significantly whether if they are (al-rashid-center) or that the online customers and the club's customers the training's customers well! They just want that someone everyday talk to them and answer their questions.

Comment [FA165]: Some SMEs have limited payment methods

Interviewer: Yes of course they want and they need such things like that.

Comment [FA166]: Some SMEs have limited payment methods

Interviewee No.1: The stuff, which I have it for the time being or simply they can't afford the vast amount of the on-going calls for example (Zainab) in the car driving she can't stop right?

Comment [FA167]: Some SMEs have limited payment methods

Interviewer: Yes that's right she can't

Interviewee No.1: I mean the whole time she talks to the phone while driving and when she reaches the home even when she is having a dinner she answers the calls and this is too much in fact! And I will remove 40 or 50 or even 60 % from that significant calls and I will send it to the supporting plus the support company is offering a lot of things like technical and as for our stuff they might not understand it as good as they know well I think if someone get in the webpage and something it show up I don't know they don't have any idea! They are not a programmers and the programmer he has an idea and he can do it and the company they created it and they create the all programs.

Comment [FA168]: Some SMEs have limited payment methods

Interviewer: Where is the company's place?

Comment [FA169]: Outsourcing is attractive to SME's

Interviewee No.1: In Kuwait and they created that all programs

Comment [FA170]: Outsourcing is attractive to SME's

Interviewer: Who own this company?

Comment [FA171]: Outsourcing is attractive to SME's

Interviewee No.1: the international company! We are dealing with this company actually its very good company they deal with Zain-telecoms Company and the interior

Comment [FA172]: Outsourcing is attractive to SME's

Interviewee No.2: Yes that's right they deal with the interior.

Comment [FA173]: Outsourcing is attractive to SME's

Interviewer: How much it will costs the support company? Does it depend on the customers or how it's going to be?

Comment [FA174]: Outsourcing is attractive to SME's

Interviewee No.1: No its very huge costs but at the end its better for me when I come and I count it to increase the stuff I have to put 6 or 7 employees.

Comment [FA175]: Outsourcing is attractive to SME's

Interviewer: Yes its just because to save

Interviewee No.1: so I can say that's ok and I contract with the support and I tell them you have to put an employee or 2 but he has to put them on 24 hours I don't have a problem with this.

Comment [FA176]: Outsourcing is attractive to SME's

Interviewer: But how you guarantee that he will offer this service as well as they want it?

Comment [FA177]: Outsourcing is attractive to SME's

Interviewee No.1: no of course the people will complain until then so I have a system online or something other or even in the club when they offer to them the service it will be sent for the customer a message it

means they send for him an email in the same time and it returns back in the email and it says good or bad and in case of he already has any complain he will send it and I can open any source to the complains and then I am pretty sure that its not good for the company to do so the better thing for the company to do a good and high quality supporting because the company they are taking a certain percentage so they won't get benefits if they don't offer a good service so I think I might stop the contract anytime and I have to be a professional with them at all.

Comment [FA178]: Outsourcing is attractive to SME's

Comment [FA179]: Outsourcing is attractive to SME's

Comment [FA180]: Outsourcing is attractive to SME's

Comment [FA181]: Outsourcing is attractive to SME's

Interviewer: Ok but it's supporting what exactly?

Interviewee No.1: technical and programing

Interviewer: They will make a supporting on face book?

Interviewee No.1: no on Facebook and the Twitter and the email list its at a company we had a dealing with them completely including the 24 ours supporting and mostly is auto I mean in case of you don't like the email or you want to cancel it its normal deal your subscription its always under right? You can remove it or if you want to remove. Something certain or anything it works auto way because it is very hard thing you are managing with (50000) customers I can't manage them all its goanna be to much of course I can give the way how to manage the account in a special way ells the company support is offering 24 hours this is number one and number two I have some people they are responding the emails actually number three the Twitter and the Facebook they are only the administrative when the club make the advertise the club has to answer the questions on the advertise and when the centre make the advertise to the training courses the centre has to answer instead of the advertisement can't you see them ? Sometimes doc (soaad) answering because its came from the centre and you can see (Reham) answering the club and (Zainab) answering on the trips thing and (abdu al thaher) answering other things and everyone has his own job we can announce your advertise and we let the companies pay every month monthly we let all of them pay in one time so they announce are they answering or not? And now they are responding but for the marketing no it needs be answered. And the supporting its something really deferent.

Comment [FA182]: Some SMEs have limited payment methods

Comment [FA183]: Outsourcing is attractive to SME's

Comment [FA184]: Outsourcing is attractive to SME's

Comment [FA185]: Outsourcing is attractive to SME's

Comment [FA186]: Outsourcing is attractive to SME's

Comment [FA187]: Outsourcing is attractive to SME's

Comment [FA188]: Outsourcing is attractive to SME's

Comment [FA189]: SME's work with each other with fixable payment system

Interviewer: How are they getting the payment? On the main company

Interviewee No.1: Yes the main company or the parent company it has some of the names in the group they are letting them monthly pay.

Interviewer: It's like that because of the marketing

Interviewee No.1: Yes actually we added a new service it will be included with the marketing the (T-V) we will broadcast it again from the (E-T-V) so what we are going to do? And I told them that you all will pay sponsorship including the club and they announcing and they have to response their customers.

Interviewer: The gesture, which the outsourcing made it for the same of the support you, said the employees.

Comment [FA190]: Outsourcing is attractive to SME's

Comment [FA191]: SME's use sponsorship to market their Products/services

The number of the interview: 2

Time of Interview: 07:40 PM

Date: Monday 14/05/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee No.1: Salah Al-Rashed

Position of Interviewee No.1: CEO of SmartsWay Co.

Interviewee No.2: Abeer Barakat

Position of Interviewee No.2: General Manager of International Academy of personal development

Interviewer: There is also one thing, one of the nice things that I am seeing; you just told me that you will bring 6 or 7 new employees just to work on the issues regarding payments and to fix the problems of the participants, and they must have experience in this field and know how to deal with the costumers so your image remains good with the costumers. My question is, 6 employees are working on the outsourcing of the company, does that save you some money and energy?

Interviewee No.1: Yes, it does. Let me give you an example, in Britain, it's so hard to employ someone.

Interviewer: Yes, it's very costly.

Interviewee No.1: Very very costly.

Interviewee No.2: The salaries are high.

Interviewee No.1: Not only the salaries, if it was only for salaries then it would have been fine, you would manage to provide the salaries. Even in Kuwait now, we are having the same system, you don't pay for the employee one whole year, you pay him for 10 months, even in Kuwait, because this one year that you are paying him for includes 1 month of paid leave which is the employee's holiday, and one month is end of service. So, every year he has one month of paid leave and another that is end of service, what is left is 10 months, he works for 10 months but you pay him the salary of one year. Something else is that there are lots of other leaves that the employee might ask for, sick leave for example and so on. There is a producing and accomplishment less than something real its not real but! It's very costly so at Britain it increases and there is insurance and it's going to be a long story. Further they are hiring the all the call centers are out of sources and all of them are Indians or Philippines and the are just employees out

Comment [FA192]: Outsourcing is attractive to SME's

Comment [FA193]: Employees, employment & managing staffs

Comment [FA194]: Outsourcing is attractive to SME's

Comment [FA195]: Outsourcing is attractive to SME's

Comment [FA196]: Outsourcing is attractive to SME's

Comment [FA197]: Outsourcing is attractive to SME's

Comment [FA198]: Employees, employment & managing staffs

Comment [FA199]: Employees, employment & managing staffs

Comment [FA200]: Employees, employment & managing staffs

Comment [FA201]: Outsourcing is attractive to SME's

Comment [FA202]: Employees, employment & managing staffs

Comment [FA203]: Outsourcing is attractive to SME's

Comment [FA204]: Outsourcing is attractive to SME's

of sources so its really can save for them some stuff and then when the company came. So they told them give them at least (2) employees but we can hire them but for us we can't hire any of them and (2) employees for us its goanna be like a residence and sick leaves and end of employment services and many side things and when you count it like the coasts its just like the housemaid now I pay for the housemaid or any kind of labour I pay like 120 something like that and when you bring him from the direct company it coasts you 180 dinners so which one do you thins is better and less price ? I am pretty sure is from the company it coasts you less well how it cheaper than it? And I told them look at me carefully please now how many long he took a sick leave? It became like 3 months now didn't come to work this is a Bangla man still not on work and we paid for him a ticket and a whole month and round trip and he has an end of employment services else some sick leaves and then for example in case of he get sick so we don't have the alternative actually there is in the company everyday someone if you not come well there is alternative so when you count it on the out sourcing its going to be better

Comment [FA205]: Outsourcing is attractive to SME's

Comment [FA206]: Employees, employment & managing staffs

Comment [FA207]: Outsourcing is attractive to SME's

Comment [FA208]: Outsourcing is attractive to SME's

Comment [FA209]: Employees, employment & managing staffs

Comment [FA210]: Employees, employment & managing staffs

Comment [FA211]: Outsourcing is attractive to SME's

Comment [FA212]: Outsourcing is attractive to SME's

Comment [FA213]: Outsourcing is attractive to SME's

Comment [FA214]: Employees, employment & managing staffs

Interviewer: Its much better so now you are telling me that the out sourcing you instead of you get in other business I meant instead of you put supporting and (HR) and these kind of stuff you are giving people a specialize and else their effectiveness is so high that he is giving you something it could better than that you are doing a management and wasting your time and a lot of things that you are doing it.

Interviewee No.1: buy the way I am with one person he is the manager of the company or the team leader so I manage with him less he is managing work while I have 6 employees I deal with each individual you are dealing with each one this one is working while the other is sake of work.

Comment [FA215]: Outsourcing is attractive to SME's

Interviewee No.2: sometimes the customers have some technical problems they don't know how to solve it so they have to call the company so the whole time its going to be wasted.

Comment [FA216]: Outsourcing is attractive to SME's

Interviewee No.1: Yea when he calls instead of he takes I mean instead of he response directly and in case of they answer or not so it becomes a long communication so its cutting the time you want actually the most important thing that I noticed lately is very nice the communication when you changed between.

Comment [FA217]: Outsourcing is attractive to SME's

Interviewer: You were using the traditional marketing you told me for the social market and the communication is became so different so how it became like that and how it became changed?

Interviewee No.1: Before we were taking so long time on phone I mean you are taking an hour talking with the costumer so now when I right an article or I make a video during a minute it will show up the idea or the concept and previously

there is a certain potential the employee can show it up so whatever you give him calls I think he want be able to make 30 or more than 40 calls per day its going to be so hard! In the Internet the person can contact (1000) and he could be an interactive with them (2000)|(10000) More than (100000) so its saving a lot of time so the concept of the social networking is big numbers and smaller time saving money and it works on 3 levels he is saving for us money and saving sometimes and we are reaching more people well this is the concept of the market and I think we don't have more than this we want to spend less and we want to reach more people and we want to attract people.

Comment [FA218]: SM has improved marketing communication

Comment [FA219]: SM big numbers, save time money & effort & improve efficiency

Comment [FA220]: SM users can access SM from anywhere anytime

Comment [FA221]: SM big numbers, save time money & effort & improve efficiency

Interviewer: So how about the sensitivity? I mean the costumer he might's be a sensitive well for example previously you send him an advertising and he doesn't want its just because of that your are ruining his image or his advertising actually you are sending him advertising he doesn't want it or when you marketing in social media you are marketing for people who want it for sure it becomes deferent they are interested.

Interviewee No.2: yep that's right.

Comment [FA222]: SME's are attracted to TM & SM marketing

Interviewee No.1: yep until now people are calling me and they go like hello this is the I don't know like a real estate company and kind of these stuff and stocks else they are calling me and telling me that I won something and you will get bothered and you would you please now I am in a meeting so we don't do these things actually but even though if they do these things its going to be tiring they are calling 100 to reach for 10 to be agreed and they talk to the 10 for an hour so they might get 1.

Comment [FA223]: SME's are attracted to TM & SM marketing

Comment [FA224]: SM has impacted negative marketing

Interviewer: And this is a communication instead of! And this is our targeting so you are responding them for example lets say that someone that you are marketing for him on Facebook so we are seeing his respond despite he is reading the newspaper and we are not going to know what did he do.

Interviewee No.1: Buy the way he has a quality control and I don't know what he is telling him on the phone I really don't have any idea but! In Facebook I know what is going on exactly and I have a quality control | I know exactly about the advertising and its phrase and the video how it uploading and the response is actually in front of me so I treat the quality control on the quality services they can't response so we are many times response them so how did you responded me like this way? You are a professional! So it happens so many times while is calling and complaining and they go like how you hired like this people on operating? Beside that we can't dispense on that.

Comment [FA225]: SM improves SME's quality control and customer service

Comment [FA226]: SME's are attracted to TM & SM marketing

Comment [FA227]: SM users can access SM from anywhere anytime

Comment [FA228]: SM improves SME's quality control and customer service

Interviewer: I had the same thing before.

Interviewee No.1: Yea, and he talked to me in a way like how do u put someone like that, there were lots of problems, but the amount of complaints got less a lot less than before.

Comment [FA229]: SM improves SME's quality control and customer service

Interviewer: Right, that is important.

Interviewee No.1: However, we can't do without the phone, at the end people might still need to talk to someone, so here you are this is Reham's phone number; you are most welcome to talk to her.

Comment [FA230]: SM has improved marketing communication

Interviewer: About twitter, I noticed that some companies have costumer service even on twitter.

Interviewee No.1: Yes, sure, yes.

Interviewer: Do you have that for the club, such kind of customer service?

Interviewee No.1: Yes we have that for the club.

Interviewee No.2: Now we assigned someone that is in charge only for twitter. He posts news everyday as well as advertisements and replies to those who have questions.

Comment [FA231]: SM has improved marketing communication

Interviewee No.1: we assigned 2 people, one for the whole group of companies and the other one for the club alone, as the club has more pressure. But the club has someone and the other group has Ez-Eldeen my son, he is in charge of this.

Comment [FA232]: Some SMEs use SM sites for customer service

Comment [FA233]: Some SMEs use SM sites for customer service

Interviewer: In charge of what exactly?

Comment [FA234]: Teenagers can be good staff for SME's in SMM

Interviewee No.1: He does the marketing through advertisements and he answers the questions, every day he comes and tells me that someone asked this, how am I supposed to reply? Once he came and said „someone annoyed me, he would always go like (songs are haram “forbidden” and so on) so I told him that they are not haram”, I was like it's not up to you to give an opinion about this.

Comment [FA235]: Teenagers can be good staff for SME's in SMM

Interviewee No.2: Hehehe 😊 laughing!

Comment [FA236]: Teenagers have low experience

Interviewer: How is it, what does he do exactly?

Interviewee No.1: Ez-eldeen post advertisements for all the companies, we made an agreement with him that we will give him 30 KD per month and he posts them.

Comment [FA237]: Teenagers can be good staff for SME's in SMM

Interviewer: He just posts them, right?

Interviewee No.1: Yes, he posts it a tweet. For everything, once for the training as an example and sometimes for other things and so on. He supervises this account, which is “Smart Way Group”.

Comment [FA238]: Teenagers can be good staff for SME's in SMM

Interviewer No.2: They send him what he is supposed to post anyways.

Interviewee No.1: People send him questions because the account is for “Smart Way Group”. So they send him the questions, and he answers them. We told him, no Ez, you can't do that.

Comment [FA239]: Teenagers can be good staff for SME's in SMM

Interviewee No.2: He answers up to him.

Comment [FA240]: Teenagers have low experience

Interviewee No.1: „He was like, what am I supposed to tell them then?? He asked me is it halal (allowed) or haram (forbidden) so I said songs are halal (allowed) no problem“. What we did is that we sent him the book with all the information, so he checks the link for any answers. He comes and asks as an example „people ask me, where is Smart Way channel? What should I say? Or they would go like, how can we sign up for this training course?“ We gave him some info that these are the answers, so whenever someone asks some questions, these should be the answers by default.

Interviewer: Yes by default.

Interviewee No.1: This question is supposed to have this reply, this question you send it to Zainab, and the other for Reham and so on. But you don't answer it by yourself, because he doesn't have the profession to do that but now he has the way to do it.

Interviewee No.2: For our page we have Mahmoud, you know Mahmoud al Hakeem right?

Interviewer: Yes I do.

Interviewee No.2: He is in charge for the page on twitter that is dedicated to the club.

Interviewee No.1: He posts advertisements; he answers questions and all that.

Interviewer: So the other people are in charge of what, other things?

Interviewee No.1: What?

Interviewer: The other people in the group are taking care of what since these two are in charge for the accounts on twitter?

Interviewee No.1: Whom do you mean the other boys?

Interviewer: Yes.

Interviewee No.1: Each has something to do, I am just trying to make them active, like for example, Ez is how old now? He is only 17 years, but he is able to give more than someone else that is 30 years old.

Interviewer: Ez is very smart.

Interviewee No.1: Yes, young people in general are smart.

Interviewer: He is very smart; he is always on the computer.

Interviewee No.1: Yes he is smart and he is interested in computers and all but generally speaking, anyone can do that, but if I employed someone that is 30 years old or 35 years old, he won't know twitter, so how will I benefit from that? He won't even have the concept of it.

Comment [FA241]: Teenagers have low experience

Comment [FA242]: Being up to date & having a system is very important to SME's

Comment [FA243]: Being up to date & having a system is very important to SME's

Comment [FA244]: Teenagers have low experience

Comment [FA245]: Some SMEs use SM sites for customer service

Comment [FA246]: Teenagers can be good staff for SME's in SMM

Comment [FA247]: Teenagers can be good staff for SME's in SMM

Comment [FA248]: Teenagers can be good staff for SME's in SMM

Interviewee No.2: Right.

Interviewee No.1: Like for example, we have updates about these things even though we are growing older but not all of people in our age have updates. I have heard several people saying that we don't know for these things. For example we were sitting together once, and someone went like, oh twitter? He has totally no idea about it.

Comment [FA249]: Being up to date & having a system is very important to SME's

Interviewer: Above all, the quality is high, since he knows that he is serving his father.

Interviewee No.1: Yes of course, well he is getting 30 KD every month.

Comment [FA250]: Teenagers can be good staff for SME's in SMM

Interviewer: Hehe, yes but still the quality is high because he knows that he is doing it for his father so he wouldn't want you to lose.

Interviewee No.1: Yes, he is careful. Furthermore, he has daily contact with this business so he is learning. In the beginning he annoyed us a lot, he would ask 8 or 9 questions everyday but now he doesn't ask that much, he knows it.

Comment [FA251]: Teenagers have low experience

Interviewer: Right.

Comment [FA252]: Teenagers can be good staff for SME's in SMM

Interviewee No.1: Because most of the people will ask the same questions over and over again.

Comment [FA253]: Being up to date & having a system is very important to SME's

Interviewer: Yes true the same things.

Interviewee No.1: Exactly, so that's it, you will get it since you are getting it everyday.

Comment [FA254]: Being up to date & having a system is very important to SME's

Interviewee No.2: He and Mahmoud are focusing on their jobs. Like how many people joint this group and how many joint the other. There is a bit of a competition between them.

Comment [FA255]: Teenagers can be good staff for SME's in SMM

Interviewee No.1: He is passionate about it, he will make retweet because the club page has 1400 followers and that one has 1600. What do you have to do with them, these are companies as well.

Comment [FA256]: Teenagers can be good staff for SME's in SMM

Interviewer: He is in charge of what exactly?

Interviewee No.1: He is holding the twitter account. The marketing for all the companies on twitter.

Comment [FA257]: Teenagers can be good staff for SME's in SMM

Interviewer: So he in charge of the entire group.

Interviewee No.1: Yes so I retweet him.

Comment [FA258]: Retweet helps in spreading messages

Interviewer: He is in charge of The Real Dream?

Interviewee No.1: Yes, we unified it. We kept the club alone, but all the other companies together, like in Facebook, I have them all in one page, including the club. All under one page (Salah Al Rashed) and that's it.

Comment [FA259]: SME's like integration between their businesses

Interviewer: So "Salah Al-Rashed" page is marketing for Real Dreams and..

Comment [FA260]: Marketing via celebrities

Interviewee No.1: My Shop.

Interviewer: My Shop.

Interviewee No.1: And Al Rashed centre, the Online Al Rashed centre, it does the marketing for the club and now we will include the Spa as well.

Comment [FA261]: SME's like integration between their businesses

Interviewer: How about the things that you are doing as volunteering like.

Interviewee No.1: Yes of course, Salam international and others.

Comment [FA262]: SME's like integration between their businesses

Interviewer: Al ltha"a (the radio).

Interviewee No.1: Yes we are marketing for it; it's one of the most important things.

Comment [FA263]: SME's like integration between their businesses

Interviewer: Who is doing the marketing for all these?

Interviewee No.2: Us, everybody make advertisements.

Comment [FA264]: SME's like integration between their businesses

Interviewer: I mean there is only one person in charge of the page.

Interviewee No.1: Yes Zainab is in charge of it.

Interviewer: Zainab is in charge of this page.

Interviewee No.2: It depends on the day.

Interviewee No.1: It's divided into days; you don't post an advertisement whenever you want, every day is for a certain company, like Monday is for you.

Comment [FA265]: SME's like integration between their businesses

Interviewee No.2: One day is for the club; the other is for this company.

Comment [FA266]: SME's like integration between their businesses

Interviewer: So each company is marketing for itself in its own day.

Interviewee No.2: Yes each company prepares its own advertisements.

Interviewee No.1: Sunday night, they send an advertisement to Zainab to post on Monday, Monday is for the club, is it approved? Because I might see it and not approve it.

Comment [FA267]: SM has improved business process and made monitoring easier

Interviewer: Who is preparing those advertisements, your media?

Interviewee No.1: Our media.

Interviewee No.2: The club media.

Interviewee No.1: Like each company asks for a certain style and layout.

Interviewee No.2: Yes we do it together; we put the montage according to the idea and then send it to Zainab.

Comment [FA268]: SME's like integration between their businesses

Interviewer: For the media, you will sit with Mahmoud and he does it, then they send it to Zainab and she shows it to...

Interviewee No.1: If it's the same advertisement I don't have to approve it, but if it's new then I have to take a look on it.

Comment [FA269]: SM has improved business process and made monitoring easier

Interviewee No.2: Actually we would show it to the Dr before we send it to the media, he would be passing by the club so we would show the advertisement to him and he will approve it then I send it to them.

Comment [FA270]: SM has improved business process and made monitoring easier

Interviewee No.1: They tell me that we have 4 or 5 advertisements to post, are they suitable and so on. I give them my opinion; this need to be changed or you should add this thing here.

Comment [FA271]: SM has improved business process and made monitoring easier

Interviewer: And what are the boys doing? They are working in the costumer service or what?

Interviewee No.1: Ez el-Deen for example in charge of what? He is in charge of the marketing through twitter.

Comment [FA272]: Teenagers can be good staff for SME's in SMM

Interviewer: The companies give him the advertisements.

Interviewee No.1: Yes, they send them to him, whatever is approved is sent to him then he posts it on twitter.

Comment [FA273]: Teenagers can be good staff for SME's in SMM

Interviewer: There is a very important thing, as for the days arrangement, you already said how it works, each company has a day, for this arrangement, does it differ whether they post their advertisements in this day or in another day?

Comment [FA274]: SME's give priority for their best products/services

Interviewee No.1: Yes it does, it's not up to them, we have to agree on certain days. It's known that in this particular day you will sell more, in this particular hour you will sell more. They know that, but it's not up to them, I am the one who put the priorities. For example I have a club for example that will get me an income of 1000 KD per month while another will make 100 KD and the other is 500 KD per month, so the club gets the priority. Or the company with the 500 KD will get the priority over the one with income if 100 KD.

Comment [FA275]: Lack of information updates affect marketing decisions

Comment [FA276]: SME's give priority for their best products/services

Comment [FA277]: Lack of information updates affect marketing decisions

Interviewer: You give the best days to the club.

Comment [FA278]: SME's give priority for their best products/services

Interviewee 1 : I give the best days to a certain company based on 2 things, either it's an active project and I want to benefit more from it, or it's a new project that I want to raise. And this is how it is distributed. At the end we had an agreement so that's it and all the companies are working together anyways, they are not against each other, even if it went to My Shop, the club is winning.

Comment [FA279]: Lack of information updates affect marketing decisions

Comment [FA280]: SME's like integration between their businesses

Interviewer: Yes, like if someone went to the club, they might join the trip.

Interviewee No.1: No, I mean that they will all benefit, all of them have the same profit.

Comment [FA281]: SME's like integration between their businesses

Interviewer: Yes, each company is kind of marketing for the other.

Interviewee No.1: Yes, in a way or another, the people whom are in the club are the ones who join the trip.

Comment [FA282]: SME's are attracted to TM & SM marketing

Interviewer: True and whoever went to the trip might join the club, or volunteer in Salam group.

Interviewee No.2: Even in the club we announce that there is a trip arranged by the Dreams Trips or if there are any training courses.

Interviewee No.1: Yes, they corporate together.

Comment [FA283]: SME's like integration between their businesses

Interviewee No.2: Also the club will be announced on the website

Interviewee No.1: All right then it means they will co-operate with each other.

Comment [FA284]: SME's like integration between their businesses

Interviewer: Yes because it is the same I think I mean the business of the trips! Educational and entertainment for example?

Interviewee No.1: You can say that all our business its like a self-development! But the trips-specialize they only arranges some trips they don't arrange training course for example

Comment [FA285]: SME's are attracted to TM & SM marketing

Interviewer: this is for the centre!

Interviewee No.1: of course this is for the center and he sales the books by an e-mail and (my-shop) also producing and printing the company is still exist it called (friends-chilled) so we called them (my-shop) so each one of them they are all for development. And now we signed with them (4) agreements we contracted with Egypt and we told them you are the responsible for printing and distribution and you handle everything.

Comment [FA286]: Outsourcing is attractive to SME's

Interviewer: in Egypt only or in other place?

Comment [FA287]: Outsourcing is attractive to SME's

Interviewee No.1: Egypt for North Africa! Else we gave a Saudi company and we told them you are the responsible for printing and the other stuff and you will give us the percentage so it became like we just want to be confortable from the ongoing publications and costs and more storage publications previously we were suffering the storage is the most costly for us so we stopped storing. But it's reduced the profitability.

Comment [FA288]: Outsourcing is attractive to SME's

Comment [FA289]: Lack of information updates affect marketing decisions

Interviewer: Also at the management?

Comment [FA290]: Outsourcing is attractive to SME's

Interviewee No.1: Yes it is and now I have only one employee and he manages all the sales unlike when I had (4) employees they couldn't manage the sales and the same production

Comment [FA291]: Outsourcing is attractive to SME's

Interviewer: Now you are watching the (social media) does it the badge of your successful?

Comment [FA292]: Outsourcing is attractive to SME's

Interviewee No.1: Of course it is! Whether if its not we are always inviting on Facebook and twitter.

Comment [FA293]: SM has help in bring the TC in one place

Interviewer: Can see some people they have nothing to do I mean they have no business and they are around with your activities and I can see some people they are adding me always for example! They want to make friends and kind of stuff like that and he is the first time that he made the webpage.

Interviewee No.1: I will give you another example you can mention it in the studying not for us but! So you can take it as a form but he got some benefits from it they brought (khalid-altayeb) and Khalid by the way make it between me and you but you can mention it as a name he refused to take money while we were in the trip and I was insisting on him to you have to take the many its not gonna be fine you are a trainer so you have to take the money we agree with you can give us only for this day but he was like I want it in Philippine like a business to turkey because he is already going to Philippine.

Comment [FA294]: SME's help each other

Interviewer: is he going to Philippine?

Comment [FA295]: SM helps in growing SME's

Interviewee No.1: Yes because his wife and his kids are there and he want to stay for sometimes then he will be back and he said I don't want the trip's money and we were like why? Khalid and he said look I have an account on twitter and I had (2000) persons and I am so happy with them and I get (2) or more than (4) questions and I done with them.

Comment [FA296]: SME's help each other

Interviewer: Now he got lots of customers from you?

Comment [FA297]: SM helps in growing SME's

Interviewee No.1: I make some retweets to him as you know the most thing can make advertising is on twitter I mean the retweet.

Comment [FA298]: SME's help each other

Interviewee No.2: Yep that's right

Comment [FA299]: Retweet helps in spreading messages

Interviewee No.1: Number one or first of all alright the retweet today is viva they have very new smart idea actually they are cheating people so if you buy (1) laptop or (2) laptops every year or every 2 years just retweet so if you retweet what are you gonna get? But he retweet viva so many times so that's how people get use to know about viva so they might register you got the point? And I was retweet him to get know with our costumers.

Comment [FA300]: SME's help each other

Interviewer: He used to get a lot of costumers so was like I don't want more costumers.

Interviewee No.1: Now he telling me that he get (40) questions daily and I finish them then I get more and when (Zainab) visited him the business was impossible I mean wow people were stuffing around so that was tweeter marketing.

Interviewer: what kind of activities he got?

Interviewee No.1: His activities are grasses and he is a specializing in herbal medicine and he can give you for any problem description!

Interviewer: I think he has a (PhD)?

Interviewer No.1: Now he is a (PhD) in chemistry but he is a professional more than chemistry since when we were kids we heard about the black pill and he older than us he is very old

Interviewer: How old is he almost (60)?

Interviewee No.1: Almost he is more than (55) years and he works on it since (30) years and he has a very dangerous experience I mean he is very expert and for everything he has a therapy honestly whenever he try something it works at all but the problem is that he has a bad marketing I mean he is not expert when it comes to the marketing he is a poor with it and so many people showed on the marketing area its all about him (Amal al ansary) she was his wife and she became a very popular now and there are lots of people got benefits from him honestly he don't know how to marketing I mean anyone might take his consultation so he doesn't take money for the consultation so when you buy from him he just takes so this way is wrong (Khalid) people come and visit him like (5) hours and the woman comes and askes him and at the end she buy like (3) dinners then she leave and I always telling him that this is (5) hours and you can take (400) dinners so that's his way I mean his work its just a mark so when he start marketing he doesn't have the expert or he doesn't know how to do it and then he worked on the Tweeter and he finally got the good way and the easy way back then he was tired he couldn't marketing and he worked on YouTube and tweeter and now I don't know how many costumers he has they might be (15000) or more than that but they are became dedicated costumers and they are very interesting about the herbal and they are always asking him and he answering them and he is contacting them every time and the business became active and now they are always come and buy from him and they take his consultation so his business became on tweeter well !Buy the way! He doesn't have a Facebook account only on tweeter. And it's like a form now every business on tweeter and Facebook.

Interviewee No.2: Even our student in the club the contacting him!

- Comment [FA301]: SME's help each other
- Comment [FA302]: Retweet helps in spreading messages
- Comment [FA303]: SM helps in growing SME's

Comment [FA304]: Some business lack marketing

Comment [FA305]: Some business lack marketing

Comment [FA306]: Some business lack marketing

Comment [FA307]: Twitter has made marketing easier

Comment [FA308]: SM has help in bring the TC in one place

Comment [FA309]: SM users can access SM from anywhere anytime

Comment [FA310]: SM users can access SM from anywhere anytime

Comment [FA311]: Some business lack marketing

Comment [FA312]: SM like Twitter has made marketing easier

Comment [FA313]: SM helps in growing SME's

Interviewee No.1: You can tell him now I want to have a sit with you and I want to ask you about your experience this is number one number 2 he has a restaurant it called (Goodies plus)

Comment [FA314]: SME's help each other

Interviewer: I saw it you added him on tweeter!

Interviewee No.1: His 23 years old he is very bright and active so he is one of our sons for the time being and he is one of the al Shayji (sons) so he work for financial house.

Comment [FA315]: SME's help each other

Interviewer: you recommended him on tweeter right?

Interviewee No.1: He told me call Youssef Al Shayji and Youssef told me that his son open a new project it's a restaurant and I would like to ask you something I want you to retweet and I was like its alright I am going to do it but I have one condition! I can't retweet him before I eat from the restaurant and we bought something I don't know I can't remember what was it exactly some (mashwyat) and I told him oh that was yummy delicious and I wrote for him on retweet and he appreciated for me and all his work beside and his marketing on tweeter so now when you pass on the restaurant or you pull over beside you will find a lot of guys standing up beside the restaurant and everyday he says we found the (saj- with kebab) And today is the Thursday when you call us we will send you the (kebab) and the other day about the breakfast we specialized it with the (halloo) and (falafel) You can see him marketing the whole day on tweeter and the people the other restaurant who around him they have no idea why he is acting like that or marketing that way! Its just because that (3) restaurants around him.

Comment [FA316]: SME's help each other

Comment [FA317]: Marketing via celebrities

Comment [FA318]: Twitter has made marketing easier

Comment [FA319]: Retweet helps in spreading massages

Comment [FA320]: Marketing via celebrities

Comment [FA321]: SM helps in growing SME's

Comment [FA322]: SME's help each other

Comment [FA323]: Twitter has made marketing easier

Comment [FA324]: Retweet helps in spreading massages

Comment [FA325]: SM helps in growing SME's

Comment [FA326]: Twitter has made marketing easier

Comment [FA327]: Twitter has made marketing easier

Comment [FA328]: SM is effecting other media and has put some out of business

Interviewer: he doesn't have a company right?

Interviewee No.1: No he doesn't! But it's a good example that there are lots of people in Britain (dentist) is a hypnotic or he is a therapist and he work for marketing on tweeter and Facebook and people come to his home so he takes for the session one pound they are exist in Britain previously they put on the yellow pages and also on the newspaper and now actually they are using face book and Tweeter it became useless in the matter fact previously I couldn't do without yellow pages and I can't go to any country while I don't have the yellow pages how can I work and how can I manage without it will you tell me how ? While there are no yellow pages so the last time that I opened it since 5 years yellow pages do you know it? In Evert European country is an exist and you can find it its not like the meddle east they are not depending on it well in Europe and America you can't work without it and now you can see its useless so on the internet you can find it.

Interviewer: It just because of the social media cancelled it!

Interviewee No.1: lets say that the Google suppressed it at all.

Comment [FA329]: Twitter has made marketing easier

Interviewee No.2: We have a member in the club I don't know the name I thing her name is (Khada) in Kuwait that she is a pasta maker and she wants to make

a pastas and kind of these stuff well she was making a pastas at home and then she became a seller and then she hired 2 Philippines girls with her and then she made a face book group she sales only (Zaatar).

Comment [FA330]: SM has helped in making new business come to existence

Interviewee No.1: Yea I know her she sales only (Zaatar).

Comment [FA331]: SME's are attracted to TM & SM marketing

Interviewee No.2: her advertising is a lot!

Interviewee No.1: She sales some stuff belongs to (Zaatar).

Comment [FA332]: Twitter has made marketing easier

Interviewee No.2: And you know her group is growing constantly.

Comment [FA333]: SME's are attracted to TM & SM marketing

Interviewer: You know what is the interested of this thing? Because it's a small company plus that he is marketing on social media and I am seeing you are the most.

Comment [FA334]: SM save time, money, energy & bring more customers

Interviewee No.1: Actually we are one of the best examples.

Interviewer: You know I wish. Some of the companies came to us! Well let me clear it up (zain) I don't consider it as a small its very big.

Interviewee No.1: Yep that's right and you know (viva) also very big company and it's working very well

Interviewer: Yes it is!

Interviewee No.1: what is the name of our brother in (viva)?

Interviewee No.2: is he (Waleed)?

Interviewee No.1: no (Waleed) is his cousin Waleed al Tararwa and he is the in charge of the (HR) in viva for the time being. And (abu-abdullaziz) in Watanya you can ask them how is the social media going with you?

Comment [FA335]: SME's have little information or no clue about big companies

Interviewer: They are. I can they are small media.

Interviewee No.1: Waleed is responsible in viva and Bu Abdul-Aziz responsible in Watanya.

Comment [FA336]: SM save time, money, energy & bring more customers

Interviewer: Yes they are very good.

Interviewee No.1: Do you know who in zain was responsible?

Interviewee No.2: They might be something Al Awadhi?

Comment [FA337]: SM save time, money, energy & bring more customers

Interviewee No.1: No Al Awadhi is working for Al Mustapha they are proper but viva is working very strongly now in tweeter daily and Khalid's program Kulaib is working also and he is a good example you can enter to him from the gate of oasis.

Comment [FA338]: Business contacts are very important to SMEs

Interviewer: Does he have something?

Interviewee No.1: The number is increasing.

Interviewer: does he have a company? Or even profit.

Interviewee No.1: Not event a business is not a profit. Even the Abeer Al Asfar is non a profit! You can talk to her on Salam group and you can put an example on the group how are you doing on face book and tweeter? They are working profit and marketing through the social media and Khalid al tayeb is good also so if you are on the trip you will meet Khalid and you can have sometime with him and Lin is there and Lin begins working with her husband and if you don't care about.

Comment [FA339]: Business contacts are very important to SMEs

Interviewer: But I can. Someone comes and he has a business or he hasn't? Did you see the Saudi in Jeddah? He is always talking about.

Interviewee No.1: he is Mohammad Abu Harith. And he is an expert.

Comment [FA340]: Business contacts are very important to SMEs

Interviewer: Does he have a business or something?

Interviewee No.1 Yes he has he sales books he authoring books and sale them specialized.

Comment [FA341]: Business contacts are very important to SMEs

Interviewer: He is also working.

Interviewee No.1: Did you see the coincidence that happened to him? He has (60000) on tweeter.

Comment [FA342]: In Twitter the more followers

Interviewer: He had a lot of fans I don't know how many but!

Interviewee No.1: (180000) it was (60) for the trip we are (180000) and I called him and I said Mohammad what are you doing?

Comment [FA343]: In Twitter the more followers

Interviewee No.2: Yeas I remembered him

Interviewee No.1: So he was like I talked to pretty spears and he told her do you remember me when I was a chilled I put this on your head so he collared her face! So she was a chilled too and then she wrote to him one among a million of people I don't remember you and he was like I did this and this! And she was like oh yea I can remember you and he tolled her my name is Mohammad and she said yea Mohammad I can remember you! And I can't forget you thank you and I love you! And she has 100000 followers.

Comment [FA344]: Marketing via celebrities

Interviewer: You mean he work for those who.

Comment [FA345]: In Twitter the more followers

Interviewee No.1: You now if Deepak Chakra retweet you it's going to be the double.

Comment [FA346]: Retweet helps in spreading massages

Interviewer: Ok this is the market of there right?

Interviewee No.1: Sometimes if you find someone very famous like Barak Obama ok and you go like please and he goes like what is you need? You go like I just want you to retweet me.

Comment [FA347]: Retweet helps in spreading massages

Interviewer: But they are only their American business right?

Interviewee No.1: How?

Interviewer: I mean.

Interviewee No.1: Yes but he doesn't care actually I am not benefiting if I have 10000 from Pretty spears I am not going to benefit coz you know our language is Arabic and most of our talks are in Arabic and the costumers that I have are very specialized target in marketing and we are really having a clear data marketing we don't have. When I send to 20000 they are targeted almost you can say 19 or 20000 so you don't miss sometimes and the cart just imagine you lose 10000 and the other 90000 they don't have any idea and they send you responding and they go like excuse me whom are you and what do you want? And you just come and answer 1000 persons and tell them what are you doing and what is this? No one is sending us like that so they send us how much course and when will the session will be? Will it be in Dubai? Only this! And then someone replies them and this is the next step and I won't make an hour to send him I don't know what it's a marketing so the worst thing is that the bulk marketing its only one time we do it and we were like that we won't do it again in the matter fact it wasn't a clear or a good experience so who is paying you 10 million emails. So the all companies once upon a time I did something like when I took all the dates from emirates do you remember when we collected them? So I put them in the database and the company told me that they stopped my account and they were like how did you entered 5000 in one day? And I was like actually this is our data base and they said we will do a researching compacting then they ordered some stuff and once upon a time they stopped our system the had a doubt they were like he might bringing bulk and he put it so we are dealing with a professional company a clear one so if you don't deal with costumers in a clear way you will loose them. Dealing with the customers with a clear way I think you will lose them somehow you keep sending an email many times and then what is the useful! How many times that I send massages and how many times I do spams from 10 to 20 one and without an exaggeration. Especially with the account that they always bothering me on it! And this email no one know it just few people know it but! Honestly (Rashid) all the volunteers they put on many groups. And with any forums the connected and every day I can see 10 to 15 spams I delete them but I didn't tell you that add me and I didn't mention that! And if you want to be reading the e-mails for long time I think your life will be only massages and e-mails it's like an empty life! You can cover (10000) emails per day. If I check the spams! Because he put them always in the spams basket you can see them like (2500) though of course all of them need to be deleted! And (2500) by 10 days that means (250) massages per day.

Comment [FA348]: SME's are attracted to TM & SM marketing

Comment [FA349]: SME's are attracted to TM & SM marketing

Comment [FA350]: SM has improved marketing communication

Comment [FA351]: SME's are attracted to TM & SM marketing

Comment [FA352]: Sending targeted emails attractive to SME's marketing

Comment [FA353]: Sending targeted emails attractive to SME's marketing

Comment [FA354]: Sending targeted emails attractive to SME's marketing

Interviewee No.1: You create in the market and to create a market its very difficult but! If you succeed you will be the pioneer there is no one can dispute (Deepak Chopra) even if after 10 years from now in his subject that he was talking about (Spirituality development) In the world and no one can dispute (Wayn dyer) in publishing and books he is always the pioneer! And no one can

dispute (Tariq al swidan) in his work that he will be the pioneer in his work or in his subject (the stillness) to create a market is very difficult you have to be patient or you get needs and you work some many needs and you have to try to work in any need that you like.

Comment [FA355]: Being a pioneer in business create Economy of scale SMEs

The number of the interview: 3

Time of Interview: 03:30 PM

Date: Monday 06/06/2012

Place of the company: Dubai

Interviewer: Faisal Al-Qaoud

Interviewee: Al-Rashed centre

Position of Interviewee No.1: Accountant & marketing handling

Interviewer: So tell me what is your marketing strategy? What are the things that you are doing? What was your marketing way before?

Interviewee No.1: Our centre depends on 3 main activities, all types of training courses, and all types of counselling as well, and those books that you can see outside.

Interviewer: Ok.

Interviewee No.1: Before, we used to depend on the newspapers, mailboxes as in we send brochures to our clients through the post office, we stick the label on the envelopes, take them to the post offices and they send them to our clients. We used to do that around one month before the training course starts, so that we make sure that the client sees the brochure in case he checks his post office box each 10 or 15 days.

Comment [FA356]: Traditional marketing waste a lot of time

Interviewer: Right.

Interviewee No.1: We had the newspapers of all kinds as well and the faxes, but that all was around 4 years ago.

Comment [FA357]: Newspaper ads are not attractive

Interviewer: When did you start the centre?

Interviewee No.1: Since 1997.

Interviewer: Yes but when did the actual marketing that you are involved in start?

Interviewee No.1: 2004.

Interviewer: Since 2004. So it had been a while.

Interviewee No.1: Yes.

Interviewer: And your marketing method earlier depended on the newspaper.

Interviewee No.1: Newspapers, post office boxes, faxes, we also had e-mails. And later on something newer came up which was the SMS; we send people messages to tell them about the courses that we were making or whatever activities that we have. But with time, some ways started to be of no benefit, like to make a brochure and send it one month ahead to the clients PO Boxes, no one does that now. For the time being, our marketing depends on 4 main things: we have the e-mails; the company will send e-mails to all our clients, we depend on the Facebook as well; around 80% of our clients come to know about us from Facebook and Twitter.

Comment [FA358]: Newspaper ads are not attractive

Comment [FA359]: Traditional marketing waste a lot of time

Interviewer: 80%!

Comment [FA360]: Acting fast & critical decision can benefit SME's marketing

Interviewee No.1: Approximately. We also have the SMS but this way started to decline significantly.

Comment [FA361]: Expecting SN booming in 2009 & shifting to SM marketing

Interviewer: I see.

Comment [FA362]: Expecting SN booming in 2009 & shifting to SM marketing

Interviewee No.1: Recently we depend on those 3 main ways, e-mails, Twitter and Facebook.

Comment [FA363]: Acting fast & critical decision can benefit SME's marketing

Interviewer: And the SMS?

Comment [FA364]: Expecting SN booming in 2009 & shifting to SM marketing

Interviewee No.1: The SMS is considered to be the 4th way.

Interviewer: You are still using it?

Interviewee No.1: Yes.

Interviewer: You told me that previously you used to depend on advertising through Newspapers; you posted advertisements on newspapers right?

Interviewee No.1: Yes, a lot.

Comment [FA365]: Expecting SN booming in 2009 & shifting to SM marketing

Interviewer: You also told me that you had your advertisement brochures delivered to the clients at home.

Interviewee No.1: We used to send it either through the PO Box, or we would leave it in front of the house's door.

Comment [FA366]: Expecting SN booming in 2009 & shifting to SM marketing

Interviewer: Excuse me, I would like to ask you one other thing, were these ways of marketing expensive?

Interviewee No.1: Yes a lot.

Comment [FA367]: Traditional marketing waste a lot of time

Interviewer: I see.

Interviewee No.1: Let me tell you one thing, to post let's say a 10X11 cm advertisement in the newspaper in the 3rd page of a newspaper like (The Gulf news) here in UAE, and it's in black and white, we pay around 5000 UAE Dirhams.

Comment [FA368]: Newspaper ads are not attractive

Interviewer: That's a big amount.

Interviewee No.1: Yes it is, and for that we might only get around 30 or 40 calls.

Comment [FA369]: Newspaper ads are not attractive

Interviewer: And these are not costumers, these are just calls!

Interviewee No.1: Yes.

Comment [FA370]: Newspaper ads are not attractive

Interviewer: You still have to convince them and all.

Interviewee No.1: Right. We can count. Gulf News for example has around what? 100000 issues daily! Ok, who reads the newspaper, and them who will see our advertisement?

Comment [FA371]: Newspaper ads are not attractive

Interviewer: Right.

Interviewee No.1: And who from those that see the advertisement in interested in it?

Comment [FA372]: Newspaper ads are not attractive

Interviewer: Right.

Interviewee No.1: You can see that the number of people is decreasing, right?

Comment [FA373]: Traditional marketing waste a lot of time

Interviewer: Yes.

Interviewee No.1: But when you have people's e-mails, around 20000 e-mails of those whom are interested in Human Resources in general, at least you know that you are sending your advertisement to people that are interested in whatever you are offering.

Comment [FA374]: SME's are attracted to TM & SM marketing

Comment [FA375]: SME's are attracted to TM & SM marketing

Interviewer: Right.

Interviewee No.1: From those 20000 people that get our e-mails, around 15000 will check out our e-mail or let's say half of the amount, 10000 people. From those 10000 let's say 6000 are interested in Human Resources, and those who are interested in your advertisement are 3000, that is still considered to be a good number. Here the cost is Zero. What expenses did you have? Nothing.

Comment [FA376]: SME's are attracted to TM & SM marketing

Comment [FA377]: SM save time, money, energy & bring more customers

Comment [FA378]: Marketing via SM has fast respond from customers

Comment [FA379]: SM save time, money, energy & bring more customers

Interviewer: Only the employee's time.

Interviewee No.1: Right, only the employee's time. You have everything, you will send the e-mails, and you will collect the database from those clients that come regularly, and you will renew it by yourself as well. That has no expenses.

Interviewer: About advertising in the newspapers, it's not possible that you will post only one advertisement.

Interviewee No.1: Yes of course, we post lots of advertisements.

Comment [FA380]: SME's use SM to collect TC

Interviewer: How many advertisements did you use to post approximately?

Comment [FA381]: Newspaper ads are not attractive

Interviewee No.1: Previously, we used to post 2 advertisements; the cost was high so we started to post only one advertisement.

Comment [FA382]: Newspaper ads are not attractive

Interviewer: One advertisement before the course?

Interviewee No.1: One advertisement before one week of the course, if you will start the course on Monday, then you post the advertisement before one week of that date. We make only one advertisement. That's what we used to make.

Comment [FA383]: Newspaper ads are not attractive

Interviewer: And it was costly?

Interviewee No.1: Yes.

Comment [FA384]: Newspaper ads are not attractive

Interviewer: And how many clients did you use to have from advertising through the newspaper, 30 people or 20? Approximately 10 people?

Interviewee No.1: Around 10 people, maximum of 10.

Comment [FA385]: Traditional marketing waste a lot of time

Interviewer: And now, what is the difference since you are using this new way?

Interviewee No.1: For example, now we will post an advertisement at Dr. Salah's page on Facebook, or on twitter about a certain activity.

Comment [FA386]: SME's are attracted to TM & SM marketing

Interviewer: I see.

Interviewee No.1: Dr Salah's page has around 180000 followers; all those people are interested in training courses and Human Resources.

Comment [FA387]: SME's are attracted to TM & SM marketing

Interviewer: Right. Those are targeted costumers.

Interviewee No.1: Yes, the latest advertisement that we posted there brought us around 20 people. Before that, the newspapers used to get us around 6 or 7 people but now only one advertisement will get you 20 people something else is that this way will cost you nothing. And you are confident that your advertisement is going to those whom are targeted.

Comment [FA388]: SME's are attracted to TM & SM marketing

Interviewer: Right. Are you only looking for costumers in Dubai or what? What is your marketing way?

Comment [FA389]: Marketing via SM has fast respond from customers

Interviewee No.1: In our marketing we are looking for costumers from all over UAE, in our courses you might find that 40% of the clients are from Dubai, 30% from Abu Dhabi, 10% from Sharjah, 10% from the other parts in UAE. You can say that 80% are from Dubai and Abu Dhabi, and the rest of UAE is around 20%.

Comment [FA390]: SM save time, money, energy & bring more customers

Interviewer: Those people will come to Dubai to attend those training courses?

Comment [FA391]: SME's are attracted to TM & SM marketing

Interviewee No.1: Yes, of course, sometimes we make some courses in Abu Dhabi as well. It depends, if we have a certain target in Abu Dhabi, then we will make the course over there.

Comment [FA392]: Right segmentation & targeting can improve SMEs marketing

Interviewer: So you chose either here or Abu Dhabi?

Comment [FA393]: SME's are attracted to TM & SM marketing

Interviewee No.1: Yes, right. Certain courses are specialized for certain people.

Comment [FA394]: SME's are attracted to TM & SM marketing

Interviewee No.1: Yes, right. Certain courses are specialized for certain people or certain organizations, certain companies. These courses will not be open for the public, they are only made for those companies, and so if the course includes 30 people, 10 of the participants will come from Dubai, 8 from Abu Dhabi and the rest from the other parts of UAE.

Comment [FA395]: SME's are attracted to TM & SM marketing

Interviewer: Nice, you told me that your place here is just an office; it has nothing to do with the training courses.

Interviewee No.1: Yes, we don't hold any courses in here; we book hotels halls for that. But if the course includes small amount of participants then it's possible, for example, the Dr. will say I don't want more than 10 or 7 participants or maybe even 5, so we will hold the course in the meeting room here in the office.

Comment [FA396]: SME's like utilization

Interviewer: Great!

Interviewee No.1: But if the course is big then we make it in a hotel hall.

Comment [FA397]: SME's like utilization

Interviewer: Did you stop announcing and posting advertisements in newspapers?

Interviewee No.1: We stopped that, once and for all. We don't use the newspapers or the post office and delivery service at all.

Comment [FA398]: Newspaper ads are not attractive

Interviewer: I see, how much did the post office cost you?

Comment [FA399]: Expecting SN booming in 2009 & shifting to SM marketing

Interviewee No.1: It used to cost us around 40% of the total cost of the course.

Comment [FA400]: Traditional marketing waste a lot of time

Interviewer: 40% only for the marketing?

Interviewee No.1: Yes, from 25% to 35%

Comment [FA401]: Traditional marketing waste a lot of time

Interviewer: That's only for marketing?

Interviewee No.1: Yes, only for marketing.

Comment [FA402]: Traditional marketing waste a lot of time

Interviewer: This includes the advertisement

Interviewee No.1: It includes the advertisement, the post office service as well as the brochure itself. Because we had to take the brochure to the printing shop to make it!

Comment [FA403]: Traditional marketing waste a lot of time

Interviewer: The design you mean.

Interviewee No.1: Yes, the designing and making the layout, and then to print it out, you have to take it to the printing shop.

Comment [FA404]: Traditional marketing waste a lot of time

Interviewer: Right.

Interviewee No.1: So that will cost you as well. For example, you have 10000 clients; you need to make 10000 copies, to distribute them and all will cost you even more money.

Comment [FA405]: Traditional marketing waste a lot of time

Interviewer: And then you will get how many participants from those 10000 clients?

Interviewee No.1: You have to put the brochure in an envelope and each will cost you at least half a Dirham.

Comment [FA406]: Traditional marketing waste a lot of time

Interviewer: Right! And all that is for how many participants? For 10 people?

Interviewee No.1: Yes exactly, 10 participants! It's costly and it wastes your time.

Comment [FA407]: Traditional marketing waste a lot of time

Interviewer: Right.

Comment [FA408]: Traditional marketing waste a lot of time

Interviewee No.1: But to make an advertisement now you just have to design it and then click in a button and post in and that's it! Everybody will be able to see it!

Comment [FA409]: SM has improved marketing communication

Interviewer: Now you are talking about advertising through the Internet, the Facebook and Twitter, those social networks?

Comment [FA410]: SM users can access SM from anywhere anytime

Interviewee No.1: Yes.

Interviewer: That saved you something.

Interviewee No.1: It saved me money, time and effort.

Comment [FA411]: SM big numbers, save time money & effort & improve efficiency

Interviewer: It increased your target group?

Interviewee No.1: Yes it increased my target group. I would have 15 participants for a certain training course previously, but now with this way I would get 20 to 25 participants. It saved me money; time; effort and the number of participants began to increase.

Comment [FA412]: SM helps in growing SME's

Interviewer: You started having more people.

Comment [FA413]: SM big numbers, save time money & effort & improve efficiency

Interviewee No.1: Yes.

Comment [FA414]: SM helps in growing SME's

Interviewer: So it's less effort than before.

Interviewee No.1: Yes, now we also have some online training courses. For example, the trainer will be in Cairo, the participants will be in The Gulf, 4 in Dubai, 4 in Kuwait, 4 in Saudi, 4 in Qatar and 4 in Bahrain for example. The trainer is in Cairo, and will train the participants in certain hours through the Internet; the book for the course will be uploaded on the Internet and they can download it. That will not cost you the trainer's plane ticket, accommodation fee or anything else.

Comment [FA415]: SM big numbers, save time money & effort & improve efficiency

Comment [FA416]: SM users can access SM from anywhere anytime

Interviewer: So what you mean that instead of paying for hotels, advertisements and all, you are doing it all through the Internet, which costs you nothing.

Interviewee No.1: Yes right, everything online.

Comment [FA417]: SM users can access SM from anywhere anytime

Interviewer: The course is online, the marketing for it is online as well. Everything through the Internet.

Interviewee No.1: Yes, that will also help you to reduce the training course cost for the customer so that more people can benefit.

Comment [FA418]: SM big numbers, save time money & effort & improve efficiency

Interviewer: So you are reducing the cost for the course.

Interviewee No.1: Yes. That will help you get more customers. The targeted people will increase. The cost will be less expensive.

Comment [FA419]: SM big numbers, save time money & effort & improve efficiency

Interviewer: That's really nice.

Interviewee No.1: More people will benefit. Your goal is to save and gain money, but there is another goal too that is humanitarian. You want people to benefit. The centre doesn't only aim for profit making, but it also a humanitarian message that aims for benefiting more people.

Comment [FA420]: SM has helped in bringing the TC in one place

Comment [FA421]: Marketing in SM is cost efficient

Comment [FA422]: SM helps in growing SME's

Interviewer: Is this centre part of Al-Rashed centre in Kuwait?

Interviewee No.1: Legally it's under the same administration as Al-Rashed centre in Kuwait. But because of how it is in UAE now, it's considered to be separate from it. Yes, now we also have some online training courses. For example, the trainer will be in Cairo, the participants will be in The Gulf, 4 in Dubai, 4 in Kuwait, 4 in Saudi, 4 in Qatar and 4 in Bahrain for example. The trainer is in Cairo, and will train the participants in certain hours through the Internet; the book for the course will be uploaded on the Internet and they can download it. That will not cost you the trainer's plane ticket, accommodation fee or anything else.

Comment [FA423]: SM big numbers, save time money & effort & improve efficiency

Comment [FA424]: Having the right message can build customer trust to SME's

Comment [FA425]: SME's like integration between their businesses

Comment [FA426]: SM has helped in making the world globalized

Interviewer: How about the profits? Are they counted with Al-Rashed Centre's profits?

Comment [FA427]: SM big numbers, save time money & effort & improve efficiency

Interviewee No.1: We have separate budget for it but generally under the same budget of the centre in Kuwait.

Comment [FA428]: SM users can access SM from anywhere anytime

Comment [FA429]: Marketing in SM is cost efficient

Interviewer: So officially or legally it's not part of Al Rashed Centre but virtually it is. That's very nice, but I want to ask you a question, what are the cons that you are noticing?

Comment [FA430]: SME's like integration between their businesses

Interviewee No.1: Your database is all on the Internet, everything is online, so let's say once there is a problem in Facebook, and you will lose all your clients! Am I right?

Comment [FA431]: Damage in SM sits

Interviewer: Yes.

Interviewee No.1: How are we going to find all those clients again?

Comment [FA432]: Damage in SM sits

Interviewer: Right, that's one thing. But it's kind of far from reality.

Interviewee No.1: True. Something else is that your page might be hacked.

Comment [FA433]: Damage in SM sits

Interviewer: Do you do monitoring for the page?

Interviewee No.1: Yes, but you can't ensure that no one will post something that isn't desirable! Another thing is when you work through the Internet you have to be very cautious. These are the cons that I can think of.

Comment [FA434]: Damage in SM sits

Interviewer: Very nice. Do you have some figures; I mean statistics for your marketing?

Interviewee No.1: To be honest we don't have old statistics. But I can give you an example, in the past the marketing used to cost us around 30% of the budget but now the whole training course cost will be around 25% to 30%.

Comment [FA435]: Lack of information updates affect marketing decisions

Interviewer: So before 30 % is marketing plus 25%.

Comment [FA436]: Lack of information updates affect marketing decisions

Interviewee No.1: Yes plus 25 % the other costs.

Comment [FA437]: SM has help in bring the TC in one place

Interviewer: You mean it was 55 %?

Comment [FA438]: Marketing in SM is cost efficient

Interviewee No.1: 50% 65.

Comment [FA439]: Marketing in SM is cost efficient

Interviewer: This is the cost?

Interviewee No.1: The costs of the course.

Comment [FA440]: Marketing in SM is cost efficient

Interviewer: To 65%.

Interviewee No.1: This is the size of the revenue so if we say that your revenue bring you 100 and you spend 65 do you understand it?

Comment [FA441]: Marketing in SM is cost efficient

Interviewer: 65 include the coach and the hall and everything?

Interviewee No.1: Yes it is and it's a big amount because you take 40 %.

Comment [FA442]: Marketing in SM is cost efficient

Interviewer: You mean only the 55 % it's the income?

Interviewee No.1: No 35 %.

Comment [FA443]: Marketing in SM is cost efficient

Interviewer: So in the good ways 45%.

Interviewee No.1: No lets say 35 % no all the costs is 30 % so the marketing costs taken from you because you know you don't print brochures and you don't send newspaper also no SMS you might do it and you don't do it all those things were cost to you now you are doing a brochures and then you send it.

Comment [FA444]: Marketing in SM is cost efficient

Interviewer: is this contributed the success of the company?

Comment [FA445]: SM big numbers, save time money & effort & improve efficiency

Interviewee No.1: Yes it is its contributed success like its reduced the costs from you I mean before the incomes the same size of the costs and the profit edge is little bit so for the time being there is an opportunity to increase the edge profit why because you have some dilemmas. And I told you that we have 3 activities courses and books and consulting so you could imagine 30% from the incomes goes to the marketing so you lost the 30%.

Comment [FA446]: SM big numbers, save time money & effort & improve efficiency

Comment [FA447]: SM has help in bring the TC in one place

Comment [FA448]: Marketing in SM is cost efficient

Interviewer: Now you mean that the social networking served the al Rashid centre as well as much in marketing first of all its saved the price for you because it was very costly and in the same time its increased the customers and its increased the targeted but the advertisement in Facebook its like you pay some money or what is the way?

Interviewee No.1: Yes...you mean for the designing or what?

Comment [FA449]: Marketing in SM is cost efficient

Comment [FA450]: SM big numbers, save time money & effort & improve efficiency

Comment [FA451]: SM has help in bring the TC in one place

Interviewer: No to the same advertisement.

The numbers of the interview: 4

Time of Interview: 07:38 PM

Date: Monday 06/25/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee: Hamad

Position of Interviewee: Owner & Manager of Goodies Plus

Interviewer: Talk to me about your company, when did you start?

Interviewee: We started exactly before one year, in 2011. We purchased the premises, changed the theme, the logo and the entire design to fit market segmentation. We were targeting the low to mid income in a way so they continue ordering from us throughout the month, not in the beginning of the month or at the end of it. We try to cover most of our potential customers as we serve a wide variety of dishes. For example, we have presented the grills in an innovative concept. I myself is a usual customer in a Lebanese five star restaurants in Kuwait and out of Kuwait, and there, they have dishes that are not available in the normal restaurants.

Comment [FA452]: Right segmentation & targeting can improve SMEs marketing

Comment [FA453]: SME's are attracted to TM & SM marketing

Comment [FA454]: Some managers realize the important of customer service

Interviewer: yes sure, it is only available in the classy restaurants.

Interviewee: The dishes such as (kebab with yogurt, spicy Kebab) that are not available in the normal restaurants like Hashim al Hashim. I went over all of our competitors in the market.

Comment [FA455]: Some managers realize the important of customer service

Interviewer: To identify your segment

Interviewee: yes, and I found that there is a huge demand on them. Even before the menu stage in the restaurants, there was the temporary menu. The temporary menu is when we discovered the desires of the customers. They want something new, something not available in other restaurants. This was our added value. By that, we were able to establish the concept of the restaurant, which is to provide some dishes available in classy restaurants, yet with lower prices. For example, the price of the Kebab with yogurt in Kuwait restaurants varies between KD 3.25 to KD 4.4 according to the restaurant and its location. We provide it for KD 1.65; we only added the cost of the yogurt to the kebab price to maintain the customers we are targeting. Another thing we found is the demand on sandwiches, yet we did not want to present it parallel to the other restaurants naming.

Comment [FA456]: Some managers realize the important of customer service

Comment [FA457]: Some managers realize the important of customer service

Comment [FA458]: SME's are attracted to TM & SM marketing

Comment [FA459]: SME's are attracted to TM & SM marketing

Interviewer: like Qersh sandwich and Awar Galb juice.

Interviewee: Yes, It's either you focus on something to come out with an excellent product or not work in it at all. So we went with the basic sandwiches and observed the demands, direction of the customers and accordingly, we built our menu. At the end we provide a product, so let me give you the different stages that we went through. The first was the experimenting stage. Experimenting the items.

Comment [FA460]: Right segmentation & targeting can improve SMEs marketing

Comment [FA461]: Some managers realize the important of customer service

Interviewer: When was that?

Interviewee: It was from June. We took the place from the 1st of July until mid of August; we were preparing the location, the decor and the theme. We tried to change the theme that was a Shami restaurant.

Comment [FA462]: Right preparation can help in SME's success

Interviewer: So this restaurant did exist in the past

Interviewee: Yes.

Interviewer: So you acquired it

Interviewee: It was a Turkish grills restaurant; we modified the outer decor so it appears to be an expensive restaurant. We used ceramic KD 2.5 per meter to be different from the other restaurants. We utilized a designer for a logo design. We wanted to give the luxurious impression with the least price.

Comment [FA463]: Right branding can play a major role in SMES innovation

Interviewer: So you want to show that you are a high quality brand

Interviewee: Yes, brand and image, especially that the places' location can be identified and viewed by everyone. This encourages people to try the restaurant.

Comment [FA464]: Good value can be a good marketing strategy to SMES success

Interviewer: I don't think that they will be able to see it, but they can trace it easily. It's on the highway entrance.

Comment [FA465]: Right branding can play a major role in SMES innovation

Interviewee: As they pass through in this crowded road (the restaurants' location), they will know it especially between SepteSMEser and June. They might even know your number as they will watch it for a long time (traffic). So, the first step is the legal papers and the other governmental requirements to start this type of a business (food).

Interviewer: I just want to ensure the time you started the business. When exactly did you start?

Interviewee: It was last year, in 2011.

Interviewer: so all of this happened in a year.

Interviewee: We faced some problems regarding the license.

Comment [FA466]: Right preparation can help in SME's success

Interviewer: yes there are obstacles because they do not appreciate the small to medium size enterprises, as they do not count them as significant.

Interviewee: We were shocked when they only allowed us to have 4 employees only for two shifts.

Interviewer: That has affected you of course.

Interviewee: We started in the last ten days of Ramadan, or as we call it the soft opening. It was limited to the family and friends, as we requested them to visit us, order and try the dishes we offer, give us feedback so we know what to change or add. We benefited from the feedback a lot as we knew how to start, what is the taste of the people and what they want. We moved then from the soft opening to the launching which was also limited. We basically used the word of mouth as friend told their friends and so on and so forth. 'What's App' and 'Twitter' helped us a lot as we used it to send messages. In the next stage, the winter, we focused on the catering. We started in the last ten days of Ramadan, or as we call it the soft opening. It was limited to the family and friends, as we requested them to visit us, order and try the dishes we offer, give us feedback so we know what to change or add. We benefited from the feedback a lot, as we knew how to start, what is the taste of the people and what they want. We moved then from the soft opening to the launching which was also limited. We basically used the word of mouth as friend told their friends and so on and so forth. 'What's App' and 'Twitter' helped us a lot as we used it to send messages. In the next stage, the winter, we focused on the catering as we had parties. We had grills, tin bread, shawarma, as the market requires it at that time. It is of a high income and a high demand. We saw the competitors who are providing a similar service (Catering), so sorted their negative points and found out the needs of the people. We maintained our concept that is to provide what is already available in the market, yet, with lower prices. For example, a 20 people catering with our competitors costs KD 120 while we only charge them KD 70 for the same quantity.

Interviewer: What do you mean by catering, is it the one where you go to the clients house and prepare the food there?

Interviewee: yes.

Interviewer: What are the obstacles that you face in the catering?

Interviewee: The obstacles are mainly during the seasons.

Interviewer: It is hot now, how can you grill outside

Interviewee: In the summer we grill it in the restaurant, but there are customers who demand it now.

Interviewer: I suppose at night after eight the weather will be good

Interviewee: Yes, but the problems during the season is the traffic, and the scheduling of the orders, as you might not be able to fulfil all the orders. Some customers order for 20, nevertheless, when we go there, we find that they are 50

Comment [FA467]: Right preparation can help in SME's success

Comment [FA468]: Time is a very important aspect of innovation marketing

Comment [FA469]: Right preparation can help in SME's success

Comment [FA470]: Some managers realize the important of customer service

Comment [FA471]: WOM is affective for SME's marketing

Comment [FA472]: Twitter has made marketing easier

Comment [FA473]: 'What's App' is great way to spread WOM and marketing messages

Comment [FA474]: Right preparation can help in SME's success

Comment [FA475]: Right preparation can help in SME's success

Comment [FA476]: Knowing what customers wants/needs is the key to success

Comment [FA477]: Knowing what customers wants/needs is the key to success

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Comment [FA480]: Twitter has made marketing easier

Comment [FA481]: 'What's App' is great way to spread WOM and marketing messages

Comment [FA482]: Knowing what customers wants/needs is the key to success

Comment [FA483]: Time is a very important aspect of innovation

Comment [FA484]: Knowing what customers wants/needs is the key to success

Comment [FA485]: Good value can be a good marketing strategy to SMEs

Comment [FA486]: Time is a very important aspect of innovation

Comment [FA487]: Time is a very important aspect of innovation

so the quantity will be much less than the required which eventually case a problem.

Comment [FA488]: Some SMEs have limited payment methods

Interviewer: You can show them the order to prove that the quantity order is less

Interviewee: Yes, you tell them, but in some cases misunderstanding can take place. But you can still look at it from a positive point, as you be selling more of your product if the number increases. Plus, there are additional costs for the catering, the delivery and the person who will be grilling. So at the end it worth it as there is demand on it.

Comment [FA489]: Some SMEs have limited payment methods

Comment [FA490]: SMES like take any opportunity

Interviewer: we did the same in winter. We purchased some meat from the market and had it grilled at home. It was delicious. Though we had the grills in winter, but the heat of the eSMEsers was enough. I cannot imagine grilling in this hot summer.

Interviewee No.1: Despite that, it is a source of income.

Comment [FA491]: SMES like take any opportunity

Interviewer: But you already have a limited number of staff, so how can you manage?

Interviewee: I closed the restaurants for around four times during this year. Each closing lasted for 3 days. Once I closed it in Eid Al Fitr due to the load on the lunch and the dinner parties, because it is not possible to fulfil the different orders with a limited number of staff.

Comment [FA492]: SMES have limited staffs and resources

Comment [FA493]: SMES like take any opportunity

Interviewer: Why don't you expand?

Interviewee: It is too early for an expansion.

Interviewer: Not a complete expansion, but only to get more employees

Interviewee: It is not worth it to pay an employee a full salary so they cover two parties in a year or two parties in a year.

Comment [FA494]: SMES have limited staffs and resources

Interviewer: Yes, it is not worth it, you are right.

Interviewee: So, to cover those parties, we had to close the restaurant and send all of the staff to cover the orders. In addition, we had to rent cars and purchase additional equipment to cover specific parties in specific periods of time. For example, in the New Year's Eve, we had to close for four days.

Comment [FA495]: SMES like take any opportunity

Comment [FA496]: SMES have limited staffs and resources

Interviewer: Doesn't this affect your image?

Interviewee: Yes, but we played it in another way. We let one of our delivery staff (using cycle) to answer the phone and tell them that we are overloaded and cannot take your order.

Comment [FA497]: SMES have limited staffs and resources

Interviewer: But aren't those the loyal customers who come like every day or call every day.

Interviewee: Yes, they are important, but you never know. This customer (The one they go for) comes probably once, but that one time worth KD 120, so it is more profitable, and it's better to take what's available than sacrificing and waiting. After the parties stage, we started the actual operations stage. Along with that, we registered ourselves in talabat.com. It is brilliant as it help you exposing yourself. What I like about talabat.com is that I as a manager have an account were I can enter to the site and can view what the restaurant is selling, the reports, the customers.

Comment [FA498]: SMES like take any opportunity

Comment [FA499]: Having the right system can make SMES marketing easier

Interviewer: So it is more like a system. Don't you have a system or what?

Interviewee: No, talabat.com is an application via telephone. You enter, choose the restaurant you like alongside with the dishes, then you submit and include your delivery address, your mobile and the other information requested.

Comment [FA500]: Having the right system can make SMES marketing easier

Interviewer: I am talking about the management process, and the financial part of the business.

Interviewee: We do have a cashier machine were we can know the amount of sales, the quantity of the dishes at the end of each day.

Comment [FA501]: Having the right system can make SMES marketing easier

Interviewer: So talabat.com is another system that you use.

Interviewee: Yes, in there, we know the frequency of the dishes ordered by the people (for delivery). In addition you can access it any time. You can also identify the geographical area that the restaurant covers and how frequently are we expanding in the market. In case we thought of expanding, we can easily identify the place of our customers so we can serve them closely.

Comment [FA502]: Having the right system can make SMES marketing easier

Interviewer: I am mainly interested in how you use the social media to market your business.

Interviewee: Well, twitter helped us a lot. We have around 2200 followers

Comment [FA503]: In Twitter the more followers

Interviewer: You now have around 2500 followers

Interviewee: I am not really sure.

Comment [FA504]: Lack of information updates affect marketing decisions

Interviewer: No I saw them.

Interviewee: We don't buy our followers.

Comment [FA505]: Buying followers are not attractive

Comment [FA506]: Buying followers are not attractive

Interviewer: Yes of course, you are a restaurant and you will not gain anything by buying followers. Only a reporter will benefit from more followers. (As an example)

Interviewee: Yes in the social media let me tell you the Twitter was very useful for us we almost have 2000 users so as you know.

Comment [FA507]: Twitter has made marketing easier

Comment [FA508]: In Twitter the more followers

Interviewer: Every 2500?

Interviewee: I don't know actually we are not buying to be honest I mean we are not buying followers.

Comment [FA509]: Buying followers are not attractive

Interviewer: What is the benefit to buy?

Comment [FA510]: Buying followers are not attractive

Interviewee: This is our beginning was on What's App so it made it very easy to people and us when they know about the restaurant's number they became little bit knowing about the restaurant so we moved to the Twitter and Twitter was also very useful and we didn't have Facebook account yet.

Comment [FA511]: 'What's App' is great way to spread WOM and marketing messages

Interviewer: But the way Facebook is very good.

Comment [FA512]: Twitter has made marketing easier

Interviewee: Look to be honest I didn't use Facebook more than year ago.

Comment [FA513]: Twitter has made marketing easier

Interviewer: I have it since 2006.

Comment [FA514]: Being in any media

Interviewee: So I don't know what is happening with it I have no idea.

Comment [FA515]: Being in any media

Interviewer: You can make the Twitter for a short message and most of people can see it and can reach it and in a proper time so you are sending them on the spot and your fans they are loving the restaurant and they are talking to each other what is the good thing and what was the favourite things and kind of these stuff specially he its free even the Twitter nothing marketing through Twitter is very good unlike Facebook is nothing.

Comment [FA516]: Being in any media

Interviewee: Yes that's it there is some blogs Sultan made a review and there is some other people let me remember! Actually the most popular in review is Sultan and the toenail made a review and also there are some people they made a review and brought to us some costumers.

Comment [FA517]: SME's must choose which SM sites

Interviewer: Would you please explain to me what means blogs exactly? I didn't understand it.

Interviewee: Blogs before it was Sultana. Blogs.com

Comment [FA518]: SME's must choose which SM sites

Interviewer: Is it an Internet website?

Interviewee: Its became sultana.com now you are talking about 4000 Kuwaiti daily seeing it and everything's in Kuwait it's the 2nd 24 am actually they made a second shift they became celebrities now sultana and.

Comment [FA519]: SME's must choose which SM sites

Interviewer: Celebrities 4000?

Interviewee: No you are talking about Sultana I don't know what exactly the number I just can remember they were like 4000 and this is a daily.

Comment [FA520]: Being in any media

Interviewer: Is it a daily?

Interviewee: Yes because I have someone of my friend among the group invitations and opening.

Comment [FA521]: Being in any media

Interviewer: What is this I mean this site specialized with what exactly?

Interviewee: Everything new in Kuwait but at the end the attention is on Twitter for the time being and on the same customers we are sending them messages time to time for example when some one continue ordering with us we send him something extra you know kind of these stuff.

Comment [FA522]: Twitter has made marketing easier

Interviewer: Now you know that the social media is a small business for you and you can see it attractive right?

Interviewee: Yes that's right because it's not costly.

Comment [FA523]: SM is almost free & high marketing responses

Interviewer: Yes because its cost and lest say that its almost free.

Interviewee: Yes well! You can say it's very easy and reachable to the most of the customers actually it's increasing continuously because it's a networking system.

Comment [FA524]: SM save time, money, energy & bring more customers

Interviewer: It's the same in Facebook you have something good I expect in Facebook it's my gift for you today you know! When you have a Facebook page and you have followers so you will inform them that guys I have a Facebook page though it's the opposite so in case of the come to you and your page became that they are interesting your restaurant! Good plus they loved your restaurant. They are your fans right? And now what are you going to do in Facebook? Its segmentations and targetting and you will say only marketing to the friends and the fans so now even the fans they are not going to see the advertising I mean I can't see it only my friend can see it so you are doing an expansion! And this is the strongest marketing in Facebook.

Comment [FA525]: SME's are attracted to TM & SM marketing

Interviewee: excellent! On the contrary lets get back to the question. Because you know the phone is with you especially on Twitter you will put the phone on vibration.

Comment [FA526]: SM users can access SM from anywhere anytime

Interviewer: You mean its accessibility?

Interviewee: Yes it is when you click on vibrate and you leave it on the phone number you can access it at all unlike the printed advertisement.

Comment [FA527]: SM users can access SM from anywhere anytime

Interviewer: this is very good would you please talk to me more about it and what do you thing about the traditional marketing and the marketing TV those kind of stuff.

Interviewee: Alright look I am not forced I talked to the newspaper Al Watan and Al Rai and al Watan gave me to the quarter page 700 KD and al Rai gave me 750 KD for one month so I am not really forced to make the advertisement not guaranteed it might bring me something! This is number 1 number 2 and I am not forced to deliver my flyers on the doors well for my opinion the driver might take it and drop it in the trash basket! You got it? So I am not sure about it the flyers might comes and. lets say that the flyers are waist of time so when you put 5 or 6

Comment [FA528]: Traditional marketing waste a lot of time

Comment [FA529]: Newspaper ads are not attractive

Comment [FA530]: Traditional marketing waste a lot of time

Comment [FA531]: Traditional marketing waste a lot of time

everyone will do the same thing. For example in case of I want to deliver flyers first I have to print flyers lets say flyers 1000 and lets say it will costs me 200 or 150 ok and I deliver it so the delivery it takes 90 KD so the total is 250 KD so what do you think what am I going to get? I will tell you its like 40/ 50 KD of sales so there is nothing is guaranteed comes to you.

Comment [FA532]: Traditional marketing waste a lot of time

Comment [FA533]: Traditional marketing waste a lot of time

Interviewer: Its considered as marketing and it doesn't reach the targeting.

Interviewee: Yes that's it and beside that I can put the cost in other things so it could returns with something better.

Comment [FA534]: Traditional marketing waste a lot of time

Interviewer: how about the sponsorship for example if you are as a restaurant lets say during the Twitter there is someone famous like Salah al Rashed he has followers for the time being specially dedicated customers its all targeted he using them for him self not you. But do you expect that if you are a celebrity lets say like I don't know who is interesting here in Kuwait.

Interviewee: look.

Interviewer: Marketing through celebrities and you will enter with this celebrity and you retweet me make my restaurant like this.

Interviewee: Actually I had a certain experience with Salah al Rashed and Kuwaiti woman she is an event planner or something like that well Salah al Rashed someday he made for us FF the (follow-Friday) It was a Kuwaiti woman and Salah Al Rashed she was an event planner or something like that so once up a time Dr. Salah Al Rashed made for us (FF) follow Friday and it brought from him about 200 or 300 followers despite that the people whom tried the restaurant and they told us! Even the stuff when they were parking the (Saj) people were watching it and they said oh this is the restaurant who doctor Salah al Rashed mentioned it.

Comment [FA535]: Marketing via celebrities

Comment [FA536]: FF is great way of marketing

Comment [FA537]: FF is great way of marketing

Comment [FA538]: Marketing via celebrities

Interviewer: That's right because he might have some beloved.

Interviewee: That's right and the Q8 planner I don't know what's the name exactly! Some day we sent her a free dinner on tweeter so she was like today I ate from the restaurant and I advice you to try it! So that's why we got not less than 400 500 followers people were calling.

Comment [FA539]: In Twitter the more followers

Comment [FA540]: Marketing via celebrities

Interviewer: So it was too much that you were marketing and celebrity well whom the others? I expect they are a lot in Kuwait.

Comment [FA541]: SME's must choose which SM sites

Interviewee: Yes of course a lot in Kuwait.

Comment [FA542]: Marketing via celebrities

Interviewer: Are they spreading?

Interviewee: For example (Mishary – Bu yabis) some day he bought 43000 followers or more than that and he wrote that day a company told him that they want make an advertisement well shall I accept the offer or not? This is number one and you have the other people the players for example let's say.

Comment [FA543]: Marketing via celebrities

Comment [FA544]: In Twitter the more followers

Interviewer: The actors?

Interviewee: Now the actors I don't know but it depends I mean who cares about them and at the end there are some specific crachtars.

Comment [FA545]: Marketing via celebrities

Interviewer: So the stronger thing is the political figures?

Interviewee: It might be!

Interviewer: It could be

Interviewee: Yes but there is a secure about some specific stuff.

Comment [FA546]: Marketing via celebrities

Interviewer: So what do you think that is a negative in twitter? What is the negative thing in it I can see from your point of view.

Interviewee: look the negative thing is the 140 letters this is the first thing for example in case of you want to put a picture and a link the 140 letters will be done well there is tweet box and tweet pock.

Comment [FA547]: Twitter messages spread very fast to large audiences

Interviewer: Yes there is and you can put something and you write it then you can send it!

Interviewee: Yes but at the end there is none has the mood what made tweeter reachable to the people is the 140 letters so I won't read a lot specially in this time for example while you stop at the traffic light you can check it out and you can see the update then you will turn it off and you go! So you are not going to have the mood to read a lot well this is the first negative thing and the second one is in tweeter lets say for example when you make a lot of following the time will be full and you won't concentrate what is going on the other thing lets say in case of I put a picture and I make a follow for the restaurant so I have to hit the picture to be opened.

Comment [FA548]: Twitter messages spread very fast to large audiences

Comment [FA549]: SMES have limited staffs and resources

Interviewer: That's right

Interviewee: So there are many things I mean the weaknesses towards the marketing it can't be reachable like when you want to deliver it to the people.

Comment [FA550]: Twitter messages spread very fast to large audiences

Interviewer: Why?

Interviewee: because it has the lemmatize in tweeter.

Comment [FA551]: Twitter messages spread very fast to large audiences

Interviewer: the limit you mean the 140 litters?

Interviewee: Other thing for example when you put a picture in the time line it won't attracts you because the picture it's not clear on its link so you have to click on it.

Comment [FA552]: Twitter messages spread very fast to large audiences

Interviewer: Well tell me about the word of mouth the people who is talking about your restaurant lets say positive and negative way if you can hear it.

Interviewee: let me tell you this actually the first thing we did in Twitter is that anyone follow is we make for him follow back so that he could send us a direct message this is a point the other point is we specialized a private number and I have it already we put it permanently so we informed and we told them if you have any notice or any complain! Actually in Kuwait anyone in case of he likes something! I can remeSMEser that one of the training market, which I took it. It say that the choice is whom complimenting you 10 or don't let 40 criticize you strongly so some of the cases happened with us it might be 2 or 3 we had to earn them well we sent them the same their order in the same time and the other day in free actually this is reflected us totally like some of them wrote on tweeter and they were like thank you they brought for us the food and some of them brought of us some customers and they were like we are from. Whom you have sent her some food last time and you know this thing is.

Comment [FA553]: WOM is affective for SME's marketing

Comment [FA554]: To have a good relations with sponsors

Comment [FA555]: To have a good relations with sponsors

Comment [FA556]: Some managers realize the important of customer service

Comment [FA557]: To have a good relations with sponsors

Comment [FA558]: To have a good relations with sponsors

Interviewer: Now you are doing like customers service in Twitter aren't you?

Comment [FA559]: SMES uses Twitter as customer service median

Interviewee: Yes we have it.

Comment [FA560]: Some managers realize the important of customer ...

Interviewer: Now if I call and I talk who is going to talk to me?

Comment [FA561]: SMES uses Twitter as customer service median

Interviewee: Its simple thing I have the number with me.

Comment [FA562]: Twitter has made marketing easier

Interviewer: You mean you are the responsible of the calls so you answering the phone?

Comment [FA563]: Twitter has made marketing easier

Interviewee: Yes of course actually I am the responsible of the twitter me and my brother daily and any message or anything.

Comment [FA564]: Some managers realize the important of customer ...

Interviewer: Any complain or any messages you get you will response it right?

Comment [FA565]: Twitter has made marketing easier

Interviewee: Yes of course.

Comment [FA566]: Some managers realize the important of customer ...

Interviewer: I think it's going to make your image very strong.

Comment [FA567]: SMES uses Twitter as customer service median

Interviewee: Yes that's right even last time someone his title is (Al mutairy) he wrote for me on tweeter that can you proof that there is no rotten meet and can you put cameras in the restaurant ? So I started imagining and I went to the restaurant and I told them what is the order for to day? So I told him first of all I don't have any rotten meet and all the meet I use it is Australian and fresh and it costs me a lot and extra and you are talking about Australian meet so expensive the kg costs about 3 KD or less and the Indian meet the kg it costs one dinner so you are talking about 150 % extra so I was like first of all I don't have meet and you are very welcome anytime and I am always after al Maghreb prayers starts in the restaurant and I told him you will see the restaurant designed so that in case of you stand up beside the door you will see the last point.

Comment [FA568]: Some managers realize the important of customer ...

Comment [FA569]: SMES uses Twitter as customer service median

Comment [FA570]: SM can improve customer service

Comment [FA571]: Good value can be a good marketing strategy to SM ...

Comment [FA572]: SM can improve customer service

Comment [FA573]: SM can improve customer service

Interviewer: This is very good.

Comment [FA574]: Some managers realize the important of customer ...

Interviewee: Yes it is and he was like thank you for the confidence actually I was here just to make sure and make my order.

Comment [FA575]: SM can improve customer service

Interviewer: excellent! It will give the customer service a good reputation and you know especially in the gulf it's not important as good as much. If you make a good service and strong customers service and you marketing in the social networking I think this company will be more better no you can see it's a feed back customer.

Interviewee: Yes of course even the people who are complaining specially from our family for example sometimes they call us and they go like thank you a lot and may God be with you so what's the negatives and we tell them there are no negatives no it must be negatives there are nothing like no negatives so we have to figure it out next time the first days of the activation because I am always telling the guys in the restaurant and time to time at the end we want the 1KD which inside the customer's wallet so if he doesn't pay this money we will never work well and this is the most important for you.

Comment [FA576]: Some managers realize the important of customer service

Interviewer: That's very good and now you and your brother exactly same like you both of you are working on tweeter? So what about the negative users we have the negative users they join your page and for example?

Interviewee: They write for me.

Interviewer: Yes that's right they write for you they send you for example @ and they put for you restaurant there is something negative like that?

Interviewee: Yes there is of course.

Interviewer: You mean they are saying and its something common?

Interviewee: We got 2 the came for us during the whole time we had one he didn't send @ but its not mentioned to the restaurant and we were searching by the coincidence and we found a case of poisoning and we massaged him so we were like what is going on? Call us on this number so he called us and he was like no I am fine but I didn't try you so why? And he said my friend asked me to go to eat there so I told him I don't want to eat something new and I told him go to your usual restaurant and he said as you wish. And he said I was making fun with him and he wrote I know what is he doing and then he laughed we told him what is our fault? So he said I am sorry and he removed it the other one had a cold order and we told him that is alright we will give you another order and we told him we are not going to tell you remove until you get the other order and in case of you like it just tell us that you like it and that's it. So 2 hours left and the guy replied that I got all the orders in the certain time and the thing was very normal.

Comment [FA577]: Some managers realize the important of customer service

Comment [FA578]: Some managers realize the important of customer service

Comment [FA579]: Some managers realize the important of customer service

Comment [FA580]: Some managers realize the important of customer service

Interviewer: That's really nice.

Interviewee: Well there are even Talabat.com its like when you order something and after you get the order the system will be like rate your order and what is your comment? So it's very normal that there are many people completing and

Comment [FA581]: Having the right system can make SMES marketing easier

Comment [FA582]: SME's must choose which SM sites

misunderstanding especially whom misunderstanding is contacting us continuously.

Comment [FA583]: Some managers realize the important of customer service

Interviewer: Yes this is your opinion its you have to go to him not.

Interviewee: Yes you know? We called them and we asked them what's made you upset? For example the replay like the order has a shortage and exhale kind of these stuff so we are trying to make them satisfy them as much as we can do at the end because especially the costumers of the restaurant they are not used to someone take care of them as good as what they are doing lets be honest.

Comment [FA584]: Some managers realize the important of customer service

Comment [FA585]: Some managers realize the important of customer service

Interviewer: That's right not sure.

Interviewee: They are not used to its like they go like he just paid 2 KD but in the end he is a customer.

Comment [FA586]: Some managers realize the important of customer service

Interviewer: It will be a client for you!

Interviewee: Yes of course he will be a customer and he will open kind of sources like channels and he will bring you new customers.

Comment [FA587]: Some managers realize the important of customer service

Interviewer: Word of mouth marketing for you!

Interviewee: Of course he will.

Comment [FA588]: Some managers realize the important of customer service

Interviewer: so you are the monitoring we actually calling it monitoring you are checking up the page by your self on tweeter and you are contacting the customers and the negative customers you are not keeping them so would you tell me about the new customers little bit?

Interviewee: The new customers are during the retweet.

Comment [FA589]: Retweet helps in spreading massages

Interviewer: The retweet is the on tweeter right?

Interviewee: Yes it is this is the first thing and the second thing is when people start talk and complimenting the restaurant and the Talabat.net is bringing you new customers so the order became very fast and the second thing is because during the Talabat.net it takes 200 fills it is the charges so you are deliver him the orders with the flyers and I printed them but I didn't distributed them yet any order it has to be with a flyer just because to know the menu so when he reach its already have no need to do anything he has the numbers and everything's so he can go direct to the restaurant no need for Talabat.net and he can call us and make the orders so this is the menu of the customers.

Comment [FA590]: Retweet helps in spreading massages

Comment [FA591]: SME's must choose which SM sites

Comment [FA592]: SME's must choose which SM sites

Comment [FA593]: SM helps in growing SME's

Interviewer: So do you have email list for certain people you are using them?

Interviewee: No unfortunately we don't have it actually between you and me lets talk about the tweeter and the website are removed the email! An example previously I was complaining especially when I take a sick leave for a week.

Comment [FA594]: Twitter has made marketing easier

Comment [FA595]: There is high competition between SM sites

Interviewer: For the time being your business is not a proper for you.

Comment [FA596]: Being in any media

Interviewee: Lets talk in general even during the work you return you can find a lot of emails and specially (subhan Allah) and (ethker Allah) they are a lot full of emails like that and you won't read them and now the WhatsApp whom is sending you its alright but in the email is.

Comment [FA597]: Being in any media

Interviewer: So you mean they are using the religion?

Comment [FA598]: 'What's App' is great way to spread WOM and marketing messages

Interviewee: No it is not a using but!

Comment [FA599]: Some people use SM wrongly.

Interviewer: you mean they are auto people? For example the Quran and the good (Theker) but they are! There is someone he cant he is seeing something like that and he drop it and he tells you that you must send it its like you have to send it for everyone its a good things.

Interviewee: Yes that's right you can send it for 10 people.

Comment [FA600]: Some people use SM wrongly.

Interviewer: Yes it is or in case of he tell you just send it and if you don't send it something bad will happens to you!

Interviewee: The email list I can tell you about a personal experience unlike the restaurant's experience like the Wabtec you pay for them amount and they send you.

Comment [FA601]: Sending targeted emails attractive to SME's marketing

Interviewer: But they are sending you junks.

Interviewee: No you get a normal email on the email box.

Comment [FA602]: Sending targeted emails attractive to SME's marketing

Interviewer: but he is sending it on a random way right?

Interviewee: No he has the categorized.

Comment [FA603]: Sending targeted emails attractive to SME's marketing

Interviewer: For example how do you know that he is sending for some people you want?

Interviewee: No you can choose the slides that you want.

Comment [FA604]: Sending targeted emails attractive to SME's marketing

Interviewer: Ok so you can choose!

Interviewee: I've sent them an email for the Wabtec I mean and I registered with them in their group on the business so anything has an investment and kind of these things they are sending me for the time being so you can see the new offers in Kuwait and the new things that is happening in Kuwait everything is happening here! They will send it for you.

Comment [FA605]: Sending targeted emails attractive to SME's marketing

Interviewer: That's good.

Interviewee: I mean when you come early morning to work and you turn on your laptop at work everything is new and everything happened in Kuwait yesterday so they are contacting you, which means its fantastic! So it's saving for you the time and the tiredness that you are looking for information.

Comment [FA606]: Sending targeted emails attractive to SME's marketing

Comment [FA607]: Lack of information updates affect marketing decisions

Interviewer: The tweeter is giving you a target for the customers or the targeted people or what?

Interviewee: See! It might be that we have a restaurant so its normal that everyone is eating so the people whom are follow you.

Interviewer: No I mean you are eating from the restaurant like your type? That you like it for example it might be someone he doesn't like some kind of food like this way he might likes burger.

Interviewee: Yes that's right it means that whom are retweeting is considering! This is one of his conceders.

Comment [FA608]: Retweet helps in spreading messages

Interviewer: A lot honestly the way of the payment how about it I mean the system?

Interviewee: By cash.

Comment [FA609]: Some SMES have limited payment methods

Interviewer: So this is in the restaurant right?

Comment [FA610]: Some SMES have limited payment methods

Interviewee: Yes.

Comment [FA611]: Some SMES have limited payment methods

Interviewer: Don't you have through on line?

Interviewee: No because the companies I mean the (Knet) its very regular it takes from you the commission to the open an account in the exist amount so why you are paying? It takes 7.5 percent from the.

Comment [FA612]: Some SMES have limited payment methods

Comment [FA613]: SME's owners use their credit card

Interviewer: Especially that you have a small business.

Comment [FA614]: Some SMES have limited payment methods

Interviewee: Yes it is.

Comment [FA615]: SMES owners prefer payment to be made in cash to save money

Interviewer: it is not enough for you!

Interviewee: Yes that's right.

Comment [FA616]: SMES owners prefer payment to be made in cash to save money

Interviewer: It takes from you a lot.

Interviewee: of course.

Comment [FA617]: SMES owners prefer payment to be made in cash to save money

Interviewer: It costs.

Comment [FA618]: Payments sometime is a big problem to SMES

Interviewee: Yes it costs a lot and extra plus the amount is remaining with him and remains in the account! So why should I tiring my self? And at the end it might McDonalds you know they have a new idea that they come for you at your place and.

Comment [FA619]: Payments sometime is a big problem to SMES

Comment [FA620]: SMES owners prefer payment to be made in cash to save money

Interviewer: He doesn't care because he has a big business.

Interviewee: Yes! And he has the machine.

Comment [FA621]: SMES have limited budgets

Interviewer: One branch.

Comment [FA622]: SMES have limited budgets

Interviewee: Yes I am talking about one branch so once upon a time the branch in one day had something like (50000) KD This is for one branch.

Comment [FA623]: SMES have limited budgets

Interviewer: You mean one branch?

Interviewee: Yes it is.

Comment [FA624]: SMES have limited budgets

Interviewer: Ok but the whole Kuwait how much? Per day? This is (AL – Moasharji).

Interviewee: So we have the payment in cash.

Comment [FA625]: SMES owners prefer payment to be made in cash to save money

Interviewer: well are you going to expect that it will serve you if you make flexibility in payment?

Interviewee: Well look! I am telling you that it is attracting.

Some SMEs have limited payment methods

Interviewer: So do you think that it might increase? And you might lose costumers by the way.

Comment [FA626]: Some SMEs have limited payment methods

Interviewee: Yes actually.

Comment [FA627]: Some SMEs have limited payment methods

Interviewer: Ok but you already have it and in another way.

Interviewee: but let me tell you this we might need the cash because of sales and purchases so lets say that but you need the cash immediate but when the things get better and good then you can give up with a part of the cash or you postponed it or you can make him come for you in the end of the month.

Comment [FA628]: SMES have limited budgets

Comment [FA629]: SMES owners prefer payment to be made in cash to save money

Interviewer: It's a partial.

Interviewee: Yes that's it! And it will bring you costumers let me tell you a personal experience I order from orders .com before I buy the restaurant well for example it was like you know I have in my account something and 4 KD for example so the 4 KD it won't be withdraw! Why? Because I can pay it online and it's going to be done right? So the amount it was going to be remained on the account already! So it will bring me costumers I am telling you I became a costumer for a restaurant because of that they have a (Knet) I tried it from the first time and I said let me try it again and then I saw the review on it so I liked it and I was complimenting for the people.

Comment [FA630]: SMES owners prefer to have multiple ways of payments

Comment [FA631]: SMES owners prefer to have multiple ways of payments

Comment [FA632]: SMES owners prefer to have multiple ways of payments

Interviewer: So it's become word of mouth! Free word of mouth its positive.

Interviewee: So in the other hand it was from it.

Comment [FA633]: WOM is affective for SME's marketing

Interviewer: Its very good your experience was very nice for me! What is that thing in the marketing that you feel you are thinking of it? Or you enter with it

Interviewee: See what we are thinking to enter with it is! Previously someone came to us it was totally a strange order he was a blind and he said that he wants a menu bread so we were like ok we will do it its very simple for us actually

we have a contact with the blind association so we can print some copies and we put them in the restaurant and this is a point.

Comment [FA634]: Some SMES like to serve people with special needs

Interviewer: How come and how they doing it?

Interviewee: Its very simple the same menu it could be on the PDF file without pictures and without photos without anything so they will enter it in the system and then they print it out.

Comment [FA635]: Some SMES like to serve people

Interviewer: Free you mean they are printing it?

Interviewee: Well! We have a contact there.

Comment [FA636]: Business contacts are very important to SMES

Interviewer: It means nothing they show you the same menu?

Interviewee: Yes brile we actually saw it like a market image but we were afraid from the people or they say that we are using them.

Comment [FA637]: Right branding can play a major role in SMES innovation

Interviewer: why?

Interviewee: Look you know specially in Kuwait and the gulf they have a wrong idea about the disabled.

Comment [FA638]: Right branding can play a major role in SMES innovation

Interviewer: So why it's just that they are offering a service.

Interviewee: Yes they are but they just want to be famous.

Comment [FA639]: Right branding can play a major role in SMES innovation

Interviewer: I don't expect that on the contrary!

Interviewee: You know as much as I can be away from it because as you know in Kuwait people are respecting the handicapped as good as much! When it comes to the parking they don't make a space for the handicapped! So unlike that. Because I have an experience with the research institute I travel with them time to time we go to meet handicapped out of Kuwait so you have to be sympathy with them I mean you have to be a lot more than compaction because the topic it has no concerns as much as its out of Kuwait this is number one.

Comment [FA640]: Some SMES like to serve people with special needs

Interviewer: They are normal.

Interviewee: Number two they are community participants and they are committed to their rights and duties but! In Kuwait unfortunately that the handicapped he gives the government the indication that he can't do anything and he is sitting on a wheel chair actually by him self! And he takes his petition while he is sitting in his home so the preference in urn they have no preference to the handicapped as much as in Kuwait honestly over there they are respecting the handicapper's right but here I see they are not respecting handicapped in Kuwait I mean well lets say its just a philosophy! This is a point and the second point is that its most to go and open a project in the tenth city in Kuwait its most any restaurant wants to be a very good in sales it has to be in the tenth city! First of all the family is big and you are talking about a father and a mother and a

Comment [FA641]: Some SMES like to serve people with special needs

Comment [FA642]: SME's are attracted to TM & SM marketing

housemaids and children so when we say the average of the family contains 5 persons but in the other families it contains not less than 8 persons! This is the first thing and the second thing is that the rents are cheaper and the labour's rental is cheaper also and the required quality there is less than the required quality here! I mean all our costumers or a large percentage of the costumers became from the tenth city well actually when you deliver anything from (Hawaii) to the tenth city it takes about 15 minutes or more than that.

Comment [FA643]: SMES like to save time, money & energy via TS

Comment [FA644]: SME's are attracted to TM & SM marketing

Comment [FA645]: SM has help in bring the TC in one place

Comment [FA646]: SME's are attracted to TM & SM marketing

Interviewer: It's more than that.

Interviewee: Yes you can say so.

Interviewer: It's like an hour.

Interviewee: You can say it's a motorcycle.

Comment [FA647]: SME's are attracted to TM & SM marketing

Interviewer: but don't you think that in the hot weather it tires the driver?

Comment [FA648]: SMES like to save time, money & energy via TS

Interviewee: So this is the way that we do it. When you reach the tenth city! OK you have to open something very near to them and on the other hand that there is nothing! So the proof that the Mais-Alqanim opened a new branch there and Vila-Fairoz also opened there so everyone will concentrate on the tenth city unlike Jahra and the fourth city Arthia SMES like to save time, money & energy through targeting strategy

Comment [FA649]: SMES like to save time, money & energy via TS

and Ferdoos because lets say that they took their opportunity like al Riqi and the others because there is a lot of restaurants covered the area.

Comment [FA650]: SMES like to save time, money & energy via TS

Interviewer: You are talking about which cities in tenth area exactly?

Interviewee: Abu Halifa and AL mahbula Al mangaf Subah al Salim the cities there! Lets say for example Al Qurain and behind it like Fahad al Ahmad and Al Adan that area.

Comment [FA651]: SMES like to save time, money & energy via TS

Interviewer: It's very near actually! Not far Mubarak Al kabeer right?

Interviewee: Mubarak al kabeer is near but when you talk about Al mangaf and Al mahbula Abu Halifa Al subahia Al fahaheel.

Comment [FA652]: SMES like to save time, money & energy via TS

Interviewer: This is very good marketing.

Interviewee: Yes it is lets say what makes it different is the average of the family but for Al jahra has a different market because its people are not like the other cities.

Comment [FA653]: SMES like to save time, money & energy via TS

Interviewer: I think because they don't care about the driver in case of he delays the order they might beat him or something like that.

Interviewee: Yes of cours its very normal in case of you delay the order he might slap you.

Comment [FA654]: SMES like to save time, money & energy via TS

Interviewer: you mean it's a common thing?

Interviewee: Yes it is so you can expand at the tenth city.

Comment [FA655]: SMES like to save time, money & energy via TS

Interviewer: Its very good! Actually you give us a lot of things that it could help us and we covered many things so lets try to get some other things it might be useful for us and some more extra what are you looking for the future or what is your vision in the future?

Interviewee: Actually this is the first branch for us and its normal that we are going to have another branch in the future as you know.

Comment [FA656]: SMES like to save time, money & energy via TS

Interviewer: It will be in the tenth city right?

Interviewee: Yes it will be there but if things will go as good as we want we will enter with assignment, which is the school canteens.

Comment [FA657]: SMES like to save time, money & energy via TS

Interviewer: Yes this is good for you.

Interviewee: Yes but about this the friendship will serve it more if you have a friendship

Comment [FA658]: Good relationships are the base of any successful business

Interviewer: What about the associations?

Interviewee: The associations it must be an influence I mean you have to have some influences that the restaurants and the canteens only for their friends because there rents like 200 KD.

Comment [FA659]: Good relationships are the base of any successful business

Interviewer: Now is it the first experience for your business or your family a part of it?

Interviewee: No! See actually I am a graduated science administrative.

Comment [FA660]: Some SMES Owners/managers

Interviewer: in Kuwait?

Interviewee: Yes I am graduated in Kuwait university science administrative and accounting so I had a part in business with many places I worked with the real estate and stock shares so I have some experiences with these things even the cars I used to sell cars but as a business operation and labours and kind stuff like that this is the first thing.

Comment [FA661]: Some SMES Owners/managers

Interviewer: From the family?

Interviewee: From the family no.

Interviewer: Now you are their hope?

Interviewee: Yes! I am a rest taken for them.

Interviewer: Well I hope that God bless you and your work.

Interviewee: And I hope it returns to you too.

Interviewer: Well I am so happy to meet you and I wish luck sorry for having your time.

Interviewee: On the contrary it's my pleasure and I wish you luck with your studies.

Interviewer: Thank you so much.

The number of the interview: 5

Time of Interview: 09:11 PM

Date: Monday 07/22/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee: Abeer Al-Asfar

Position of Interviewee: Salam International General Manager

Interviewer: Tell me about Salam Group when did they start?

Interviewee: This company founded in 2010 as an international organization based in Sri-Lanka we started as a physical activity in the end of 2010 in December! We started the first activity we were about 10 persons we meet each other in the garden and we walk.

Interviewer: In 2010 you started right?

Interviewee No.2: We start in 2010 but the foundation founded in the end of 2010 so we started activity in the end of 2010 and we were 10 persons and often each other in the garden with Dr. Salah Al-Rashed and then we go and we make the (sending intention session) and that was our start. After that we started writing on Facebook about salaam group that we are a group with a schedule we make the sport walking activity and then we make the session of the sending intention. So in the beginning we were writing on the Salah Al-Rashed page only but when the attendees got increased we made a webpage it calls Salam group al Kuwait and its became the first webpage and then the doctor's students out side they were asking what is the Salam group and what is the activity? Exactly so we would like to do the same so we started to make some other groups but every group it has to be with a leader and the leader has to be finished in the curriculum foundation Academy and then we can certify. So they can specify the place but in our rules the place must be in a public and it shouldn't be closed I mean it has no café or in a certain place it has to be on the shore or in the garden or whatever.

Comment [FA662]: Marketing via celebrities

Comment [FA663]: Expecting SN booming in 2009 & shifting to SM marketing

Comment [FA664]: Some SME's use Facebook to connect

Comment [FA665]: Marketing via celebrities

Comment [FA666]: Right preparation can help in SME's success

Comment [FA667]: Some SME's use Facebook to connect

Interviewer: Why you want it public?

Interviewee: The point view of it is that we have to make sure that we don't have any political orientation or Religious and our activities be exposed in front of the all. And the important thing is that everybody can participate and a public place to make everybody see us.

Comment [FA668]: Being open to all people from different background

Interviewer: You mean if someone wants to enter?

Interviewee: Yes exactly.

Comment [FA669]: Being open to all people from different background

Interviewer: Now you are announcing about Salam group but where? Is it on Facebook?

Interviewee: For the time being we are announcing on Tweeter and Facebook WhatsApp and the email.

Comment [FA670]: SM is attractive to SME's

Interviewer: Why you don't make an advertisement in the newspaper?

Interviewee: First of all it's a costly idea and for the time being most of people communicates through social networking services more than newspaper.

Comment [FA671]: Newspaper ads are not attractive

Interviewer: You mean the newspaper is very costly?

Interviewee: Yes its not just costly but you can see the majority online and no one is reading newspaper as much as before.

Comment [FA672]: SM has improved marketing communication

Comment [FA673]: Traditional marketing waste a lot of time

Interviewer: Now you think that the social media is attracting more people for you?

Interviewee: You can say its spreading very fast when just anyone retweet or make a comment everybody will know about the activity. Now we started with only a group now we became 35 groups around the world.

Comment [FA674]: Being in any media

Comment [FA675]: Being in any media

Comment [FA676]: Traditional marketing waste a lot of time

Interviewer: How many? 35 groups? How many person in every group almost?

Interviewee: We don't make any group has less than 5 persons and the most rang became 200 persons in the group.

Comment [FA677]: SM has improved marketing communication

Comment [FA678]: SM helps in growing SME's

Interviewer: In Kuwait how many persons approximately?

Interviewee: Its 170 or 200 actually it depends on the weather.

Comment [FA679]: Retweet helps in spreading messages

Comment [FA680]: SM helps in growing SME's

Interviewer: Now you think that the social media more attractive for Salam group?

Interviewee: Yes its attractive.

Comment [FA681]: SM helps in growing SME's

Comment [FA682]: SM is attractive to SME's

Interviewer: Does it?

Interviewee: Yes exactly! And it makes people communicate with us if there is any changing or any notification they contact us anytime and everywhere.

Comment [FA683]: SM is attractive to SME's

Comment [FA684]: SM users can access SM from anywhere anytime

Interviewer: The number is very large very big you are talking about 35 of groups lets take 100 from every each group it will be 3500 persons. So do you think if the social media not exist are we going to be able to contact with them?

Comment [FA685]: SM has improved marketing communication

Interviewee: It will be very hard to communicate with them is not that easy and not that fast.

Comment [FA686]: SM has improved marketing communication

Interviewer: Ok it will be so hard but let's assume that the Facebook and tweeter do not exist then what are you going to do?

Comment [FA687]: SM has improved marketing communication

- Interviewee: We will be a very small group by then.
- Comment [FA688]:** Some SME's marketing depend on SM
- Interviewer:** It will be so hard then?
- Interviewee: Yes it is.
- Comment [FA689]:** SM has improved marketing communication
- Interviewer:** It will be very difficult to continue.
- Interviewee: We are not going to make groups out of Kuwait.
- Comment [FA690]:** SM has improved marketing communication
- Interviewer:** Almost the Salam group is based on social media.
- Comment [FA691]:** SM has helped in making the world globalized
- Interviewee: Yes exactly.
- Comment [FA692]:** Some SME's marketing depend on SM
- Interviewer:** Because if its not exist then it will be a problem right?
- Interviewee: Because there is no communication for the rest of the groups only online we are instructing them and guiding them talking to them and there is no other idea only this way.
- Comment [FA693]:** Some SME's marketing depend on SM
- Interviewer:** Well do you have the integration? For example the Facebook and the Twitter and the email list is there a link between them? Or each one alone?
- Comment [FA694]:** SM has improved marketing communication
- Interviewee: The Twitter and Facebook have a link between them but the e-mail no.
- Comment [FA695]:** SM has helped in making the world globalized
- Interviewer:** What do you mean link between face book and Twitter?
- Comment [FA696]:** Integration between SM sites & other media can be a powerful marketing tool for SMEs
- Interviewee: It means in case of we write anything on tweeter it will be on Facebook.
- Comment [FA697]:** Integration between SM sites & other media can be a powerful marketing tool for SMEs
- Interviewer:** So what if the opposite?
- Interviewee: No.
- Interviewer:** So does the link is increasing people?
- Interviewee: It's benefiting us a lot.
- Comment [FA698]:** Integration between SM sites & other media can be a powerful marketing tool for SMEs
- Interviewer:** What is the benefit?
- Interviewee: Because some of people are not exist on Facebook only on Twitter so they are commenting on Twitter.
- Comment [FA699]:** Integration between SM sites & other media can be a powerful marketing tool for SMEs
- Interviewer:** Its making time and effect easy.
- Interviewee: Else its facilitate supervision and responses on the page.
- Comment [FA700]:** Monitoring SMP is very important
- Interviewer:** The supervision is very important!
- Interviewee: Each page has special supervisors.
- Comment [FA701]:** Monitoring SMP is very important

Interviewer: No you said almost the advertisements and the newspaper are worthless not useful for us and costly.

Interviewee: Actually whom reading the newspaper now most of them are elderly.

Comment [FA702]: SME's are attracted to TM & SM marketing

Interviewer: It's not the targeted category? I mean not the targeted customers right?

Interviewee: exactly.

Comment [FA703]: SME's are attracted to TM & SM marketing

Interviewer: Is the social media we are doing is reducing the costs or not?

Interviewee: For me yes and a lot.

Comment [FA704]: Marketing in SM is cost efficient

Interviewer: How?

Interviewee: Because we already have the subscription this is number 1 and number 2 is that 24 hours available anytime you can enter and anytime you can upload our advertisement also you can response the inquiries I mean you are not a limited with a certain time in an advertisement or a newspaper you could make it in a week or something like that or we can response on the email while the message reaches its really save the time and the effort ion and the money.

Comment [FA705]: SM users can access SM from anywhere anytime

Comment [FA706]: SM has improved communication process

Interviewer: It is very good! So what about the tweeter is it growing up or getting small for your groups now?

Comment [FA707]: Monitoring SMP is very important

Comment [FA708]: SM has help in bring the TC in one place

Interviewee: It's always in the increment getting bigger. The number of the followers is increasing significantly.

Comment [FA709]: Twitter is booming

Interviewer: More than the Facebook now or what?

Comment [FA710]: SM helps in growing SME's

Interviewee: Twitter is more active than the Facebook especially in the gulf.

Comment [FA711]: Knowing that TS

Interviewer: Why?

Interviewee: I noticed that so in Africa until now they still communicated on Facebook not Twitter but in gulf no they are using the Twitter more than Facebook.

Comment [FA712]: Knowing that TS

Interviewer: Why?

Interviewee: Faster abbreviated it doesn't take time while you are reading and explore ring and always the advertisement has 140 letters and short and you can see the information widely ells you can do whatever on the phone.

Comment [FA713]: Twitter messages spread very fast

Interviewer: Its obviously good the people who are coming from the social media do they have the same interests?

Interviewee: There is some people entering just for curiosity and some of them want to join just to introduce their self specially the page has a lot of follower.

Comment [FA714]: In Twitter the more followers

Interviewer: How much their percentage almost?

Interviewee: For the time being its 12000 approximately.

Comment [FA715]: In Twitter the more followers

Interviewer: Are they all interested?

Interviewee: 10% almost.

Comment [FA716]: SM has help in bring the TC in one place

Interviewer: Which is mean 90% of them are interested.

Comment [FA717]: SME's use SM to collect TC

Interviewee: Yes it is but there are some people when they see that this thing is not benefit for them they leave.

Comment [FA718]: SM has help in bring the TC in one place

Interviewer: You mean the 95 % is increasing and the 10 % is reducing?

Comment [FA719]: SME's use SM to collect TC

Interviewee: Yes that's it.

Comment [FA720]: SM has help in bring the TC in one place

Interviewer: Now all of them are targeted?

Interviewee: Often.

Comment [FA721]: SME's use SM to collect TC

Interviewer: You said almost 90% .How about word of mouth the people are talking about the group all of them are talking positively I am pretty sure that there are negatives.

Interviewee: Well most of them disagree with the time or the weather is not proper for them and there is some people they like we stop in the hot weather so we are continuing non stop if anyone wants to come then welcome we are putting the time to vote we take the majority opinion and in case of he agree with us as a leader then we put him so here are the people whom opposed.

Comment [FA722]: Being open and listening to customers feedback is a strength SME's

Interviewer: Now word of mouth it's become almost 2 years or one year?

Interviewee: No 2 years.

Interviewer: There are some people talking about it positively they are saying that the place is very nice and some of them are saying.

Interviewee: First of all it's a positive environment.

Comment [FA723]: Monitoring SMP is very important

Interviewer: Is there any people saying that is negative or not?

Interviewee: What you are saying I said it often that the people are not understanding what we are talking about or they have some other certain goals they want to attend lectures and training courses so when you come you won't find this thing at us.

Comment [FA724]: Monitoring SMP is very important

Interviewer: They want free courses?

Interviewee: Yes exactly we have only the (sending – intention) we are concentrating on it often some of the people want to work for it to get some money and benefiting from it in their personal life but we are.

Comment [FA725]: Focusing on marketing goals is a strength to SME's

Interviewer: Is it coming to you personally?

Interviewee: There is some are saying why don't you bring a certain lecturer speaking so we are telling them its not our goal and not our message our goal is we have to concentrate on our self not on the people everyone has to concentrate on his private goals and the people whom are searching for the free courses " if they don't find it at as.

Comment [FA726]: Focusing on marketing goals is a strength to SME's

Interviewer: Lets say that the people are talking positive more than negative?

Interviewee: Yes the most is positive because as I told you the environment is positive you can find friends and physical psychological comfort because we are practising the walking activity so its effect on the body.

Comment [FA727]: Monitoring SMP is very important

Interviewer: All people are sitting!

Interviewee: We are walking for an hour everyday.

Comment [FA728]: Monitoring SMP is very important

Interviewer: You walk everyday?

Interviewee: Our activity for everyday is walking and there is a notification for today we have to walk.

Comment [FA729]: Monitoring SMP is very important

Interviewer: You have to walk right?

Interviewee: Yes it is unless in case of somone has a bad health.

Comment [FA730]: Monitoring SMP is very important

Interviewer: Now you were talking about the email do you have the people in the email or what?

Interviewee: Yes we took it and we made an advertisement to provide us their emails so everybody sent us his email and there are the groups around the world we asked them to provide us the emails whom is exist to communicate with them in case of anything new or any notification or any changing with the time and the place so we could inform them on the email.

Comment [FA731]: Sending targeted emails attractive to SME's marketing

Comment [FA732]: SM has improved communication process

Interviewer: Are you sending for them every week?

Interviewee: Yes every week.

Comment [FA733]: Sending targeted emails attractive to SME's marketing

Interviewer: Every week?

Interviewee: For notification.

Comment [FA734]: SM has improved communication process

Interviewer: For what?

Interviewee: The time of the session and there is a map for the time and the place to the all groups.

Comment [FA735]: SM has improved communication process

Interviewer: Well who is doing all that work?

Interviewee: Now we have an employee she had been hired since a month if there is any changes she will inform on the webpage directly.

Interviewer: Does she send the emails?

Interviewee: Yes she does.

Comment [FA736]: Sending targeted emails attractive to SME's marketing

Interviewer: And she response people?

Interviewee: Often yes.

Comment [FA737]: SM has improved communication process

Interviewer: All the groups?

Interviewee: Yes.

Comment [FA738]: SM has improved communication process

Interviewer: How?

Interviewee: Because every each group has 2 supervisors so the people communicating with the supervisor and the supervisor communicating with us so the responses will be on.

Comment [FA739]: SM has improved communication process

Interviewer: Is it a lot?

Interviewee: Its almost a massage per day " we have a special webpage on Twitter for the leaders only so the leaders contact with it information's and what is going on? And the rest of the groups have an expression instructions notifications notes will be on this webpage.

Comment [FA740]: SM has improved communication process

Interviewer: From you?

Interviewee: Yes and Dr. Salah al Rashed.

Comment [FA741]: SM has improved communication process

Interviewer: Direct with the leaders right?

Interviewee: All the leaders with any group he could contact us on this webpage.

Comment [FA742]: SM has improved communication process

Interviewer: Where is the webpage is it a private?

Interviewee: On Facebook.

Comment [FA743]: SM has improved communication process

Interviewer: It's a private page only for the leaders?

Interviewee: Yes it is.

Comment [FA744]: SM has improved communication process

Interviewer: Now they are increasing on the social media and whenever you get online so people come more and get increasing?

Interviewee: Exactly because we are making new groups so in Kuwait we were one group but when the number got increased the management became hard little bit on the leaders so the number of the groups is 300 and we allocated them to 3 groups and now we will make a new group after ead ,, because the number is started increasing little bit more.

Comment [FA745]: SM has improved communication process

Comment [FA746]: SM helps in growing SME's

Interviewer: Where is it?

Interviewee: It will be in " Kayfan " so it has to be easy in managing and instead of there is 40 one here we will make it 20 persons here and 20 persons there.

Comment [FA747]: SM helps in growing SME's

Interviewer: It became a lot!

Interviewee: It will be up to 40.

Comment [FA748]: SM helps in growing SME's

Interviewer: Are you marketing on Facebook, which it calls friend to friend, and are making an advertisement?

Interviewee: Would you please clear it up!

Interviewer: I mean in Facebook there is an advertisement with the Facebook for example it becomes like there is someone has a new place or someone has a new advertisement! Do you have this thing and are you doing the same?

Interviewee: No we don't.

Comment [FA749]: Because SM some SME's do not use advertisement

Interviewer: You are not doing any advertisement?

Interviewee: No.

Comment [FA750]: Because SM some SME's do not use advertisement

Interviewer: Above all your groups are growing up right?

Interviewee: Yes its growing up its like people are talking and people are doing something.

Comment [FA751]: Because SM some SME's do not use advertisement

Interviewer: Everything is word of mouth?

Comment [FA752]: SM helps in growing SME's

Interviewee: Yes it is.

Comment [FA753]: WOM is affective for SME's marketing

Interviewer: You mean that someone is explaining and telling his experience?

Interviewee: Yes exactly well even the page of the doctor we are announcing because he has a lot of followers so we are announcing the groups on his page.

Comment [FA754]: Marketing via celebrities

Interviewer: You are using the celebrities like Dr. "Salah Al Rashid" so is there anyone else?

Interviewee: No only him.

Comment [FA755]: Marketing via celebrities

Interviewer: why?

Interviewee: Because he is the responsible of the activity and he is the speaker.

Comment [FA756]: When MVC SME's must choose the right celebrities

Interviewer: So do you think that the other people are not useful for you?

Interviewee: It might be if they visit us and announce something on their pages like a picture.

Comment [FA757]: When MVC SME's must choose the right celebrities

Interviewer: Like whom?

Interviewee: Like "Mohammad Al Maatooq" when he joined our page he participated and he was like that he I joined "Salam group" and uploaded his picture.

Comment [FA758]: Marketing via celebrities

Interviewer: Do you have "Fatimah Al Naham"?

Interviewee: Yes we have her.

Comment [FA759]: When MVC SME's must choose the right celebrities

Interviewer: Did she talk?

Interviewee: Yes she does she talked more than one time on Twitter.

Comment [FA760]: Marketing via celebrities

Interviewer: Does she have a Facebook page?

Interviewee: No she doesn't! I think she has it but its not activated on Facebook.

Comment [FA761]: SME's must choose which SM sites

Interviewer: I think she has a lot right?

Interviewee: " Ahmad Al Fahad " he announced on his page he has more than the 40.

Comment [FA762]: Marketing via celebrities

Interviewer: Does it benefiting the celebrities from the announcement?

Interviewee: Exactly because there are a lot of people we don't know them and when they come and read the advertisement so they start following and they can see our activities and attend with us.

Comment [FA763]: Marketing via celebrities

Interviewer: Now you are marketing for there.

Interviewee: Buy the way we are not asking from them they are marketing from their experience.

Comment [FA764]: When MVC SME's must choose the right celebrities that fit their marketing strategies

Interviewer: I think its good and also if they have common goals.

Interviewee: Yes exactly like the Kuwait diving team they made for us a strong advertisement when they attended with us.

Comment [FA765]: Marketing via celebrities

Interviewer: They are active? They have tweeter and Facebook?

Interviewee: Yes they have Facebook.

Comment [FA766]: SME's must choose which SM sites

Interviewer: How about their activity does it strong?

Interviewee: Their activities very strong and on the email it's stronger! And everyday they send e-mail with 5000 persons.

Comment [FA767]: SM has improved communication process

Interviewer: Well you just said that the monitoring and the environment I mean when someone join and start cursing on the page do you have like these kind of stuff?

Interviewee: Yes of cours but which peaceful you are talking about now there are wars everywhere and people are getting die often we answer them nicely.

Comment [FA768]: Some managers realize the important of customer service

Interviewer: Who is monitoring the pages?

Interviewee: The leaders.

Comment [FA769]: Monitoring SMP is very important

Interviewer: They are cleaning and deleting removing?

Interviewee: Yes exactly.

Comment [FA770]: Monitoring SMP is very important

Interviewer: They don't keep it right?

Interviewee: No not at all and if they give him/her a warning and in case of he/she doesn't respect the terms and the policy of the page they will show him/her always that the page has terms and policy if he/she doesn't commitment he/she will get removed from the group.

Comment [FA771]: Monitoring SMP is very important

Interviewer: He will not join the group again right?

Interviewee: No because he/she will get blocked.

Comment [FA772]: Facebook gives users the option to block negative users

Interviewer: Does it a big problem?

Interviewee: No it's not a big deal.

Comment [FA773]: Monitoring SMP is very important

Interviewer: But it's a common?

Interviewee: Yes it is but little bit we had only 5 persons from the beginning.

Comment [FA774]: Monitoring SMP is very important

Interviewer: Its obviously nice.

Interviewee: The environment has high energies.

Comment [FA775]: Monitoring SMP is very important

Interviewer: You get once when someone comes and ruin things right?

Interviewee: Yes.

Comment [FA776]: Monitoring SMP is very important

Interviewer: I don't know what he benefits from this!

Interviewee: It could be a massage for us.

Comment [FA777]: Monitoring SMP is very important

Interviewer: Opposite likes what I am thinking right?

Interviewee: Exactly.

Comment [FA778]: Monitoring SMP is very important

Interviewer: You are blocking the negatives users on Facebook and or on Twitter?

Interviewee: No on both.

Comment [FA779]: Facebook gives users the option to block negative users

Interviewer: The same subject! Now we are talking about the sponsorship you have pages on "Salam group" you said you have 350?

Interviewee: 35 groups.

Comment [FA780]: SM helps in growing SME's

Interviewer: So every each one of them has a private page right?

Interviewee: Exactly.

Comment [FA781]: SM helps in growing SME's

Interviewer: So anyone can make marketing on sponsorship for the activities?

Interviewee: For "Salam group"?

Interviewer: Yes for "Salam group"

Interviewee: We are always informing the all about the activities some of the news and some of the occasions we are always informing.

Interviewer: What about "Abu-Fuzz"s page? Or "Salah Al-Rashed"

Interviewee: Its just when we make a new group we announce it from his page.

Comment [FA782]: Marketing via celebrities

Interviewer: So you announce from his page to your group right?

Interviewee: Yes it is and in case of anyone interested the group just follow the instructions.

Comment [FA783]: Marketing via celebrities

Interviewer: Why you don't do the sponsorship way isn't good for you?

Interviewee: You mean with the other people?

Interviewer: Yes you make sponsoring with the others they could sponsor the activity.

Interviewee: For the time being we are not thinking of the idea but in the future it could be in "Salam-international".

Comment [FA784]: SME's use sponsorship to market their Products/services

Interviewer: It will be sponsorships from the others.

Interviewee: Yes its from the people whom are interested about our subjects and serve our message but now in "salaam group" ,pages no but it might be for "salaam international" the mother company.

Comment [FA785]: SME's use sponsorship to market their Products/services

Interviewer: Now we can say that the social media is saving for us the time and the cost and effort it becomes free and they are bringing some people.

Interviewee: Yes because the spreading is so fast and you don't need to hire an employee in a full time or duty.

Comment [FA786]: SM helps in growing SME's

Interviewer: It's like a fancy.

Interviewee: Yes it is.

Comment [FA787]: SM helps in growing SME's

Interviewer: If you working with traditional marketing how much it going to cost for this project?

Interviewee: a lot.

Comment [FA788]: Traditional marketing waste a lot of time

Interviewer: It's very costly.

Interviewee: Yes its very costly the advertisements and newspaper massages there are alone.

Comment [FA789]: Newspaper ads are not attractive

Interviewer: Now lets say that the social media is serving very well and it makes the activity exist.

Comment [FA790]: Traditional and Newspapers marketing

Interviewee: There is in one country but its not wide world.

Comment [FA791]: SM has helped in making the world globalized

Interviewer: lets talk about the accessibilities you said that you can contact all the groups and you can enter so you have access and you have a way with them you could get very fast.

Interviewee: But it doesn't spread worldwide, the fast spread is because of the social media.

Comment [FA792]: SM has helped in making the world globalized

Interviewer: I got it. Let's talk about the accessibility, you told me that you can communicate with all those groups easily, you have an easy way to reach them, if we didn't have social networks, it would have been hard to contact them.

Interviewee: Right, I won't have a way except for sending them a letter.

Comment [FA793]: Some SME's marketing depend on SM

Interviewer: How much will international calls cost?

Interviewee: A lot, if I will send a letter it won't reach fast and the telegram is very expensive.

Comment [FA794]: Traditional marketing waste a lot of time

Interviewer: So the social network is making it fast as you can reach everybody everywhere.

Interviewee: Yes, everywhere.

Interviewer: How about the advertisements? Who makes them?

Interviewee: The weekly advertisements are distributed through the e-mail. We have a fixed message every week that we send out to everybody through the leaders" pages. I send them the message and each leader in each group posts it and starts to advertise for it.

Comment [FA795]: SM has improved marketing communication

Interviewer: Who is in charge of the designing?

Comment [FA796]: SM has improved marketing communication

Interviewee: The designing is not exaggerated it's very simple, I do it mostly.

Comment [FA797]: SM has improved marketing communication

Interviewer: You do it. Does it have to be approved from Salah Al-Rashed or you send it to the leaders directly?

Interviewee: Salah only gives us the message then I do it.

Comment [FA798]: SM has improved marketing communication

Interviewer: Then you do the design by yourself and publish it.

Interviewee: Exactly.

Comment [FA799]: SM has improved marketing communication

Interviewer: How do you do the designing? Through the Laptop?

Interviewee: No, the iPhone.

Comment [FA800]: SM has improved marketing communication

Interviewer: That makes you have fast access to everything.

Interviewee: Yes, whether I am in Kuwait or overseas, morning, afternoon or night, I am always there, once I receive the information I can send it.

Comment [FA801]: SM users can access SM from anywhere anytime

Interviewer: Very nice.

Interviewee: Even when the Dr. is outside Kuwait, nothing gets delayed. We can contact him through the WhatsApp or the E-mail.

Comment [FA802]: SM users can access SM from anywhere anytime

Interviewer: That's amazing, so even when the Dr. is abroad that doesn't make a difference.

Interviewee: Not at all.

Comment [FA803]: SM users can access SM from anywhere anytime

Interviewer: That employee that you talked to me about earlier, what does she do exactly?

Interviewee: She does weekly statistics.

Comment [FA804]: Lack of information updates affect marketing decisions

Interviewer: Like surveys?

Interviewee: Yes. She does that for each group so we know how many people attended our class. Her way is through contacting the leaders; they send her the groups' information weekly. At the end of each month we could have an idea about how many people attended each group.

Comment [FA805]: Lack of information updates affect marketing decisions

Interviewer: Those numbers are important for you?

Interviewee: For sure, they are important for us to know whether we are progressing or not.

Comment [FA806]: Lack of information updates affect marketing decisions

Interviewer: She does those statistics, is this major thing she does?

Interviewee: She also has the e-mails, she sends them weekly to all those that are registered in our program. She gives us a report, with pictures, we asked all the groups to take pictures for their activities so we can announce them and advertise for them in Facebook and all.

Comment [FA807]: SM has improved marketing communication

Comment [FA808]: SM has improved marketing communication

Interviewer: Is it updated? For example, if I want to ask about those statistics now, will you give me the numbers?

Interviewee: Yes. I can send her a message or an e-mail and she will respond immediately. I can ask her to give me the statistics for November for example, she will have them all.

Comment [FA809]: Lack of information updates affect marketing decisions

Interviewer: Great. Your marketing communication with all the leaders is very easy because it's as you said easy to use, whether you were anywhere or anytime. You communicate with different people in around 35 countries that way.

Interviewee: Yes. In Europe, GCC countries, Africa, everywhere.

Comment [FA810]: SM has helped in making the world globalized

Interviewer: You can contact them at the same moment. Are you getting feedbacks about that from people? Can you contact this easily and fast for their opinions? Do you those kinds of feedbacks?

Interviewee: Yes, I check my e-mail, Facebook and Twitter daily, we contact them immediately.

Comment [FA811]: Some managers realize the important of customer service

Interviewer: It's a daily thing.

Comment [FA812]: Some managers realize the important of customer service

Interviewee: Yes it is. Something else is that through the iPhone you can get an alert that you have an e-mail or a message through Facebook at the same moment therefore you can contact them immediately. That way you are always updated.

Comment [FA813]: Some managers realize the important of customer service

Interviewer: Your costumer database, the number of people joining you is increasing, right?

Comment [FA814]: Being up to date & having a system is very important to SME's

Interviewee: Yes, it is increasing.

Comment [FA815]: Some managers realize the important of customer service

Interviewer: That's all because of the social media.

Interviewee: Yes. I am glad that social network is available.

Comment [FA816]: SM helps in growing SME's

Interviewer: It's a very useful thing.

Comment [FA817]: SM helps in growing SME's

Interviewee: It's enough that you get the information that you want daily and in an immediate way. You don't have to wait or get tired searching or even travelling to just to make an interview.

Comment [FA818]: SM has improved marketing communication

Interviewer: I want to talk a little bit about the information you deliver in Salam group, is there something similar to your group in the region?

Interviewee: There are reflection sessions but not similar to ours.

Comment [FA819]: By having special products/services SME's

Interviewer: Do you communicate with any non-profit organizations like yours to get information from them?

Interviewee: For the time being no. We did contact one organization and took part in an international experience as Al-Salam Group.

Comment [FA820]: SME's help each other

Interviewer: Does this organization have a Facebook page?

Interviewee: It has a Facebook, Twitter and an e-mail.

Comment [FA821]: SM has improved communication process

Interviewer: Do you both exchange experiences?

Interviewee: Yes, through the Dr.

Comment [FA822]: SME's help each other

Interviewer: So you are exchanging information about what's better and what's not.

Interviewee: They always have surveys and statistics that they send to us through e-mail. We benefit from them.

Comment [FA823]: Lack of information updates affect marketing decisions

Interviewer: How about the companies.

Interviewee: No, we didn't benefit from them, we didn't use them.

Interviewer: But they have information about marketing that you might benefit from.

Interviewee: For the time being we don't need that, because we always care more about the quality not the quantity.

Comment [FA824]: Good quality or value can be a good marketing strategy

Interviewer: You are saying quality, what do you mean by quality? Quality of what?

Interviewee: The type of people that are interested in what we are offering. We don't only wish to be famous worldwide, we care about the quality of people that are interested in what we offer, we want those who come to us believe in what we do. She e-mails it to us and we benefit from it.

Comment [FA825]: Good quality or value can be a good marketing strategy

Interviewer: How?

Interviewee: They should believe in our message.

Comment [FA826]: Good quality or value can be a good marketing strategy

Interviewer: I didn't get you point.

Interviewee: It's not important for us to be very well known internationally as much as it's important for us to deliver our message that we believe in. May be what we are talking about is out of the subject.

Interviewer: It's all right. It's important that people know you.

Interviewee: No it's not important for us that people know us, we care about the type of people that come to us, we don't want big quantity of people, but we want quality.

Comment [FA827]: Good quality or value can be a good marketing strategy

Interviewer: You want quality.

Interviewee: Exactly.

Comment [FA828]: Good quality or value can be a good marketing strategy

Interviewer: What others things can you tell me from your own experience? Something that we didn't talk about regarding the social media.

Interviewee: Because we do our supervision online, we don't attend all the groups personally, we benefited that whoever has a complaint about one of the leaders can contact us easily.

Comment [FA829]: SM has improved marketing communication

Interviewer: How?

Interviewee: Our e-mails are there for everybody, our website pages are there for everybody as well, so the customer can communicate with us to complain about a certain leader, he could give certain names.

Comment [FA830]: Some managers realize the important of customer service

Interviewer: You had such complaints?

Interviewee: And we directly contact that leader, if we found that this leader is not qualified we can release him.

Comment [FA831]: Some managers realize the important of customer service

Interviewer: So without the social media you wouldn't have been able to know that?

Interviewee: No, we wouldn't have known that, because the leader will give us a report that everything is good. But we always post in our website that if you have any complaint or inquiries inform the main supervisor.

Comment [FA832]: Some managers realize the important of customer service

Interviewer: It's showing you things that you wouldn't have been able to know but now they are being known.

Interviewee: Exactly. The leader that is in charge of the group knows that if he misbehaved we would know that.

Comment [FA833]: SM can improve customer service

Interviewer: Before it wouldn't have been the same?

Interviewee: Of course not, because we will get the report from the leader claiming that everything is perfect, and we would take it.

Comment [FA834]: SM can improve customer service

Interviewer: Before maybe the client would call to ask or complain about something but he won't have access to anyone in charge.

Interviewee: Exactly, it might not reach the supervisor.

Comment [FA835]: SM can improve customer service

Interviewer: This gives people more protection or safety.

Interviewee: Yes, the customer feels that he is in contact with the whole group not only one leader. He knows that if he didn't get an answer from you, he can contact another person. They can contact the Dr. himself.

Comment [FA836]: SM can improve customer service

Interviewer: That too?

Interviewee: Yes, because the Dr. is available on FB and Twitter.

Comment [FA837]: SM can improve customer service

Interviewer: And he replies to them?

Interviewee: Yes he does most of the times or he refers them to someone that is beneath him. What else?

Comment [FA838]: SM can improve customer service

Interviewer: We always ask the groups to record the meetings, some of the groups are not active, and that helps us to distinguish whether this group is active or not. If we didn't find any activity or progress for a certain group then we cancel it. You just cancel it?

Interviewee: Yes, it happened before, we cancelled two groups previously.

Comment [FA839]: SM can improve customer service

Interviewer: Two groups got cancelled.

Interviewee: Yes, because their leader was not serious about his message, he was not serious about his tasks. He didn't watch the page; people who used to join or not join would say that the advertisement posted is not renewed more often. So we cancelled that group.

Comment [FA840]: SM can improve customer service

Interviewer: What would he do?

Interviewee: He wouldn't post any advertisements, or if he did he won't renew it most of the time, he didn't care about watching the page and didn't come on time, people would go and not find him there. So we cancelled it.

Comment [FA841]: SM can improve customer service

Interviewer: And who is that? Which place is he in?

Interviewee: In the Levant.

Comment [FA842]: Some managers realize the important of customer service

Interviewer: Didn't they ask for them to come back again?

Interviewee: Yes they did, but we said when we find other leaders, one of the groups that we cancelled while ago is back now and very active.

Comment [FA843]: Some managers realize the important of customer service

Interviewer: Did that group have the same leader?

Interviewee: No, another one.

Comment [FA844]: Some managers realize the important of customer service

Interviewer: The previous one wasn't active.

Interviewee: Yes, he wasn't.

Comment [FA845]: Some managers realize the important of customer service

Interviewer: How long does the activity take? Does it take place once a week?

Interviewee: Once a week and for an hour. It doesn't take longer than an hour.

Interviewer: That's not much but maybe communication and all requires a lot of time.

Interviewee: Yes. By the way, some people don't have the ability to communicate. The most important thing for us that the leader should have covered all the fundamentals, he should have mastered the arts of life. He should know about intentions and the power of intentions, meditations.

Comment [FA846]: Some managers realize the important of customer service

The number of the interview: 6

Time of Interview: 09:11 PM

Date: Monday 07/29/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee: Dadia Abubaker

Position of Interviewee: President of Reading Club

Interviewer: Ok...Nadia tell me how you can market on "Salam-for reading" and tweeter Facebook? And if you have "WhatsApp" what is the thing that you are using it we call it social media so what are you using? And how long you are using it?

Interviewee: We started since 17\9\2010 and the 1st of October was the first book we read it.

Interviewer: the 1st October was which year?

Interviewee: Was in 2010.

Interviewer: Ok

Interviewee: No excuse me it was 2011 I mean since a year and then we started in Facebook the first time and we make something like a page in Facebook so we type that we met and so we download the pictures and we have to mention our next meeting.

Comment [FA847]: Some SME's use Facebook to connect

Comment [FA848]: Some SME's use Facebook to connect

Interviewer: This is on Facebook?

Interviewee: Yes that's right and this is from the beginning and our team was completed from the start since we are big group in "Salam-group" we mentioned to the members that we will make a club so we would like to make the same group remaining because we want the same goals and the same targets and the same ideas the same thoughts the same peoples and no deference between the point of views so we figured this group.

Comment [FA849]: Some SME's use Facebook to connect

Comment [FA850]: When SME's establish new business

Interviewer: You mean you were using the old network in "Salam-group" You took other network and you were using it for your own work and you made a group from the big group lets say?

Interviewee: Almost the activity it came like you know! Honestly I wanted this activity since long time but by that time it doesn't work and I don't know really! I can remember once they called me and I don't know I can't remember if I apologised or not so the time was not suitable for me and then they called me again so they told me that if you have the well to establish a club for reading so you are very welcome so I was like occurs I have the well to do so! And I informed the group directly about the thing so I know they like reading and the same books which I read well this is the good thing in it I mean when we read the books none has any objection like I don't want this book and those kind of stuff almost everyone agreed to read the same book and then we made a group on Facebook we were announcing that we met today and we put a picture so we can announce about our next meeting and where its going to be! And what happened is we became announcing on Twitter and tweeter is very expanded in Kuwait I've tried it by my self I tried both but Twitter has a broad activity more than Facebook specially in Kuwait and it's a very fast spreading and everybody can know it very fast and its very fast trading an example when I make an advertisement and someone retweet its going to be something very fast so it became like everybody want to attend the meeting.

Comment [FA851]: When SME's establish new business

Comment [FA852]: When SME's establish new business

Comment [FA853]: When SME's establish new business

Comment [FA854]: Some SME's use Facebook to connect

Comment [FA855]: Retweet helps in spreading messages

Comment [FA856]: Retweet helps in spreading messages

Comment [FA857]: Retweet helps in spreading messages

Interviewer: You mean that the tweeter is a net faster than the Facebook because its connection is immediately?

Interviewee: Yes it is.

Interviewee: Well! What is good in Twitter is the retweet so for example I make the advertisement and someone retweet so who can see the retweet? Is who has the 500 persons so the 500 persons they will see the retweet and anyone of the 500 person retweet for example anyone has 1000 or more than that it will be shown as well as everyone can see it you got it? So it has more followers.

Comment [FA858]: Retweet helps in spreading messages

Comment [FA859]: In Twitter the more followers

Interviewer: So the retweet is very important right?

Interviewee: Of occurs it is.

Comment [FA860]: Retweet helps in spreading messages

Interviewer: What do you expect there is something more important than the retweet in tweeter or it is a mainly retweet and strongest in tweeter or what?

Interviewee: No it's the retweet.

Comment [FA861]: Retweet helps in spreading messages

Interviewer: Retweet is very useful for you right?

Interviewee: Of cours it is for example its useful for the advertisements and for a certain subject.

Comment [FA862]: Retweet helps in spreading messages

Interviewer: Its fast speared right?

Interviewee: Yes of cours so people became like! Our number is getting 10th it has to be so and the sitter project wants like 3 of attendance not more than that

and it doesn't want a repeating for example in case of someone comes today and 2 of people the next time they won't come again.

Comment [FA863]: Retweet helps in spreading messages

Interviewer: Why what is the purpose of this?

Interviewee: Their purpose in the sitter club is that their members have attachment so they just concentrate on the members and they are not concentrating on. For example when some of the group like 4 or 3 come let them figure another group because any club from 5 to 10 I mean even if have 5 persons its alright with it you can make a group so its allowed and its from 5 to 10 it must be with the leader.

Interviewer: Well can you tell me what are the benefits for you and does it useful for you?

Interviewee: Yes but first of all we are reading a book and we are meeting each other every month and we are reading 2 books every 2 month and this is with the group and not to mention the other books monthly for example people not depend only on books but there are some people read more than 3 books monthly the reading encourages who has no incentive for example there are some people they were not finish 2 books in a month they could finish half book or a book but if you meet some of the groups it will be supporting and encouragement so in case of I have a meeting in 1st of Jul. so I have to finish a book during 2 weeks well for me it will be more encouraging to who has stimulate internal that I have to finish this book as soon as possible by my self of cours during this prior of time from 17th September until the last meeting was jolly 7 we benefited a lot from our meetings we had allot of encouragements and supporting's even the way how to think I mean when you read the book each one has the own way to read and every each one has a deferent thought and touch everyone has a deferent point of view so when you read a book you will find your self with 10 persons like a group not less than 10 persons also the guests you will be with 10 deferent brains as you are seeing 10 deferent point of views.

Comment [FA864]: Teenagers can be good staff for SME's in SMM

Interviewer: So this is the benefit that you are benefiting from the reading so do you have incentives and Awards?

Interviewee: No it's just a voluntary thing.

Comment [FA865]: Teenagers can be good staff for SME's in SMM

Interviewer: I know but there is no supporting for volunteering? I mean sometimes most of the people doing it.

Interviewee: No I don't think so for the time being nothing happened to me similar but I heard I saw it on Facebook before I have the club it was a club like an Omani students they are studying in Kuwait even the are living in the campus so I expect that they read 30 books but for the time being they didn't mention the honouring ceremony. And for the marketing I told you our numbers reached approximately 24 persons in the club and they don't like it in the sitter project as long as 24 persons why not open another area so the are some copies of the

Comment [FA866]: Teenagers can be good staff for SME's in SMM

books we can't find them we can reach only 1 copy 2 copies but not all of them and some of the books we can't reach them so I am telling you 24 persons who you will bring copies even there won't be an exist copies they won't copy anything though! People won't have attachment! So there was an objection anyways what I noticed now even the offering on tweeter became allot I became like hesitant or rather I stopped announcing on tweeter because I know when I announce on tweeter it won't bring people they don't want new people you got it?

Comment [FA867]: SM helps in growing SME's

Interviewer: You just have it for social media right?

Interviewee: Now we established between us the "WhatsApp" so we have a group only the members even the guests are not joining us only the members allowed it's like that we will have a meeting in next month for example so our current communicate is on WhatsApp service but for me for example if I have this club and not belongs to anyone for me I can see the Twitter is very good and every time it will brings new people and there is some people though there other 5 clubs not 10 though we are satisfied so there is above the 10th can you see that how the impression of the Twitter?

Comment [FA868]: WhatsApp application in IPHones can be used to communicate

Comment [FA869]: WhatsApp application in IPHones can be used to communicate

Interviewer: So the tweeter is brining you a lot of people right?

Interviewee: Yes this is what happened.

Comment [FA870]: SM helps in growing SME's

Interviewer: I think your experienced was very good well you didn't tell about your experience on Facebook yet?

Interviewee: On Facebook in the beginning when I tried it was excellent so we didn't meet to put license we were only put the meeting as I told you and the next meeting so we were having some questions from people asking as for example one of the questions was what is you activity in the club and we want to make a club so there was a girl one of the group in Salam group she made a club quoted from the idea of salaam for reading in KSA so she was exited and some of people they were contacting me and telling me if we could make a club like your idea ? And I was like its alright you can do it because the idea is not mine it belongs to the sitter so its fine with it so the good thing in it some people contacting me and they took the idea and they made it in their countries and there was another girl in UAE asked me Facebook is very good for communicating to the abroad people but the tweeter is better for Kuwait.

Comment [FA871]: Facebook can be used to interact with customers

Comment [FA872]: Facebook can be used to interact with customers

Comment [FA873]: Twitter is the most popular website in SM

Comment [FA874]: Even though Facebook is older than Twitter

Interviewer: Is this was possible without the social media without Tweeter and Facebook is this was possible? No you are telling me that you can connect with even the gulf on Facebook and tweeter so was it possible?

Interviewer: Lets cancel Facebook and tweeter and let's imagine you are going to be able to contact people without Facebook and Tweeter?

Interviewee: Now as we are members as in the club it's going to be fine if we use the SMS its possible that in case of we don't have "WhatsApp" its going to be on phone and SMS.

Comment [FA875]: Without SM SMEs will spend more money on marketing communication

Interviewer: But it's going to be so costly right?

Interviewee: Of cours.

Comment [FA876]: Without SM SMEs will spend more money on marketing communication

Interviewer: Lets assume and let's imagine that there is no "WhatsApp", no "Facebook" and no "Tweeter" what going to happen by then?

Interviewee: Its going to be so costly because you will send SMS not less than 10 persons so I have to make sure that they are exist so I will track them and they track me and I am not sure I am going to have doubt they are exist or not but when I get on "WhatsApp " and when I just send the advertisement and in case of anyone wants to apology he might has circumstances or kind of these stuff he has to send me a massage you got that ? So its going to be very hard way and as you just said its going to be costly about "WhatsApp" its easier and faster free and I am going to know that the massage is reached or done for example in case of anyone replays you will know that the massage is reached to everyone so this is the point.

Comment [FA877]: Without SM SMEs will spend more money on marketing communication

Comment [FA878]: When sending messages in WhatsApp

Comment [FA879]: When sending messages in WhatsApp

Comment [FA880]: Without SM SMEs will spend more money on marketing communication

Interviewer: What about the accessibility? I mean during Twitter I can enter everywhere is that right?

Comment [FA881]: When sending messages in WhatsApp

Interviewee: That's right.

Comment [FA882]: SM users can access SM from anywhere anytime

Interviewer: How? And there is a difference

Interviewee: Yes of cours anytime now with the current group on WhatsApp? Yes of cours I can anytime so I can send massages even in the night because this is "WhatsApp" its totally different than before unlike SMS you can't send anything specially at night for example before you can send SMS only morning and in the afternoon and you stop it at! 2 AM unlike "WhatsApp" you can send even At 3 AM or whatever why? Because its known this is WhatsApp and when you want to sleep you set the phone on silent and you get online later on so this is the WhatsApp way for the time being.

Comment [FA883]: SM users can access SM from anywhere anytime

Interviewer: So it's cancelled a lot of things now not like before right?

Comment [FA884]: SM users can access SM from anywhere anytime

Comment [FA885]: It is not accessible to use SMS

Interviewee: Yes of cours surly an example you imagine that we don't have "WhatsApp" and we have SMS so something happened like an emergency and I have to send a massage immediatly well I got to communicate with group at 2 Am so I think you can't and how? You will send the "WhatsApp" in case of some people awake they will replay you and the others will replay later when they wake up when they pray or in the morning or any possible time you got it? But the SMS you can feel it hard like something big but "WhatsApp" It's became something usual something normal.

Comment [FA886]: SM users can access SM from anywhere anytime

Comment [FA887]: It is not accessible to use SMS

Interviewer: Now you are feeling that they became like you can communicate people anytime and its became true but see are you putting an advertisement or what or what is the form of the advertisement looks? And what is the way of your advertise?

Interviewee: The advertising it contains for example in July 7th its going to be a meeting to discuss the book of the headiness for the author "Wayne dyer" at 10 pm this is the announcement this is the same announcement but the book is different and the timing is going to be the same at 10 am.

Comment [FA888]: WhatsApp can be used for short Advertisement

Interviewer: The same way of the café or what?

Interviewee: The lobby of the regency the hall opened and quit for example you come in the morning specially in Saturday there is no work 3 clubs so we were coming before and there is no one in Sunday and we came again we saw that the place already reserved so we were setting outside and people are discussing things here I mean the club is discussing and we were discussing our voice was very loud and also their voice so the inconvenience was mutual from the both sides even the coming people and even the people from the under so it was the last 2 meetings here one day there was our club and beside us another one and under another one its became like that.

Interviewer: Really?

Interviewee: So its 2 time per week and I told them which day your meeting suppose to be? Because we want to make ours in another time or day so we realized that they reserved the whole time of Saturday so we couldn't well our choice was we have to find other place.

Interviewer: That's better for you.

Interviewee: Its regency so its empty it was very good place beautiful and overlooking the sea and it has a very beautiful view so we can even choose other places we can also during the meeting and after meeting we could choose the way of the place and we can make a voting like shall we stay in this place or we should find other one? And even the book lets say for example this book for today is the headedness do you want it or there is an objection? They go like its alright its fine with us another example I suggested a book and you suggested a book and someone ells do so we go like who wants the headedness book? And who wants "Al-Emtenan" well someone is going to raise the hand and its going to be votes to the majority and then for example someone his vote became 5 and the other one 6 so its going to be on the 4 and 3 and then the 2 this is the way how to vote!

Interviewer: Its something good well are you communicating with people and in case of someone asks a question are you replaying?

Interviewee: Yes we do for example there is some people asking but after our meeting we announce our book and the picture so we get some questions on Twitter like where is your place and your addresses and where we can get the book and how we can contact you is this a club or what? So the last time when I upload the picture there was a girl was like I want to register with you and there was another girl she wanted to register with us and I was like for the time being we don't have so we are satisfied so I am telling you that we have a surplus of

members and subscribers even in case of I have someone wants to leave I have some other people want to register so I am done we are satisfied.

Comment [FA889]: SM helps in growing SME's

Interviewer: Is she with you in Salam group?

Comment [FA890]: SM has improved marketing communication

Interviewee: No she is not I don't know really I think he became al loyal or something like that so they want us though there are 85 club.

Comment [FA891]: SM helps in growing SME's

Interviewer: It's too much!

Interviewee: The project started since 2010.

Comment [FA892]: SM helps in growing SME's

Interviewer: Who is managing this project now?

Interviewee: The project belongs to son's of "Basher Alrashidi" (Salih Basheer Alrashidi) and the prime of the clubs is "Suleiman Abdulhadi" they started with 3 or 4 clubs and now they got to the 85 because last time they told me that they got the 75 and now exactly 85 and if you would like to contact with them so I could inform them.

Comment [FA893]: SM helps in growing SME's

Interviewer: We could do the same idea! So you are the leader of the group right? And what's the special name or it has other tell me.

Interviewee: The first time it was suggested to be the "Club of the friends " but because all of us are belong to salaam so we suggested naming it "Salam" and here we are we named it by this name.

Interviewer: So you are seeing the Twitter and Facebook they bringing to you some people interested or in a random way or it's like mixed people? And all of them interested to read or they just joining your page just like that or just for curiosity?

Interviewee: No what I noticed they are pretty interested whether of they are on Facebook or Twitter I noticed they are very interested and for example when I write in "Salam group" if you would like to see the page of the group!

Comment [FA894]: SM has help in bring the TC in one place

Interviewer: Yes of cours I wouldn't mind.

Interviewee: And I can see there some people retweet a lot on the group even I made some changes on the page on "salaam reading " so as you can see 527 of the followers.

Comment [FA895]: In Twitter the more followers

Interviewer: Followers? Yea that's a lot almost 500 of followers so they are following the group without the member's right?

Interviewee: Yes that's right the members are out and we are just 10 members so even us actually if you would like to be a leader of the group there are some rules and the rules said that you have to take a training cours with the sitter project and it takes only 2 days to make a club project so it was included and we had to take it in consideration when we were establishing since last time the

Twitter wasn't exist though we were only on Facebook so we have to make a page on Facebook though not less than one person now on Twitter though I am not doing my all best for the time being I feel there is an interesting so when I write anything I see people replaying and retweeting interacting well I see Twitter is very good specially in Kuwait.

Comment [FA896]: Even though Facebook is older than Twitter

Comment [FA897]: Twitter is the most popular website in SM

Comment [FA898]: Retweet helps in spreading messages

Interviewer: Twitter is growing up now and its getting faster right?

Interviewee: Yes it becomes increasing day by day and the people getting interested more than before and a lot.

Comment [FA899]: Twitter is the most popular website in SM

Interviewer: Since when almost is it 2009 or when?

Comment [FA900]: Twitter messages spread very fast to large audiences'

Interviewee: Almost it started since 2011.

Comment [FA901]: Twitter messages spread very fast to large audiences'

Interviewer: I think it's started before.

Interviewee: Yes I think so but we weren't whether in Kuwait so if you can notice even in the other countries and if you can see in " Salam group" whom are exist in Twitter I see Kuwait is the most among the other countries and the Sudanese are less very less as what I heard the percentage in Facebook the most is Sudanese but when it comes to the Twitter no they are very less than the others so in Kuwait even the announcement on Twitter the most to the Kuwait but the Facebook from the other countries.

Comment [FA902]: Twitter messages spread very fast to large audiences'

Comment [FA903]: Twitter is the most popular website in SM

Interviewer: Why and what do you expect that Twitter became most than the Facebook?

Interviewee: I don't know though the Facebook is an app inside the iPhone but I expect its something simple and you can write whatever.

Comment [FA904]: Twitter is the most popular website in SM

Interviewer: You mean small text.

Comment [FA905]: Twitter messages spread very fast

Interviewee: Yes a small text for example you might write something like big text and a small text or whatever so in that time the people weren't accepting the I idea of the small text and now in Twitter even if you write a word or 2 words its alright people will see it and accept it even if you say good morning but on Facebook people might used to write long article used to something more serious. And about tweeter is so easy and very fast and people interacted with it more than the others.

Comment [FA906]: In Twitter you can instantly reach almost anyone in the world

Comment [FA907]: Twitter messages spread very fast

Interviewer: What if you integrate Facebook and tweeter is it going to be useful for you?

Comment [FA908]: Some SME's use Facebook to connect

Comment [FA909]: Twitter messages spread very fast

Interviewee: Yes of cours the useful is not only in Kuwait now we are in Kuwait and interesting to Twitter. But some of the people they might have no idea about the clubs and the announcements so they might have the encouragement and some of are not interesting with reading and they might have the interesting to read and some of them thinking like why I don't go read with the group instead of

reading alone so its something good it might be there is some encouragements and interaction for people.

Comment [FA910]: Twitter has improved communication

Interviewer: So I would like to know about the people. I would like to ask you but tell me if you are marketing using celebrities like doctor "Salah Alrashid" and what if he retweets are you going to feel that is going to be a useful for you and you spreading or what?

Interviewee: Of cours it is for example let me do an announcement and we retweet doctor "Salah Alrashed " an example let me retweet someone very famous and he has 50000 of followers so when I retweet him the followers will see the tweet and let 10 of the followers see it they will retweet and might 60000 see the retweet so it will be fast spreading more than the first time.

Comment [FA911]: Marketing via celebrities

Comment [FA912]: In Twitter the more followers

Comment [FA913]: Retweet helps in spreading massages

Interviewer: You mean the celebrities have most of followers?

Interviewee: Yes of cours.

Comment [FA914]: Marketing via celebrities

Interviewer: What else is useful? During the celebrities what do you expect is useful?

Interviewee: An example when someone celebrity like doctor "Salah al Rashid" retweet you that's going to be very good.

Comment [FA915]: Marketing via celebrities

Interviewer: Did he retweet?

Comment [FA916]: When MVC SME's must choose the right celebrities

Interviewee: In the beginning yes but because the people thought that the "Salam group" belongs to "Salam for reading " and the doctor he doesn't want this thing because the and he has 2 important things like walking sport and sending the intention and about "Salam for reading " you know it its more encouragement by that time but its activity belongs to "Salam group" so that's why he didn't want to link it so that's why because we don't want people think that its belonging to you got that? Anyways it was any announcement.

Comment [FA917]: Marketing via celebrities

Interviewer: Lets say "Basheer "

Comment [FA918]: When MVC SME's must choose the right celebrities

Interviewee: Yes "Basheer" we are belonging to him.

Interviewer: In case of he retweets you is that going to be a useful?

Interviewee: Yes of cours its going to be very useful because people will know us very well and you can see doctor "Alrashidi" he has his own project and his son's have their project so if you retweet any clubs its going to be like he gave him a feature.

Comment [FA919]: When MVC SME's must choose the right celebrities

Interviewer: Did he do that before?

Comment [FA920]: Retweet helps in spreading massages

Interviewee: No he didn't he didn't either make a following for us actually he is not the owner of the idea his son is the owner of the idea but the good thing is we met him in "Salam for reading " club so I asked the prime of the clubs to meet the

Comment [FA921]: Marketing via celebrities

doctor "Rashed Al Rashid " to discuss a book with him so the doctor agreed and this is very good.

Comment [FA922]: When MVC SME's must choose the right celebrities

Interviewer: Is it supporting!

Interviewee: Yes obviously so he likes to encourage even us and we wanted to be only the members though some people was blaming us after the show because they wanted to attend the interview like "Salam group" thought its so their negative when we have a certain interview or a certain reading clubs they like to see the clubs meeting you got it? Well you can say it's an encouragement to the other clubs so that's why they refused the idea of the multi numbers of the guests.

Comment [FA923]: When MVC SME's must choose the right celebrities

Interviewer: They want to increase the clubs.

Comment [FA924]: Marketing via celebrities

Interviewee: No but when someone saw the idea and he interests so we can let him join the club and we told them we have attachment why because their idea they have 300 persons on waiting to the request to join the other clubs so I told them we are around and ready you know that? So an example if establish a club and its not with "Salam group" for example I am not interested to inform "Salam group" and I would rather to tell them to bring me people ok? Well I will get a lot of people which is I don't know theirs ways but I liked.

Comment [FA925]: SM helps in growing SME's

Interviewer: So do you expect that you group have a harmony? With each other?

Interviewee: Definitely and this is what makes clubs buy the way that's what made some of the clubs have not continue but for us it was fine there is some people pull out of it and we had other people instead of them or rather they took their places and as you can see there is some of the clubs they have no harmony and they have a lot of deferent point of views and they have a certain way also certain books so the mutual respect is required and this is what I liked when someone wants to establish a club the important thing to constraint on people who have a friendship like " Salam group" and very closed point of views and this is what I can see it leads to success and continue.

Comment [FA926]: SM has help in bring the TC in one place

Interviewer: You mean a homogeneous group is better than variety of other things?

Interviewee: Yes it "salaam group " is definitely homogeneous "salaam group" deferent it has the religious and it has all kind of these things but the good thing in it they are deferent with each other and all of them agreed to the idea this is what I mean and my point wasn't that I have to bring a certain people or something like that so its not a good thing its like that I am talking to my self so my point was no matter if we have some differences but we have to agree with one idea do you understand the point?

Comment [FA927]: SM has help in bring the TC in one place

Interviewer: You mean a deference of variety not a deference of idea.

Comment [FA928]: When SME's establish new business

Interviewee: Yes this is it.

Comment [FA929]: SM has help in bring the TC in one place

Interviewer: So what else the things you have I am seeing the subject is very nice for me so I mean that the social network was very useful and benefited with the spreading and communicating so I have a question about the teenagers now lets say who is less than the 16 years they might be useful in spreading and marketing and can we let them join us the marketing in the social network?

Interviewee: Yes of cours we can.

Comment [FA930]: Teenagers can be good staff for SME's in SMM

Interviewer: Why and what can make them different?

Interviewee: Yes because if they have Twitter then for sure they have a lot of people so if I retweet for a certain announcement and they might see it so when someone retweet it will be shown for everyone and more than unknown numbers for example somone in 16 years old and he has some friends and he might retweet for his friends so his friends have other friends so the thing that the retweet will be able to be shown to the others so from one to other one the "WhatsApp " will be speeded very fast significantly even the "WhatsApp" they have groups in it so it could be faster and very fast of spreading.

Comment [FA931]: Teenagers can be good staff for SME's in SMM

Comment [FA932]: Retweet helps in spreading massages

Comment [FA933]: WhatsApp application in IPHones can be used to communicate

Interviewer: They are active right?

Interviewee: Yes they are and they might have no a lot of friends but they have some friends and they could send to their friends and their friends could send to the others so that's why it will be spreader so you got that? And its a very good things for me so the good thing in Twitter and WhatsApp that you can't say this is a kid and this is an old man so you can't differentiate with them for example if he has 20 persons ok the 20 persons might come from them 2 persons and the 2 come from them 4 persons.

Comment [FA934]: Teenagers can be good staff for SME's in SMM

Comment [FA935]: Teenagers can be good staff for SME's in SMM

Interviewer: You mean "WhatsApp" is very useful even doctor "Salah al Rashid " he leaves his son's in tweeter even they are managing the some companies .so do you think this is a good step and what is the positives and negatives?

Interviewee: The positives they are very exited and their negatives they don't have a long view of the consequences or lets say for the results an example when they do something they don't plan for the result! So they just do anything without any plan and we just take an excitement from them so I can see they have a very strong excitement and this is really what makes them deferent.

Comment [FA936]: Teenagers can be good staff for SME's in SMM

Comment [FA937]: Teenagers have low experience

Interviewer: They know about the technology right?

Interviewee: Yes they are. And without they having any courses they know about the technology so I really liked that so these days we are seeing lots of changes every day we can see another program like WhatsApp Instagram and other things well I can see everyday something come up and we have to learn how to use it so about the Instagram I still have no idea about it I just used it how to send pic and kind of these stuff so I expect that the Instagram will be something deferent soon and it will be a useful more than Twitter this is what I am expecting and now there is something else its called flicker thought its an old but we didn't

Comment [FA938]: Teenagers can be good staff for SME's in SMM

Comment [FA939]: Instagram is designed for photo sharing

use it yet I think if some members of us like 10 use it I expect it will be a popular and speeded like Twitter!

Comment [FA940]: SME's must choose which SM sites

Interviewer: Those applications were only on the computers now you can see them also on the smart phones so we could every time send anything even we could send an announcements every time we could communicate with the people so do you expect it is an important thing?

Interviewee: Yes of ours the fast communication its became an important thing so even the "WhatsApp" before it was hard to call someone at night or pretty late now things are changed with " WhatsApp" so you can send a message anytime and whatever I am pretty sure that the receiver will get it anytime soon no matter how unlike before and "WhatsApp" is became very important more than before specially if you need to tell someone something very important or urgent so you can do it this is what I can see!

Comment [FA941]: It is not accessible to use SMS

Comment [FA942]: It is not accessible to use SMS

Interviewer: So everyday we can find something new in the social media so do you think that we have to watch these things?

Comment [FA943]: It is not accessible to use SMS

Interviewee: Absolutely!

Comment [FA944]: SME's must choose which SM sites

Interviewer: You know the thing is that we don't want to lose control and things go out of hand so there are many new things showing up and we don't want to lose the control right?

Interviewee: Yes this is it! We started with Facebook and then with Twitter now who doesn't know the Twitter I think he loses lots of things might be important and might be not! So imagine once upon a time Twitter got hanged ok so it didn't work with me so I felt like you know when I used to use the iPhone and Twitter I felt it was so bothering and noises disturbing.

Comment [FA945]: SME's must choose which SM sites

Comment [FA946]: Some SME's marketing depend on SM

Interviewer: How?

Interviewee: You its like you want to see Twitter and Facebook so it leads to be totally confused specially in the beginning when you want to learn how to use the program and the aps so its became something normal for me so you can feel that the Twitter has very good communication I can't stop using it because if I do so then I will feel something wrong is going on and the good things "WhatsApp" is became everywhere you can communicate and you can be in touch with people which means good things so without even any coasts even viper and the communications its became very easy.

Comment [FA947]: Some SME's marketing depend on SM

Comment [FA948]: Some SME's marketing depend on SM

Comment [FA949]: SM has improved marketing communication

Interviewer: So you think that the situation has improved a lot?

Interviewee: That's right.

Comment [FA950]: SM has improved marketing communication

Interviewer: I mean the social network gave us a huge space to communicate with people and the social networks facilitated marketing or not?

Interviewee: Of course it facilitated now you can assume that I am managing a reading club ok and I want people know it even if we don't have the guest so how could I communicate with people of course it will be on "WhatsApp " an example if have 500 guests or users I send a broadcast for them so those users 10 of them they might send to other so its going to be like everyone will send to the other and it will be spreaded message of course if its something worthy so I think when people see it like something worthy of course they will keep sending to their friends and their friends will broadcast it as much as they can well I can see that its something very nice and very useful meanwhile very worthy as you know I noticed something that even the joke you can see it spreaded quickly and everyone will send it to you why this joke in particular ? Because everyone was broadcasting it well its simple thing.

Interviewer: Honestly I would like to take some more time with you but we already had long time with each other and I would thank you and honestly we benefited a lot from you. Thank you so much.

Comment [FA951]: WhatsApp application in iPhones can be used to communicate

Comment [FA952]: SM has improved marketing communication

Comment [FA953]: The more active people you have in WhatsApp the more affective your marketing will be

Comment [FA954]: The more active people you have in WhatsApp the more affective your marketing will be

Comment [FA955]: The more active people you have in WhatsApp the more affective your marketing will be

Comment [FA956]: WhatsApp application in iPhones can be used to communicate

The number of the interview: 7

Time of Interview: 1:25 AM

Date: Thursday 16/08/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee: Khalid Al-Daihan

Position of Interviewee No.1: General Manager of Bestlifeco

Interviewer: Let's talk about the start of your firm, how long since you started and what are the things you used to the start the firm?

Interviewee: I started in December 2009. I got the license. Ever since 2009 until now we're giving training courses, since we started, we began giving training courses.

What exactly you want to know about our start?

Interviewer: Those training courses, how people got to know about those training courses and you did you market it?

Interviewee: At first, through text messages "SMS and Facebook". Subsequently, things started to develop. We made our own official E-mail address and began sending E-mails to all the members that joined and filled up an application regarding his name, number, e-mail, Facebook, personal data etc...Then we start marketing. We had a temporal Facebook account, then we stopped using the account because we created our own official website.

Comment [FA957]: SM helps in growing SME's

Comment [FA958]: SMES have limited budgets

Interviewer: Pardon! Why did you remove it?

Interviewee: At first, "Facebook's revolution" had a huge impact. So we created a page or a user for the company called "Best life". Thereafter, when we made our own website.

Comment [FA959]: SM helps in growing SME's

Interviewer: You mean a page on Facebook.

Interviewer: A page on Facebook, user on Facebook or a page for the trainees. We developed it and created an official website and stopped depending on our Facebook page.

Comment [FA960]: SM helps in growing SME's

Interviewer: Why and what is the benefits of the website?

Interviewee: Because whoever subscribes will receive an e-mail. I have noticed in network marketing that people want to know information about the firm e.g.: when does the course start, the exact date etc. That is how I communicate with people through e-mails, twitter or messages. Facebook has not been serving me as much as the other facilities, so I decided to stop using Facebook and depend on the other sorts of communication.

Comment [FA961]: SM has improved marketing communication

Comment [FA962]: Moving fast with change in SM can help SME's marketing

Interviewer: What is the problem? Is it that you don't have anyone to manage it?

Interviewee: Not as much as twitter! Facebook's environment is not giving me.

Comment [FA963]: Moving fast with change in SM can help SME's marketing

Interviewer: Uploading videos on "YouTube" could be another useful idea.

Interviewee: We have statistics. When I used to upload links on Facebook. I noticed that the number of views is ranged between 4 to 10 viewers maximum. Whereas on twitter the number of viewers are above 600 a day. At the end of the month, it reaches up to 1,500 views. I realized I was spending useless time and effort on Facebook without getting the result that I want. The followers on Facebook are much slower than on twitter. So twitter is the best website to communicate with my representatives in Kuwait and the gulf area. Therefore, I used all my effort on twitter and deactivated our page on Facebook.

Comment [FA964]: Being in any media

Comment [FA965]: Being in any media

Comment [FA966]: Being in any media

Interviewer: Is it because you don't have the time or enough people to help you open different ways and if you have more people, would you reactivate Facebook etc?

Comment [FA967]: SME's must choose which SM sites

Interviewee: It depends on the number of followers. The followers on Facebook are not allowing me to reach the output I'm aiming for.

Comment [FA968]: SME's must choose which SM sites

Interviewer: well I see your using this method because you don't have any assistance or time. So you concentrated on the strong point. Which means you don't have anything to lose whether the page is available or not, except waste of time and energy. So if there are other people who prefer Facebook, would you reactive it?

Interviewee: No, the manager of Facebook and twitter is now in charge of twitter only. I don't have a problem with a person managing both of the websites, but I'm focusing on what exactly our clients around the gulf area want to know. Recently, I have noticed that those clients have shifted to twitter. Just like I explained to you a while ago the difference between the numbers of views; some of the followers on Facebook, follow us on twitter as well. In this case, we did not lose any of our clients in my opinion. That's the reason why I started concentrating on this chip that increases by time because as a small company we need more clients. Therefore, we need to use the facilities they are using or they could understand.

Comment [FA969]: SME's must choose which SM sites

Comment [FA970]: SME's must choose which SM sites

Comment [FA971]: SME's must choose which SM sites

Comment [FA972]: SME's must choose which SM sites

Interviewer: Do you think what we call "social media" is helping to increase the number of clients?

Interviewee: Yes! It has been increasing. That is why I chose one thing and focused on it. For example my concentration on twitter nowadays, I have worked on creating a blog but I did not get any clients (in the gulf area) but I was using the website, sums service, WhatsApp service to send them all the activities & the company's news with the link of the website below. All of these services help gain more clients" daily But Facebook did not have the same impact so I neglect the page. The page is still available but it is not active.

Comment [FA973]: SM helps in growing SME's

Comment [FA974]: Twitter is the most popular website in SM

Comment [FA975]: Twitter page attractive to customer

Comment [FA976]: SME's must choose which SM sites

Interviewer: Talk to us about "traditional marketing". Marketing through newspapers, television etc... what do you think of it?

Interviewee: It is not as useful as the modern technologies that people use in this era. I tried once advertising a training course through newspapers, it was not effective. Clients were calling us and we asked them how did they get to know about ad. The rate of clients knew about the ad through the newspaper is low. Aside from twitter!

Comment [FA977]: Newspaper ads are not attractive

Comment [FA978]: Newspaper ads are not attractive

Comment [FA979]: Traditional and Newspapers marketing

Comment [FA980]: Traditional and Newspapers marketing

Comment [FA981]: Traditional and Newspapers marketing

Interviewer: Is it costly?

Interviewee: It is costly, too costly!

Interviewer: Did it cover the cost?

Interviewee: It did! But not from the ads on newspapers. The ads on the other media have covered it up.

Comment [FA982]: Newspaper ads are not attractive

Interviewer: No, we are talking about advertising through newspapers only.

Interviewee: It is impossible for the ads on the newspapers to cover the cost instead I lost.

Comment [FA983]: Traditional and Newspapers marketing

Interviewer: How much does the ad approximately cost?

Interviewee: Approximately 650 KD.

Comment [FA984]: Traditional and Newspapers marketing

Interviewer: How many people have participated? 100?

Interviewee: Two have participated through the ad on the newspaper. Well it depends on the cost of the course. For example: the course at that time was 120 KD

Comment [FA985]: Traditional and Newspapers marketing

Interviewer: Which is nothing!

Interviewee: I lost 650 KD and earned 240 KD. I did not pay any amount of money on twitter and earned enough money to cover the loss of ads on the newspaper.

Comment [FA986]: Traditional and Newspapers marketing

Interviewer: What are your thoughts on "social media"? Do you think it attracts more clients and what are the things that attracts if it attracts more people?

Interviewee: It is reactive. I have noticed in a group of clients or in other companies that the reactivity concerns the clients and in my company not just the reactivity but a personal message is sent directly to the client which makes the client have more privacy on his phone and it doesn't cost much. One message costs ten files. This idea makes the customer feel how significant him/her is to the company.

Comment [FA987]: SM has improved marketing communication

Comment [FA988]: SM saved time and money

Interviewer: So this is how you serve your customers?

Interviewee: Yes, the difference between them is the reactivity. Customers can ask you questions. E.g.: if I posted about any league they will ask me about the score and I'll send them the score in a message, meaning there is reactivity between our customers and us. Whereas through the newspaper the customer will find it harder to reach the company but on twitter questions can be asking anytime and the employee is available 24 hours a day.

Comment [FA989]: SM has improved marketing communication

Comment [FA990]: SM has improved marketing communication

Comment [FA991]: Newspaper ads are not attractive

Interviewer: That is great! The employee can now be in touch with the customers at anytime, without a specific timing and at any place he's in.

Comment [FA992]: SM users can access SM from anywhere anytime

Interviewee: They can contact our employee at anytime through twitter using iPhone while they are in the car. Our ads are being exposed all the time and the subscriber can view them at any suitable time. As for the newspaper if he did not see the ad on the same day, it's gone. On twitter it is quieting different the ads that were posted 4 days ago can be viewed whenever he goes on twitter.

Comment [FA993]: SM users can access SM from anywhere anytime

Comment [FA994]: SM ads can unlimited view & interaction

Comment [FA995]: Traditional and Newspapers marketing

Interviewer: Which means it is momentary? If it read or unread it is repeated several times?

Comment [FA996]: SM ads can unlimited view & interaction

Interviewee: It is available whenever the user logs in. twitter has a way to stop at the end of the last time I logged in. People help you when they Re-tweet! So I am reaching the largest segment with the smallest cost.

Comment [FA997]: SM ads can unlimited view & interaction

Comment [FA998]: Retweet helps in spreading messages

Interviewer: Talk to us more about the Re-tweet and what is special about it?

Interviewee: Certain people follow you who are interested in human development which what we train to do at the company. So when I post an ad about a training course they help me by re-tweeting, which repeats the same ad in their pages, and their followers get to see the ad as well. In this case my ad is getting viewed by larger number of followers. Most of my personal followers have 1,000 to 3,000 followers so if you want to count how many people have seen you're ad a day! It would reach up to 10,000 in one day.

Comment [FA999]: SM has help in bring the TC in one place

Comment [FA1000]: Retweet helps in spreading messages

Comment [FA1001]: Retweet helps in spreading messages

Comment [FA1002]: Retweet helps in spreading messages

Interviewer: Re-tweet seems to be so useful!

Interviewee: Useful! Of course it's useful.

Comment [FA1003]: Retweet helps in spreading messages

Interviewer: Can we assume "Re-tweet" as one of the best strategies on twitter?

Interviewee: Currently yes! Because if a company exposed an ad and someone has re-tweeted, it means that people are marketing the ads of your company. Which means that your product has a quality. People trust what others think of the product more than the seller of the product. So when others are re-tweeting they start to trust the product more and the customers you get from the re-tweet is more than the ones you get from the company.

Comment [FA1004]: In Twitter the more followers

Comment [FA1005]: Retweet helps in spreading messages

Comment [FA1006]: Retweet helps in spreading messages

Interviewer: That is great! What do you think of a strategy that I have seen the companies using called "follow back", the company follows all the clients and everyone is adding it. What do you think of this idea?

Interviewee: Well I think it is useful because the customer may not want to ask a question in general in front of everyone. So this gives him privacy to contact directly but companies that have a website, phone number & SMS service. Even if they did not do a follow back it is not a problem but when you do a follow back
 1: You guaranteed a customer
 2: You give the customer privacy. Sending the customer a direct message

Comment [FA1007]: To have a good relations with sponsors

Comment [FA1008]: To have a good relations with sponsors

Comment [FA1009]: To have a good relations with sponsors

Interviewer: Don't you think with the "follow back" customer will be more loyal to the company or is it worthless?

Interviewee: It is worth it and that is the difference I noticed between the companies. Small, medium & large. The large does not often use the method of the "follow back" or follow you personally because the web is extremely large, for example: telecom companies. But simple companies like ours is easier to control that our customers will not change instead they are increasing in number while the others are stable. It is rare that I don't see a client who's not repeated several times. They participate in each and every activity, why! Because I have the ability to control them. I reckon if small companies put the effort needed and get enough number of employees they would able can control 10,000 clients. If big

Comment [FA1010]: To have a good relations with sponsors

Comment [FA1011]: To have a good relations with sponsors

Comment [FA1012]: SMEs have the advantage of being close to customers

Comment [FA1013]: SMEs have the advantage of being closer to customers

Comment [FA1014]: Some managers realize the important of customer service

companies took this idea, clients will be more devoted because they like the idea of calling them, sending them a direct message, staying active with the client, ask you questions. Some customers may contact the company just just to say his regards.

Comment [FA1015]: SMEs have the advantage of being closer to customers

Comment [FA1016]: To have a good relations with sponsors

Interviewer: Is there anyone replying back?

Interviewee: Yes, it is one of the most important things to let the customer now that we are here to serve him. Sometimes I follow other companies then unfollow them, why! Because sometimes I ask them an important question, for example: once I saw I company posting an ad about a training course without any information, so I wanted ask about it. When I asked about it I got no respond. Ten days later I got followed by the company and received a personal message regarding the course, it was not beneficial for the rest of followers who wants to participate. I did not really like their service, but if they reacted at the same moment that the day does not pass without a respond, that would be a great thing.

Comment [FA1017]: Some managers realize the important of customer service

Comment [FA1018]: Some managers realize the important of customer service

Comment [FA1019]: Some managers realize the important of customer service

Comment [FA1020]: Some managers realize the important of customer service

Interviewer: There is another strategy on twitter, which I personally think it's great called "Follow Friday!" what do you think of it?

Interviewee: Company wise! I can't see any output. Even though it works as a re-tweets, there is trust from the customer and the customers are marketing your product instead of you or your employees. So you can gain the trust of new customers but there is no benefit in return. I'm speaking specifically about the gulf and the Kuwaiti society that they are not returning any benefits because "FF" does not produce the same results as re-tweets.

Comment [FA1021]: FF is great way of marketing in Twitter

Comment [FA1022]: FF is great way of marketing in Twitter

Interviewer: Can he do "FF" for example follow a certain company, which has new products and can provide something new?

Interviewee: It is possible and would make a difference if he did it in this way because the "FF" policy is based on combining you with a list of different companies.

Interviewer: Let's suppose they spoke about you specifically!

Interviewee: If he intended to mention me specifically! Then you can do it. It never happened us but there are other companies using this method of paying money for the company and the company will tell celebrates to praise you. This idea was recently brought to Kuwait.

Comment [FA1023]: FF is great way of marketing in Twitter

Comment [FA1024]: Marketing via celebrities

Interviewer: Talk to us more about this point called "marketing through celebrates" what benefits it has and if a celebrity for example spoke about your company or about the products you have, would it make any difference?

Interviewee: It does make a difference. I separate people into two parts:

Comment [FA1025]: When MVC SME's must choose the right celebrities

1- some that follow anyone who has a large number of followers and celebrities do have large number of followers, so when a celebrity says something the followers will directly believe him and that's what I have observed.

Comment [FA1026]: Marketing via celebrities

2- the negative side to it is that some people may not like the celebrity. So in this case you have to choose a famous and beloved celebrity for example: if I had to choose from Kuwait The actor Abdul-hussein abdul-ridah who is one of the top actors or an actor who is a newcomer, I would definitely choose Abdul-hussein abdul-ridah because in our comments or on newspapers we can observe that he is loved by the people. So if an actor like him spoke about my products, he will help me rise. But the others, we have tried once and it is real, it's not like we asked him. One of the new coming actors has attended one of our courses, he gave a speech and he commended the course. Some people dispraised! If ten people spoke to him, three would dispraise and said if you went to the course then the course is useless. So you should focus on getting the right celebrities because people know that there are some celebrities that commend or tweet for money and there are celebrities that would praise only if he liked it or praise a blog if he really liked it. There is a Kuwaiti guy who created a blog called "boch". I observed that people are always active on this blog and people trust whatever is praised on the blog. They trust any information and any questions asked are replied to directly. There is another blog called "sultana", if he went to a restaurant and tried the dishes, he will write about it. He does not market for money but he talks about his personal experience and how he values the product. I think this way has more sense of credibility. People now can differentiate between what is real and what is fake.

Comment [FA1027]: When MVC SME's must choose the right celebrities

Comment [FA1028]: When MVC SME's must choose the right celebrities

Comment [FA1029]: When MVC SME's must choose the right celebrities

Comment [FA1030]: When MVC SME's must choose the right celebrities

Comment [FA1031]: Good relationships are the base of any successful business

Comment [FA1032]: Good relationships are the base of any successful business

Interviewer: When has it started?

Interviewee: It has started recently on twitter because some well-known people post 5 to 6 companies a day and commends them all, and some well-known people post 2 companies weekly or monthly. So obviously people will prefer the one that posts daily.

Comment [FA1033]: When MVC SME's must choose the right celebrities

Interviewer: Do you think people are now more aware of these things?

Interviewee: yes, they are more aware of marketing now. They have gained experience in this field and I think this experience came from the use of these channels, now a person is acknowledged and more active. He can market for a company once then forget about it even when they ask the "well-known" person questions, he won't be able to reply back but the on trusted by many, will be able to reply back and answer their questions. e.g: I went to that certain curse or I have tried a certain dish and he discusses things with them which increases the loyalty and the number of followers.

Comment [FA1034]: Experience and knowledge are the base of success

Comment [FA1035]: Good relationships are the base of any successful business

Interviewer: Now as the numbers of followers increase "active followers" you will get to reach more people, the number of customers will increase and develop your company. Is this true or is it worthless?

Interviewee: It is worth it because as the number of active followers increase, for me, personally e.g.: every 20,000 customer will have an employee I don't mind that because I'm getting an output in return. Twitter! YouTube channel as well, e.g.: I can upload a small clip talking about a particular product. It is more beneficial and better than the cost paid for the ad on television. I never tried marketing through television but of course it is expensive. On YouTube, you can see the number of views, how many people liked it and how many people commented. This is great! It shows the credibility. As a company we'll get to know how many people viewed the video because the channel is ours and I have their usernames as well so now I can start marketing to each user, there is reactivity and I can reach my customers, get to know how they are, what is their way, what type of videos they like and what is the way of marketing they like. I uploaded ten videos and observed that a particular style had caught more viewers. The owner of the project should have clear statistics to know when to start marketing. Now if you asked what time and me when I should upload a link on twitter and I will tell you exactly when. At first, it is a try-out! I upload in the morning at the beginning of work, middle of the day and at the end of the day. I observed in normal days at the end of work from 12:30 to 2:00 re-tweets increase because people may be free at the end of the day so they log on twitter and they re-tweet you, re-tweet increase within those timings. I even have clear numbers to know when to do it. Observe that other companies follow this method, not only me!

Comment [FA1036]: In Twitter the more followers

Comment [FA1037]: Marketing in SM is cost efficient

Comment [FA1038]: Traditional marketing waste a lot of time

Comment [FA1039]: Doing surveys & gathering customers feedback

Comment [FA1040]: Doing surveys & gathering customers feedback

Comment [FA1041]: SM has helped SME's information gathering

Comment [FA1042]: SM has helped SME's information gathering

Comment [FA1043]: SM has helped SME's information gathering

Comment [FA1044]: SM has helped SME's information gathering

Comment [FA1045]: Time & dates are very important in SMM

Interviewer: There is a period of time where people have more requests and more presence, we call it climax time.

Interviewee: I discovered another particular timing, which is before bedtime from 9:30 till 11:30 the re-tweets increase and especially on the ads. Is it maybe that the person is sitting on the couch and checking his tweets and then re-tweet what he likes. I recoded those two periods what I have observed in a massive way.

Comment [FA1046]: SM has helped SME's information gathering

Comment [FA1047]: Time & dates are very important in SMM

Interviewer: let's talk about " Bulk marketing " and that is someone sends you random messages or ads randomly...Do you think it's beneficial?

Interviewee: It is beneficial and I have tried it by working with a particular company and it sends to the cities, numbers or a certain telecom company whether it's zain or whatever. There is credibility from it. I have used this method for a long time but that is before the upcoming of twitter in the Middle East but now it is not important as it used to be before. Previously, it used to be the only method and it is sending messages randomly. Newspapers used to be a bit conservative.

Comment [FA1048]: SME's are attracted to TM & SM marketing

Comment [FA1049]: SM has opened new ways of marketing

Interviewer: Which means you don't need this method anymore?

Interviewee: I don't need to use this method at all and the proof is after we created our own website, twitter account and YouTube channel! I never thought of using this method again at all.

Comment [FA1050]: SM has opened new ways of marketing

Interviewer: So it is over?

Interviewee: It is over but there is something a bit similar and it is an SMS service that is specialized for our company. I requested the telecom company to send the messages using the name of our company "Best life co" which is the name of the account and I take the numbers of customers that participated with me and send them personal messages, it is quiet effective. I even send them messages in occasions for example: Mubarak alakum al-shahar, Eid Mubarak and I have noticed reactivity towards it.

Comment [FA1051]: SME's are attracted to TM & SM marketing

Comment [FA1052]: Good relationships are the base of any successful business

Interviewer: What do you think of hiring teenagers between the age of 11 to 19, that won't be able to do best at marketing because they are young, yet they may be good at using technology?

Interviewee: Better! Youngsters are better. Well young or old is not my biggest concern as long as they know how to use technology. I do not hire anyone who is not an expert at using technology because we stay in touch with our customers through Twitter; I even noticed that marketing is now based on this method and an employee directly responding to the messages. Without any knowledge of how to use it! Less chance is there to get a job.

Comment [FA1053]: Teenagers can be good staff for SME's in SMM

Comment [FA1054]: Teenagers can be good staff for SME's in SMM

Interviewer: Tell me more about out sourcing? Since you have different aspects in your company, have you thought of asking any other companies for assistance?

Interviewee: None of my employees got the job through the company. I always get them through out sourcing.

Comment [FA1055]: Outsourcing is attractive to SME's

Interviewer: Why and what are the advantages of it?

Interviewee: Advantages are:

1-Employees are well trained in using twitter.

2: Costly but comfortable.

3: They will try to know what you want so they can satisfy your needs. For example: I want an employee who works for longer timings or free at dawn.

4: they will get you an experts and skilled at the field. So when you order a secretary to come and finish all the work I need to be done and leave, someone to answer my calls from other companies abroad. I'll set up a meeting to explain everything to him, listen to him while he's talking to the customers several times

Comment [FA1056]: Outsourcing is attractive to SME's

Comment [FA1057]: Outsourcing improves SMEs' performance

Comment [FA1058]: Outsourcing is attractive to SME's

for a week or a month till they get the ability of it by their own. I am not responsible for their residency and sponsorship. They just come to finish the work given, receive money in return and leave. I think they aim precisely. I only recruited a secretary once for 6 months then started to depend on the ones abroad, they only deal with technology even the way of sending e-mails. for example: secretaries deal with a lot of calls but they are trained to send an e-mail to the owner of the company and he will only choose three or four channels to call.

Comment [FA1059]: Outsourcing takes out some of the management responsibility

Comment [FA1060]: Outsourcing takes out some of the management responsibility

Interviewer: So do you think that outsourcing is very beneficial but in general does it lower the cost?

Interviewee: Not really but I'm getting a greater quality.

Interviewer: Which means it is lowering. At the end the performance is what matter the most, right?

Interviewee: Yes.

Comment [FA1061]: Outsourcing is attractive to SME's

Interviewer: If you got someone with a minimum wage and he is not giving you a great quality. Eventually it means the other one is more expensive.

Interviewee: If that were how you want to estimate it then yes it would lower the cost because they are already trained and knows what exactly I want. So I'm literally getting a tailored secretary.

Comment [FA1062]: Outsourcing is attractive to SME's

Comment [FA1063]: Outsourcing improves SMEs' performance

Interviewer: Let's get to the payment system! How are people paying you and the ways they could use to pay you?

Interviewee: I have a different method, sending a delegate to the customer's place to receive the money in cash, or the customer can visit the company and pay the amount, or pay through the website, or transfer money through the company's account and I think those are the best methods available now, by visa or A.T.M

Comment [FA1064]: SMEs owners prefer to have multiple ways of payments

Interviewer: So you do have A.T.M?

Interviewee: I do.

Comment [FA1065]: SMEs owners prefer to have multiple ways of payments

Interviewer: Can he use K-net?

Interviewee: Yes he can.

Comment [FA1066]: SMEs owners prefer to have multiple ways of payments

Interviewer: Is the idea of giving customers multiple ways of payment helping you to gain more customers or is it useless?

Interviewee: It is helping me to gain more customers. Previously I did not have this method and sometimes customers don't have cash, specifically our amounts are unusual and a bit expensive for the courses. When a customer cannot afford to pay in cash at the same time, he will say I'll pass by tomorrow! And in this case you lose a customer and lose participation, even though you had an advantage because the customer intended to participate. That is the reason why I'm using this method.

Comment [FA1067]: SMEs owners prefer to have multiple ways of payments

Comment [FA1068]: SMEs owners prefer to have multiple ways of payments

Interviewer: But there is charge service, they say it is 3% but they take 7%! Can you afford this cost?

Interviewee: Yes because they provided me a secretary with his equipment's, e.g.: mobile phone, e-mail etc... So for me the cost is zero. I don't have profit and loss or sell till I reach a certain amount because banks imposes you to sell 2,000 KD a month, if you didn't sell, you have to pay a certain fee. Instead the customer can go to the company and pay his dues. Once the receipt is registered! I will receive the receipt with the voucher and this service is in return of an amount.

Comment [FA1069]: Outsourcing takes out some of the management responsibility

Comment [FA1070]: Outsourcing improves SMEs' performance

Comment [FA1071]: Outsourcing can help SMEs in many ways

Comment [FA1072]: Outsourcing is attractive to SME's

Interviewer: So out sourcing is important!

Interviewee: It's essential.

Interviewer: Talk to us more about the negative users, your blocking or monitoring the account. For example: have you been in a situation where you entered your page on twitter and someone started to curse, use inappropriate languages or mock the page?

Interviewee: No, not really! Maybe mock the name of the training curses but we let it pass because the follower had not exceeded the limit or used any inappropriate, meaning he haven't used certain words, so I let it be and I see some has credibility for the people.

Comment [FA1073]: Monitoring SMP is very important

Interviewer: Is there a person who is monitoring, who is observing and stuff?

Interviewee: Yes, we do have a monitor.

Comment [FA1074]: Monitoring SMP is very important

Interviewer: What if such a thing happened and someone exceeded the limit?

Interviewee: He will be warned and if it happened again he will be removed. Of course! If it was harming our followers but if he's saying his opinion or mocking the page then that is normal. We will warn the user and delete his inappropriate comment but if it happened more than three times the user will be removed.

Comment [FA1075]: Monitoring SMP is very important

Interviewer: So you have certain rules and regulations?

Interviewee: Yes we do.

Comment [FA1076]: Monitoring SMP is very important

Interviewer: Can you talk more about sponsorships? There are particular pages available on twitter or on Facebook. These are pages of celebrates with enormous number of followers. Can you use those pages for your own well, have or haven't you used this idea? If not, then what do you think of this as an idea?

Interviewee: No I haven't used this idea but I think it is advantageous, if you exposed it! You won't lose anything but my work is based on statistics. When I enter this page, I should see what is repeated! Once, twice or three times... If it is not repetitive like Facebook, I will stop it. Other companies may be repetitive so you can continue.

Comment [FA1077]: SME's must decide which SM

Interviewer: You can try new things!

Interviewee: Yes! Up till this day there are companies using Facebook because it is beneficial for the company, there number of customers are increasing because their customer use Facebook. But for me, my customers are on twitter so I shifted with them.

Comment [FA1078]: SME's must decide which SM

Interviewer: So, does this social media increase the customer's database and increase the number of people?

Interviewee: Tremendously! If we want to speak about the website only, it's enormous! The numbers of participants are huge.

Comment [FA1079]: SM helps in growing SME's

Interviewer: Approximately, what is the percentage of customers you have gained on twitter since you started?

Interviewee: Meaning Mmm...

Comment [FA1080]: SM helps in growing SME's

Interviewer: Approximately

Interviewee: Approximately, do you want a percentage?

Comment [FA1081]: SM helps in growing SME's

Interviewer: Yes, since you started, since the first month you started?

Interviewee: I would say more than 50% increase.

Comment [FA1082]: SM helps in growing SME's

Interviewer: Only through social network?

Interviewee: Yes, only through the social network.

Comment [FA1083]: SM helps in growing SME's

Interviewer: Did it increase once you started using Facebook and Twitter?

Interviewee: previously I negotiated with someone to manage the website, then I negotiated with someone to manage the numbers because I had a lot, just for the e-mails "recording" almost above .If you want a percentage almost 25 participants a month. So the average is 1 participant each day for 25 days in a month "in 30 days" and that is a big number. Now the number of participants on the website have reached 1,000. 1,000 people have participated in the website. SMS services, other services etc. they will request it and he will write it down.

Comment [FA1084]: SM helps in growing SME's

Comment [FA1085]: SM helps in growing SME's

Interviewer: You have reached 1,000 members?

Interviewee: 1,000 in one year. Registration! He registers by himself without anyone asking him or bother him. We did not even market for him, he just enter the website and register. We will tell him about the courses.

Comment [FA1086]: SM helps in growing SME's

Interviewer: How can he enter the website? Is it through Facebook?

Interviewee: No, not through Facebook.

Comment [FA1087]: SME's must choose which SM sites

Interviewer: Then how can he know?

Interviewee: He may have known through twitter but he did not access the website through twitter instead he goes and write it. It appears to me who clicked through twitter or not.

Comment [FA1088]: SM helps in growing SME's

Interviewer: Let's talk about marketing communication. Do you think twitter itself made it easier to communicate with others?

Interviewee: Yes and the proof is that I'm going to add it to the website, so when register we'll ask you for the e-mail, phone number and your name. But now I'm going to ask for the username on twitter so I can contact you through twitter, which is easier and better. They may take long to reply back through the e-mail but people are available on twitter all the time 24/7.

Comment [FA1089]: Twitter has improved communication

Comment [FA1090]: SM users can access SM from anywhere anytime

Interviewee: So it is better than before?

Interviewer: It is way better than before.

Comment [FA1091]: SM has improved SMEs' marketing

Interviewee: Did it make the process easier? Did Stuff like social network make it easier?

Interviewee: 100% yes

Interviewer: Let's suppose there is no...let's suppose you woke up tomorrow and noun of the twitter, e-mail or any other social network. What would happen to the company?

Interviewee: It may shut down. It cannot reach to that extend.

Comment [FA1092]: Some SME's marketing depend on SM

Interviewer: Attached, right?

Interviewee: So attached and it may shut down. From where can you get your customers? Newspapers? It costs a lot and who reads newspapers nowadays. In this case I have to change my strategy, change the group of customers I'm working with and work with old people who are above 40 or 50 years old that only deal with newspapers. Even the titles of the courses will have to be changed and literally change everything. You ruined my thoughts.

Comment [FA1093]: Some SME's marketing depend on SM

Comment [FA1094]: Traditional and Newspapers marketing

Comment [FA1095]: Traditional and Newspapers marketing

Comment [FA1096]: Some SME's marketing depend on SM

Interviewer: So it is not useful!

Interviewee: It is not useful at all.

Comment [FA1097]: Traditional and Newspapers marketing

Interviewer: let's talk about customer's feedback! Can you make surveys or questionnaires to see what people say, or know what is their reply and reactions about your courses and stuff like that?

Interviewee: Well once the course is over, we present papers to rate the course and it is a standard of global presentations. Rate the course, write down his name, e-mail and his observations etc. so yes we do that at last of each course.

Comment [FA1098]: Doing surveys & gathering customers feedback

Interviewer: Then you enter it!

Interviewee: Yes we enter it and check the percentage.

Comment [FA1099]: Doing surveys & gathering customers feedback

Interviewer: So it is useful?

Interviewee: Not as much as twitter and not as much as the e-mails that we receive.

Comment [FA1100]: SM is good place for gathering customers info

Interviewer: Do you think this social media has saved you more cost and energy or it didn't make a lot of difference?

Interviewee: It made difference and the proof is that I'm changing as well and I'm not depending on one thing, so now if anything new came up that is faster than twitter and a lot people are responding to it, I will have to change my strategy. I shouldn't mainly depend on twitter. For me firstly comes: twitter, secondly WhatsApp, thirdly e-mail, fourth thing is phone numbers. That is how they are on my list. If I lost one I will fall but if there is something better than twitter I will put it on the forefront or we will still fall! So I monitor and do everything through this arranged list.

Comment [FA1101]: SM has helped SME's information gathering

Comment [FA1102]: SME's must choose which SM sites

Comment [FA1103]: SME's must choose which SM sites

Comment [FA1104]: SME's must choose which SM sites

Comment [FA1105]: SME's must choose which SM sites

Interviewer: There is a strategy on Facebook that I have been seeing a lot and it may be affective, I don't know! But it is called marketing friends through friends?

Interviewee: I have tried it.

Comment [FA1106]: Facebook FOF TM is powerful

Interviewer: What do you think of it?

Interviewee: At the time I was using Facebook it was great! Later on, this is one of the statistics I spoke to you about then I did it and that is to market through a friend and a box shows up at their pages with my name etc. it is paid already and they ask you, do you what your friend's friends or people in your area. So I tried it! As you click Facebook take money from you and I saw there was no amount and didn't even pay them any amount because no one clicked. So I tried changing the title, replacing it with a new one and changing the diction, that's it! My group is not here. My group likes working fast, they like reactivity. So marketing on twitter is faster and easier.

Comment [FA1107]: Facebook FOF TM is powerful

Comment [FA1108]: Facebook FOF TM is powerful

Comment [FA1109]: SME's must choose which SM sites

Interviewer: If you spoke to me about something called word of mouth. How... do you when people speak about you curses? For example: They attended to your course then went on twitter and spoke about it. Do you think this "word of mouth" is useful and what is the impact it has on your company, is it getting you more customers, do you feel like or it have a huge impact?

Interviewee: Do you want me to give you numbers?

Comment [FA1110]: WOM is affective for SME's marketing

Interviewer: Yes!

Interviewee: People spoke. I gave a speech in a conference, which is considered as a lecture, and the number of followers has increased to 500 in one day. Ever since, the number was increasing but I didn't count that, I just counted when I left the conference, went home, slept and when I woke up the number of followers reached 500 people. I did not really count the other day. Also appearing on television once could increase 100 or 200 people. I noticed they haven't watched the program and they did not see the conference but the people who attended the course spoke about you. They can search for a name on twitter, so you write the number of people gave speeches and how they praise them. I even noticed that people join through them.

Comment [FA1111]: WOM is affective for SME's marketing

Comment [FA1112]: Being in conference is good way to spread WOM

Comment [FA1113]: SME's uses integration between SM & other media to drive traffic

Comment [FA1114]: WOM is affective for SME's marketing

Interviewer: You just said something important. Do you think other things, other than social networks like television? Can I use it to support me in social networks?

Interviewee: That's what's happening to us because it is not doing its job. 600 People has attended the conference. The fact that 500 people added you on the same day! It is impossible that they are all the people that attended the conference because the people attended have already added you while you were there. I am talking about the moment I left the conference and while I was at the conference they were adding you already. So if you counted the people in and out of the conference it will reach above 1,000.

Comment [FA1115]: Being in conference is good way to spread WOM

Comment [FA1116]: Being in conference is good way to spread WOM

Comment [FA1117]: Being in conference is good way to spread WOM

Comment [FA1118]: WOM is affective for SME's marketing

Interviewer: I mean on television/

Interviewee: Television yes! When you appear on television, they will add you. People will start talking about you on twitter that this person had appeared on an interview on television and the way he spoke was very nice, so they will add you through this channel.

Comment [FA1119]: SME's uses integration between SM & other media to drive traffic

I don't deny that the media is supporting you when they appear your username on the screen. That is an addition! But I see if people on twitter gossip more about you, you will get more followers.

Comment [FA1120]: SME's uses integration between SM & other media to drive traffic

Comment [FA1121]: Being in any media can support SMEs' SM pages

Interviewer: I want to speak about a specific point! For example your name appeared on TV.

Comment [FA1122]: WOM is affective for SME's marketing

Interviewee: You can check your name on twitter.

Comment [FA1123]: Being in any media can support SMEs' SM pages

Interviewer: I know! When you appeared on TV, did it benefit you ... Television is something else. It is not included in social media! Is the number of followers increasing or not?

Interviewee: They increase and increase more when people speak about you on twitter that you appeared on TV, because there might be someone who did not watch TV but read about it on twitter and wants to support the idea. So is there any addition? Yes there is, if he appeared on TV or a radio station, it will be helpful.

Comment [FA1124]: WOM is affective for SME's marketing

Comment [FA1125]: SME's uses integration between SM & other media to drive traffic

Interviewer: There is a very important point! We called it target customers. Are you aiming for specific people, a specific category, a specific age, specific people or you're marketing randomly and marketing for everyone at anytime?

Comment [FA1126]: Being in any media can support SMEs' SM pages

Interviewee: Previously, I used to do it for everyone but now I have a specific category and a particular target.

Comment [FA1127]: SME's are attracted to TM & SM marketing

Interviewer: why?

Interviewee: Better!

Comment [FA1128]: SME's are attracted to TM & SM marketing

Interviewer: What is the difference?

Interviewee: I think it's better because I'm building loyalty and people are joining me through them.

Comment [FA1129]: SME's are attracted to TM & SM marketing

Interviewer: how come? Speak to me more about this subject?

Interviewee: First of all I chose their salaries because especially us, we have certain amount for the courses. The amount of our courses are a bit pricy, so I market for people who their salaries range medium to high, that's the first thing.

Second of all, our topics are modern. Thirdly, Topic that both youths and 2 generations above them would adjust. Elders won't adjust because we always speak about recent stuff happening, even our saying are about Facebook and twitter, which is harder for elders to understand if they are not updated. So my target is from 16 years old to 2 generations above. I seek refuge with Allah from Satan the great.

Comment [FA1130]: SME's are attracted to TM & SM marketing

Comment [FA1131]: Knowing the TS

2 generations above and particular amount of salary is what I'm focusing on.

Comment [FA1132]: Knowing the TS

Interviewer: So to you it is important?

Comment [FA1133]: SME's are attracted to TM & SM marketing

Interviewee: It is important ... it is important because who has a minimum amount of salary is not known...

Comment [FA1134]: Knowing the TS

Interviewer: How can you know?

Interviewee: Through survey. When you sign up for the course. Where do you work? You will write where you work, from the name of job I'll come to know approximately how much he earns.

Comment [FA1135]: Doing surveys & gathering customers feedback

2: I enter people's profiles and they write "An employee at a certain place" I can market for him. Because my products are expensive that's why particular people should show up. I can't market for young students unless I have a special product for them. Collage courses, lectures with a suitable price for them. But in general, I choose my customers.

Comment [FA1136]: Doing surveys & gathering customers feedback

Comment [FA1137]: Knowing the TS

Comment [FA1138]: Knowing the TS

Interviewer: Let's conclude with an important point. What do you think of something called integration? Let's say if you mixed all of these medias together. Do you have this thing called integration like having a connection between Twitter, Facebook, e-mail and WhatsApp or there is nothing or what is the situation?

Interviewee: There is what I use and that is once I upload a video on YouTube, it gets uploaded on twitter and gets sent to my e-mail and WhatsApp, three of them.

Comment [FA1139]: Integration between SM sites

Interviewer: Is it useful?

Interviewee: Well I think ... I haven't given it any statistics but I've observed that it surely does reach all the customers. So if he did not check twitter, YouTube or his e-mail, will definitely check WhatsApp and who haven't checked WhatsApp will check his e-mail. So you gave the customer four different facilities for your product or your ad. So it is useful because you gave him all sorts of communication that he can use.

Comment [FA1140]: Knowing the TS

Comment [FA1141]: SME's must choose which SM sites

Comment [FA1142]: SME's must choose which SM sites

Interviewer: Sorry but something new popped to my head, WhatsApp! Is it useful or what?

Interviewee: It is very useful.

Comment [FA1143]: WhatsApp application in iPhones can be used to communicate

Interviewer: how?

Interviewee: Just add a phone number.

Comment [FA1144]: WhatsApp application in iPhones can be used to communicate

Interviewer: What's the arrangement of it on your list of social networks?

Interviewee: What do you mean?

Interviewer: You said a while ago twitter, Facebook and you counted several things.

Interviewee: Yeah! First of all twitter, then WhatsApp, then phone number to send a direct SMS message and finally e-mail. The final network on the list is e-mail.

Comment [FA1145]: SME's must choose which SM sites

Interviewer: What is the use of it, what is WhatsApp profession?

Interviewee: Reactive, faster, personal, alone and I know who you are that's why I sent you the message, because I know it the certain customer I meant to send you the message with a particular product, reply back and I'll respond directly. So he feels it has a bit of privacy and people like having their own privacy. The more privacy the customer gets from you, the more he stays active with you.

Comment [FA1146]: WhatsApp is a messaging system that is personal & direct

Comment [FA1147]: WhatsApp application in iPhones can be used to communicate

Interviewer: Thank you very much for your time and we have learned a lot! We finished everything and I didn't know we have finished everything but we have discussed different topic and the time passed by fast.

The number of the interview: 8

Time of Interview: 6:44 PM

Date: Thursday 30/08/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee: Khaled Al-Kulaib

Position of Interviewee: Project Coordinator of Kuwait Oasis

Interviewer: You spoke to us a little bit about history and now we want to speak more about how you guys market it? In the social media or do you have a traditional way of marketing, for example: newspaper advertisement or do you have something similar to it?
What are you doing? What have you done marketing wise, specially!

Interviewee: Since the beginning of the project, till this day! We did not appear in any let's say traditional or conventional advertising tool. We did not use newspapers, magazines or printed newspapers. Due to the lack of facilities at the beginning of the product, we depended solely on social media tools. Whether making an account on twitter or a page on Facebook, Instagram account as well.

Comment [FA1148]: Newspaper ads are not attractive

Comment [FA1149]: Some SME's marketing depend on SM

Interviewer: Why is that! Do you think it is very expensive to market through, for example: newspaper or traditional marketing such as SMS or something similar.

Interviewee: Definitely! Definitely, being in conventional media tools costs a fortune for initiative that is non-profit. Any funding we could allocate as a support for the project we hire it to work more on the operation more than marketing for the campaign in those kind of media. Social media is an active marketing tool. Social media marketing is affective because it is for all the age groups and all the social classes are available in this environment. The information is considered on demand, which means, if you advertised on the newspaper you will utilize the period of advertisement in a period of 24 hours as the newspaper is available in "circulation" after 24 hours it will be updated. Whereas, Being in social media whether a page on Facebook or on twitter! There is a timeline; any person that follows you or liked your page could go back. So the information is on demand, convenient wherever he is. Plus, now nearly everyone owns handheld... Smart handheld that contains access to those tools. More informative in social media because it is interactive. In the newspaper, the information is static! Printed, read and that's it. So the feed or the information goes one way, from the tool to recipient. Whereas in social media the interaction adds on the delivery of the information (suspense) adds on sense of responsibility, whether the person you are having a conversation with is giving you an advice or demonstrate a seal or

Comment [FA1150]: Newspaper ads are not attractive

Comment [FA1151]: SMEs have limited resources

Comment [FA1152]: SM users can access SM from anywhere anytime

Comment [FA1153]: Traditional and Newspapers marketing

Comment [FA1154]: SM ads can unlimited view & interaction

Comment [FA1155]: SM users can access SM from anywhere anytime

Comment [FA1156]: SM has improved marketing communication

Comment [FA1157]: Newspaper Ads are not attractive

even consider himself to be responsible and he is a part of this project or stands on the second hand to manifest different opinions. So being in the Social Media is definitely more powerful. The reach of it is high...The reach of conventional advertising methods whether it is radio, TV or newspaper. Mainly it's going to be regional or local. Whereas in social media, the reach exceeds the limits of region and becomes global reach. We have many of our followers that come from foreign countries whether from the Middle Eastern area, the gulf and Middle East, European countries and even from U.S.A and they are being interactive.

Comment [FA1158]: SM is very attractive to customers

Comment [FA1159]: In SM news about SMEs travel fast

Comment [FA1160]: Traditional and Newspapers marketing

Comment [FA1161]: In SM news about SMEs travel fast

Comment [FA1162]: SM has helped in making the world globalized

Interviewer: Which means you have global...global followers!

Interviewee: Exactly! Actually, one of the most important elements in the project which is "Irrigation system" that we are using in the project came because of being in the social media, which is a technology called "water box" it is a Dutch technology. We were sighted by the inventor of this technology, in the social media and had advised us to use his technology. He came to Kuwait and we welcomed him, we made an experiment and we found out the technology we used for irrigation has saved us 1.500 litter of water for each tree per year. That is an enormous number and it all because we are being active on the social media, if! We weren't available on this site or did not know about it, we would have missed the opportunity. The level of our project may be lower than how it is now. Most of the allies now, we have five allies (companies), three of them came through our presence in social media. We did not visit or knocked on their doors.

Comment [FA1163]: SM has improved communication process

Comment [FA1164]: SM has improved communication process

Interviewer: Let's say sponsors?

Interviewee: Sponsors, yes.

Interviewer: Who are the sponsors?

Interviewee: Viva, Al-Ghanim industries, Kuwait energy, P.I.C and....

Comment [FA1165]: SME's use sponsorship to market their Products/services

Interviewer: Considered as big companies?

Interviewee: Yes, I don't understand what he says till "Gumar arba atash". So we have P.I.C (petro-chemical industrial company) and it is one of the largest petro-chemical industries in the region and it is one of the largest petro-chemicals available in Kuwait. Kuwait energy is the only privately owned company for drilling oil. Viva is one of the telecom companies fastest growing in the region. Al-Ghanim industries have a large group that contain automotive and Gummer arba'atah is (...) an individual owned company. Participation was open for all the companies in this project, from all sizes of the companies and they added for us ... Most of the communication between them and us was through the social media. They added value to our initiative and we did also add a cause to their marketing campaigns through the existence in social media tools.

Comment [FA1166]: SME's use sponsorship to market their Products/services

Comment [FA1167]: SM has improved communication process

Interviewer: Social, let's say they are social awareness is what they are doing?

Interviewee: Exactly!

Comment [FA1168]: SM has improved communication process

Interviewer: From your method or what?

Interviewee: Now the model we presented to become a partner. Meaning, in any project that subjugates the measurements of C.S.R (corporate social responsibilities) for the companies has three pillars.

- 1: First pillar is known as Donation
- 2: Second pillar is known as Sponsorship
- 3: Third pillar is known as partnership

Comment [FA1169]: SME's use sponsorship to market their Products/services

In donation, it is a basic straightforward relation. I come as Khaled and present myself to Faisal, I have a project that I want to execute and I need 1.000 KD, ok? Faisal gave me the 1.000 KD, the project was executed, and the relation is over.

Comment [FA1170]: Good relationships are the base of any successful business

Sponsorship is when Khaled goes to Faisal, Faisal come I have an expo for a week. You sponsor it for the week with the visitors and the relation is over.

Comment [FA1171]: SME's use sponsorship to market their Products/services

Partnership is a long-term collaboration. Minimum three years extends all the way. Whatever you define it.

Comment [FA1172]: Having partnership & build good relation with partner can improve SMEs marketing

Mainly in partnership the N.G.O in there is a good term companies need to look good and N.G.O's need to survive. There is synergy between them that you could find through partnership. In partnership, N.G.O does not become a financial burden on the contributor or partner. How can you create a tool or a product for the partner to promote, collect the amount from his client base and divide the amount between the N.G.O and him? For example: Now we are allied Al-Ghanim automotive. What is happening is Al-Ghanim automotive having cars? Anyone that wants to buy a car will be given an idea about the car that he is going to buy now costs 5.000 for example, cause emission with the quantity of 200kg. To execute a part of the emission or all of it, you should plant 5 trees. What do you think of volunteering and paying the price?

Comment [FA1173]: Having partnership & build good relation with partner can improve SMEs marketing

Comment [FA1174]: Having partnership & build good relation with partner can improve SMEs marketing

Comment [FA1175]: Having partnership & build good relation with partner can improve SMEs marketing

You already paid 5.000 KD for the car; I don't think you are incapable to pay 20 KD to plant a tree as a simple communal volunteer. What happened now?

The partner did not pay anything from his marketing budget!

Comment [FA1176]: Having partnership & build good relation with partner can improve SMEs marketing

Interviewer: He paid from his own pocket.

Interviewee: He obtained from the consumer. We have been provided with an exposure to communicate with the society through his client base. Third of all, the partner has the right to show up in a nice way because he volunteered. Forth and the great thing is that the consumer has an education and knows that this

Comment [FA1177]: Having partnership & build good relation with partner can improve SMEs marketing

car causes emission, now see how the social media exactly fits him, here we promoted our collaboration or partnership with Al-Ghanim. Al-Ghanim promoted their corporation or partnership with us. Eventually the user is going to promote it because he is going to say that he bought a car and have set my car on credit...Footprint sorry! I have made him an offer, I bought a car, I am a responsible driver. Imagine the social hype that happens in it, Instead of us promoting a message that your cars causes emission! No, I spoke about the subject, the car dealer spoke about it and the consumer " car driver" spoke about it. So in partnership deal, the topic is not just about promoting merchandise or promotion, the topic is generalized to have social responsibility. Actually from the term "social media tool" those tools or the social media is about being attached to the society or being in the realm or the environment of the society by knowing how to socialize with my clients, how do I socialize with my partners, how do I socialize with my volunteers. So using those tools for the benefit of N.G.O should be heterogeneous and we are showing our communal responsibility on the project. We are focusing on the interactivity part of the tool, which means we should be responsive to every user, answer his questions, advise him, suggestions will be taken in consideration and it actually opened wide doors for us, whether we are available on Facebook, Instagram or on twitter. YouTube as well. YouTube is considered as one of the effective social media tools. So all and all, if you added and see it's returning I think we reached a development from an individual effort to. I think we have achieved development from an individual project to now thank God one of the largest national project and the largest project in history of Kuwait because... only because of our presence in social media tools, we haven't appeared in conventional media that is committed on.

Comment [FA1178]: Having partnership & build good relation with partner can improve SMEs marketing

Comment [FA1179]: Having partnership & build good relation with partner can improve SMEs marketing

Comment [FA1180]: SM has improved communication process

Comment [FA1181]: Some SMEs use SM sites for customer service

Comment [FA1182]: Some SMEs use SM sites for customer service

Comment [FA1183]: SM has improved marketing communication

Interviewer: Mashallah I can see that you have taken a large step in the past period of time with the social media, I really want to... since you have made a great introduction and honestly you have spoke about several subjects. Let's see something interesting. Now you... let's focus on the social media! Let's suppose social media does not exist. What is going to happen if Kuwait oasis if there wasn't social media?

Interviewee: Mmm...I think, we were raised...

Comment [FA1184]: SM has improved marketing communication

Interviewer: Would you have the same success?

Interviewee: Of course not! Of course not! I doubt we might pass in this story line that we have passed. I think that social media have strode us from work for exposure to make the product famous, we strode not less than five to six year. Yes! If we haven't been initiative and did not appear in those places and promoted the project to each company individually, knock their doors, enter and show them the project. For example we visited the government organizations and knocked on their doors and spoke to them, we communicate with information centre and database that pertain global cultivation. Meaning! I think with conventional methods I think it would have took 5 times as much period of time, if

Comment [FA1185]: SM has improved marketing communication

Comment [FA1186]: SM has improved marketing communication

Comment [FA1187]: SM save time, money, energy & bring more customers

Comment [FA1188]: SM has improved communication process

Comment [FA1189]: SM has helped SME's information gathering

not more. So our presence in it has certainly made a shortcut a long period of time for us, we gained more ideas, even in import intervention that we are using and hiring had come from our followers and from our.. From our fans.

Comment [FA1190]: SM save time, money, energy & bring more customers

Comment [FA1191]: SM has helped SME's information gathering

Interviewer: Meaning! Are you taking feedback from a lot of people or ordinary... who looks over those things, who is doing ... who is gaining those information, do you have someone responsible of, for example: Customer service, feedback gathering or making surveys or what is exactly the method?

Interviewee: In the project, The biggest management, or the biggest team is the I.T team. The I.T team is managed by Mr. Bashar Abdul-hadi. He is the C.E.O of one of the I.T companies (Kuwait Net) in Kuwait. He made an integral I.T infrastructure for the campaign from the e-mail accounts, web page which is being developed, database management, electronic (?) for all the documents that we are using, plus he placed the account in different social media channels. Every social media tool is handled by an individual. Twitter account has a person, Facebook account has a person, Instagram account has a person, YouTube has a person, so each channel is managed by someone so we can save more rate of professionalism, so he can be an expert in using any material that is related to the tool. Meaning, the design, layout and the way of conversing on Facebook is not same as on twitter. On twitter, you are limited to 140 letters; on Facebook you can write an article on the net and post it. On YouTube, as much you can promote video capture. So how can you put this video capture in way to attract people, snapshots from the screen. So for each tool there is a way to deal with, a way to promote and even the viewers or their audience look forward to some affairs that is particular for this tool. So each one is assigned to someone to manage and receive the response, whether he is capable or has the enough information to reply, he can respond. If he does not have the ability, he can get back to the supervisor of the campaign. If the subject is about media, he can get back to the sister that is working at the media centre, if it is related to I.T he can get back to the I.T, if it was related to finance he can get back to finance, if it was related to operation he can get back to who's in charge of the operation. So each tool must from the social media must have an expert basically to save more rate of professionalism.

Comment [FA1192]: SM is good place for gathering customers info

Comment [FA1193]: SM is good place for gathering customers info

Comment [FA1194]: Some SMEs use SM sites for customer service

Comment [FA1195]: Some SMEs use SM sites for customer service

Comment [FA1196]: SM has improved communication process

Comment [FA1197]: SM has improved communication process

Comment [FA1198]: Some SMEs use SM sites for customer service

Comment [FA1199]: SM has improved communication process

Interviewer: That is really great! Do you guys have integration, with now! You have different social media sites like you just told me Facebook, twitter and YouTube. Is there integration between them or there is, meaning, meaning there is no integration at all or there is something comprehensive or what is the way? How do you manage it?

Interviewee: ok! The way we manage it, we, the message that we promote is one across all the platforms. Yet, the way it is being promoted through each tool will be different. Advertising a new, the way of the formula on Facebook is going to be slightly different than on twitter, as well as YouTube. The integration, when we talk about integration whatever is being posted on our channel on YouTube is

Comment [FA1200]: Some SMEs use SM sites for customer service

being tweeted and posted to Facebook but we aren't big fans of "link accounts". There are a lot of companies and even Volunteer campaigns that link the twitter account to the Facebook account. We believe that these are two different environments with two different specifics, so we keep them separate. You will see the posts may be in a different manner, different structure, different terminology even aaaa...

Comment [FA1201]: Some SMEs use SM sites for customer service

Comment [FA1202]: SME's must choose which SM sites

Interviewer: More customized?

Interviewee: Exactly! To fit that tool. It is integrated in terms of communication across the team and the information but each one has it's own specifics.

Comment [FA1203]: Some SMEs use SM sites for customer service

Interviewer: Ok now you think each one has it's own importance for example: Facebook is very important to you, twitter as well. Which one is more important and what is the difference according to you?

Interviewee: The importance, personally I can't put let's say

Interviewer: Let's say number of customers. It can decide for us!

Interviewee: It differs!

Comment [FA1204]: SME's must choose which SM sites

Interviewer: Let's say number of customers. It can decide for us!

Interviewee: It differs! On twitter, you can very well define the audience by the number of followers still there are number of re-tweets that is happening from non-followers. For example: Faisal is a follower to me, I made a tweet and you re-tweeted it, my message had a reach to your followers. Your followers could've, meaning, seen the message but did not follow me. I think there are impact measurement tools available at the market that measures the reach of your message. We don't possess it now because it needs a bit of investment but we know the number of followers we have. On twitter, we have far more followers than the fans on our page on Facebook. On YouTube, we have number subscribers almost close to the number of our fans available on Facebook but still this is not the definitive measurement. I think for each environment has it's own users e.g. people that use Facebook heavily don't prefer using twitter and the people that use twitter heavily don't prefer using Facebook for a reason because twitter is a different environment it has it's own tools and there is simplicity, it does not have the complexity of ... when you want to post on Facebook, you can embed a picture, embed a link, put a blog and ask, you can share a post from another page into your page and those things are not available on twitter. On twitter, it's a simple tweet, re-tweet, reply and that's it. So the users of twitter are more of people on the go that want to know a piece of information, quickly, simply and that's it. So those are different fans and those are different followers and on YouTube different viewers. For each environment, from the side of Importance, I would never neglect any of them...from those tools. Yet, in terms of numbers our twitter account has the largest number of followers if we

Comment [FA1205]: Twitter helps in defining TC

Comment [FA1206]: In Twitter the more followers

Comment [FA1207]: SMEs can use SM website to save information

Comment [FA1208]: Twitter is the most popular website in SM

Comment [FA1209]: SMEs can use SM website to save information

Comment [FA1210]: SME's must choose which SM sites

Comment [FA1211]: Simplicity is the key to Twitter success

Comment [FA1212]: SME's must choose which SM sites

compared it to the other methods. For example Instagram is picking up nowadays, Instagram has become one of the most active tools. With just a picture and a simple text below it can send a powerful message and how easy it is for use, this is what made Facebook make acquisition on Instagram because it is kind of a new gateway for them to compete with twitter.

Comment [FA1213]: Twitter is the most popular website in SM

Comment [FA1214]: SME's must choose which SM sites

Comment [FA1215]: Instagram is designed for photo sharing

Interviewer: Oh! That's great!

Interviewee: Yup! So I think that each tool has it's own importance and the presence in it will earn you....

Comment [FA1216]: SME's must choose which SM sites

Interviewer: I don't know what is going to pop up now!

Interviewee: Hahaha exactly.

Comment [FA1217]: SME's must keep a watch on SM new sites

Interviewer: Powerful things! Exactly, like you mentioned, each one of these tools has it's own marketing way. One has more simplicity, one has more exposure, one has...for example: displays in sound & image, one displays image only. But each one is playing it in a right way. In general, can you call it "Cost Effective" or you another thought about it?

Interviewee: Of course it is cost effective...

Comment [FA1218]: Marketing in SM is cost efficient

Interviewer: Almost free!

Interviewee: Honestly, it is free just all you need is smart phone and a carrier. I think in the coming years Internet could possibly be free.

Comment [FA1219]: SM users can access SM from anywhere anytime

Comment [FA1220]: SM users can access SM from anywhere anytime

Interviewer: Free.

Interviewee: So those tools will be obtained by everyone. Now in ratio speaking in Kuwait, the number of mobile phones is 3:20, meaning each individual has three mobiles and that is in Kuwait.

Comment [FA1221]: SM users can access SM from anywhere anytime

Interviewer: maybe we can say 9 million or what?

Interviewee: In Kuwait, I think it reached 8 million. Viva subscribes have reached 1 million, Zain above 3 or 4 million, Watanya is on the same range, the same level of sea!! So the number subscriptions is more than the number of the population which means almost everyone in the society at a certain age group has access to the internet he is using and in the coming phase with the reduction of cost that is happening on the access to the internet has become available for everyone, even simple workers now obtain semi-smart phones and they are connecting with their families or their friends through these means of communication. So I think the trend is being there, the keyword in social media tools is information on demand. Information on demand is the keyboard, I don't

Comment [FA1222]: SM users can access SM from anywhere anytime

want to stay in front of the TV and wait for the news bulletin while I can access through the computer and watch the news bulletin at any time I want. Whether it was...

Comment [FA1223]: SM users can access SM from anywhere anytime

Interviewer: Whatever I want.

Interviewee: Whatever you want ...previously, to extract info from a book could take 2 hours. Nowadays, you can enter "library of congress" you search the keyword and you will receive the info in 3 or 4 minutes. So information on demand is the direction of the world, whether it was pictorial, pictures or you can search images for example: on Google. Video, you can go on YouTube and watch any motion picture on demand. On Facebook, you search for any brand, any product, any science field, any environmental information and you will receive all the related pages. Not only that! Social media has become so smart that for example, if you're on Facebook and you liked three environmental pages, you will receive it immediately as suggestion. List! Long list of environmentally related pages and friends, they suggest you that stuff. Not only that, you as a Facebook user, you can suggest your friends! For example: I know that Faisal is interested in spirituality, I can suggest you my friends who are in the field of spirituality. So I think social media now with the tools available and the infrastructure present, it is becoming more intelligent, more reliable. Now search engines.

Comment [FA1224]: SM users can access SM from anywhere anytime

Comment [FA1225]: SM is good place for gathering customers info

Comment [FA1226]: SM is good place for gathering customers info

Comment [FA1227]: SM users can access SM from anywhere anytime

Comment [FA1228]: SM users can access SM from anywhere & anytime

Interviewer: Some people use follow back strategy. What do you think about it?

Interviewee: I think follow back is the weakest tool or weakest method to deliver a message.

Comment [FA1229]: Follow back is one way of marketing in Twitter

Interviewer: why?

Interviewee: Follow back, the purpose for initiating a relationship is just to accumulate followers which means if I followed you and you followed me back, I'm not interested in your message, what I have made is a compliment.

Comment [FA1230]: Follow back is one way of marketing in Twitter

Interviewer: No it does have a great thing. Now that is one part. When you... let's say your clients, now you for example: "Kuwait oasis" interested for the people. You don't want everyone, you only want people who are interested in you ... through what I saw, first of all you give them a way to get to you through a direct message, not in any other method.

Interviewee: Of course

Comment [FA1231]: Follow back is one way of marketing in Twitter

Interviewer: Your telling him, you are important. Your building loyalty or what do you think?

Interviewee: Personally I think who we follow specially in Kuwait oasis, who we

follow is the thing that has a direct contact with us. Accounts that speaks about plantation, accounts that speaks about the environment, regulatory bodies, the use accounts that are relevant to our activity, Our sponsors or our partners so we can see how do they market our cause.

Comment [FA1232]: To have a good relations with sponsors

Interviewer: Almost must!!!

Interviewee: Yes exactly, so I think that our non-profit organization follows relays on this class. We do relay on the re-tweets of our followers meaning if we follow each follower, there are a thousand of them, we don't even have the time to read all the tweets and specially that each one has his own interest meaning from our followers some may be interested in music, some may be interested in sports, some in politics which are not relevant to our message.

Comment [FA1233]: To have a good relations with sponsors

Interviewer: That's right, nice.

Interviewee: So I think these classes or this method, this approach gaining more followers, which is, following back is not advisable in our team. How we reach out is either by having our tweets re-tweet or having *cough* our account promoted. Meaning we have public figures for example: speak about accounting, that is a great initiative and have mentioned us. So I think mentioning the account on twitter is the most powerful tool, Friday followers or the hash-tag type. If Friday followers entered the hash-tag and seen the number of tweets in it, it's almost impossible to sight down your account. Meaning if someone wrote FF Kuwait oasis and posted it, Friday. All the users, almost all the users on twitter are putting the same hash-tag on Friday on that day on that time, approximately. So your presence over there is almost a drop on the ocean, few people will see it but the most powerful way to attract followers to your account is being mentioned by highly followed accounts, for example...

Comment [FA1234]: To have a good relations with sponsors

Comment [FA1235]: Marketing via celebrities

Comment [FA1236]: Mention helps SME's marketing specially in Twitter

Comment [FA1237]: FF is great way of marketing

Comment [FA1238]: Mention helps SME's marketing specially in Twitter

Interviewer: What about marketing through celebrities?

Interviewee: Exactly, whether social celebrates or companies with a lot of followers, Imagine for example: Coca Cola mention us, how many followers does Coca Cola have? And you are sighted by Coca Cola. For example: Dr. Salah Al-Rashed when he mentioned us, we got a great number of followers, a great number. In his account I guess he has 15,000 or 20,000 followers.

Comment [FA1239]: Mention helps SME's marketing specially in Twitter

Comment [FA1240]: Marketing via celebrities

Interviewer: Now 50 thousand or 52

Interviewee: Exactly, at that time he had that number of followers when we started the project, so imagine from the 50 thousand when a person they admire and they think highly of promotes an account, they know that there is an advantage behind this account or there is a message that really counts so you will gain a lot.

Comment [FA1241]: Retweet helps in spreading messages

Comment [FA1242]: In Twitter the more followers

Interviewer: Meaning not only celebrities, he should also be a celebrity meaning we have different kind of celebrities, the celebrity should be related to the thing and be ... in meaning... should feel that this person has the credibility.

Interviewee: Yes, credibility! Credibility is very important, imagine you are one of the politicians in Kuwait. Honestly, I wouldn't be very proud *laugh* because you feel there is a link or a blind intention for promotion but when u get it from a person who is highly credible for example: Sheikh Khalid al-mathkour if he can remember and mentioned us in a nice way on the account, credibility! That's an Honor for our account and this what gains you number of followers and thanks God we had a lot of credible celebrities like I mentioned Dr. Salah Al-Rashid, Dr. Ghanim Al-Najar, Eng. Mejbil Al-Mitwa all of them are people in different fields and mentioned this project, a lot of other too but they helped us to deliver the message to the largest possible amount of people.

Comment [FA1243]: Marketing via celebrities

Comment [FA1244]: Mention helps SME's marketing specially in Twitter

Comment [FA1245]: Marketing via celebrities

Comment [FA1246]: When MVC SME's must choose the right celebrities

Interviewer: We're going to conclude after this question, do you feel that social media has the advantage to get you closer to the customers if did not have social media or not? Now you are so close and you have an interaction on the daily basis not only daily, let's say 24/7 meaning everyday, all the time and at each time of the day? Yes or not?

Comment [FA1247]: Mention helps SME's marketing specially in Twitter

Interviewee: Social media is not an integral part meaning for example: if we spoke about a company that has product storage, they will say it's enough to make an ad on the news and that would be enough for me. If I made an ad on the radio broadcast it will be integral part, if I made an ad on the T.V it will be integral part for the campaign, marketing campaign. But I think newspapers. Social media is not an integral part it's an essential part, today it's an essential part for any cause, for any field, product or invoice. Even in a lot of, for example: what happened in the Middle East area.

Comment [FA1248]: Integration between SM sites & other media can be a powerful marketing tool for SMEs

Comment [FA1249]: Integration between SM sites & other media can be a powerful marketing tool for SMEs

Interviewee: Product or invoice. Even in a lot of, for example: what happened in the middle east area in a previous period of time, how people marched together against the presidents that were oppressed, started through the social media tools meaning campaigns that changes the maps of the world began from those tools. So I think the presence at those places in a right way is an essential part meaning it has become contiguous and something essential in the success of any idea or a project. So no one can neglect it's part or anyone can marginalize it or can replace it for many reasons, convince, on demand, almost costs free, interactive, interactive is very important meaning the matter is not static only. The matter is about giving and taking, so I think it is very important.

Comment [FA1250]: SM has become a very powerful tool for marketing SMEs

Comment [FA1251]: SM has become a very powerful tool for marketing SMEs

Comment [FA1252]: SM users can access SM from anywhere anytime

Comment [FA1253]: SM has improved marketing communication

The number of the interview: 9

Time of Interview: 12:16 PM

Date: Sunday 02/09/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee: Abeer Barakat

Position of Interviewee: General Manager of International Academy of Personal Development

Interviewer: Tell me about the start, how you started with “Joy12” and then turned it into an academy.

Interviewer: Talk to me about the beginning how you started “joy 12” project.

Interviewee: You want to know about the business plan right?

Interviewer: Yes and how did you market this project, from Facebook to Twitter and the online strategy?

Interviewee: When we first started the idea of this club, our biggest fear was that the project was online, because all our ideas were all based on an online website that includes basic information and pictures about the project. When the Dr. Salah put down the idea of “joy12” we had fears in our establishing meetings about this point of having a club that is intangible with no real location to present our activities, but the Dr. Salah had a point of view in this matter and decided to take the risk, when we started developing the project we all slowly became more involved in the idea, as the project was online so everything regarding the marketing plans and strategies and our relationships with clients and later on “partners” were all on through the website, even our contracts whether they were marketing contracts or partnerships were all transferred to the website. With time I noticed that the way our employees think had changed, they were becoming much more active and developing and the way of communication between the team became easier, we used to suffer from lack of work and delays when someone travels or on a leave. In this experience we were all connected online no matter where we were in different countries, our personal presence wasn’t important anymore as long as the work was done in a smooth way. When we started marketing our project it didn’t suit us to use advertising methods like the newspaper or a magazine, our whole project was based on the internet so basically our target was those people who use the internet, Also what helped us in narrowing down our target was that the Dr. had his own page online that helps in “Self improving and developing” so our target simply matched.

Interviewer: The page exists on “Facebook” right?

- Comment [FA1254]: Acting fast & critical decision can benefit SME’s marketing
- Comment [FA1255]: Partnership with a strong strategic partner
- Comment [FA1256]: SM has improved marketing communication
- Comment [FA1257]: SM has improved marketing communication
- Comment [FA1258]: SM users can access SM from anywhere anytime
- Comment [FA1259]: Newspaper ads are not attractive
- Comment [FA1260]: SME’s are attracted to TM & SM marketing
- Comment [FA1261]: SME’s are attracted to TM & SM marketing

Interviewee: Yes, previously I used to throw on the ad on pages and ask people to share my link on Facebook in order to reach out for my clients that I cant see, later on when I found the Dr.'s page on Facebook I realized that these people are all gathered in the group for the sake of "Self improving and developing" already which is also the basic idea of the club, which is teaching subjects in "Self improving" so finding this page made it easier to just post advertising on the page and make sure it gets to same target I want.

Comment [FA1262]: SME's are attracted to TM & SM marketing

Comment [FA1263]: Facebook FOF TM is powerful

Comment [FA1264]: Facebook FOF TM is powerful

Interviewer: So this page was not planned for?

Comment [FA1265]: SME's use SM to collect TC

Interviewee: No, it hasn't been planned for, but through the online experience we started going through different dimensions and saw things we did not see before going online, at the same time "Twitter" after a while we moved from Facebook to twitter which is a very attractive method to us as an academy, when our targets are all the Dr. Salah's followers, and also note that my advertisements on the Dr. Salah's page is paid for, a lot of other companies like Al Rashid and Real Dreams are following our steps according to the success we are accomplishing in reaching our target clients, We also thought about the savings when we decide to advertise online and not using the newspaper for an example, the expenses are counted by meters, lines and size of the page.

Comment [FA1266]: SME's are attracted to TM & SM marketing

Comment [FA1267]: Some SME's lack marketing plan

Comment [FA1268]: SM helps SMEs in learning process

Comment [FA1269]: Twitter is the most popular website in SM

Interviewer: Have you ever posted on a newspaper?

Comment [FA1270]: SME's are attracted to TM & SM marketing

Interviewee: No, since we have started we only posted online, so the Dr. Salah had a well planned strategy with reasonable prices, and in newspapers we would post an ad on "Al rai" once or "Watan" not knowing if the advertising is reaching the right share and target of people, when we can reach the majority of people in very reasonable prices and the ad can continue throughout the day. Keep in mind that the Dr. Salah's page is divided in days for the companies for an example, Saturday is for Real Dreams Co., Sunday is for himself to write down his own thoughts, and Monday is for the Academy, Wednesday for instance... Wednesday is for Al Rashid centre and Thursday is for The Doc. Again so we scheduled it since all of the above are going for the same target that the doctor has in his page.

Comment [FA1271]: In Twitter SME's can Follow potential costumers

Comment [FA1272]: Marketing via celebrities

Comment [FA1273]: Newspaper ads are not attractive

Comment [FA1274]: Marketing in SM is cost efficient

Interviewer: When is the club's day?

Comment [FA1275]: Traditional marketing waste a lot of time

Comment [FA1276]: Newspaper ads are not attractive

Interviewee: Our days are Monday and Wednesday, we reserved two days because our activities require more than one day online and since it's an educational organization it is always updated, we always have educational interviews and intensive courses continuously and daily not like the other companies that might have courses once or twice in a month, so when you go on the page on Monday and Wednesday you'll find the academy's advertisement posted, another point of savings not only the marketing side of it, even the teamwork is narrowed down, previously you would need so many employees to do the job we needed a specific person for the office work, another person for the correspondence, now I got rid of all these people when it turned online because

Comment [FA1277]: SME's are attracted to TM & SM marketing

Comment [FA1278]: SM ads can unlimited view & interaction

Comment [FA1279]: SME's can specify special days

Comment [FA1280]: SME's can specify special days

Comment [FA1281]: SME's can specify special days

Comment [FA1282]: SME's can specify special days

the contact with my employees is on the internet now, we have a specific control system that allows me to contact all the teamwork just like “Messenger”.

Comment [FA1283]: SM has improved marketing communication

Interviewer: Where is that?

Interviewee: It is private; it is not shown to our clients only the employees can enter this system.

Comment [FA1284]: SM has improved marketing communication

Interviewer: By who is this system?

Interviewee: By Al Alamiah Company, To give you an idea, when this club started it was supposed to be a group of people who are interested in “Self developing and improving” later on it developed according to the size of information given in the meetings to become much more than just a club or a page online, and the amount of subscribers to the academy and their level of intelligence is very high dealing with this high level of students and worldwide educators was the reason we decided to turn the club to an academy and turn completely educational.

Comment [FA1285]: Outsourcing is attractive to SME's

These students also needed to be categorized which was not easy when it was a club, now that it is an academy it is easier for me to categorize year 1 and year 2 and so on and it is also easy to divide the courses according to beginners and experts and intermediates, we also developed ambassadors from the 3rd year to represent what we teach in the academy so the system became an academic system fully. Developing the club into an academy had some changes like the location, even though the club and the business can easily continue online only but the reason is we now require from the educator to provide photocopied subjects much more than before, so a studio place is needed instead of reserving studios all around, another point is that by the 3rd year there will be notes given out from the doctor to the educators and the students and the certificates will no longer be an electronic certificate like the club had, the new certificate is tangible with a stamp on it approved from different sources. And since a place is here for storage and photocopying, why not have the team also, other than that the main business and transactions like the contact between us and the students, delivering the subjects to the students even the meetings between the doctor and our team with the students all are online that's how we kept it. I was telling you about savings and how I no longer need many employees as the work is done online and there is a system, but turning the club into an academy I need to have much more services than I had, before when the club was online I needed only one programmer, now I have an academy of three years and different majors the registering is online so it is not enough to have only one programmer, So we had a recent partner to this academy which is Grand International Company for a certain percentage of the academy.

Comment [FA1286]: SM helps SMEs in learning process

Comment [FA1287]: SM helps in growing SME's

Comment [FA1288]: SM helps SMEs in learning process

Comment [FA1289]: SM helps in growing SME's

Comment [FA1290]: SM helps SMEs in learning process

Comment [FA1291]: SM helps SMEs in learning process

Comment [FA1292]: Internet is one of the keys to SMEs success

Comment [FA1293]: Internet is one of the keys to SMEs success

Comment [FA1294]: SM helps SMEs in learning process

Interviewer: What does this partner provide?

Interviewee: It provides the design of the website, the programming of the website, the technical support of the website and the updating of any services according to the real updates we are having very often, since we turned the club into an academy and opened our website a week ago, we had updated the

Comment [FA1295]: Outsourcing is attractive to SME's

website three times, and we are going for an application on the iPhone that's why we need a company like this one.

Comment [FA1296]: Outsourcing is attractive to SME's

Interviewer: Does this company know how to do that application?

Comment [FA1297]: Outsourcing is attractive to SME's

Interviewee: Yes, it is a professional company that worked for the ministry of interior and also programmed a system for Marina Mall.

Comment [FA1298]: Outsourcing is attractive to SME's

Interviewer: Have they charged you more for the iPhone application? Or it is the same package with the website? He agreed with you for the website at first not the iPhone?

Interviewee: Faisal I am dealing with this company since 2009, but since I made the deal with them on the fact that I need a programmer to design something for me and I will pay him a certain percentage, but I have seen a different professional side of this company and noticed their names in different high level websites and since then, I wanted to involve them in a partnership with us and when I gave them the idea of the partnership, I said everything that I was imagining even in the future about having a Samsung application and a Sal125 software that is a developing software for the academy, I want to be able to download on the mobile and I want to reach to a point where the need of customer service turns to 0 in the website, where the client can easily reach all subjects and services online, if he can't reach a subject he can automatically find a solution, if he needs to register, if he needs to renew his account, if he needs to find a certificate he lost and so on... So they understand my strategy and they agreed on a package that involves the whole plan.

Comment [FA1299]: Outsourcing is attractive to SME's

Comment [FA1300]: Partnership is attractive to SMEs

Comment [FA1301]: Outsourcing is attractive to SME's

Comment [FA1302]: Outsourcing could lead to partnership

Comment [FA1303]: Outsourcing could lead to partnership

Comment [FA1304]: Partnership with a strong strategic partner

Comment [FA1305]: Partnership is attractive to SMEs

Interviewer: How big is this company?

Interviewee: From which point of view you mean?

Interviewer: For an example: how many employees does it contain?

Comment [FA1306]: SME's like utilization

Interviewee: They are bigger than our company, I don't have details about the number but they are 100% bigger than our academy or Franchise Al Rashid Company, right now...

Comment [FA1307]: SME's like utilization

Interviewer: So they are medium, small to medium company they do not have thousands of employees still it is limited, 100 or less.

Interviewee: They might be less than 100 but they have employees for me only "They just left because they were here since 7:30" a team that comes from the main company to work in the academy daily from 9 a.m till 1 p.m or 2 p.m depends on the work load are three persons, two men and one woman, three of them are programmers, one of them knows about the php language and they are specialized in programming, and the fourth person does not work daily he comes every once and a while and he is the designer.

Comment [FA1308]: Partnership is attractive to SMEs

Comment [FA1309]: Partnership is attractive to SMEs

Interviewer: Now what does he work on, the website?

Interviewee: Yes, This designer gives me the external look and design of the website, then the programmer works on the control system that connects the team and the girl works on the services added to the website, one of these programmers is specialized in working on the software SAL125 which is the new product provided by our academy and of course they will provide the technical support for the software which will be sold soon by the academy, so this way we are one team they consider themselves from our team, we have five persons and they have five and together we are a team of ten people and at the same time we are partners.

Comment [FA1310]: Partnership is attractive to SMEs

Comment [FA1311]: Partnership is attractive to SMEs

Comment [FA1312]: Partnership with a strong strategic partner

Comment [FA1313]: Partnership is attractive to SMEs

Interviewer: Ok, about this partnership, to know more percentages in my studies, how much is their percentage?

Interviewee: We have agreed to make the percentage according to the number of the clients.

Comment [FA1314]: Outsourcing could lead to partnership

Interviewer: So they don't take anything in advance?

Interviewee: They have a percentage on each client; they have a counter on the website.

Comment [FA1315]: Outsourcing could lead to partnership

Interviewer: They know the number of your clients?

Interviewee: Exactly 100% because all our work is online, and they are aware of the website, when a client registers and pays either by visa card or cash or cheque or transferred by western union, even if she/he does not pay online by visa they have the information according to the pick of the client.

Comment [FA1316]: Outsourcing could lead to partnership

Interviewer: They took down payments from you previously?

Interviewee: Yes sure, they took a first payment for the shift of turning the club into an academy on the website.

Comment [FA1317]: Outsourcing could lead to partnership

Interviewer: They took it from the website?

Interviewee: They took it according to the changes they will do on the website then the payments become monthly or every two months...

Comment [FA1318]: Partnership is attractive to SMEs

Interviewer: So they take percentages let's say 10% or 20% on each person.

Interviewee: yes, because of the counter they have that allows them to know how many people entered every month and for how many people they are providing their services and so on, and we just opened a sales section online in the website, you know that Franchise Al Rashid and Al Rashid Kuwait Center and Al Rashid Dubai Center has publications so I got the approve from the chairman of the board of directions that the academy should provide publications concerning the syllabus that will benefit the students from us only with reasonable prices, so I took the book of dowsing and the book of intention and the dowsing adapt and the M wave and I took the publication of the sarendeeb, any publication that I feel will benefit my students, I would make a deal with these companies to be able to

Comment [FA1319]: Partnership is attractive to SMEs

Comment [FA1320]: Having partnership & build good relation with partner can improve SMEs marketing

sell it at a lower cost exclusively, Our partner company Grand International Company added the online shopping service to our website, so they also have a percentage of each product that is sold from the website, like if you are a student that decided to buy a production from here there will be no percentage for the Grand International Company, but if you use the online shopping service and visa card it will give them a percentage of this product sold, simply because they are responsible for the service and the technical support for it, even the new software that will be provided from them “SAL 125” every part that will be sold from the software, they will have a fixed percentage on it.

Comment [FA1321]: Having partnership & build good relation with partner can improve SMEs marketing

Comment [FA1322]: Partnership is attractive to SMEs

Comment [FA1323]: Having partnership & build good relation with partner can improve SMEs marketing

Interviewer: Is it a fixed or changing percentage?

Interviewee: No, it is fixed, but according to the number of the clients.

Comment [FA1324]: Partnership with a strong strategic partner

Interviewer: If someone registered not through the website, through the academy?

Comment [FA1325]: Having partnership & build good relation with partner can improve SMEs marketing

Interviewee: If he registered through the academy, our partners will have a percentage because they are providing him with the technical support.

Comment [FA1326]: Having partnership & build good relation with partner can improve SMEs marketing

Interviewer: If he registered and paid here not online?

Interviewee: Since he paid, we will register his name active, and they will see the activation even if he did not pay online they will not have a percentage on the payment but they will have the percentage on the services he is getting.

Comment [FA1327]: Having partnership & build good relation with partner can improve SMEs marketing

Interviewer: So the percentage changes if he paid online? Or it is the same?

Interviewee: It is the same percentage, if he paid online or personally since they are providing the services and technical support of the website they will have the same percentage, and the same thing goes for the SAL125 software that we are going to provide soon, On each person who will have this software and enjoy the support of it they will have the same percentage. They will even provide us with a hotline for the technical support of the new software, so they will have to have a fair percentage.

Comment [FA1328]: Partnership with a strong strategic partner

Comment [FA1329]: Partnership is attractive to SMEs

Interviewer: So we call this outsourcing and partnership, when this company is more professional in this field...They call them “medium size” so you want the support of this company because of their professional experience in this field and you provide the pure academic part and they take care of the calls and the support, how is that helpful, let’s say this company doesn’t exist I want to know how much is the benefit in percentage?

Interviewee: I will tell you something out of experience Faisal, In the club I always faced an annoying dilemma that is I am providing a very rich academic subject, our doctor is a pioneer in the human development in the Arab world so my subject is very modern and sophisticated on the other hand, my online services are weak compared to that so my ways of presenting were too weak, in this recent time we always had a complains from our clients and problems with the

Comment [FA1330]: Partnership is attractive to SMEs

website, and I got calls from the students about the problems that I cannot solve because I do not have the knowledge about it, and in the end the problem turns into a technical one not from my customer service employee, or the email so you call the company to send the programmer to solve this defect and he might be busy or has things to do and our contract states that they provide technical support versus a yearly amount, so the support they are providing is not enough according to the growth we are experiencing in clients and the subjects that are rising in number on the website, so I have to present the new subject in new ways that are suitable and appropriate, the previous website was reducing the value of the subjects even the design of it was too simple and modest and gives you the feeling of a simple forum, some of the clients who get the subjects and read it were surprised by how rich it is according to the presentation of the website so I had this huge gap between the services provided and the subjects I am giving out, when I found the Grand International Company and decided to have a contract and a partnership in able to move this whole technical part off my back and provide the best service possible because that is what I have been missing to reach my target in the right way and since my project is online. So the company realized that they will also be benefited financially they had witnessed in the period of time end of 2008 and beginning of 2009 they saw the progress of the project is increasing, as when they started with us we had only 30 clients and very simple services, and when I asked for an appointment with their director and he realized that our clients were multiplying and how our subjects are doubling in numbers, He read about the Doctor wondering about the project, so he knew that this partnership will benefit them just as much, My benefits were basically two sides, one of them is that I kept the reputation of the club to the academy and transformed it to a much more modern and professional way, I never lost the server till now and never had a huge error in the website, so my clients are satisfied, when we had feedbacks from them liking our new design and services. The other matter is that I used to be exposed to the risk of losing my clients when they want to renew the registration and they face issues and blockings in the links or the subjects are not delivered regularly due to the defect in the server because of the pressure on it and we did not know, it took us a long time to know what was the problem, Now I have a team from the Grand International Company who work regularly in the website so their experiences in clearly shown in the way the website is working and the risk of losing a client was reduced a lot, also one thing that I have no fear in presenting offers anymore, like before when I was worried about giving the offers that will make the pressure the server increase and in the end lost, now I am confident in participating in seasonal trainings in Dubai, or giving out good offers because I know that I have a good, strong and professional company behind me and they allow me to be creative in the services I am presenting, they also took off the responsibility of me following up the number of participants, as they have the counter that can tell them according to the IP address how many had registered from Sham or from the Gulf area or Europe, and so I was speaking to the director a while ago he was telling me about a report saying that we are not getting much registrations from Sham, so by that he alerted me to something I was not paying attention to with all the rush

Comment [FA1331]: Partnership is attractive to SMEs

Comment [FA1332]: Partnership is attractive to SMEs

Comment [FA1333]: Partnership is attractive to SMEs

Comment [FA1334]: Partnership is attractive to SMEs

Comment [FA1335]: Having partnership & build good relation with partner can improve SMEs marketing

Comment [FA1336]: Outsourcing could lead to partnership

Comment [FA1337]: Outsourcing could lead to partnership

Comment [FA1338]: Outsourcing could lead to partnership

Comment [FA1339]: Partnership is attractive to SMEs

Comment [FA1340]: Outsourcing could lead to partnership

Comment [FA1341]: Partnership is attractive to SMEs

Comment [FA1342]: Partnership is attractive to SMEs

Comment [FA1343]: Partnership is attractive to SMEs

Comment [FA1344]: Partnership is attractive to SMEs

Comment [FA1345]: Partnership is attractive to SMEs

of the subjects, so in Ramadan we made a special offer to Sham countries to make this area active, he is also benefited from this point as he is a partner so he started paying more attention to these details...

Comment [FA1346]: Partnership is attractive to SMEs

Interviewer: to inform you...

Interviewee: yes to inform me and even become much interested himself in developing by calling me and asking about the ratings and any new ideas to improve the services and the number of the clients, so their idea about it changed from being just a customer to satisfy they also got involved more about being partners...

Comment [FA1347]: Partnership is attractive to SMEs

Interviewer: He is also trying himself to...

Interviewee: He became interested just like me...

Comment [FA1348]: Partnership is attractive to SMEs

Interviewer: Even more than interested his loss and profit became mutual, so he has to give his best not like the way before he used to provide you with a service for in return he gets a percentage...

Interviewee: Not like when I used to call him upset about something and he answers in a way that he wants to satisfy a customer "Don't worry" and then forgets about it.

Comment [FA1349]: Partnership is attractive to SMEs

Interviewee: Sometimes when I call him mad or upset, and he treats me like a customer he wants to just satisfy, and he might go on and ignore the matter and he has another kind of work that will benefit him financially, and then I will have to face my clients for the problem that is still not solved, and of course having our clients connected to the internet and Facebook and twitter makes the feedback too fast to reach us and whenever a small problem happens it is spread around the website, not like before with our previous projects that are not online the issue or the error doesn't really show much.

Comment [FA1350]: Partnership is attractive to SMEs

Comment [FA1351]: Partnership is attractive to SMEs

Interviewer: Also the websites were not that powerful, they were neglected...

Interviewee: We had a problem that happened in a trip, in our project "Real Dreams" is not fully transferred online, but in the academy every single problem with all our clients is soon spread with a simple post on the group.

Comment [FA1352]: Partnership with a strong strategic partner

Interviewer: I think you're previous websites and other websites like Franchise Al Rashid are very poor compared to the services you they have, and everything on the website is messy and complicated, I think that was the powerful point in your website...

Interviewee: Yes it was a very poor point and it caused a lot of embarrassments it ruined the reputation of the project, when the clients talk and say "you will not find any services in their websites, do not believe them", and now in the academy and the website for it I put in my mind that the website should be very high tech

and well improved to match the rich subject we offer, so our website now I don't know if you have seen it.

Comment [FA1353]: Partnership is attractive to SMEs

Interviewer: yes, I saw it.

Interviewee: The display of information and the services are very accessible and easy, we had three brainstorming meetings for the establishment of the website for the design and the display and we looked around many international websites, we noticed that the most attractive and satisfying websites are the most simple ones in display. For an example; Al Jazeera airlines website it is the easiest, compared to Kuwait airways or Royal air, they are much complicated in the booking process, In Jazeera all you have to do is pick the time, place and pay, and the paying process has basic information like the number of the card, expiry date then your full name and email that's it. I went to other websites to book tickets before, it is very complicated! The page for the card information is...

Comment [FA1354]: Simplicity is key to SM success

Comment [FA1355]: Simplicity is key to SM success

Interviewer: Maybe three pages...

Interviewee: It is very full, that is why in the brainstorming we decided ...

Comment [FA1356]: Simplicity is key to SM success

Interviewer: Simple is what matters.

Interviewee: Who ever wanted to register online from our clients they used to suffer from the complications, and too much required details with information...

Comment [FA1357]: Simplicity is key to SM success

Interviewer: That is why I never paid online...

Interviewee: And every time I asked the programmer, he told me this way is better for security purposes, and we can't do anything about it because these are the brokerage company requirements to insure the safety payments of the client, when they became our partners we informed them that we are losing clients because of the payments online complications and so you are also affected by that since people are not paying online, Now take a look at our payment procedure online, it is only two or three information and even this is temporary, because I am planning on changing the company that is playing the role of the brokerage company between me and bank and my new option was suggested by the Grand International Company all what that company needs from the client is Al Jazeera application or also called Sanskrit, your email, your card number and expiry date...

Comment [FA1358]: Partnership is attractive to SMEs

Comment [FA1359]: Partnership is attractive to SMEs

Interviewer: You mean you partnered with a third company?

Interviewee: This Company we have nothing to do with it, the Grand International Company is the only dealing with them...

Comment [FA1360]: Partnership is attractive to SMEs

Interviewer: And with the same percentage paid for the Grand International Company?

Interviewee: Yes the same percentage, and that way they saved us because the brokerage company we are dealing with now takes more than 8% or 9% for the

visa, and now the new suggested company will have only 5%, so the size of the saving is huge, I was clear to them that you need to find a company that will take only 5% or less if you want me to maintain the 20% that I am offering to you ...

Comment [FA1361]: Partnership is attractive to SMEs

Interviewer: And they have them...

Interviewee: Yes they have them; it was all exposed later...

Comment [FA1362]: Partnership is attractive to SMEs

Interviewer: I have seen this before with Khalid when I interviewed him before you, he told me the same information that he used to pay online much slower then it became easy...

Interviewee: You cannot imagine Faisal the amount of offers we got from the Grand International Company for the website, they told me they will take care of the brokerage company that will take only 5% or less, and for the western union: because sometimes we do shipments for the client's orders: we have a special account with 50% discount, they gave me more services offers so they were much more caring about my quality of services so we would have the majority of clients.

Comment [FA1363]: Partnership is attractive to SMEs

Interviewer: Partnership has many advantages...

Interviewee: Especially when your partner is a powerful one.

Comment [FA1364]: Having partnership & build good relation with partner can improve SMEs marketing

Interviewer: In his own field...

Interviewee: Yes not in the same field you have, which means I am not interested in having a partner that is specialized in "Self Development and Improvement" because I am the strongest in the field so my partnership will benefit the other party not myself. My subjects are taken from Mr. Salah Al Rashid, as a executive director I am dealing with Mr. Salah Al Rashid as my product I am taking care of it and bringing out of it as a resource, so it is not important to me to have a partnership with someone in the same field because we are the strongest, I saw two days ago a new advertisement for two new academies, I don't recall the name well, one of our sisters is trying to make an academy in "Self Development" and another source and it is a nice thing...

Comment [FA1365]: Having partnership & build good relation with partner can improve SMEs marketing

Comment [FA1366]: Having partnership & build good relation with partner can improve SMEs marketing

Comment [FA1367]: Having partnership & build good relation with partner can improve SMEs marketing

Interviewee: It is a nice thing they are giving out chances to the clients to compare...

Comment [FA1368]: Looking at competition

Interviewer: So you don't know your competitor?

Interviewee: Yes of course I know, but to me it is helpful because it allows my clients to see for themselves the rich subject I am providing, I have seen what other academies offer and there is no comparison...

Comment [FA1369]: Looking at competition

Interviewer: There is Eckhart Tolle.

Interviewee: Sorry?

Interviewer: There is basher and Tolle who also has a similar website...

Interviewee: I am not speaking internationally; I am speaking for the Arab area...

Comment [FA1370]: Looking at competition

Interviewer: I know, you would just take this case to look for improvements, for the different things he has on his websites, he has the same idea and comes out once a month with something new...

Interviewee: Our target in the academy is to be on the edge, we should always be a step forward from our competitors that's why our works now for the third year are getting harder, "We are going to display that online soon" we have 5 majors now each one has two or three specializations, our subjects are partnered with Master Ming, Marry Lee with Elizabeth Brown, Dr. Harry Oldfield, and all these contracts are exclusive in the middle east, so I have no fear in competing educationally but I do have a fear in competing technically, In education I am sure there is a huge gap between me and my competitors but technical wise I was relieved now after I started the partnership with the Grand International Company, how I am sure of my services and what I am offering, and from their side they are diligent and it was my luck that my partners are also very active and helpful in finding the suitable brokerage company, or western union offers, they even offered to personally transfer the products to any of the countries like Sudan, Dubai, Bahrain, Morocco or Doha since they are always traveling and it will be off charged, so having a strong partner in a different field was helpful, I need a partner that will complete me, not look like me and they filled the holes and the weak points we had, and in the same time they are also benefited because their name is advertised on the website in the homepage.

Comment [FA1371]: Looking at competition

Comment [FA1372]: Having partnership & build good relation with partner can improve SMEs marketing

Comment [FA1373]: Having partnership & build good relation with partner can improve SMEs marketing

Comment [FA1374]: Having partnership & build good relation with partner can improve SMEs marketing

Comment [FA1375]: Partnership is attractive to SMEs

Comment [FA1376]: Partnership is attractive to SMEs

Interviewer: Yes I have seen it.

Interviewee: and even inside the pages we posted the names of the programmers and the Company, and more to that we are also talking about hiring someone from their team to handle the forum, because the control of the forum is with me, I have a special programmer for the forum only so they handle the website and my programmer handles the forum, so I am thinking of transferring the forum to them so it will also have the good high tech services, even the matter of Justin TV I know that the Justin TV has many services that are lower in level with the academy I know when I am offering a course...Our next course will be intensive in "self sabotage" the symptoms, how you would recognize it and deal with it so it is a good subject.

Comment [FA1377]: Partnership is attractive to SMEs

Comment [FA1378]: Partnership is attractive to SMEs

Interviewer: I have noticed it everywhere.

Interviewee: yes so it made the Doc. Search around and gathers information, and when I heard them I said it is important to transfer this information online, so when I am offering such a powerful subject to the clients it is inappropriate to display it on Justin TV, its services are very weak according to the information that will be given and I will have a major marketing plan for this course, so it should be delivered in a high tech way so I basically threw all my problems to the

partner company, told them our issues like our clients want to watch the interviews online according to the survey we made, and our audio interviews were very weak because of the Justin TV and because it is a free program. So now we and the Grand International Company will pay for a third company to have a good room where the audio is clear and the chat is available for all etc... It will surely cost us the double but in return I am keeping the reputation of my well services, and if 90% of my clients register for the sake of these audio interviews so it has to be displayed in the best way possible.

Comment [FA1379]: Partnership is attractive to SMEs

Comment [FA1380]: Partnership is attractive to SMEs

Comment [FA1381]: Good quality or value can be a good marketing strategy

Interviewer: I will end this with a question, let's say you don't have the social media like Facebook and Twitter and all, will this project still be on? And what are the chances that it might fail?

Interviewee: I will just add information here that we depend on Facebook, Twitter and eye contact and this program served us a lot.

Comment [FA1382]: Some SME's marketing depend on SM

Interviewer: Even this program was gone, let's say, what will happen?

Interviewee: I won't be pessimistic; I cannot tell you the size of loss that this project will face.

Comment [FA1383]: Some SME's marketing depend on SM

Interviewer: So by default, I just want to know how much the social media was helpful and the opposite of that, so if Face book and twitter suddenly went off, what would happen?

Interviewee: I cannot say that the project will fail, it won't, but at the same time it will not stay on the same level, encase all these sites and social media disappeared point out that I will a have a huge loss in the marketing department, a huge loss of feedback because I will no longer be able to follow up if they are satisfied or not, also add that I will no longer have a target so I will start over the search everywhere, so the loss of the social media aspect will simply be equal to 10 times the work done by me and team work with results that will be 10 times less in number, whether it is data wise or profit wise, that is 100%, this is the least specially that my project is an Online project in the beginning , for other companies it is less but for me I cannot lose the social network as it is the main link between me and my clients... if it is lost I am simply going 10 steps backwards.

Comment [FA1384]: Some SME's marketing depend on SM

Comment [FA1385]: Some SME's marketing depend on SM

Comment [FA1386]: SM has help in bring the TC in one place

Comment [FA1387]: Some SME's marketing depend on SM

Interviewer: Thank you a lot...

Comment [FA1388]: Marketing in SM is cost efficient

Interviewee: You are most welcome Faisal.

The number of the interview: 10

Time of Interview: 12:56 PM

Date: Monday 03/09/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee: Sara Al-Ategee

Position of Interviewee: Owner of Kumar_14

Interviewer: How many years have you been in the business?

Interviewee: Around 9 years I started in 2003.

Interviewer: Now your business what really care about that how you are marketing in social media? Because some of the guys saw you on Facebook and I am very interested how do you marketing on social media I mean Facebook, Tweeter and the other things?

Interviewee: I don't advertise on WhatsApp I only advertise on via Facebook via blogs mainly and a lot on tweeter I managing it by myself and I am actually I don't have someone represent me I had someone represent me previously I am currently without agent so I have some stuff but mostly out sourced.

Comment [FA1389]: Even though Facebook is older than Twitter

Comment [FA1390]: Some managers realize the important of customer service

Interviewer: So what do you think about out sourcing is it giving you more?

Comment [FA1391]: Outsourcing is attractive to SME's

Interviewee: Out sourcing helps me with being flexible I don't want to pay for someone. So my cost is low I had an accountant on permanent bases for example I have a person assistant that is on add hook bases if I need her for a month so far she's been in there I mean certain month pay her and I say I don't need to pay her whatever and I travel a lot.

Comment [FA1392]: Outsourcing is attractive to SME's

Comment [FA1393]: Instead of having to pay employees with a weekly salary

Interviewer: Now your business is you manage it by yourself as you said you working here as well?

Comment [FA1394]: Instead of having to pay employees with a weekly salary

Interviewee: Yes.

Interviewer: So it's not a full time.

Interviewee: It's a full time business because I work from 5 to 11 here and I am not based in Kuwait I am based in Dubai my stuff all in Dubai.

Interviewer: So you are telling me that you're all business in Dubai well what about Kuwait?

Interviewee: Kuwait is me doing the design work doing the orders I have 2 stores I coated them some of the production is here and the other is in Dubai.

Interviewer: Well how is the social media going with you is it useful for you?

Interviewee: Yes social media has wonders for me people has doubt from me at the first time from additional magazine I did online and I tweeted about it a few other blogs covered my items so that's how I do my social media and I am always on tweeter and Facebook there is always update you always know what's going on and my boutique is launching soon and it will have the news later.

Comment [FA1395]: SME's marketing via SM has become popular

Comment [FA1396]: Retweet helps in spreading messages

Comment [FA1397]: SME's marketing via SM has become popular

Interviewer: Do you market anywhere like social media we call it traditional marketing for example?

Comment [FA1398]: Even though Facebook is older than Twitter

Interviewee: No because I don't have the money for it.

Comment [FA1399]: Traditional marketing waste a lot of time

Interviewer: Do you think it's expensive?

Interviewee: I think its not relevant because today you can do everything that if you have the effort and time so why I pay a company I percentage my profit or even a monthly if I can do it by myself on a popular plat form where exactly more engaged.

Comment [FA1400]: Some SMEs have limited payment methods

Interviewer: Now you feel that the traditional marketing it doesn't matter or its not useful and it doesn't reach the target segment?

Interviewee: Yes it does although I have in considering advertising in magazine but not in Kuwait just to reach a wide audience.

Comment [FA1401]: Traditional marketing waste a lot of time

Interviewer: Why? Is that because of Kuwait is a limited market?

Interviewee: It's not a limited I have already covered it I always search for a new market so Kuwait is done.

Comment [FA1402]: SM has helped SMEs to access new markets

Interviewer: Tell me about the beginning lets say from 5 years ago and do you have something developed? And what was it and how did you grow?

Interviewee: Ok when I first started I was not advertising what's over only friends and relatives knew what I was doing I grow as a demand group by a word of mouth right at the beginning most of my focus was on adware cloths mother wear and few year back 5 years ago I started doing Ramadan clothing a traditional clothing one side back then I got more attention my demand group my customer base grow the country I sell grow and I started focus a lot on that.

Comment [FA1403]: WOM is affective for SME's marketing

Comment [FA1404]: Time is a very important aspect of innovation marketing

Interviewer: Only on word of mouth?

Interviewee: No word of mouth people liked it and I started sell to more people so yea mostly word of mouth and participate an event also by event I don't mean exhibitions 120 people participant kind of think no I did very private for than the maximum and I even through my own work.

Comment [FA1405]: WOM is affective for SME's marketing

Comment [FA1406]: Being in conference is good way to spread WOM

Interviewer: Aid organization?

Interviewee: No aid organization just private for people also the thing that has changed now is that am doing a lot of aid organization work and since that my profits 30% goes to a charity.

Comment [FA1407]: Being in conference is good way to spread WOM

Interviewer: why?

Interviewee: Because I believe in giving back what's the point of giving money if you can't bring it back?

Comment [FA1408]: Adding a positive cause

Comment [FA1409]: Adding a positive cause

Interviewer: So do you think these is a success?

Interviewee: Yes of course I do.

Comment [FA1410]: Adding a positive cause

Interviewer: Why you don't focus on your own business only?

Interviewee: Because I am not ready to make that jump yet and because I really like finance.

Comment [FA1411]: Some SMEs have limited payment methods

Interviewer: The current job as finance is benefiting you in your own business?

Interviewee: No it's completely deferent.

Comment [FA1412]: Some SMEs have limited payment methods

Interviewer: Don't you feel that it's taking your time and effort?

Interviewee: Why not if you love what you are doing you just do it and something else I don't work in the evening at all sometimes I got to do a lot of work in Dubai which is in weekend.

Comment [FA1413]: Some SMEs have limited payment methods

Interviewer: So you were studying in Dubai?

Interviewee: Yea that was onetime I think that's how sorted this cover that I want to do and then its ended.

Interviewer: So you don't contact with them?

Interviewee: No

Comment [FA1414]: Business contacts are very important to SMEs

Interviewer: I mean the costumer that you had been with them in the first time.

Interviewee: No I do not.

Comment [FA1415]: Business contacts are very important to SMEs

Interviewer: Ok tell me more about the marketing you are doing it for the time being?

Interviewee: I do social media I only did tweeter Facebook I do blogs and as I said I will do a magazine soon I 'v done with a couple of magazine in terms of my interviews I mean people interviewed me but I 'v done with a TV parents but and I depend on social media and I will pay for a magazine soon.

Comment [FA1416]: Even though Facebook is older than Twitter

Comment [FA1417]: Traditional marketing waste a lot of time

Comment [FA1418]: Some SME's marketing depend on SM

Interviewer: Tell me about the "Facebook" marketing how you are seeing it and what is your vision with it?

Interviewee: It just keeps people involved more than a marketing I just post one new things there and it just gives my costumers in on-going in its interaction that's on going for people always know what's going on.

Comment [FA1419]: SM improves SME's quality control and customer service

Interviewer: What do you post exactly?

Interviewee: Pictures new items news.

Comment [FA1420]: Depending on SMEs business

Interviewer: Is that all?

Interviewee: Yea that's it.

Comment [FA1421]: Depending on SMEs business

Interviewer: And then people put likes or what?

Interviewee: Yea people like and comment and some of them ask me about the prices they contact my directly and some of them purchase.

Comment [FA1422]: SM improves SME's quality control and customer service

Interviewer: This is on Facebook so let's talk more about Tweeter and how you are marketing on it?

Interviewee: Tweeter I don't know I just got what's in Facebook nothing else and I try to get costumers engaged by .It was a collaboration in the middle east so we both tweeted the phrases that we going to be on the T shirt and you get the wallet what you want so that was an interaction there I'm lucky in tweeter because I simply have the time and effort but its not useful as Facebook to get people involved.

Comment [FA1423]: SM improves SME's quality control and customer service

Comment [FA1424]: SM improves SME's quality control and customer service

Interviewer: How about the followers?

Comment [FA1425]: Depending on SMEs business

Interviewee: Yes I have a lot of followers but I think that the number one helps me that Instagram and the Facebook.

Comment [FA1426]: SM save time, money, energy & bring more customers

Interviewer: It's because your business needs pictures?

Interviewee: Yes.

Comment [FA1427]: SM has improved communication process

Interviewer: How is the Instagram going with you and when did you start with it ?

Interviewee: Since a year.

Comment [FA1428]: SM has improved communication process

Interviewer: And the Facebook?

Interviewee: Last year last summer in June 2011.

Comment [FA1429]: SM has improved communication process

Interviewer: I just want to know what happened and what about the shift how its came like that?

Interviewee: I became working on my own the recipient hit big time and I started focusing on my energy and my own business first.

Comment [FA1430]: Focusing is one of the main reasons for SMEs success

Interviewer: And then you went to the social media.

Interviewee: No I went trying to produce more and when I started so sell I started I mean spend more time with my own business and at the time I allocated went from 20 % to 80 %.

Comment [FA1431]: Focusing is one of the main reasons for SMEs success

Interviewer: That's good now you said you started with a word of mouth I just want to know about your shift how.

Interviewee: I woke up one day and I decided to do photos.

Comment [FA1432]: Depending on SMEs business

Interviewer: So how it came like that pop up or what?

Interviewee: Nothing I just wanted to take photographs none of my art has been photographed before 2011.

Comment [FA1433]: Depending on SMEs business

Interviewer: Then you were taking pictures?

Interviewee: I just decided to formalize my business.

Comment [FA1434]: Depending on SMEs business

Interviewer: So how I would like to know let's say for example a profit you said word of mouth now you shifted to the social media basically.

Interviewee: word of mouth look I'm not in charge what happened is someone talked about it and I am not even a part of it not really and if you are a customer and you buy a dress and your sister likes it I have no participation whether if your sister likes it or not.

Comment [FA1435]: WOM is affective for SME's marketing

Interviewer: Don't you now whom are talking about you?

Comment [FA1436]: SME has no control on WOM

Interviewee: Of course not.

Comment [FA1437]: SME has no control on WOM

Interviewer: Don't you have?

Interviewee: No I am busy in the designing.

Comment [FA1438]: Some SMEs have limited payment methods

Interviewer: Do you feel in the business lack of something in this place?

Interviewee: No I feel lack if there is any weakness I might see research in terms of sizing research in terms of demands and market.

Comment [FA1439]: Doing surveys & gathering customers feedback

Interviewer: Did you expect all those things in the marketing?

Interviewee: Of course but I only one person.

Comment [FA1440]: Some SMEs have limited payment methods

Interviewer: I mean to feel you have a limit result that's why lets say involved fully in Tweeter in particular the social media does this size have an impact on you?

Interviewee: Of course.

Comment [FA1441]: Some SMEs have limited payment methods

Interviewer: Don't you have a plan to expand your business?

Interviewee: Of course but I am not willing to discuss it now because I want to put my own things in the good place for myself before I start talking about it. SMEs have limited staffs and resources

Comment [FA1442]: Some SMEs have limited payment methods

Interviewer: How about a partner?

Interviewee: Absolutely not.

Comment [FA1443]: Some SMEs do not like to have partner because their very protective about their business

Interviewer: Why?

Interviewee: Because it's my baby.

Comment [FA1444]: Some SMEs do not like to have partner because their very protective about their business

Interviewer: Your baby!

Interviewee: I could get final sing but because I would never get involved equity partner but that part is possible.

Comment [FA1445]: Some SMEs do not like to have partner because their very protective about their business

Interviewer: Last interviews you did it was with a club and they made it like side cakes their name is "Alrashid centre" and they made a big development and they were talking about the self development and they did it actually and now with the new partner their business became better than before so first thing the partner is financing for example and when they pay for them through online it would coasts them the on visa the least is 7 % or 8% I don't know if you have something like that or not. The partner saved for them this thing and almost their coast is nothing and he takes for the costumer for example.

Interviewee: But I think this is dangerous.

Comment [FA1446]: Some SMEs do not like to have partner because their very protective about their business

Interviewer: No because his business is became fanciful so he changed and he moved in the first time they had a club they call it Joy club and this club had some students they used to come for it lets say around 1000 students and now they became around 6000 or more than 7000.

Interviewee: How did they find that partner?

Comment [FA1447]: Partnership is attractive to SME

Interviewer: They did that move you told me about it I don't know the name I can see it for the small business so the outsourcing is very useful.

Interviewee: Yea indeed.

Comment [FA1448]: Outsourcing is attractive to SME's

Interviewer: Why because the social media it has a small space or size so it can not handle everything now your design instead of you doing your own design so you are doing some other things and this is what I am seeing even with some people when I meet them previously everything they have because they are still petty in business so they are doing everything.

Interviewee: It's a handicapped but for me I can't have a partner because I don't want to come back to anyone and I want to do my own business by myself so I could have a financial partner but I would have it in a certain point.

Comment [FA1449]: Some SMEs have limited payment methods

Comment [FA1450]: Some SMEs do not like to have partner because their very protective about their business

Interviewer: Now do have your website or not?

Interviewee: Yes I do.

Interviewer: They can't buy something online until now?

Interviewee: Because there is a reason there isn't I didn't want to tell because people in Kuwait print and copy so as of right now because of my market expanded to few more countries so I need online but I am timing with the launch of the product that I will be have it in a month for the online stores right now actually available now but its locked.

Comment [FA1451]: Some SMEs have limited payment methods

Interviewer: You could read about them actually they might benefit you it calls the global company their webpage similar to the Kuwait ministry of interior I expect they might benefit you and they could support you.

Interviewee: What do you mean they come as a partner?

Comment [FA1452]: Partnership is attractive to SME

Interviewer: I don't know I am saying what as what she said and what they are providing her first they are giving her the data that you don't have it and it could updates you like how many one is buying from you and whom is buying from you and then they are providing her the financial site that the people are marketing for her it's a coverage they made the webpage and they are making the developing for the website and she has everything buying so they are giving her the details.

Interviewee: I can do that but there are so many things.

Comment [FA1453]: Some SMEs have limited payment methods

Interviewer: But their site is very strong and so they are interested about your success why because as a partner of course sometime he doesn't want to share a part of his profit with you but about the partnership it might be useful why because it makes it grow up.

Interviewee: I agree with you and I have a partner in my own business and it's a fantastic relation but this is not something that I want it and I can't discuss it now because its in progress but when it becomes ready I will let you know by the end of this year so I don't want to discuss it because its not ready it that's it.

Comment [FA1454]: Partnership is attractive to SME

Interviewer: Its good! Now I can see that your website your Instagram, Facebook and Tweeter let's say for example that someone wants to buy through online so how can he buys cash or?

Interviewee: Cash and delivery or western union.

Comment [FA1455]: SME's prefer payment to be made through internet

Interviewer: Only western union?

Interviewee: Right now its just on western union but I can see people doing ok and I only deliver and ship with western union confirmation is received.

Comment [FA1456]: Payments sometime is a big problem to SMEs

Interviewer: So you have other problems that some of people don't pay?

Interviewee: Yes I have a lot of people don't pay.

Comment [FA1457]: Payments sometime is a big problem to SMEs

Interviewer: Yea indeed and this is a big problem. So what about the payment?

Interviewee: Cash in Kuwait and western union for international.

Comment [FA1458]: Payments sometime is a big problem to SMEs

Interviewer: That's it?

Interviewee: Yes but next when I get online it will be credit card and cash.

Comment [FA1459]: SME's prefer payment to be made through internet

Interviewer: So do you expect that when you have a multi of payment is it going to benefit you?

Comment [FA1460]: SMEs owners prefer to have multiple ways of payments

Interviewee: Of course I won't be stolen and I can get delivered and payment for sure.

Comment [FA1461]: SME's prefer payment to be made through internet

Interviewer: Now let's say that you have visa or payment through online or through card is it helps with you or not?

Comment [FA1462]: Payments sometime is a big problem to SMEs

Interviewee: Yes of course.

Comment [FA1463]: SMEs owners prefer to have multiple ways of payments

Interviewer: How?

Interviewee: Because there are a lot of people whom I don't trust so I don't sell or the costumer who I have a history with them so I can't sell to them I am ready to sell by visa but let it be in the hand and then I can. definitely ! But it's extremely this is a problem and western union sells for bothering.

Comment [FA1464]: Payments sometime is a big problem to SMEs

Interviewer: How.

Interviewee: Because I need to leave my home and go to collect every single time and the our that the exchanges like Muzainy Exchange are open not convenient for me they open until 1 pm and from 5 to 8 and I leave work at 5 so I have to have lunch and then have some rest and then close.

Comment [FA1465]: Some SMEs have limited payment methods

Interviewer: Now you have the payment's problem.

Interviewee: But this is going to be results.

Comment [FA1466]: Payments sometime is a big problem to SMEs

Interviewer: What's the other problem do you have?

Comment [FA1467]: SMEs owners prefer to have multiple ways of payments

Interviewee: Researches, which is in need more information.

Comment [FA1468]: Doing surveys & gathering customers feedback

Interviewer: About your people who is buying from you?

Interviewee: About the democracy I need to know about sizing and I produce small size I don't produce small and large but I got a lot of complains that why I don't have a large size but for me its costly small nobody buys it and I wear it so that is a big issue. Right now I get to make it to the maximum, I didn't have this information before, I am learning it all now through my work. It's really all about experience.

Comment [FA1469]: Doing surveys & gathering customers feedback

Comment [FA1470]: Doing surveys & gathering customers feedback

Interviewer: But you had been working for 10 years, why didn't you get it before?

Comment [FA1471]: Some SMEs have limited payment methods

Interviewee: Because I shifted. I used to make pants and jackets, but now I make pants, jackets and dresses, now I have a wider range.

Comment [FA1472]: Some SMEs have limited payment methods

Interviewer: Tell me more, what is the marketing that you are doing?

Interviewee: That's it; I swear I have nothing else.

Comment [FA1473]: Some SMEs have limited payment methods

Interviewer: You said you have been using Facebook.

Interviewee: Instagram as well.

Comment [FA1474]: Instagram is designed for photo sharing

Interviewer: And how is the Instagram being beneficial?

Interviewee: Instagram is the best one, but the annoying part is that there has to be lots of comments, questions and things that you don't really need. That's how it is, I want to leave the one on one service that I used to do, my start was one on one, you come and say that you like this and I'll make it for you. Now it's different, everything is there, you want it, take it but if you don't then goodbye, thank you for your business.

Comment [FA1475]: Instagram is designed for photo sharing

Comment [FA1476]: Some SMEs have limited payment methods

Interviewer: What's the difference? I didn't get it.

Interviewee: Now my work is online, the item is there; if you want it then you click on it and buy it.

Comment [FA1477]: SME's prefer payment to be made through internet

Interviewer: When will you start that?

Interviewee: Next month when, when it launches. So you and I didn't talk to each other, right? That's it, I don't have to bother myself much about the rest, you want it long, you couldn't find a long one then it's not my problem, you don't call me. Before, the customer would call and say that the dress is nice but I want this and that, but now it's none of my business, I am sorry.

Comment [FA1478]: Some SMEs have limited payment methods

Interviewer: Where do you do the manufacturing?

Interviewee: The production, Turkey most of the time and Dubai.

Comment [FA1479]: Producing in cheap labor countries

Interviewer: Don't you face problem during the manufacturing process?

Interviewee: In Turkey yes, the language barrier. I suffer a lot from that, because they don't really deal with people whom don't speak Turkish!

Comment [FA1480]: Producing in cheap labor countries

Interviewer: So they don't talk to you?

Comment [FA1481]: Producing in cheap labour countries

Interviewee: Yea, they are horrible, very rude.

Comment [FA1482]: Producing in cheap labour countries

Interviewer: Even in Istanbul?

Interviewee: Yes. I have contacts there; I have some family members that are Turkish. But it's a nightmare; I am going to switch from there.

Comment [FA1483]: Producing in cheap labour countries

Interviewer: From Turkey you mean?

Interviewee: Yes. That's it, bye-bye.

Comment [FA1484]: Producing in cheap labour countries

Interviewer: Didn't the cost increase? Since they joined the European Union?

Interviewee: No, because I have relations there.

Comment [FA1485]: Producing in cheap labour countries

Interviewer: So you get the items from there with good prices?

Interviewee: If I produce big numbers, yes, I do.

Comment [FA1486]: Producing in cheap labour countries

Interviewer: How about Dubai? Is it expensive?

Interviewee: For some things it's very expensive but for other things it's of good prices. But I can't do it in Kuwait, because most of the tailors in Kuwait, when they make an item for a brand name, they cut it and stick it on the wall, I saw that with my own eyes.

Comment [FA1487]: Good quality or value can be a good marketing strategy

Interviewer: So they take the design or what?

Interviewee: The tailor made 40 items for me; he will take one and stick it on the wall. So when you go to him you will see the item and once you will ask is this (Gumar14) he would say yes, do you want it for 5 KD?

Comment [FA1488]: Good quality or value can be a good marketing strategy

Interviewer: I see.

Interviewee: Yes, it's horrible. My clients will come to me and by one, then they will go there to make five for the rest of the family.

Comment [FA1489]: Good quality or value can be a good marketing strategy

Interviewer: You saw it and it happened for real.

Interviewee: The problem is that they are fine with it; I go the next day to the tailor to pretend to order and I find my designs, I ask him how is that? And he would say, I need money too!! It's horrible. This is why I need to leave Kuwait.

Comment [FA1490]: Good quality or value can be a good marketing strategy

Interviewer: Previously, I used to get mad when someone says that we are a 3rd world country.

Interviewee: It's true!! There is no respect.

Comment [FA1491]: Good quality or value can be a good marketing strategy

Interviewer: There is nothing to preserve your rights. That makes you lose a lot of money.

Interviewee: A lot. I lost so much because of this. Let's say that I produce 5, behind my back they will make 100. So you can imagine how much I lost.

Comment [FA1492]: Good quality or value can be a good marketing strategy

Interviewer: You won't be able to make the item again or what?

Interviewee: No, it's not like that, but I could have sold those 100 items instead of someone else copying them from me. You missed the point. I produced 5 items, I sold each of them for 10 KD, which will make me gain 50 KD right? Behind my

back, they are making 100 items, a lot more than the 5 items I made previously, and I am getting Zero benefit, though it's my idea.

Comment [FA1493]: Good quality or value can be a good marketing strategy

Interviewer: I understand what you mean, and those that buy from him are your costumers or what?

Interviewee: Yes, they are.

Comment [FA1494]: Good quality or value can be a good marketing strategy

Interviewer: And how didn't they know about him?

Interviewee: They are one of those 5 that bought the item.

Comment [FA1495]: Good quality or value can be a good marketing strategy

Interviewer: I mean how didn't they get to know about this tailor?

Interviewee: They find it out somehow, I chose well known places.

Comment [FA1496]: Good quality or value can be a good marketing strategy

Interviewer: I see. So they know about that.

Interviewee: That's if not the owner of that place spreads the news out. I know one lady that I used to work with, we had a contract between us, that I rent her whole place for a month, she is not allowed to produce for anyone else but me, I get phone calls from my clients that care about me and not willing to buy from me, they tell me that she sent us messages saying by the way I produce for Sara, I'll make you the same for a different price.

Comment [FA1497]: Good quality or value can be a good marketing strategy

Interviewer: That makes you lose a lot.

Comment [FA1498]: Good quality or value can be a good marketing strategy

Interviewee: That makes me lose everything.

Comment [FA1499]: Good quality or value can be a good marketing strategy

Interviewer: So, that's the problem in Kuwait.

Interviewee: One of the biggest problems.

Comment [FA1500]: Good quality or value can be a good marketing strategy

Interviewer: What else?

Interviewee: That's it, I need employees, I need resources for photography, photo shoots, I need access to good photographers, I need access to models, that all costs money, I pay a lot for those things, I need someone that will immediately create look books for the shops, that costs a lot, each photo shoot costs me around 3000 KD.

Comment [FA1501]: Some SMEs have limited payment methods

Interviewer: That cost so much.

Interviewee: Yes, but I had been doing it in another way, I had been outsourcing, I had been relying on cheaper photographers or people that are amateur, I am doing some of the photography, for example, I have a photo shoot that is going to take a place in Berlin, the photographer and the models will cost me nothing.

Comment [FA1502]: Some SMEs have limited payment methods

Interviewer: How is that?

Interviewee: Contacts.

Comment [FA1503]: Good relationships are the base of any successful business

Interviewer: Why is this person willing to do that for you for free?

Interviewee: He is my friend. It's all about contacts, I have lots of them. That's helping me a lot of course, my network. The business is all based on your network.

Comment [FA1504]: Good relationships are the base of any successful business

Interviewer: What about your network, did that increase with the social media?

Interviewee: No, it's has nothing to do with the social media to be honest. I honestly travel a lot, so I have lots of friends.

Comment [FA1505]: Good relationships are the base of any successful business

Interviewer: Let's end up with this question; what did the social media help you with?

Interviewee: It gave my costumers a way to follow me, and to know what's going on without me actually having to call. Because if you follow me on Facebook any update I make, that's it, everyone who has liked my page will get it, I don't have to make anything.

Comment [FA1506]: SM users can access SM from anywhere anytime

Interviewer: How much did the number increase since you first joined the Facebook?

Interviewee: I don't know how much, every day the number changes, now I have around 800 likes.

Comment [FA1507]: Doing surveys & gathering customers feedback

Interviewer: Earlier it was around how much?

Interviewee: I don't know, but for sure it was one then 5 then 10 and so on.

Comment [FA1508]: Doing surveys & gathering customers feedback

Interviewer: Didn't you have an increased number all in a sudden?

Interviewee: Not really, it was progression, of course every time I am in a magazine or online for something or in the news or whatever, I mean whenever there is something about me, I will have more likes. People would know about me.

Comment [FA1509]: Doing surveys & gathering customers feedback

Interviewer: How about Twitter?

Interviewee: Not much, the fastest way is Instagram. I have 8000 followers, people like quick mediums, Instagram are quick and you can watch it every day.

Comment [FA1510]: Instagram is designed for photo sharing

Interviewer: Your business needs pictures.

Interviewee: Yes, that's it.

Comment [FA1511]: Instagram is designed for photo sharing

Interviewer: Thank you for your time.

Interviewee: Anytime, the only thing is that I am at work so I will have to go.

The number of the interview: 11

Time of Interview: 12:56 PM

Date: Thursday 06/09/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee: Sara Al-Ategee

Position of Interviewee: Owner of Photolenders

Interviewer: At first I want you to talk to me about “Photolenders” is it?

Interviewee: Ok, “Photolenders”, two years ago in 2010, I used to be a photographer and my partner is a photographer and we faced difficulties in finding professional equipments in low cost, some were 2000 KD to 3000 KD and 4000 KD so we came up with an idea that we get those expensive equipments only and we rent them in an accessible prices for beginners and those who just started in the field, so that was the beginning for 5 to 6 months, and we were surprised with the income of audience specially that we had no way of advertising except for the social media, not even newspapers and of course the word of mouth.

Comment [FA1512]: Newspaper ads are not attractive

Comment [FA1513]: Some SMEs marketing depend on SM

Comment [FA1514]: WOM is affective for SME's marketing

Interviewer: When was all that?

Interviewee: It was exactly two years ago...

Interviewer: So 2010?

Interviewee: yes.

Interviewer: 2010 you started the company?

Interviewee: yes.

Interviewer: you started first through social media?

Interviewee: Yes and still, we still did not pass the social media and word of mouth.

Comment [FA1515]: WOM is affective for SME's marketing

Comment [FA1516]: Some SMEs marketing depend on SM

Comment [FA1517]: Traditional and Newspapers marketing

Comment [FA1518]: Traditional and Newspapers marketing

Comment [FA1519]: SME's are attracted to TM & SM marketing

Comment [FA1520]: SM users can access SM from anywhere anytime

Interviewer: And why didn't you use the traditional way like the newspaper?

Interviewee: We had a quick study about newspaper and social media and their differences, we found out that the newspaper has a short span of life, and it is seen once in a day then thrown away, our target does not use the newspaper, they exist in twitter every 5 to 15 minutes not like the newspaper's audience those are a bit older, same goes for the TV its audience is limited and the time of

advertisements is too little according to its cost when you compare all that to the social media that is free of charge, and its affect is much higher, I see that according to our conditions it is not smart to invest in a newspaper or TV ad, so the whole marketing strategy was completely on twitter and Instagram, it started with Facebook, and we saw no interaction so we pulled back.

Comment [FA1521]: Traditional and Newspapers marketing

Comment [FA1522]: SM is almost free & high marketing responses

Comment [FA1523]: SMEs have limited staffs and resources

Interviewer: So you started it with Facebook?

Comment [FA1524]: Traditional and Newspapers marketing

Interviewee: We started with Facebook and Twitter; we saw a very strong interaction on twitter compared to Facebook, which was very weak.

Comment [FA1525]: Instagram is designed for photo sharing

Interviewer: Why is that in your opinion?

Comment [FA1526]: Twitter messages spread very fast

Interviewee: I think that most of photographers are much more active on twitter than Facebook, and also on Instagram even more since it is a special application for pictures.

Comment [FA1527]: Instagram is designed for photo sharing

Interviewer: For how long did you start on Instagram now?

Interviewee: It's been around four weeks, now we have 1500 followers, so Instagram was an outstanding way, and put in mind that not anyone follows us, we are specialists it's not a poems account or a public account for anyone to follow, so if any of them is not fully interested in photography unfollow us immediately.

Comment [FA1528]: Instagram is designed for photo sharing

Comment [FA1529]: Instagram is designed for photo sharing

Interviewer: Let us talk more about twitter, if you had more active followers, is it beneficial or it doesn't matter?

Interviewee: More active followers, or just more followers?

Interviewer: Let's say active followers.

Interviewee: When a follower is involved with you and he is mentioning you it means that all his followers will be able to see his posts, some of them will have the curiosity to add you and when he does others will know and that's how the social media works in a pyramid, so when we saw the importance of Twitter, we decided to put more efforts on the followers and add more posts, and even mix education with advertisements, so we don't just post advertisements about our products and services, we also post some minor lessons in photography, something that they might not know, or some amazing product that exists abroad, or good discounts, also news about the latest cameras to grab more interest in this field.

Comment [FA1530]: In Twitter the more followers

Comment [FA1531]: In Twitter the more followers

Comment [FA1532]: It's important to benefit customers

Comment [FA1533]: It's important to benefit customers

Interviewer: So you do all that on twitter?

Interviewee: Yes it is a whole plan.

Comment [FA1534]: Some SME's lack marketing plan

Interviewer: Who came up with this plan?

Interviewee: My partner Mr. Khalid Abd El Ghafour who has masters in marketing, He proposed the detailed plan and I helped and we did it together.

Comment [FA1535]: Professionalism in marketing

Interviewer: So he drew the social media marketing plan.

Interviewee: Exactly.

Comment [FA1536]: Professionalism in marketing

Interviewer: Which involves what exactly?

Interviewee: The plan was about many steps that he knows more about, like awareness.

Comment [FA1537]: Professionalism in marketing

Interviewer: Product awareness?

Interviewee: Exactly, which is also called product familiarity, so he made the steps, as a beginning we gather followers then we introduce ourselves to them without showing our products, then we display our products, then we have nice offers, like if buys a product from us, we can make him a 10% discount for him to mention us on twitter, or display photos about us, we don't do that in a public way only with our usual or loyal friends and customers, in return they are marketing for us so they are sort of our missionaries they're the ones walking around and talking about us in a good way.

Comment [FA1538]: Professionalism in marketing

Comment [FA1539]: It's important to benefit customers

Comment [FA1540]: It's important to benefit customers

Interviewer: What are exactly your products, what do you sell?

Comment [FA1541]: WOM is affective for SME's marketing

Comment [FA1542]: It's important to benefit customers

Interviewee: Right now we moved from renting to getting a procurement from Elinchrom a Swiss company, it is the second most prestigious brand in photography equipment, and they are professional, they have flashes, stands, modifiers and many more details etc... like spare parts and all. There wasn't a certified procurement for this brand to fix the contact to the main company, and this is one of our lines in business, another line is renting studios not only lenses, so we have many lines in the company, and we are working on an outstanding website in programming, Booking online, renting and fixing dates all done by the system also maintenance, selling and estimating the quantity and so on... we put a lot of effort in the inventory system, my major is information system management so I care and love the way the system works, like the marketing system we have, also a renting system and a selling system and for maintenance and for everything... So this is our main plan for now, next in our expansion plan is to go abroad but after a while Inshallah.

Comment [FA1543]: WOM is affective for SME's marketing

Comment [FA1544]: SM helps in growing SME's

Comment [FA1545]: Being up to date & having a system is very important to SME's

Comment [FA1546]: Being up to date & having a system is very important to SME's

Interviewer: And so you are selling equipment and renting ...

Interviewee: We are selling products and services.

Comment [FA1547]: SM has improved marketing communication

Interviewer: Isn't it different, so what is the website exactly for, how is it relevant?

Interviewee: The website is for the service we are selling that you can book.

Comment [FA1548]: Integration between SM sites & other media can be a powerful marketing tool for SME

Interviewer: Book what?

Interviewee: Book a lens or a product or a studio, selling, buying...

Comment [FA1549]: Integration between SM sites & other media can be a powerful marketing tool for SME

Interviewer: So within the business.

Interviewee: Yes, and we are thinking to go beyond the business but it is still early, we are still developing...

Comment [FA1550]: SM helps in growing SME's

Interviewer: Talk to me about something called Follow back, do you have that in your strategy?

Interviewee: What is it exactly?

Interviewer: It is when you someone follows you on twitter and you follow him back, so he feels important and taken care of... Do you do that?

Interviewee: We follow back everybody who follows us, for a reason that we care about the feedback from the customer, if he rented a studio we want to know after two days if he was satisfied or not.

Comment [FA1551]: To have a good relations with sponsors

Interviewer: Like customer service?

Comment [FA1552]: SMEs uses Twitter as customer service median

Interviewee: Yes, Me personally I call up after two or three days from a studio rent or sold to be sure that everything is aright, like recently we had a customer who bought a lens and with the feedback we found out that it was broken and it has no warranty and she says it was purchased like this, but we know it wasn't, but we care to win the customer so we exchanged it for her for free, so we mainly care about the customer and how he is comfortable in dealing with us we don't want them to have a fear in purchasing and say "they will not exchange" or "our money is gone to waist" we don't want to have these thoughts.

Comment [FA1553]: Some managers realize the important of customer service

Comment [FA1554]: Some managers realize the important of customer service

Comment [FA1555]: Some managers realize the important of customer service

Interviewer: That's nice, so you are very careful in the customer service matter.

Comment [FA1556]: Some managers realize the important of customer service

Is it that important or not?

Interviewee: Of course it is, the cost spent and lost in a piece is compared to the marketing and the advertising that is done by that satisfied customer, we believe that the word of mouth is the strongest means of advertising specially in Kuwait, In Kuwait it is highly important.

Comment [FA1557]: Some managers realize the important of customer service

Comment [FA1558]: WOM is affective for SME's marketing

Interviewer: So talk to me more about the word of mouth, how is it benefiting you?

Interviewee: My partner Mr. Khalid gives courses, around 4 to 5 courses a month in photography, he is very honest, when someone is asking about the best studios in Kuwait we immediately send them to our competitors who's selling more than us they are "Prophoto", they are the strongest in photography, so we send people to them, who wants to buy form them are free to do so, and who wants to buy from us are also free to do so, we do not worry about our livelihood. We care that we are gaining trust from them they are realizing that when they want to buy a studio in the budget they are having we tell them to go to the

Comment [FA1559]: Good relationships are the base of any successful business

strongest, we know that there are some places better than us it is normal, in the end its about trust at first, then we try our best not to blame the customer, like we usually have broken products coming back to us broken or neglected, we never ask we just tell you to bring it and we will exchange it immediately why? Because about 90% of these people will do one thing right after they leave from us, they will take a photo and upload it on Instagram or twitter and say "Thank you Photolenders for fixing it" these are seen by 4 then we are followed by 10 then these 10 will talk about it to more and that's how it goes, if 4 of all those came and purchased from us, the cost of repairing is done easily, so we trust the word of mouth, some people don't believe in this matter, but we strongly think that you are mistaken if you are not generous and giving out more will save you, because the real loss is losing the customer.

Comment [FA1560]: Good relationships are the base of any successful business

Comment [FA1561]: Some managers realize the important of customer service

Comment [FA1562]: WOM is affective for SME's marketing

Comment [FA1563]: WOM is affective for SME's marketing

Comment [FA1564]: Some managers realize the important of customer service

Interviewer: Nice, There is something called Follow Friday "FF" what do you think of it?

Interviewee: In the company we don't use it in the main account, but me personally I remind my followers about the company, my colleagues and Mr. Khalid every Friday and we get FF's on Friday, but mainly in our company we don't use this method.

Comment [FA1565]: FF is great way of marketing

Interviewer: What about the "re-tweet" is it useful or you don't use it?

Interviewee: The re-tweets that we do are the ones by our photographers Kuwaities and non – Kuwaities that post information and ethics of photography and we re-tweet them, but it is useful when our customers re-tweet specially when some subjects get over 30 to 40 re-tweets, so that is useful if these 30 or 40 people each have 100 in their contact list, it is huge.

Comment [FA1566]: Retweet helps in spreading massages

Comment [FA1567]: Retweet helps in spreading massages

Interviewer: Do you feel that the social media had made the marketing communication easier with the people?

Interviewee: The social media took a huge cost off our backs in marketing, if it did not exist and I have to reach my audience I will pay around 700 KD for a black and white ad on the newspaper and maybe will not be seen, or go to the TV or the cinema and pay around 5000 KD, all of this is gone in a simple affective tool that put the power in the hands of people, now the power is anyways in people's hands they can lift u up or put u down.

Comment [FA1568]: Marketing in SM is cost efficient

Comment [FA1569]: Marketing in SM is cost efficient

Comment [FA1570]: Traditional marketing waste a lot of time

Comment [FA1571]: Newspaper ads are not attractive

Third person: Your customers are very specific people looking for anything related to photograph, when they see a topic they are interested in, they simply follow that.

Interviewee: What Mr. Ahmad is saying is that targeting my audience is easier now; I don't care about painters or builders in my target.

Comment [FA1572]: SME's are attracted to TM & SM marketing

Interviewer: So, let's talk about the accessibility you can enter anytime in any place?

Interviewee: Yes, our tweets are very well studied, we have special times when it is the peak of time when people are going online or on twitter, because the more you will adjust your time according to people, the more you will a chance to reach them and they might reply or re-tweet or so on. So we have specific times, in Ramadan we used to post in morning prayers and right before Ifttar, these where the most active times, nowadays we are posting 8:00 AM morning and 9:00 PM at night, morning times for those who are going to work and getting ready for the day, and 9:00 PM is for those who are coming back home. We target our times just like our audience.

Comment [FA1573]: SM users can access SM from anywhere anytime

Comment [FA1574]: Time & dates are very important in SMM

Comment [FA1575]: Time & dates are very important in SMM

Comment [FA1576]: Time & dates are very important in SMM

Interviewer: What about the afternoon?

Interviewee: Sometimes are dead, what we found out is that this time is not very active according to our audience.

Comment [FA1577]: Time & dates are very important in SMM

Interviewer: Talk to me more about your strong activities in twitter that we didn't talk about yet?

Interviewee: Twitter as a tool or our account in twitter?

Interviewer: Both.

Interviewee: Ok, Twitter is the hit here in Kuwait, people are fascinated by this application, and our existence in this hit, just like our existence in the photography field that is also a hit now, if you look back you wouldn't find people walking around with cameras in the malls, So twitter is a marketing tool for free it is attracting sales in a major way, everyday people are asking and a percentage of these people are buying, they ask about our location and tell us how they heard about us, In the website when you place an order we have a section of "How did you hear about us?" so let's say 50% to 50% are from words of mouth and the other part is from twitter or Instagram, You can post news and pictures and posts on twitter, so people take that information and updates daily and start a relationship which lead to loyal twitter customers, they start conversations and ask about the price and so on, and we reply to all that, so it opened a door of communication that is easier than calling up each customer and follow up with 20 or 30 customer a day it is hard so now it is easier to communicate and negotiate with customers also involve customer service and call centre we don't need that anymore.

Comment [FA1578]: Twitter is the most popular website in SM

Comment [FA1579]: SME use Twitter as a marketing tool

Comment [FA1580]: Doing surveys & gathering customers feedback

Comment [FA1581]: WOM is affective for SME's marketing

Comment [FA1582]: SME use Twitter as a marketing tool

Comment [FA1583]: SM as made marketing communication easier

Third person: Twitter is also helpful in following up your competition, what offers they have and people's opinions about both sides.

Comment [FA1584]: SM improves SME's quality control and customer service

Interviewer: What about surveys, you are doing that?

Comment [FA1585]: Twitter can be used to see competitors closely

Interviewee: Our surveys our done occasionally not always, like when we started the renting cameras we had a survey and we took feedback from people, so its occasionally for every event we do like when we did the sales department also we had a survey so we do it every once in a while just for the knowledge, How much is for cannon and how much is for Nikon" stuff like that very specific, so we

Comment [FA1586]: Doing surveys & gathering customers feedback

don't do a lot of studies, it is in my wish list to do so, right now we are only 3 employees other than two managers, so we have no time for that, In future I would like to have a full section just for the marketing studies and so.

Comment [FA1587]: Doing surveys & gathering customers feedback

Interviewer: To know the market?

Interviewee: Not only that, we have data already, we want to know more about our audience how many we have under the age of 14 year for an example.

Comment [FA1588]: Doing surveys & gathering customers feedback

Interviewer: What do you think are the disadvantages of twitter?

Interviewee: Like any other marketing tool, it is either used for you or on you, so it is easy to lose reputation, very easily you can find someone posting something like "why aren't you replying, you sold something broken to me" these comments affect a lot even if 10 are complimenting and one is being negative, so we care very much about the bad feedback and we address it quickly and directly, we send our representative, or I speak to them personally or my partner does, make sure that everything is fine in the end.

Comment [FA1589]: In SM news about SMEs travel fast

Comment [FA1590]: In SM news about SMEs travel fast

Interviewer: Do you have someone who has an eye on this matter?

Interviewee: We have an employee, you mean eye on twitter.

Comment [FA1591]: SM has improved business process and made monitoring easier

Interviewer: Yes

Interviewee: No we personally watch Twitter, me and my partner one of us is on Instagram, and the other one is on Twitter and we switch, till now it's about the quality of the tweets, we worry about the personal contact between our company and the customer, till now we transfer the orders through our sales representative but in case of any issue or a problem it is directly transferred to me personally, My representative is not allowed to negotiate or talk to take a decision, so our image and our quality stays in shape.

Comment [FA1592]: SM has improved business process and made monitoring easier

Comment [FA1593]: SM has improved business process and made monitoring easier

Interviewer: So if we talk more about twitter, what do you have in mind about it, something that we haven't talked about yet?

Interviewee: I would like to... There was a survey done about the community of photographers in Kuwait, so it was around 15000 photographer, and so us having 3000 from all that, I think we need a lot of work to increase our range, we don't follow people in an annoying way, we let them decide on their own, then we follow back, we have a special community that we followed trying to increase our reach, but in the same time we don't grab the phone and ask people to follow us please! We went to all the photography institutes in Kuwait like Flash centre, Lozan House and Volunteer work centre we visited them and offered them free services, free rentals but just like I told you we don't force people to follow us... We wish to reach to reach the total of 15000 in the future but those who are really interested.

Comment [FA1594]: To have a good relations with sponsors

Comment [FA1595]: In Twitter the more followers

Interviewer: Talk to me about Instagram.

Interviewee: Instagram is more popular for the photographers as they are all about the visual they want to see the... Just like I told you, we don't force people to follow us back; we wish to reach the total of 15000 followers and all the interested ones.

Comment [FA1596]: Instagram is designed for photo sharing

Comment [FA1597]: SMP is useful when it has large number of users

Interviewer: Tell me about Instagram, what are the ways you are using in it?

Interviewee: Instagram is the most popular one, because it is about the visual and that's what the photographers want to see, In our Instagram account the most pictures posted are our products, plus some extras like "Eid Mubarak" or so, Instagram is very new we've been on it maybe for two or three weeks only so we're showing our products in a nice clean way so people will check and see then buy, people like to see things, in twitter sometimes we post pictures and sometimes we don't, in Instagram you can't post without a picture so that made us go and take photos of our products or get ready ones from the internet to show them, The sales are going well on Instagram because people would see the product maybe ask a question then the next day they would come and buy it, I'm thinking if we did not have this Instagram account in this period of time we would have lost a great potential which is the cost of opportunity but if we had Instagram from the beginning it would've been different, so we can't regret now we'll just try our best.

Comment [FA1598]: In Twitter the more followers

Comment [FA1599]: It's important to benefit customers

Comment [FA1600]: Instagram is designed for photo sharing

Comment [FA1601]: Instagram is designed for photo sharing

Comment [FA1602]: Instagram is designed for photo sharing

Comment [FA1603]: Depending on SMEs business

Comment [FA1604]: Depending on SMEs business

Comment [FA1605]: SME's must choose which SM sites

Interviewer: So you have to chose the right way of social media and do it fast to be able to catch all the opportunities possible.

Interviewee: Exactly, Social media is like a deep sea full of fish, when you're swimming on top you don't know what is deep down there so you have to dive in to catch those opportunities, and right now we did not dive in properly in the social media, we heard about a lot of ways and tools in the social media that we weren't aware of honestly because of the time limit, like an application called Pintris" some of those social media that involves the photographers like Flickr" it is an application that is neglected and old but photographers do exist there, till now we did not go in too deep in the field, we are not doing a lot but we're trying to do our best.

Comment [FA1606]: Depending on SMEs business

Comment [FA1607]: SME's must choose which SM sites

Comment [FA1608]: SMEs have limited staffs and resources

Comment [FA1609]: SME's must choose which SM sites

Interviewer: Do you think that the fact that these applications exist on the iPhone made it easier and a stronger method?

Interviewee: Of course, it increased the accessibility, if you compare how long people sit on their laptops maybe 3 or 4 times versus how many times they check their phones every 5 minutes to 15 minutes, some people much less...

Comment [FA1610]: SM is available to many by smart phone

Interviewer: So these phones helped out in the process...

Interviewee: Yes they did, it's not only about the social media, and it's about how active it is.

Comment [FA1611]: SM is available to many by smart phone

Interviewer: Umm...What about the customer service, talk to me more it how is it done and how do reach the people and answer them?

Interviewee: In the social media?

Interviewer: Yes.

Interviewee: Right now in the social media we get a lot of questions, like we don't sell lenses we respect the laws against it, we can sell easily and no one can be against us but we have respect for "Al Sayer" and "Ashraf" they are the certified agents for "Nikon" and "Cannon" so we don't sell the equipments they have, so when people ask us about the lens of Nikon or Cannon we cannot answer that because we won't sell so we reply with advices and guide them to our special stores that we buy from them in Riyadh and Dubai with special prices, Some people we purchased for them and they pay shipment and the other expenses are fee, so we are reaching for people, One of them once asked about a battery that doesn't exist only in America, I could have just told him that I don't have it and moved on, but I met with him and sat with him and got to know him and I got him the battery I ordered it for him and he paid the cost, after a while ago he called me and he told me that he has a studio now and he wants to prepare the studio completely with an amount of 2500 KD so we did that with our own equipments because this guy trusted us, so this opportunity of 2500 KD was there just because I sat with him in Caribou for half an hour and I ordered his product and I don't even know him, and I left, so the customer service through the social media mainly brings the customer to you, then you have to take action, if you don't take the action, there is no use, there will be a lot of chances that you won't be able to seize. So this is an example and another one is one of the ladies who asked a lot and got us all tired with her and she doesn't even related to photography in any way, so I could have told her to go on and take a photography first instead of asking too much questions, but in return she bought two studios for 800 KD, so I feel my intentions to help others had made them trust me and behind everyone I help we are getting responses, my intentions did not change but it is benefiting me now... We never changed the face that we are honest 100% we never let anyone purchase something unless it is well known we can even advice to go abroad and get it.

Comment [FA1612]: Good relationships are the base of any successful business

Comment [FA1613]: Some managers realize the important of customer service

Comment [FA1614]: Some managers realize the important of customer service

Comment [FA1615]: Some managers realize the important of customer service

Comment [FA1616]: Some managers realize the important of customer service

Comment [FA1617]: Good relationships are the base of any successful business

Comment [FA1618]: Some managers realize the important of customer service

Interviewer: Are you blocking some of the followers or users?

Interviewee: What do you mean block?

Interviewer: If someone was being negative on your blog or saying bad things?

Interviewee: Never, we haven't blocked anyone, we had a group of people who broken some equipment in renting and we gave them the responsibility of fixing them which is good because we could have made them pay the price of the equipment, So they broke them and we made them pay and they were upset with it so we went to them and took care of half of the fixing price, and they were positively marketing for us again, so most of the mistakes are very expensive equipment to be broken and the people don't like to take the blame, but we don't take the full blame usually but in some cases like the above we took half of it and in other cases like one lady who broke something for 70 KD only we took care of

it all. And when she previously had a negative comment, then she deleted it and she started marketing for us and she got people for us and for Mr. Khalid for his courses, so business comes back as they say.

Comment [FA1619]: Some managers realize the important of customer service

Interviewer: How are the payments with you, how are people paying?

Comment [FA1620]: Good relationships are the base of any successful business

Interviewee: We previously had a full Knet system, since it is the popular method in Kuwait, and we had payment after delivery system, our representative would put it envelope and staple it and sign, so we had some problems in Knet, if someone paid and cancelled his order he needs to wait for two weeks for his amount to get back to the account so some customers were upset about that in the waiting of two weeks so it had a lot of disadvantages rather than advantages so we cancelled it and kept the "Payment on delivery" system only, so you pay just when you receive the products and if you don't receive them and cancelled before you just don't pay, so this is our system for now it is satisfying to both sides, maybe on the new website we will be having online payments, but we will also have a big warning on the page that there is a two weeks period of time before you receive your money back, in case of cancelation, we did warn people but they were still not satisfied, so we cancelled this system.

Comment [FA1621]: Good relationships are the base of any successful business

Comment [FA1622]: WOM is affective for SME's marketing

Comment [FA1623]: Payments sometime is a big problem to SMEs

Interviewer: Don't you think that having only one way of paying would affect, like if someone doesn't have cash what would he do?

Comment [FA1624]: SMEs owners prefer to have multiple ways of payments

Interviewee: If someone doesn't have cash, we deliver and when we receive our equipment back we get paid, we are very flexible, but still we can't receive the equipment without clearing the payments, for large amounts we also have Instalments for studios we have paper work for Instalments to make the procedure easy, but for renting we can't have the instalments technique, you pay either in delivery or when received.

Comment [FA1625]: SMEs owners prefer to have multiple ways of payments

Interviewer: Don't you feel that having only "Cash" procedures is making the customer come on waist?

Interviewee: Why? No customer has No cash.

Comment [FA1626]: Payments sometime is a big problem to SMEs

Interviewer: What if he wants to pay with visa or master card or Knet?

Interviewee: Who doesn't have cash in the beginning, when he comes back for delivery he knows that he has to prepare the money and no one has a problem with that. But the Knet was a lot of trouble for us and took time and percentage and it was negative much more than easy going.

Comment [FA1627]: Payments sometime is a big problem to SMEs

Comment [FA1628]: Payments sometime is a big problem to SMEs

Interviewer: Is their any new social media method coming out now?

Interviewee: Actually the blackberry messenger, I don't know if it's considered social media or not, but were not noticing it until Mr. Khalid bought one and saw that people are very active on the BBM so he started marketing through the blackberry.

Comment [FA1629]: SM is available to many by smart phone

Interviewer: What about WhatsApp?

Interviewee: WhatsApp is working 24 hours on customer service not for sales, WhatsApp is for questions asked around the clock.

Comment [FA1630]: SM is available to many by smart phone

Interviewer: Who is answering?

Comment [FA1631]: WhatsApp application in iPhones can be used to communicate

Interviewee: Sales representative and myself, I get the filtration of the issues, like something that the sales representative could not solve, like changes or discounts but the sales representative also has some permission to work on.

Comment [FA1632]: Some managers realize the important of customer service

Interviewer: What do you think of marketing through celebrities, did you try it?

Interviewee: Celebrities in our field or generally?

Interviewer: both ways.

Interviewee: In our field we have Mr. Khalid as a celebrity in the YouTube, he has over 100,000 to 80,000 views on his channel in photography, and he has audience in the gulf area.

Comment [FA1633]: Marketing via celebrities

Interviewer: He has been there for long?

Interviewee: He was a photographer his whole life, and he has courses and audience and I surely consider him a celebrity a lot of people know him, we make sure that he shows up in our ads, we have two ads on the internet he's in them and he explains about the company because he looks familiar to people and they recognize him, The most we did about this matter is we gathered best photographers in a conference from the gulf area and Kuwait, and they tweeted but it was under the sponsorship of the conference not us, and a section of this conference was in our name "Photolenders" and people took photos and mentioned it online, but till now public celebrities like actors and singers we haven't reached them because we believe our target is a little specific we don't want to reach someone who is not interested or not related.

Comment [FA1634]: Marketing via celebrities

Comment [FA1635]: Retweet helps in spreading messages

Comment [FA1636]: SME's use sponsorship to market their Products/services

Interviewer: Since your partner is a celebrity like you have said earlier...

Comment [FA1637]: SME's are attracted to TM & SM marketing

Interviewee: He is a celebrity in photography.

Comment [FA1638]: When MVC SME's must choose the right celebrities

Interviewer: Yes, is he benefiting you in the marketing?

Interviewee: Of course.

Comment [FA1639]: When MVC SME's must choose the right celebrities

Interviewer: How so?

Interviewee: A lot of people re-tweet his posts; he has a lot of followers that are like Mr. Hussain Daghriy who is a professional photographer and many celebrities, and even myself as a video photographer I have many directors in my contact list, So in our fields we a lot are marketing for us and we are a community of friends so we retweet for each other and we make deals like renting in contrast

Comment [FA1640]: In Twitter the more followers

Comment [FA1641]: Retweet helps in spreading messages

Comment [FA1642]: Marketing via celebrities

of getting our pictures professionally taken and posted, but it was never a plan for us until now, and will think about it since u alerted me...

Comment [FA1643]: In SM news about SMEs travel fast

Interviewer: So you are kind of doing that.

Comment [FA1644]: Retweet helps in spreading messages

Interviewee: In an indirect way.

Comment [FA1645]: In SM news about SMEs travel fast

Interviewer: What do you think of outsourcing; since you are a small company haven't you thought about getting another bigger company to take care of things like employees or so?

Interviewee: Since the beginning we had two sections in the company which were the most annoying ones, one of them was the delivery section, and the other one was the programming of the website that take care of the maintenance of the system, before we used to have these two sections outsourcing, so we went to a delivery company "Mr. Delivery" and made a deal but we saw that it costs a lot so we decided to make it in-house, and in the programming section we also looked for a company and found out the quality of work was too low compared to the high price and we did a search and never liked anyone so employed a programmer who is good and we employed a representative for the sales who has a car and full time to deliver, so it turned in-house and it was much more thrifty and the performance was stronger, maybe some other procedures needs outsourcing, but till now we do not have that...

Comment [FA1646]: Outsourcing is attractive to SME's

Interviewee: In the beginning we took them outsourcing, we went to Mr. Delivery a company that delivers and we made a deal that was not satisfying and we saw it will be very costly compared to doing it in -house, and also we went to a programming company and it did not have the required quality and the prices were high and we had a research and did not find someone satisfying to our needs, so employed a programmer who is good and we employed a representative for the sales who has a car and full time to deliver, so it turned in-house and it was much more thrifty and the performance was stronger, maybe some other operations needs outsourcing, but till now we do not have that, Now we might be facing some issues with the maintenance of the agency, we can make that outsourced but we still weren't forced to outsource anything, we find it all better in-housed.

Comment [FA1647]: Outsourcing is attractive to SME's

Comment [FA1648]: Employees, employment & managing staffs

Comment [FA1649]: Some SME's prefer doing some of their activities in house

Comment [FA1650]: Some SME's prefer doing some of their activities in house

Comment [FA1651]: Some SME's prefer doing some of their activities in house

Comment [FA1652]: Some SME's prefer doing some of their activities in house

Interviewer: But do you think that outsourcing might be important in some dimensions for the experience?

Comment [FA1653]: Some SME's prefer doing some of their activities in house

Interviewee: As outsourcing?

Interviewer: Yes.

Interviewee: Of course we don't have a full experience about everything, we graduated me and Mr. Khalid and we were employed for a short period of time and none of us went into an international company for years and have that experience, so we are both exploring and we are learning day by day, so for the outsourcing I think we still don't know how to implement it successfully, we could

Comment [FA1654]: Outsourcing is attractive to SME's

use it in the future maybe but right now I don't see any use of it, specially maybe in conferences maybe we would outsource the event management for the community but now it is not needed.

Comment [FA1655]: Outsourcing is attractive to SME's

Interviewer: But in the future it is possible and important...

Interviewee: Yes of course, we believe its importance but in the right time.

Comment [FA1656]: Outsourcing is attractive to SME's

Interviewer: For the twitter, is it increasing?

Interviewee: Yes it is increasing not a lot but steadily like daily bases we have one more follower.

Comment [FA1657]: Twitter is booming

Interviewer: You are focusing on the customer target only right?

Interviewee: Of course we are targeting customers and it is increasing slowly, not 100 to 200 daily, but not a day passes without at least one follower, which is good because it is opening chances for us, but just like I told you, we don't force people to follow us if we want 10,000 followers we could have randomly followed 100,000 account and at least from that 50,000 will follow back but we don't want to force it.

Comment [FA1658]: Outsourcing is attractive to SME's

Comment [FA1659]: SME's are attracted to TM & SM marketing

Interviewer: Are you having integrations, like Facebook and twitter same subjects and Instagram too, or everything is different?

Comment [FA1660]: To have a good relations with sponsors

Comment [FA1661]: In Twitter the more followers

Interviewee: Right now Instagram is taking over the sales side only, it is not educational, because of the program itself is not made for writing of data, Twitter is a bit wider about that it has lessons and sales and pictures of our products, there is integration between twitter and Instagram as you know there is the ability to share on twitter for some of the posts, but there is an issue in explaining using 140 characters sometimes when shared some characters are missing on twitter, but integration is not complete, In Facebook we have around 1500 I don't recall if they hit 2000 followers but it is not that much active, like months can pass by with no action or reply, not like twitter there is action everyday like mentions, tweets and followers, we are not focusing a lot on Facebook as we see there is no potential for it.

Comment [FA1662]: It's important to benefit customers

Comment [FA1663]: Integration between SM sites & other media can be a powerful marketing tool for SMEs

Comment [FA1664]: Integration must be used carefully depending on the marketing message & targeted audience

Interviewer: Do you have an email list, to send information for your customers?

Comment [FA1665]: Integration must be used carefully depending on the marketing message & targeted audience

Interviewee: We do have an email list, we have a database that includes all the customers who ordered or followed so, and us but we do not send anything to them because we still don't have their opinions, like when someone orders something we don't have the button of "Do you want us to send you newsletters?" So ethically we don't send since we did not take their permission but in the new website we will have this, and we will send an email to all of the group to tell them to click here or register if you want to get our news and information, but ethically we cannot do something they did not agree on.

Comment [FA1666]: Twitter is the most popular website in SM

Comment [FA1667]: SM has helped SME's information gathering

Comment [FA1668]: Some managers realize the important of customer service

Comment [FA1669]: Some managers realize the important of customer service

Interviewer: I would like to end this interview after knowing a lot of nice information from you, about the social media, in your opinion what are the things that are saved, in short?

Interviewee: Social media saved a huge sales margin to people, reach to the community and also reputation and it is the most important, we are building our reputation in less time, and connectivity and advertising for free, and it saved huge costs, so honestly we are lucky to be in this generation of the social media, I don't know what would have been done in the previous years without the social media.

Comment [FA1670]: Marketing in SM is cost efficient

Comment [FA1671]: Some SMEs marketing depend on SM

Interviewer: Thank you very much for your time, you've been very helpful with your information.

Interviewee: Most welcome, and good luck.

The number of the interview: 12

Time of Interview: 07:27 PM

Date: Friday 07/09/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee: Ahmad Alsuwelem

Position of Interviewee: Founder of Mostjed Group

Interviewer: tell us about "Mostjed Group", what is it? What is the concept of it exactly?

Interviewee: First of all the "Mostjed group" is a group which help take cares of the new comers in United kingdom and Ireland for the Kuwaiti students .This group was founded from 3 years from the date of the day .This group take care from the student in the beginning of thinking in his study in United kingdom and Ireland , which take cares from the beginning of his school life , from the second of the decision that he will study abroad , so we take care from him from the decision to the graduation , we see the right university , the right life , the appropriate environment we try to absorb the fear from him and not let him feel foreignness and that stuff . The "Mostjed Group" have more than one line to communicate with the new comer's students; first thing there is a Web, account of the Facebook, account on twitter, account on YouTube and a hotline number. How we collect the students? We go to the ministry of high education and we put an announcement that we are "Mostjed Group" we take care of students which study in United Kingdom and Ireland and we put our numbers and all our information and they communicate us in the start. After they communicate at first time using the twitter, Facebook or You Tube or whatever. We send our information. For Example, we tell them we have an event at Place. We have a workshop how to apply to the Visa. So any activity anything we want to do we send it through our lines to communicate.

Comment [FA1672]: SM has improved communication process

Comment [FA1673]: SM has improved communication process

Comment [FA1674]: SM has improved communication process

Interviewer: So it's like "Awareness" or what?

Interviewee: It's like awareness, it's also have the spirit of cooperation and it also teach people how to live and coexist and often, the "Mostjed" student in his first year, in the second year he is factor from the factors of the "Mostjed Group" so he learn how to be learned so he can teach from his self.

Comment [FA1675]: SM has improved communication process

Interviewer: So it's awareness but you just say to him what to do in Britain, how the life will be there, how the study will be and how the system of the university will be.

Interviewee: Sometimes we offer him on the visa sometimes on the university, sorry I mean on the exam.

Comment [FA1676]: SM has improved communication process

Interviewer: You mean that the group help the students and give them awareness.

Interviewee: For the new comers students, yes. Our major is on the new comers.

Comment [FA1677]: SM has improved communication process

Interviewer: What if they are new, I mean not a new comer "Mostjed"?

Interviewee: We keep contacting them but a simple one because there will be like another organization take care of them.

Comment [FA1678]: SM has improved communication process

Interviewer: Example, like a union?

Interviewee: Yes, So we in the beginning the most students is the students of the language or the foundation after that he knows how the way of the living and he don't need So our goal is always the people, our target is renewed people not steady people. So always you're renewed and changeable because people change. First year with you, second year with you and then he leaves you he don't need you he need emphasis and always be update with him.

Comment [FA1679]: SME's are attracted to TM & SM marketing

Interviewer: Ok, so you As "Mostjed Group" how you reach to the new comers students "Mostjed", how they know about you? In which way?

Interviewee: First thing, the student who thinks he want to study abroad he goes more then one place, first thing he begin with is admission offices for universities after that he goes to the ministry of high education so we let this offices talk about us As "Mostjed group" we take care of new comers.....Etc. so we have stand or booth in the ministry of high education and in the ministry of high education they are admission office too , so we have booth in the office and another booth in the ministry of high education , business card , Ads and all the kind of communication is there and also there are people which represent the group . They what take from you? They take your account on Twitter and Facebook or whatever and your mobile numbers, and who add you on twitter, on Facebook and take your mobile number knows everything happens like if we have a meeting or we will meet in the Place like a update, So we go to them in their places. A time before the final exams the "Mostjed Group" goes to biggest schools in Kuwait, it make interview inside the school. People we are "mostjed Group" we take care of students who study in United Kingdom and we talk about United Kingdom and Ireland , what its advantages of the study there? We try to drag them even if they are not sure from studying abroad we try to drag him.

Comment [FA1680]: SM has improved communication process

Comment [FA1681]: SM has improved communication process

Comment [FA1682]: Doing surveys & gathering customers feedback

Comment [FA1683]: SME can have direct access to customer information

Comment [FA1684]: SME can have direct access to customer information

Interviewer: What are your benefits from doing this?

Interviewee: We don't gain material benefits, we gain moral benefits, and our goal is to aware people.

Comment [FA1685]: SME can have direct access to customer information

Interviewer: And where is the financial for this thing?

Interviewee: From the sponsors, we search for the sponsor and he always support us, the last supporter was the society of engineer and the ministry of higher education.

Comment [FA1686]: SME's use sponsorship to market their Products/services

Interviewer: So you are focusing on the sponsors in a lot of things?

Interviewee: yes.

Comment [FA1687]: SME's use sponsorship to market their Products/services

Interviewer: From where is the idea, is it new idea or it was there before?

Interviewee: Yes, it is new idea.

Comment [FA1688]: One of the keys of SMEs success

Interviewer: So before 3 years? You said before 3 years you begin, let's say before 5 years, and was it there

Interviewee: No, Why? Because the most of the new comers find people who lived from a long time and when they talk, they talk in the formula of the almost graduated he doesn't talk about details because he will be forgetting it or whatever. So this group is talking about the details and its always updated. For Example, how to apply on visa this month, what the last changes are in visa applying, what is the last information that you can know, what is the last rules updated.

Comment [FA1689]: Changing, innovating and being updates

Interviewer: How did this idea come?

Interviewee: Lack, if you have to collect an idea there has to be a lack.

Comment [FA1690]: One of the keys of SMEs success

Interviewer: So you were alone at first?

Interviewee: The idea was mine I made it and there was another person we founded the idea and we make a booklet then a web we did step by step because I was a new comer "Mostjed" so I saw what I really needed. What did u need? I needed a person to help me to arrive to the place I wanted to go, I needed to how to apply to the university, I needed the way of the visa , how is the life there?, how the way of life?, what is the best things? For example when I arrived there I didn't have a mobile line. So these things teach us how to collect things that will be useful to the student. So we did a booklet and give it to him and a Britain mobile line before he travel from Kuwait, we teach him how to full a paper when he is arrived to United Kingdom. There's a specific numbers for the "Mostjed group" in every area he receive him and teach him everything about the university, he show him the places. For example in the web there is a guide for the areas, what is the advantage and disadvantages for this area. So all the information that the student need it we feel that it's important to him in the beginning of his life and before he travel we let him sit with the people who lives in the area who the student is going so he can communicate with them. For

Comment [FA1691]: One of the keys of SMEs success

Comment [FA1692]: One of the keys of SMEs success

Comment [FA1693]: One of the keys of SMEs success

Comment [FA1694]: One of the keys of SMEs success

example, People we are the engineering students we are gathering in a workshop for engineering students so all the new students can meet each other and all that by the social networking.

Comment [FA1695]: SM has improved communication process

Interviewer: Ok, there is a question, actually there are a lot of important questions, and first thing you said that you are doing of the way of the sponsors, plus now why you are not taking sponsors from the same universities? That you are almost making marketing for them, actually you are making marketing for Britain itself to these universities. So why you don't find sponsorships for this thing?

Interviewee: Because if you want a sponsorship, actually I don't know how exactly I take a sponsorship, but I Think the Britain rule that you have to be somebody well known, we are well known in Kuwait.

Comment [FA1696]: Some SMEs lack global relationships

Interviewer: You can make a private organization?

Interviewee: Yes, this one has a long process and we talk to the embassy about that and they said Insha>Allah we will see it so Insha>Allah soon it will be, its plan now but it didn't applied till now because there is a specific process for it ,by the embassy and it have to be approval by the embassy and the ministry of the higher education, but the most of our sponsors sometimes things happen in the organization they give it to us but it's almost simple. For example, the Kuwait Airlines in Britain give them, it's for Kuwait but its Britain branch, for example the banks in Britain, it's also Kuwaiti banks but a Britain branch and they give us. But the British people they don't give them.

Comment [FA1697]: Some SMEs lack global relationships

Interviewer: But it supposed to be ok because it's British universities so they are gaining benefits.

Interviewee: Yes, you are right it supposed to be that way.

Comment [FA1698]: Some SMEs lack global relationships

Interviewer: Its individually, they have nothing to do with it, you are organization even if you're anywhere even if it's from Kuwait its ok.

Interviewee: We didn't try to ask in this.

Comment [FA1699]: Some SMEs lack global relationships

Interviewer: It's a good thing, you can move from it.

Interviewee: Yes

Comment [FA1700]: Some SMEs lack global relationships

Interviewer: Ok, how do you reach to the level of the new students and not the physical places that you said, do you communicate with them by the social network? And if you do what is your channels on the social networks that communicate with them?

Interviewee: Look at this time; it's hard to find somebody without Twitter or Facebook account, so if you want to be update with them it's necessary to have account on Twitter and Facebook. The Twitter account must be instantaneous updated and from the Facebook account you can download the documentary, if

Comment [FA1701]: Being in SM for SMEs is not a form of luxury

Comment [FA1702]: SME's marketing via SM has become popular

you did an event the pictures is there, what happened there, what people is talking about and the comments. So it's just simple the person just write new comer "Mostjed" he will find "Mostjed" UK, Ireland. He click's it and follow us, when he follow us he will know what is the activities, the pictures and the things we do so he enter. Of course, the Twitter the same thing there's a link with Facebook so when he see the picture, where is the picture? Its on Facebook so he enter on Facebook see the pictures, not just that he can also know and meet the people. He see who's from the people is interested in the "Mostjed" so he can follow on twitter or add on Facebook and they know each other so its community. It's the same as he can communicate with them by Twitter live and people reply to him so they can also know each other. The most important way to communicate even more then the telephone with people is Twitter. We have telephone and hotline but they don't call you only in the rare things or instantaneous things like seeing you so he wants to know the place but often, its on twitter or Facebook.

Comment [FA1703]: Being in SM for SMEs is not a form of luxury

Comment [FA1704]: Changing, innovating and being updates

Comment [FA1705]: Being in SM for SMEs is not a form of luxury

Comment [FA1706]: Being in SM for SMEs is not a form of luxury

Comment [FA1707]: SM has improved communication process

Comment [FA1708]: SMEs uses Twitter as customer service median

Comment [FA1709]: SMES uses Twitter as customer service median

Interviewer: Good, ok you're on twitter; there is one who is 24 hours on twitter replying to people?

Comment [FA1710]: SM users can access SM from anywhere anytime

Interviewee: Yes there is more then one who replies 24 hours.

Comment [FA1711]: SM users can access SM from anywhere anytime

Interviewer: He replies on any inquiry?

Interviewee: Yes any inquiry.

Comment [FA1712]: SMES uses Twitter as customer service median

Interviewer: Almost, how many followers do you have on twitter?

Interviewee: Almost 1000 and something.

Comment [FA1713]: Retweet helps in spreading messages

Interviewer: Do you do the "follow back" move?

Interviewee: In the beginning, we didn't do but after a while we felt that if we make that move the student will fell that we take care from him so he be happy even he keep updated more. We recognize that when we do the "follow back" move he begins to keep up with us, Discuss, reply and say what he wants to say. This is the advantage we gain; we felt it since we did the "follow back" move. He started to discuss more, ask more and he want to be feel safe.

Comment [FA1714]: To have a good relations with sponsors

Comment [FA1715]: To have a good relations with sponsors

Interviewer: Yes so it's useful?

Interviewee: Yes

Comment [FA1716]: To have a good relations with sponsors

Interviewer: What about the other things like Retweet, do you use retweet?

Interviewee: Yes, we use it. For example, somebody liked an specific event or specific something we did so when we follow him any words we will see it, we will see his comments, What he think about the things we do, what he think about "Mostjed group" so when he say good say about us we do retweet or we make a post and thanks him and in this case he also make retweet. So the retweet publish us more and doubles the numbers of the followers and the people begin

Comment [FA1717]: Retweet helps in spreading messages

Comment [FA1718]: Mention helps SME's marketing specially in Twitter

to be update with us. There's people who follows us and not even new comers "Mostjed" but they follow us because the group or the account is active.

Comment [FA1719]: Retweet helps in spreading messages

Interviewer: Talk to us more about the way of the mention, how the way you use it and what for?

Comment [FA1720]: It's important to benefit customers

Interviewee: The Mention, For example, somebody talked about an particular topic maybe its general such as the visa, any general topic the students can be useful from. So we do "mention" him, we comment on him, correct to him or reply on him etc. so it's not reply but we make mention so everybody can see this question and we reply it, so the benefits is prevailed.

Comment [FA1721]: Mention helps SME's marketing specially in Twitter

Comment [FA1722]: Mention helps SME's marketing specially in Twitter

Interviewer: Good, what about the follow back strategy? Follow Friday, sorry I mean FF? What is it?

Interviewee: Often, we don't do the FF we don't profit from it that much. But my personal account I make FF for "Mostjed Group" so people can know it and probably people also make FF to "Mostjed Group" too, in this case the "Mostjed Group" account make retweet so people can see it.

Comment [FA1723]: FF is great way of marketing

Interviewer: So it is useful?

Comment [FA1724]: Retweet helps in spreading messages

Interviewee: Yes it is.

Comment [FA1725]: Mention helps SME's marketing specially in Twitter

Interviewer: Does it bring any followers?

Interviewee: Yes, but not so much.

Comment [FA1726]: Mention helps SME's marketing specially in Twitter

Interviewer: Good, what is the most place in the social media you feel it's useful for the group?

Interviewee: The most places?

Interviewer: The more useful place, you're on everything?

Interviewee: yes, every place

Comment [FA1727]: SME's must decide which SM

Interviewer: On twitter?

Interviewee: Yes

Comment [FA1728]: SME's must decide which SM

Interviewer: Facebook

Interviewee: Yes

Comment [FA1729]: SME's must decide which SM

Interviewer: Instagram?

Interviewee: Yes

Comment [FA1730]: SME's must decide which SM

Interviewer: what also?

Interviewee: Instagram, You Tube, web site and Facebook.

Comment [FA1731]: Some SMEs use SM sites for customer service

Interviewer: WhatsApp?

Interviewee: Yes

Comment [FA1732]: Some SMEs use SM sites for customer service

Interviewer: Email?

Interviewee: Yes, but the communicate is not that strong.

Comment [FA1733]: Emails are losing their market shares

Interviewer: Good, from all this things what you feel is the most powerful one? And Why?

Interviewee: There is an instantaneous communication, at the same time and a long term communication. For example, in twitter they are communicating with you in the same time, in the same second and in the same minute. This is the question, this is the answer, this is the information and it's over. Maybe he never gets back to old tweet but it's over. In Facebook he communicate he goes to the old post, he sees the photos, the comments, he sees the friends, who is here and who is the common. So there is more than one thing he can get back to old things. He can add things and it remains. So this is the difference, if anybody wants information in instantaneous way he can use the Twitter and if anybody want old thing or long distance just a month or 5 months or after a year he can see it, even something old if it's before one year or two he also can see it so this is the difference. Of course the Facebook is different from the web, the web is another thing. The web has every detail that people are interested in.

Comment [FA1734]: SM has improved communication process

Comment [FA1735]: SMEs uses Twitter as customer service median

Comment [FA1736]: SME's must decide which SM

Interviewer: So, the web has more details?

Interviewee: The web comes with more details.

Comment [FA1737]: SME's must decide which SM

Interviewer: But the Twitter is faster in interaction, one to one?

Interviewee: Yes, it's faster in the interaction, one to one.

Comment [FA1739]: Twitter messages spread very fast

Interviewer: Ok, so how do the sponsors pay for you? Cash or what is the way they use?

Interviewee: There are types of sponsors. For example, there's a sponsor who says you have a booklet for the new comers "Mostjed", so as a sponsor I will print it for free and you put my logo in the booklet. There's another sponsor say you have guidance meeting, I will offer the hall, lightening and the cameras. There is another sponsor who says: I will give you 3000 K.D and put my logo in your web. So there are different types of sponsor's and we take all the types.

Comment [FA1740]: SME's use sponsorship to market their Products/services

Comment [FA1741]: SME's must decide which sponsorship

Interviewer: Ok, what is your opinion in the concept of sponsorship; do you feel its basic for your work?

Interviewee: Yes sure, because we are non-profit so we need the sponsor so we can continue specially, for example the social media is for free but the events you make, we offer them mobile lines, booklets and the flyer. So all that cost so we

need sponsor to help and thanks God if you have a good idea, which will help people, you will find the people, which will help you.

Comment [FA1742]: SME's use sponsorship to market their Products/services

Interviewer: Ok, if we talked about, I don't know you did that or not, which is marketing by celebrity, I mean a celebrity character and you marketing your group through his page on Twitter or Facebook. What do you think about that?

Interviewee: Yes, this is powerful technique and we are using it. For example, minister of education, when the minister of education makes a retweet from you or put you in a mention or talk about you. All the people will hear and will follow, it's not normal thing and you will have unnatural reaction.

Comment [FA1743]: When MVC SME's must choose the right celebrities

Comment [FA1744]: Marketing via celebrities

Comment [FA1745]: Marketing via celebrities

Comment [FA1746]: When MVC SME's must choose the right celebrities

Comment [FA1747]: Mention helps SME's marketing specially in Twitter

Comment [FA1748]: Marketing via celebrities

Interviewer: Did u do it?

Interviewee: Yes we did, once we did meeting with the ministry of the education, we ask him if he has a twitter account, what you think if you write for us and after he write we had followers in a unnatural way, even followers from the media center, even a media channel followed us because its talking about the minister of education, So this is idea is so useful. The same thing the well-known personalities, any well known personality make for you a mention or even just a retweet, this is enough.

Comment [FA1749]: Mention helps SME's marketing specially in Twitter

Comment [FA1750]: Marketing via celebrities

Interviewer: You are doing this?

Interviewee: Yes we are, from term to another.

Interviewer: It benefits' you?

Interviewee: Yes a lot actually.

Comment [FA1751]: Marketing via celebrities

Interviewer: Tell me about the other social media, you told me the best thing is the website, right?

Interviewee: The best thing general and complete is the website.

Comment [FA1752]: Some SMEs like to communicate

Interviewer: Ok, what also comes after the website?

Interviewee: After that comes the Facebook. Of course, I see that the Facebook and twitter is the same level but with different needs.

Comment [FA1753]: SME's must decide which SM

Interviewer: How is that?

Interviewee: Twitter we said instantaneous and the Facebook is documentary, which saves the thing, and contain comments, the reaction of the people, and people opinion and some consulting. We didn't talk about the website, the website contains all the members' information, areas information, official regions information, last events information and there are links for Twitter, Facebook and YouTube for sure. There are some specific lectures which help the student and some courses so we put it on the website. Twitter is linked to the web, any word

Comment [FA1754]: SME's must decide which SM

Comment [FA1755]: Some SMEs like to communicate

Comment [FA1756]: It is important to have a link between SMEs website

Comment [FA1757]: It's important to benefit customers

is written in twitter will be written in the web and the same for the Facebook, but Twitter is alone because it's instantaneous, for example, announcement from the ministry of education , announcement for the visa required the , the airlines offer discount for the students, this is the last update. Maybe things can be changed, in week it can be changed 3 times for example.

Comment [FA1758]: Integration between SMP of SMEs

Comment [FA1759]: Time is a very important aspect of innovation marketing 4

Interviewer: This is in?

Interviewee: This is in Twitter, people cares about it in twitter anything changed in week 3 or 4 times they see it on twitter, anything old or in the future it can be founded on Facebook.

Comment [FA1760]: SME's must decide which SM

Interviewer: Do you use integration between links or not?

Interviewee: Yes, in the website there is a link for YouTube, link for Facebook, Twitter, link for the hot line, link in the emails and there is a forum. So you have more then link, same for the Twitter, Twitter linked to the website, Facebook too. The Twitter is already linked with the Facebook. I mean you make a tweet on Twitter it shows on website and Facebook too. The same if you uploaded a video on you tube, you will also find it on website, Facebook and Twitter.

Comment [FA1761]: Integration between SMP of SMEs

Comment [FA1762]: Integration between SMP of SMEs

Interviewer: Do you think this integration is useful?

Comment [FA1763]: It's important to benefit customers

Interviewee: Yes, a lot.

Comment [FA1764]: integration between SMP of SMEs

Interviewer: How?

Interviewee: Because people is not all the same, there is people who likes to read, there's another people who likes to hear and there's who likes to watch. So people interested in YouTube. I read Twitter but am not that interested in reading but when I see YouTube link I click on it and see it because am interested in it. There is people who love reading so there is Twitter and people who love to hear. So we try to communicate with all the people.

Comment [FA1765]: It's important to benefit customers

Comment [FA1766]: It's important to benefit customers

Interviewer: Ok what about the customer service, which one is more effective, so you can reach people fast and easy?

Interviewee: The best way is the telephone, because telephone you can feel the person if he is happy or sad, or if he is nervous, in twitter you can not see that, you can see if he is sad or not. He will not give you that sense. Maybe specific mark or a smiley face maybe something wrong, you don't know if he is sad, you don't the rate of his sadness or the rate of his happiness, you don't clearly know in the entire social network but it's clear on the telephone. When you listen to his voice, it's clear if he is sad or happy, his interest or what he makes him sad, even he feel he is safe more. Of course the beginning is on social network but always at the end before we meet it's on the telephone. So the telephone gives you strong base and gives him safeness. So this is the important thing we see, at the end after we help them or during the service of helping them, the mobile is the thing which finish every topic.

Comment [FA1767]: SM has improved communication process

Comment [FA1768]: SM has improved communication process

Comment [FA1769]: SM has improved communication process

Comment [FA1770]: SM has improved communication process

Interviewer: So you like to be direct, talk to the people live; you prefer to hear them better?

Interviewee: No not better, I mean it's more useful but people don't use it until the end. In the beginning they use Facebook, Twitter and everything. But at the end before they see you or before his travel he calls you on the telephone.

Comment [FA1771]: SM has improved communication process

Interviewer: Maybe he doesn't call; he is finish from the Facebook?

Comment [FA1772]: SM has improved communication process

Interviewee: Yes, maybe he doesn't call but in the problems or the serious things he always calls. If it is so important or its emergency he calls on the telephone.

Comment [FA1773]: SM has improved communication process

Interviewer: So, Do you use marketing in Facebook or you just a page, or you use the move which you use marketing through the followers? You pay for something?

Interviewee: We don't pay for thing.

Interviewer: On Facebook?

Interviewee: On Facebook yes, for example, if there is a specific event like guidance meeting fir the new comers "Mostjed", on Facebook there is marketing to the event. You pay a specific amount of money, then there's a banner, which shows, on the right. They put a link for you web; it's especially for you. So more then one time we did pay. Of course you select the target, you put that they are Kuwaitis and their age is from... To ..., there is a link between Britain and Kuwait and this is places they get in to.

Comment [FA1774]: Facebook FOF TM is powerful

Comment [FA1775]: Facebook FOF TM is powerful

Interviewer: Do you feel this segmentation is useful and specific?

Interviewee: I don't know the percentage of its specification Iam not sure, but I see it that useful, I mean when the student is on Facebook, by Google it shows what he is interested in and if her is Britain or Kuwait. So there's a "Mostjed Group" banner for the new comers "Mostjed" in Britain and Ireland shows for him up on the right so he click it.

Comment [FA1776]: SM has improved communication process

Interviewer: And how is the way of segmentation? Do you see that it's good way that he divides it or it's ok if he put it all one time? I mean that he is dividing the piece; he is putting this for this? The place, the country. This is better or if he sends it a bulk one time?

Interviewee: I don't know, but if they do the bulk maybe it will reduce the value of it. The people will never know what is happening, I don't know but I feel that, but if he is focusing more it will show because at the end it's different if you want to bulk to all of the people or specific. So from the price side its better for us but you don't know all the people and you don't want to lose your effort on something usefulness you want to achieve a goal.

Comment [FA1777]: SME's are attracted to TM & SM marketing

Interviewer: Good, the information you take is there any bodies? I mean you are alone but there is companies is similar to yours, do you exchange with them the information or you are all alone?

Interviewee: We don't have a similar organization, I mean a similar organization for us, I don't think we have one. But there is an organization which supports us and helps us like the student union it's complementary for us but not similar If there is not an organization that take cares from the Kuwaiti students in Britain or Ireland.

Comment [FA1778]: SME's use sponsorship to market their Products/services

Interviewer: So this organization, do you exchange information with it?

Interviewee: Yes we do, for example we have the student union we give them the files of the students after they finish from the first year. We give them his name, telephone, the names of the areas and sorry the names of the people. So the same they have people that take cares from the student in general so they take this information and start to communicate with them after first year. Contrary, sometimes we take from them people who help our group in some information, if there is a specific problem we talk to the union to communicate with them and solve these problems. So there is coordination, yes.

Comment [FA1779]: Exchanging information

Comment [FA1780]: Exchanging information

Interviewer: Just the union or this is another thing?

Interviewee: Yes, there is for example, the cultural supplement.

Comment [FA1781]: Exchanging information

Interviewer: You exchange with them information and experiences?

Interviewee: Yes, the cultural supplement in Britain we communicate with them and so on.

Comment [FA1782]: Exchanging information

Interviewer: Do you exchange the ideas and the information?

Interviewee: Yes, before we did the booklet to the new comers "Mostjed", we go to the cultural supplement itself. We take the opinion of the advisor and more then one person, what do you think? What is clean? What we put inside? What the things that the students benefit from it? What are the problems that you feel the student face it? So all that we put it in a booklet or recorded in a video and we displayed for the students.

Comment [FA1783]: Doing surveys & gathering customers feedback

Interviewer: Do you employ the new comers "Mostjed" the teenagers, I mean when they come they are 17 or 18 years old right? So do you employ them in the "Mostjed Group" in a specific way?

Interviewee: He is a new comer "Mostjed" he don't know anything, but when he finish his first year, he have the ability to participate in the group and this happens every year. First year he is student and second year is he is a member in the "Mostjed Group". He helps the new comers and he is so enthusiast, even his information is fresh because he just finished first year.

Comment [FA1784]: Teenagers can be good staff for SME's in SMM

Interviewer: Ok, what he takes against that?

Interviewee: He don't take anything against that, he just learn the skills of dealing with people, he learns leadership skills and how to organize the events, this is the more benefit he gain but nothing from the material side.

Comment [FA1785]: Teenagers can be good staff for SME's in SMM

Interviewer: You mean he doesn't gain money, but he learns a lot of things?

Interviewee: Yes he learns a lot of things that benefit him in life. he earns relation with people, he enters on the embassies and the companies, he starts to deal with organization that bigger then him and so on.

Comment [FA1786]: Teenagers can be good staff for SME's in SMM

Comment [FA1787]: Teenagers can be good staff for SME's in SMM

Interviewer: Let's say there is no social network, what you're going to do?

Interviewee: If there is no social media, I think everything will be hard, that's mean we have to communicate through the telephones and we have to collect all the people numbers. I mean we can to the ministry of high education and try to make a booth to collect the people numbers and collect everything such as the name and the number and then there are big amount of students, for example, in the year we have like 500 or 600 student, so we have to see how many so he can communicate with these students manually. You can reach him or not, it can be wrong number so you begin to follow the people and keep up with them and it will be so hard. So it will be easier when they come for you and in easy ways. It will be so much different even in the cost. As a cost, if you want to reach them or make a big Advertisement in a newspaper, the price will be too much, if you want to put and advertisement in the road so people can communicate with you, it will cost very much. Social network is almost paying nothing and there is unnatural value in it.

Comment [FA1788]: SM has improved communication process

Comment [FA1789]: SME can have direct access to customer information

Comment [FA1790]: SME can have direct access to customer information

Comment [FA1791]: Marketing in SM is cost efficient

Comment [FA1792]: SM has improved communication process

Comment [FA1793]: Traditional and Newspapers marketing

Interviewer: And you didn't make Ads in newspaper or anything?

Interviewee: No at all, only people talk about Twitter and us.

Comment [FA1794]: WOM is affective for SME's marketing

Interviewer: What is the reason that you are not using that, even Television?

Interviewee: We did an interview before.

Interviewer: on TV?

Interviewee: Yes on TV and it did benefit us. But it didn't make good marketing before, it talks what we did at the years before and of course we gain benefits for the next year, but if you want to talk at the start of the work, we didn't need it. After we collect this work and there are 2 years of good work and achievement and documented, we can talk about it on TV and it was useful as marketing. Why we didn't put ads on newspaper because the cost of it is so high and very small percent of student who finished high school read newspaper, if you asked me Facebook I will tell you sure, does he have a twitter account? I will tell you sure, you put for him a YouTube link sure he will see it. So it's so easier that way and at the end we need to reach to the students that we need. So we don't need to pay the high cost and maybe at the end we don't reach to the target we wanted to.

Comment [FA1795]: TV integrated with SM can be powerful

Comment [FA1796]: Traditional and Newspapers marketing

Comment [FA1797]: Marketing in SM is cost efficient

Interviewer: Ok, followers on you social network like twitter and Facebook and so on, does they increase?

Interviewee: Yea they increase, for example at first year the student is a new comer "Mostjed" but after that he is big or graduated but till now he is making follow it doesn't change, maybe it decrease in a little percent but it always increase. At the end its simple thing, its follow or unfollow but there a point that we must talk about that twitter benefit you in huge way but it also can harm you in huge way too.

Comment [FA1798]: SM helps in growing SMEs

Interviewer: how is that?

Interviewee: For example, if somebody is sad or upset and wrote a tweet it will be spread in the same of the good tweet. The effect of the negative news in social media is more powerful then the positive one. So you have to communicate as fast as you could, know how to cover it fast and you have to use your tools to prove them wrong. For example if somebody make a bad tweet about you another one will make retweet so you out video and other links in Facebook to you prove the other thing. The people will begin to discuss and you will give him your number so he can communicate with you if he is upset or something. I try to use all the tools in the network so I can show the person what is the wrong.

Comment [FA1799]: In SM news about SMEs travel fast

Comment [FA1800]: In SM news about SMEs travel fast

Comment [FA1801]: Retweet helps in spreading messages

Comment [FA1802]: In SM news about SMEs travel fast

Interviewer: Does anybody watching that, monitoring for it?

Interviewee: Of course, there's a person who watch that, in the same time we are organization and normal people too. So everybody from us is following "Mostjed group" also so anything will happen even from his friends he will read it. In the same time we are making monitoring too and in the same group there's people who is watching. There are people in charge of the social network, there in some monitoring the Facebook, and another one on twitter. So they are watching and try to solve something direct and other people too help in this.

Comment [FA1803]: Monitoring SMP is very important

Comment [FA1804]: Some managers realize the important of customer service

Interviewer: what do you think about word of mouth, if it's negative or positive?

Interviewee: Of course it effects, but it depends on the personality, maybe it doesn't have powerful effect. For example, if it's well known personality it will effect whether it was positive or negative. So of course it do effect and powerful effect too. People believe in the word of mouth more then the tweet. The percent of believing in it is more, so it's sensitive and if you want to deal with it you have to be careful.

Comment [FA1805]: WOM is affective for SME's marketing

Comment [FA1806]: Trust worthy figures have more powerful WOM

Interviewer: Good, what about the new things just As Instagram, the new social media, you're not in it?

Interviewee: Instagram, yes we are on it. The people specially the students, you're talking about people their age is from 17-21 so they are young and they are updated. They love anything is new, anything new you will find them on it. So

Comment [FA1807]: SME's marketing via SM has become popular

if you updated with every application they uses they well feel that you and them are one, in the same level. So you have to live with them, communicate with them, belong to them or they belong to you. When you enter on Instagram and you put the pictures of the events or the meeting on Instagram, they will be interactive. The new social network is linked to each other all of them. Instagram linked to Facebook, to flicker and the website. So any pictures you post on Instagram it will be shown on twitter and Facebook and so on. So they're linked together all of them with tools. At the end it will benefit you not harm you when you use it right.

Comment [FA1808]: SM has improved communication process

Comment [FA1809]: SM has improved communication process

Comment [FA1810]: Instagram is designed for photo sharing

Comment [FA1811]: One of the most important aspect of SM is integration

Interviewer: Ok, talk to us more on Instagram, how its useful, how many people follows you on it, they increase or decrease?

Interviewee: Instagram, is a new thing not like twitter, something just come out. The followers are increasing. The best thing in it that it saves the events in good way, not like the Facebook, for example, the event happened, the organization filmed things and uploaded it, the people will begin to comment. In Instagram, everybody can upload, I mean everybody in the event can take pictures and upload it. The event shows for everybody, so everybody will make like and start to make comments. This is evidence that everybody is happy at the same time Instagram is marketing for you. When I am on the event and take pictures and make comments. All the people around me will keep up with me and see the pictures so they are making marketing for me at the end.

Comment [FA1812]: Instagram is designed for photo sharing

Comment [FA1813]: Instagram is designed for photo sharing

Comment [FA1814]: Instagram is designed for photo sharing

Comment [FA1815]: SME's must decide which SM

Interviewer: So Instagram benefit for you a lot?

Interviewer: Yes, a lot, because they are marketing for me, for example when they put a picture in an event in that way they are marketing for me and maybe the followers will increases.

Comment [FA1816]: Instagram is designed for photo sharing

Interviewer: Ok, almost how many followers you have on Instagram?

Interviewee: On Instagram, Maybe 400.

Comment [FA1817]: Instagram is designed for photo sharing

Interviewer: 400, they are active?

Interviewee: Yes they're.

Comment [FA1818]: Instagram is designed for photo sharing

Interviewer: If we want to finish the interview, can you summarize telling us what social media best offered to "Mostjed Group"?

Interviewee: "Mostjed Group" without social media is almost nothing. The social media is the life of "Mostjed Group". In you can communicate with the person in his car and his class. For example, am in meeting am talking with person one to one during my talk to him I can make tweet. So you are connecting with the person in a way that nobody can do it. I can make a tweet when I am sleeping and reply on someone or retweet, I can do it while am eating, I can do it while am walking, I can do it while am driving my car, I can do it in any form. So communication rate is just so powerful, so powerful so it benefits you in powerful

Comment [FA1819]: Some SMEs marketing depend on SM

Comment [FA1820]: SM users can access SM from anywhere anytime

Comment [FA1821]: SM users can access SM from anywhere anytime

way too. So our live without social network is hard, it will be old. What you want, a Fax or telephone. You can reach him, maybe yes and maybe not. In twitter you can reply for 20 person in the same time on 100 one in the same time. In twitter you write just one tweet you can reach 1000, 2000, 3000, 10,000 according to the followers you have. But with telephone how? With fax how? You can't. There's something like amazing shortcut, there is amazing connecting and marketing in the same time. When I talk in telephone nobody knows what am saying when I hang up, but when I write on twitter everybody will know what I said and what I finished saying in the end. This is the difference, a huge difference.

Comment [FA1822]: SM has improved communication process

Comment [FA1823]: Some SMEs marketing depend on SM

Comment [FA1824]: SM save time, money, energy & bring more customers

Comment [FA1825]: Twitter is the most popular website in SM

Comment [FA1826]: Old ways of communication are not affective to SMEs marketing today

Interviewer: And it makes you connect with you students in Britain while you are in Kuwait and the contrary too?

Comment [FA1827]: SM has improved communication process

Interviewee: Yes, for example they don't care where I am in Britain, America, they don't care. People communicate with me in every place. Maybe somebody in Japan and another one in Egypt and the both is communicating with me because he is on the same user or the same hash tag. So its easy that way to connect and doesn't matter the time or the place, it doesn't matter anything. What you are doing? You can communicate in any moment. This is strength of it, even the largest election campaigns and the largest marketing company is interested in the social network so we also are interested in it. Especially this group the small one, 99% of the students if its not 100% then 99% of the students already have accounts on twitter, Facebook and Instagram.

Comment [FA1828]: SM save time, money, energy & bring more customers

Comment [FA1829]: SM has helped in making the world globalized

Comment [FA1830]: Hash tag is good marketing tool

Comment [FA1831]: SM users can access SM from anywhere anytime

Comment [FA1832]: SME's marketing via SM has become popular

Interviewer: Ok, you just talk about Hash tag, do use hash tag something (#something)?

Comment [FA1833]: SME's marketing via SM has become popular

Interviewee: Yes we do, for example hash tag "Mostjed group" (#Mostjed Group) so anyone talk about new comers "Mostjed" he will find hash tag "Mostjed" it will be displayed for him, Then he will begin to read whoever was that person, student, new comer "Mostjed", teacher.

Comment [FA1834]: Hash tag is good marketing tool

Interviewer: Do you make events in this way?

Interviewee: Yes and it benefits us in a lot of things.

Comment [FA1835]: Hash tag is good marketing tool

Interviewer: how?

Interviewee: Any word we write we have to put hash tag, so that anyone make search he find us. Of course, the hash tag even if a person want to talk to anyone in "Mostjed Group" in a general way he put hash tag to any student. For example, I want to see what new comers are talking about I put a hash tag and see what they are saying in a general way, because I don't know what he is saying maybe he didn't make reply but I can help so I enter on him or the contrary. So the hashtag is really useful.

Comment [FA1836]: Hash tag is good marketing tool

Comment [FA1837]: Hash tag is good marketing tool

Interviewer: And the favorites are you using that?

Interviewee: Favorites, we can put specific things or specific links that benefit the student. For example, a link just for our website.

Comment [FA1838]: Favourites in Twitter is very effective

Interviewer: So you use it?

Interviewee: Yes we do but not in an obvious way.

Comment [FA1839]: Favourites in Twitter is very effective

Interviewer: Thank you for that good interview, to be honest we cover a lot of things and you said a lot of things too, thank you.

The number of the interview: 13

Time of Interview: 07:27 PM

Date: Friday 07/09/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee: Ahmad Alsuwelem

Position of Interviewee: Founder of white Brand

Interviewer: Ok Ahmad tell me about "white brand " when did you start and what is the concept and what is basically its activity and how you are marketing in social media in generally?

Interviewee: Alright "white brand " company started since 5 year its and "white bran " interested in marketing and advertising matters and its plans are making videos and making short movies advertisements and some of documentary things and it has some logos designing website also it makes advertising campaigns such as an elections campaigning or other marketing campaigns and the last thing is the events the company's way how to marketing is that any work finished we upload it on YouTube or Facebook and the thing is you can market for the main company and also you can marketing to yourself at the same time when the company announce the work and Facebook and Tweeter it's the same thing when you marketing to yourself so this is the simplicity of the company.

Comment [FA1840]: SME's marketing via SM has become popular

Interviewer: How did you tell me that the company is marketing for you because I didn't get your point?

Interviewee: For example when we make any work we announce it on social media so we are not using anything except the social media for its simplicity and almost free so it can reaches everyone so when we make and video we upload it on Facebook and Tweeter and when we upload it and we mention the people who made this work so they are the same we are marketing for them with the clients we have and the other people an example when I make for someone interested in the marketing and the other one interested in designing so they will see each other and it will be marketing for them and its going to be a marketing within the same company and they will know each other and in another way when we marketing for people we are marketing our work and we are sending their own business but whom is made that we made this work so in the same time the marketing turning to us too well ! You can say we are all beneficiaries of this work.

Comment [FA1841]: SME's marketing via SM has become popular

Comment [FA1842]: SME's uses integration between SM & other media to drive traffic

Interviewer: You told me you are marketing on Facebook you are using it but what is the way and its active or not? And how many people you have?

Comment [FA1843]: Mention helps SME's marketing specially in Twitter

Comment [FA1844]: SME's marketing via SM has become popular

Interviewee: It's just little bit its around 300 to 400 because we just started but Twitter is more active.

Comment [FA1845]: Twitter is the most popular website in SM

Interviewer: what are you doing on Facebook and Twitter? Lets talk about Facebook first.

Interviewee: For example when we make a video or something similar like we made for a certain organization so we write on it about the events and what happened the history and we cover the announcement so its requested from us a video documentary and we have to cover the event or the same organization so when we make the video we make the advertisement and we announce that it will be an event and a certain company will make it we will announce it and we are going to make the video so we participated a part of it and then we put a short episode then we show up the whole video with our advertisements so we write our comments and the details and in the same time the other company who ordered the work its going to mention that we are made this work in this case they marketed for us and the same for us so this is what is going on .Actually anything is happening we put it up on Facebook so the Facebook and the Twitter are linked with each other the same thing with the YouTube and the others.

Comment [FA1846]: Mention helps SME's marketing specially in Twitter

Comment [FA1847]: SME's uses integration between SM & other media to drive traffic

Interviewer: So you have integration between that 3 things so what is benefiting you that you have the Facebook and the Twitter so what is the benefiting of linking between them?

Interviewee: Well! I can tell you why when you link them with each other it gives you more strength and then you can't put lots of thing on twitter you can only put some simple things limited but on Facebook you can write lots of thing unlimited you can also upload some pictures like 6 or 7 you can take your time with this you got it? So in this case we link them with each other so its easy and in case of they want to know more you write certain characters but if someone wants to know something more he can join the Facebook or the webpage so he can gets more.

Comment [FA1848]: SME's uses integration between SM & other media to drive traffic

Interviewer: I know but now lets say that you put something on Twitter and It will shows up on Facebook?

Comment [FA1849]: SME's must decide which SM

Interviewee: Yes that's it.

Comment [FA1850]: SME's uses integration between SM & other media to drive traffic

Interviewer: An example you linked it with Facebook? Now when you put an advertisement on Twitter and you link it with Twitter how do you link between them? Twitter and Facebook?

Interviewee: Yes Twitter to Facebook and "Instagram" to Twitter so the same thing with YouTube with Twitter an example when I upload a video on YouTube it will be on Twitter and Facebook it became like that anything you upload it on YouTube it will be on Twitter and then Facebook and anything you upload it on "Instagram" it will be the same way Twitter and then Facebook so anything I write it on Twitter it will be on Facebook and the other website.

Comment [FA1851]: SME's uses integration between SM & other media to drive traffic

Comment [FA1852]: SME's must decide which SM

Interviewer: So it's benefiting you this way?

Interviewee: A lot.

Comment [FA1853]: SME's uses integration between SM & other media to drive traffic

Interviewer: Because there are some people they don't know about Twitter by coincidence like someone he entered on Facebook and then he saw the Twitter and another example someone saw us on Twitter but he doesn't know about Facebook and later he knows about Twitter. So everywhere we can see you! Are you using the traditional marketing which means the radio and the TV newspaper?

Interviewee: In case of we use the traditional marketing we are not going to reach the people who we want! Often our targeted audience you can't see them interested to news paper or the TV they always you can see them on twitter so if I want look for people I can catch them on Twitter I mean specific people and I know them but when you go to a public place all people will see and most of them will give it an interesting and the percentage of the interesting is very simple rate 10% or 5% but when it comes to Twitter then its going to be different if he wants it he will gives it more interesting and the same goes to Facebook if he wants it he will focus on it there is nothing except it to be on focus and it becomes stronger so when you put a hashtag or on Facebook for example you wrote photos or videos or marketing so anyone wants to search for marketing or photos advertisement media so you are in the same feed but if you want to exit you are going to exit with someone is searching on the same feed you want to catch him but .it might be someone a doctor so that's why we are not using them.

Comment [FA1854]: Traditional marketing waste a lot of time

Comment [FA1855]: Traditional marketing waste a lot of time

Comment [FA1856]: SME's marketing via SM has become popular

Comment [FA1857]: Hash tag is good marketing tool

Comment [FA1858]: SME's marketing via SM has become popular

Interviewee: Other thing it's very costly! And there are no benefits though you are not reaching the target and there is no interest from the people and it costs a lot and when you see the other side free. You reach the specific people who you want quickly and something permanent and continuous and exists so when you put the advertisement you have to see it because if you not so it's going to be gone and you won't be able to see it again but this going to be fixed whenever you want to see it it's going to be fixed and it won't be changed but the newspaper only one time it won't be fixed forever. And this is the difference but for me the old things no one going to use them any time soon because it doesn't work like before and there is the alternative and it might be only for news or something like that. No less no more but technically has no benefit.

Comment [FA1859]: Traditional marketing waste a lot of time

Comment [FA1860]: Marketing in SM is cost efficient

Comment [FA1861]: Traditional and Newspapers marketing

Comment [FA1862]: Traditional and Newspapers marketing

Comment [FA1863]: Traditional and Newspapers marketing

Interviewer: Would you like to tell me about Twitter is it growing up and developing increasing or it's still like before?

Interviewee: Twitter is something you know its made a big jump in the world of marketing it makes a lot of abbreviations and sometimes you can see some people or you communicate with people you didn't see them since long time and you don't know they show up suddenly the same to the companies you communicate with some professionals people every day and you make some relationships and now there is something in Twitter like friends so you don't know him in the real life but you know him in Twitter you chat with him a lot on twitter

Comment [FA1864]: Twitter is the most popular website in SM

Comment [FA1865]: Twitter messages spread very fast

Comment [FA1866]: Twitter has improved marketing communication

so you can recognize him so he knows you only on Twitter not in real life so it's just a life well you start communicate with people and making some friends trying to get more people and you make lists so there is something calls list you use it for media for the friends and so I can organize them on the list I make them like these lists friends for marketing and the rest for other things and the list it became something new on Twitter so I put the list for marketing and this list is for my clients and some of them I know how to follow them you got it ? So these things are benefiting me a lot an example when I retweet and that one interests to a certain thing and when he sees that I am marketing for him so he in reflex action will retweet you and his friends and the rest of his relatives so it's a win marketing for everyone so you can imaging how beautiful and at the end there is no costs.

Comment [FA1867]: In Twitter SME's can Follow potential costumers

Comment [FA1868]: In Twitter SME's can Follow potential costumers

Comment [FA1869]: In Twitter SME's can Follow potential costumers

Comment [FA1870]: Retweet helps in spreading massages

Comment [FA1871]: Retweet helps in spreading massages

Interviewer: Well do you have targeted costumers or not?

Comment [FA1872]: Marketing in SM is cost efficient

Interviewee: Anyone interests to the media you know the feed something like that and designing and sometimes what we do is we give on Twitter our offers to the small businesses and to the beginners people when I see someone just started in a small business so I always search and follow people on hash tag I can see them so I tell him that I have a certain services and I send him I tell him the same thing it might be benefit you so if he interests he will replays you even if he not interests he will surly retweets and he will retweets his friends so the same thing I had more than 1 he was telling me that you are doing these things and these services so would you please help me with this? The same thing there is some people we have 2 of our friends they are always searching on twitter and when they get some young people and they tell them are you interesting about something? I can help you so how about that? The same thing with the other sides so it's very nice place so its like when you go to a market exactly you are buying people for example you go and search for people and you offer to the person and you go like I need someone interests about certain things and this is exactly what I need I look for this and I look for these people who interesting in several aspects. For example you can see someone has a certain training courses but he has no something documented on YouTube so I can tell him that I can make for you advertisements and video on YouTube and I can tell him that is a good idea and I have the ability to do this actually I am capable to do this and my followers will watch it and I can marketing for him you know this is the concept it's something nice like when you enter a store and a mall so you could buy the costumer.

Comment [FA1873]: SME's are attracted to TM & SM marketing

Comment [FA1874]: In Twitter SME's can Follow potential costumers

Comment [FA1875]: In Twitter SME's can Follow potential costumers

Comment [FA1876]: Hash tag is good marketing tool

Comment [FA1877]: Retweet helps in spreading massages

Comment [FA1878]: In Twitter SME's can Follow potential costumers

Comment [FA1879]: In Twitter SME's can Follow potential costumers

Comment [FA1880]: In Twitter SME's can Follow potential costumers

Comment [FA1881]: In Twitter SME's can Follow potential costumers

Interviewer: So where you could find them and how do you know about them?

Comment [FA1882]: In Twitter SME's can Follow potential costumers

Interviewee: You can find them on hash tag and on the people who you followed them an example I have some people on my media list so when those people retweet me or I enter and follow them this is the idea I am entering on feed.

Comment [FA1883]: In Twitter SME's can Follow potential costumers

Comment [FA1884]: In Twitter SME's can Follow potential costumers

Interviewer: So you are following the same people who tracking your marketing?

Comment [FA1885]: Retweet helps in spreading massages

Comment [FA1886]: Retweet helps in spreading massages

Interviewee: Yes it is for example on my feed I know 1 or 2 in the same feed so I'm pretty sure that within it I will find some people I don't know them but in the same feed so I take from him and I enter deep and deeper the same thing when I follow them all an example 5 levels deep the retweet me and its made a huge group for me and the same thing in the other feed.

Comment [FA1887]: In Twitter SME's can Follow potential costumers

Interviewer: So you can see the interested people and then you follow them and they follow back and then you start follow them until.

Comment [FA1888]: Retweet helps in spreading massages

Interviewee: Sometimes there is something like on Twitter I don't say anything about my own business but I can talk about my feed for example I can talk about something special in the media or special in the marketing and I can talk about something new released like a camera or an event or when someone on Twitter has something nice worthy so I can comment little bit and then he replay's me so it's going to be a new life and something very active well you can choose the specific people simplicity I mean the negative way and the positive way in a simple way if I don't like this one I don't follow him so you have to be sensitive don't let the personal things engaged with the marketing aspects you got it but you can disconnect you personal life in your business because you know it might be something very simple for example I like this club and you don't like it .and you don't actually interesting about my work you just interesting about the same work and you get in so deep with it and you talk with him and you make a good relationship it could benefits you and sometimes in Twitter there is no business but there is a subject for example I talk about something like an event or an advertisement so the other one start replaying me so it becomes something academy and a technically so people are watching us so this is the Twitter's strength.

Comment [FA1889]: Indirect marketing powerful tool for SMEs in SM

Comment [FA1890]: Indirect marketing powerful tool for SMEs in SM

Comment [FA1891]: In Twitter SME's can Follow potential costumers

Comment [FA1892]: Good relationships are the base of any successful business

Comment [FA1893]: Indirect marketing powerful tool for SMEs in SM

Interviewer: Excellent so what is the negative thing do you expect in Facebook?

Interviewee: The negatives things for the time being the people start getting less than before on Facebook but now the majority tend to the twitter more than Facebook at the end it links you with Twitter sometimes if you need it and the something it links you with Facebook if you need that the same thing for Instagram and YouTube so its like a short cut If I need Facebook I will put it but will not always need the Facebook.

Comment [FA1894]: Twitter is the most popular website in SM

Comment [FA1895]: SME's uses integration between SM & other media to drive traffic

Interviewee: Specially in this our time everything is very fast and everything is short cut fast and short cut so you can take the concept of the text with a link so it will be finished I don't enter it if I need more details I will enter it but I don't have to enter to the whole book to search about something certain but when you join the twitter you can see what you looking for exactly and in case of you want more you will find YouTube and you will find many things so that's why Facebook turned back little bit unlike Twitter. Twitter is life something different but Facebook maintain things for long.

Comment [FA1896]: Twitter messages spread very fast

Comment [FA1897]: Twitter messages spread very fast

Interviewer: Tell me about the problems on Twitter and what do you expect?

Interviewee: The problems in Twitter that there are some people. I mean there are many different uses like you can see some people just for fun and some of them they give negative news and some people they just doubt about something and some of them they doubting like you are cheating kind of these things.

Comment [FA1898]: Monitoring SMP is very important

Interviewer: Really?

Interviewee: Yea we can see those kind of people it depends on the feed you working on it so this is a kind of mistake and the other mistake that you have no idea about this person and you know sometimes some of people they put a fake identity and you don't know what they are doing so there is nothing clear so it might happens like this thing it could be little bit at the end you can block and you make report spam.

Comment [FA1899]: Monitoring SMP is very important

Interviewer: Don't you have a monitoring to your pages and do you watching it or not?

Interviewee: We have a way for the monitoring it's the list in case of you have a business you put a certain list on twitter for example your interest of your places an example my interest is the last of the products and the most important and the largest advertising companies for marketing and advertising so it has a special aspects and some of the aspects that the people who have an organization and they need for many things that I need so I put them so I have some of the people so I follow the list and I put it on the monitoring so its not an important that I must put the people whom are exist on the list so there is another took in the list I might put some people I didn't follow them before so it's a very nice thing in twitter I am kind of who focus on many things.

Comment [FA1900]: Monitoring SMP is very important

Interviewer: I know but in case of someone write something on Twitter in this case do you have someone can watch it? Or do you have an associate?

Comment [FA1901]: Monitoring SMP is very important

Comment [FA1902]: Twitter lists is very useful of SMEs

Interviewee: Yes of course I do have an assistant there is some people can remove things.

Comment [FA1903]: Monitoring SMP is very important

Interviewer: So what if he insults and what if he says something indecent and what if he courses?

Interviewee: If he do so we can block I think people became finest much of this things and in case of something similar happens you can block so they won't be able to text you or replay you its over but surely there is some people watching and it must be some people watching Because tweeter is something very sensitive for example there is something you didn't read it or something impolite indecent it could hurt people or it could bother them so there is something you don't know about it by this mistake you retweet it might afford you a lot you can't imagine how well suddenly you will see that you lost 1000 of followers you have to make sure what is going on you might coating something you might put a link it could bother you and it might causes a lot of problems ?

Comment [FA1904]: Monitoring SMP is very important

Comment [FA1905]: SMEs must be very careful in Twitter

Interviewer: How?

Interviewee: For example when you talk about something certain or you are watching Twitter and you copy something or a certain video or certain people you know Twitter has lots of information you copied it but you forgot so you pasted it and you thought that is something else and you sent it and then you figure it out that was something totally different so you have to be accurate dealing with Twitter because any mistake from you it will be used against you and it will be recorded you can remove it that's right but you don't know you might forget it so these kind of things happen a lot and there is some people deep in problems they might record anything and take a capture so when you talk about anything you have to be cautious to avoid these kind of problems.

Comment [FA1906]: SMEs must be very careful in Twitter

Comment [FA1907]: SMEs must be very careful in Twitter

Interviewer: Do you market through celebrities on Twitter? In general the social media.

Interviewee: Until now we are not marketing for celebrities but we deal with the companies who working and who retweet and we retweet them I mean when I make something for you and then you should retweet me so we make a deals like we marketing for you and you do the same for us so they will benefit because I am marketing for them actually and the same for me.

Comment [FA1908]: Retweet helps in spreading messages

Comment [FA1909]: Retweet helps in spreading messages

Interviewer: It's common right?

Interviewee: Yes it is anyone we do for him something he has to do the same for us so it is something nice. They might not celebrities but they are a certain company or a certain organization so they have their people and their followers.

Comment [FA1910]: Retweet helps in spreading messages

Comment [FA1911]: Retweet helps in spreading messages

Interviewer: Nice. So you are using the same companies you are retweeting them and they are doing the same for you. Well now do you have something like the outsourcing? As a company you are

Interviewee: No we don't have it.

Interviewer: Why don't you think it's a proper for you and it could save some things for you?

Interviewee: It could be and it saves some many things in case of you already have them but what if you don't have these things? But until now I don't need it but in the future surly I will need it.

Comment [FA1912]: Outsourcing is attractive to SME's

Interviewer: What do you expect that the outsourcing will save for you?

Interviewee: I think it will save for me time and effort and many things like tiredness and it will makes me focus on my work more than before but the different thing is the percentage of the profit will get less for me but when I do my work by myself I will take full profit for my self but when someone do the logo I will take a percentage of the logo of course If I give him the logo I will rest from the costumer and the time and the work that's right but it's something different if

Comment [FA1913]: Outsourcing is attractive to SME's

Comment [FA1914]: Outsourcing is attractive to SME's

everything is simple and you don't have that much of work and you have enough of employees so its ok you won't need it but if the things get increase you get more campaigns so of course you will need.

Comment [FA1915]: Outsourcing takes out some of the management responsibility

Interviewer: But you might feel that is useful for you.

Interviewee: Of course it's useful for me but you can use 2 of things sometimes for me no and sometimes I need and it might benefit you in other way when I go to someone professional and he has nothing else so he could increase a lot of things and its going to increase my percentage and my work and it gives me time and resting confidence and quality professionally things but its going to give me less of profit so I am thinking for the time being it might. I am thinking that in loud voice the profit might increase because the work will be better and stronger so the order will be increasing so I can use a lot of sources not only one designer I can use 1000 designer well! I think in the future I will use it for sure.

Comment [FA1916]: Outsourcing improves SMEs' performance

Comment [FA1917]: Outsourcing improves SMEs' performance

Interviewer: Well! If we talk about word of mouth do expect it's a good concept for you?

Comment [FA1918]: Outsourcing improves SMEs' performance

Comment [FA1919]: Outsourcing is attractive to SME's

Interviewee: Of course it is.

Comment [FA1920]: Outsourcing is attractive to SME's

Interviewer: How?

Comment [FA1921]: WOM is affective for SME's marketing

Interviewee: It's like when the costumer say that the company's work is good of course it will be nice thing for us because it's going to bring more costumers to us but if he says something negative that it's going to cause problems specially if it comes to the Arabic or the gulf culture they always have it like something very important before he do anything he asks people about every single thing so the word which come out through the people it always effects so you have to be cautious you might use it and you could avoid the negative side of the word.

Comment [FA1922]: WOM is affective for SME's marketing

Comment [FA1923]: WOM is affective for SME's marketing

Comment [FA1924]: WOM is affective for SME's marketing

Interviewer: So it might benefits you?

Interviewee: Yes it might benefits.

Comment [FA1925]: WOM is affective for SME's marketing

Interviewer: Are you using it between each other?

Interviewee: We are just using it with the customers we are dealing so we are trying to make the costumer satisfy and always we trying to offer the good work more than the costumer could expect to give a clear reaction with his words so this is our Interesting. So the costumer always brings you more than 2 and 3 costumers why because it depends on your work if its very nice then the work will be more costumers it's so important and the word of mouth people are trust it so much so you have to use it for sure.

Comment [FA1926]: WOM is affective for SME's marketing

Comment [FA1927]: WOM is affective for SME's marketing

Interviewer: Now your business with the social media. Would you tell me about Instagram and how do you use it and does it useful for you tell me about it

Interviewee: Instagram is a small community for the people who interesting the photographing and these kind of stuff so when you enter the Instagram you can

see some normal people but there is professionals so it's a community so they can show each other and then they put their comments on the pictures and on the certain events so Instagram is similar to Twitter but in the same media's way and the picture so people can see the event in the Twitter and the then Instagram but in a professionally way and people often can see him and he photographs a certain event and then he uploads it in a professionally way or sometimes he uploads an advertisement so they start comment. So there is some people put 3 or 4 designs and then they show it up so people will choose the most beautiful among the images so they will vote and comment so it's a community. It's like if I have 50 or 100 or 500 in the same feed its not only in my area or the same country no you can say in the world too it might be in Japan or any where they can comment and they might say that is nice we might contact and we might take their ideas its something good when you document things so everyone will comment on it. And it might increase you and it might let you develop yourself and your work.

Comment [FA1928]: Instagram is designed for photo sharing

Comment [FA1929]: Instagram is designed for photo sharing

Comment [FA1930]: SME's uses integration between SM & other media to drive traffic

Comment [FA1931]: Instagram is designed for photo sharing

Comment [FA1932]: Instagram is designed for photo sharing

Interviewer: So you are using Instagram as a gathering?

Interviewee: Yes it is and things are happening .for example someone asks you what about the event because you didn't upload anything yet. So you can upload pictures and you can chat you can even put your comments and I know some people making some video on Instagram and some of the people making some designs and some events so I know how to communicate with this person I know what he is doing with the company I know the events someday I so a products they were doing it it's a new in Kuwait cards well I saw someone in the beginning he was working on a design it's a logo for the game and then suddenly and then the papers with the packaging we were watching him live he was working on the picture and the people were commenting and when he entered the market I saw him live and the same process.

Comment [FA1933]: Instagram is designed for photo sharing

Comment [FA1934]: Instagram is designed for photo sharing

Comment [FA1935]: Instagram is designed for photo sharing

Comment [FA1936]: Instagram helps in growing SMEs

Interviewer: What kind of products?

Interviewee: It was a game do you know a game called deal Kuwaiti deal cards game so the made it from the logo within the design and he took the paper and then he took people's comments he asked them how about it how do you see it? And then the packaging how he made it I saw him live the same thing there is many things similar like a video so there is a company I think it called cinematic so it makes the advertisement like now we are in this place so during the making video you can know where is the place and what is the place you got that? Its kind of good stuff important and benefiting people making friendship community so its something very nice so you could imaging it all those things are exist on Facebook and all those things exist in a link on twitter and Facebook so every each one is increasing the other power so the twitter is taking a power from YouTube and Instagram and the same thing for the others at the end I expect that the secret which is happening in the social media without the smart phones I expect there is no benefit I mean if you tell me on laptop I think it will be reduced less than 60% but because its in the smart phones and everything is linked with each other. And because you have the phone everywhere even if you enter the

Comment [FA1937]: Instagram is designed for photo sharing

Comment [FA1938]: Instagram can be used by SMEs

Comment [FA1939]: Instagram can be used by SMEs

Comment [FA1940]: Instagram can be used by SMEs

Comment [FA1941]: Instagram can be used by SMEs

Comment [FA1942]: One of the most important aspect of SM is integration

Comment [FA1943]: SM is available to many by smart phone

Comment [FA1944]: SM is available to many by smart phone

bathroom or even in the plain and it has a camera microphone and everything so you can start recording taking some pictures documenting and also it has a navigation you can get the place and the time date and everything you can get so everything it will be documented and everything on marketing and live so at the end everything is application even the Instagram is application in a smart phone tweeter is also apps in a smart phone so you could enter on it from the laptop but it became little bit for using unlike before so I think the secret is the smart phone and everyone has a smart phone for the time being and no one can leave his phone from his hand so it means the communication is by the second with all media on the visual side and the audio side also the readable side by the second and its linked with all people and there is something it was the first time happening the same costumer he is the person who searches for you and people what they need? The people whom are following me and I following them it's a costumer I am just trying to marketing for him and trying to attract him so I know him so I know what does he want and I mean listening for him so you are feeling the needs of the Japan's city well you can know about their needs without you search in the laptop and the other computers you can see him and communicate with him this is very strong thing where you sit in the car on the phone in the plain you can listen to him you are seeing him.

Comment [FA1945]: SM is available to many by smart phone

Comment [FA1946]: SM has help SMEs & people

Comment [FA1947]: SM is available to many by smart phone

Comment [FA1948]: SM is available to many by smart phone

Comment [FA1949]: SM is available to many by smart phone

Interviewee: You can see him with your eyes, hear him, communicate with them, and see him, that's a very strong thing, with the phone, while you are sitting or in the train, the car, the taxi or anywhere. That has a very strong power. With the smart phones, some applications and the social media, you can do all everything while you are in your place. You can buy and sell, and do everything when you are sitting at one place. So it has unusual powers, if someone was able to use them in the right way, I think he will be able to make the impossible.

Comment [FA1950]: SM is available to many by smart phone

Comment [FA1951]: SM is available to many by smart phone

Comment [FA1952]: SM is available to many by smart phone

Interviewer: That's very nice, so you think that the smart phones supported the social media?

Interviewee: Yes, I mean social media without smart phones is nothing. Remove the smart phones, and then you'll have to go back to laptops, who can walk around and chat through laptops? You have to connect it to the Internet and lots of other things, so at the end without smart phone you will not be able to do all that. I think that the secret lies in the smart phones and the tools are those applications and the social media. It's true that twitter is something that is very good and nice but you can still replace it with another application, but you can't replace smart phones. You can create something similar to twitter or something in between twitter and Instagram, it's possible to do all that, but you can't replace smart phones. That's the secret.

Comment [FA1953]: SM is available to many by smart phone

Comment [FA1954]: SM is available to many by smart phone

Comment [FA1955]: SM is available to many by smart phone

Interviewer: So smart phones are the main things?

Interviewee: Yes, smart phones with the right tools.

Comment [FA1956]: SM is available to many by smart phone

Interviewer: Nice. I would like you to tell me more about your brand (white brand), what are your ambitions, your vision?

Interviewee: Our vision is to raise our community, country and the neighbouring countries to the next level of marketing, the new way of marketing, the new media. We want to benefit the whole world from those tools themselves, the media with all its aspects in a clear way. Through this field, you can change so many things, you can inter peoples" minds, move their feelings. When you use it in the right way, a professional way, you can contribute to change lots of people and so many things in the world. So we want to step up and raise ourselves and those surrounding us to the next level. As a company, we want to make a huge movie that is very beneficial, a movie that includes those things, a movie that cares about the art and the aimed media in a professional way. That's where we want to reach.

Comment [FA1957]: SMEs can influence people behaviour using SM integrated with other media

Comment [FA1958]: SMEs can influence people behaviour using SM integrated with other media

Interviewer: Good, do you have any shows? From what I noticed in twitter for example that anyone that you can see in the media, such as Oprah, she has her own show, so you can see that she has lots of followers, what I mean is that most of those that have lots of followers on twitter are those who have shows like Oprah and other celebrities.

Interviewee: But you are talking about small business, in small businesses you have small budget, I'll give you an example, I am a company in twitter that is 100% effective, if I have only one interview on TV, my followers will double. That's normal, and if you talk this video and upload it on twitter or YouTube and all, you will have more followers, because people are watching you live on TV, which means confidence, television gives you strength and confidence, that's for sure. When I make an interview, it's ok, I am not going to pay money for the interviewer, but when I have a show, I will have to spend money on it for sure. There isn't a small company for small businesses or even a medium one that can make its own show like Oprah, that's costs a lot, for preparation and all, and it takes a lot of time as well. You should compare, do I really have to spend that much on a show, around one million, how will I be able to cover the cost?

Comment [FA1959]: Some SMEs have limited payment methods

Comment [FA1960]: TV integrated with SM can be powerful

Comment [FA1961]: TV integrated with SM can be powerful

Comment [FA1962]: TV integrated with SM can be powerful

Comment [FA1963]: Some SMEs have limited payment methods

Comment [FA1964]: Some SMEs have limited payment methods

Comment [FA1965]: TV integrated with SM can be powerful

Comment [FA1966]: TV integrated with SM can be powerful

Interviewer: How about the presence?

Interviewee: The presence is nice, of course, but I don't pay for it. I can be in an interview or a show, that is a great thing, but when you are telling me about Oprah and those celebrities to have....

Interviewer: That didn't happen for you?

Interviewee: No, it didn't. Until now it didn't, but there are people that invited us for an interview TV and all, and we will accept, but to be on TV we want to have something big and nice, so at the same time we can talk about our achievements and to promote for our new products. So we are preparing for that and waiting for the right time.

Comment [FA1967]: TV integrated with SM can be powerful

Interviewer: How about the radio?

Interviewee: Radio, I don't think so, it could be, but for the time being I don't think we need it. I think that Facebook and Twitter are enough for the time being.

Comment [FA1968]: SM has help SMEs & people

Interviewer: You have those broadcasts like Marina FM and all.

Interviewee: There is, but you don't need it for daily business, like a video or a design, you don't need that, but when you have an event, then you need the radio for sure. Then you can even use the TV or put an advertisement in the newspaper, because you will be talking to certain people that you are interested in and you want them to be there. At the end, it all depends on what you do; whatever you need is upon what you do. You can count everything in your own way; if you spend all that money on advertising will you be able to gain it again in this event? You can do that for yourself.

Comment [FA1969]: Some SMEs have limited payment methods

Interviewer: Do you think that the social media is attracting people of similar interests?

Interviewee: Yes, sure, this is the secret and this is the difference, that's mostly, 90%. But when you want to grow bigger, you would want to open to the world, you wouldn't only want people of certain interests, you may attract someone that has nothing to do with your business, but he is an investor. When you want investors is different than when you want clients. If you want an investor, you would try the newspaper or the TV, he might help you with some ideas or an opinion and supports you, but that is when you expand you business a little bit more.

Comment [FA1970]: SM has help in bring the TC in one place

Comment [FA1971]: SM has helped in making the world globalized

Comment [FA1972]: Some SMEs have limited payment methods

Interviewer: You think they attract these kinds of people?

Interviewee: Yes, the exact type that you are looking for. You can even choose the country that you want your clients to be from.

Comment [FA1973]: SM has helped in making the world globalized

Interviewer: Do you have your costumers' e-mails?

Comment [FA1974]: SM has help in bring the TC in one place

Interviewee: Yes, but we don't use them for marketing, we only use them to communicate with them.

Comment [FA1975]: SME can have direct access to customer information

Interviewer: You contact your costumers?

Interviewee: We show them what we did recently and keep them updated.

Comment [FA1976]: SM has improved communication process

Interviewer: Where did you get those data's?

Interviewee: From the client himself that came to us through twitter.

Comment [FA1977]: SME can have direct access to customer information

Interviewer: Do you have your costumers' e-mails?

Interviewee: Yes, but we don't use them for marketing, we only use them to communicate with them.

Comment [FA1978]: SME can have direct access to customer information

Interviewer: You contact your costumers?

Interviewee: We show them what we did recently and keep them updated.

Comment [FA1979]: SM has improved communication process

Interviewer: Where did you get those data's?

Interviewee: From the client himself that came to us through twitter.

Comment [FA1980]: SME can have direct access to customer information

Interviewer: You make the client fill a form or what?

Interviewee: No, when the client first start a business with us, we take his database, he writes to us his name, e-mail and the most important information, what is he interested in. We save this form. When we have another event, we can communicate with those people that share the same interest. Because our work is almost B to B, not B to B but almost. How? If someone is making a professional video, doesn't want to take it and put it at home for his family only, he would want to show it to people of course. So he is marketing for something, he is showing it to other people. So this client is not only a consumer, he won't just take the video and keep it at home, he would show it to people. So you save those data for sure, because they will benefit you, this client my come again asking for something else. Another thing, whenever you are making something new for this client, you would send it to him to see it. In the future, when we have something new, we can contact him again. At the end, it's communication, you get to know their latest news, their opinion, their ideas.

Comment [FA1981]: SME can have direct access to customer information

Comment [FA1982]: SM has improved communication process

Comment [FA1983]: SM has improved communication process

Comment [FA1984]: SM has improved communication process

Comment [FA1985]: SM has improved communication process

Interviewer: May God grants you health, we covered lots of aspects. If I ask you for a last word, what would you like to say regarding our social media and marketing? How do you see its future?

Interviewee: From my point of view, social media is going to raise the world up to the next level, I don't know what more will happen, but it became easier to start your business, to find costumers, and to buy and sell in a very easy way, I find this a strong motive for a person to start his own small business and deal with it without fear, he can try the market and see people through twitter, he can see all kind of products with his own eyes, and try them all without even making his own business. It's a very strong world, very big one and without limits for anything, that's all.

Comment [FA1986]: SM has improved marketing communication

Comment [FA1987]: SM has improved communication process

Comment [FA1988]: SM has improved communication process

Interviewer: Thank you so much.

The number of the interview: 14

Time of Interview: 01:25 PM

Date: Saturday 22/09/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee: Khalid

Position of Interviewee: GM of Empower Youth

Interviewer: Khalid, talk to us on your experiment in social media, how do you advertise it through your company on Twitter on Instagram, what exactly you're doing?

Interviewee: In social media we begin in "Coming Soon" campaign, we didn't say anything about our project. Our project is called "empower Youth", we didn't say anything about that. We begin it with a song through a singer that he already was advertising us through the social media. The singer used to tweet on his twitter account and say for example, be continued with "empower Youth" account. So in a week people was wondering what is "empower Youth" wanted to know more and the logo was a falcon which make them wonder more. We used to say with our friends, stay tuned with "empower youth" so this was the "coming soon" campaign and its duration was for a week. Most of the volunteer's concentration was, but start in social media we didn't want to go to the celebrities like Bo Rashed and Al-Essa make for us mention or retweet for something that coming soon. We didn't feel that it will be that benefit, boften or anything powerful in social media I think it will benefit is if we put retweet in direct information for their slice and you can't do it more than once, so we tried to pick mini retweets talk about the project and in a directly way. So we started with the "coming soon" song for the singer Mahmoud Khodr, people loved the song and interacted with it, but till now people doesn't know what is "Empower Youth" even the account name was "from 1 to 4 October coming soon" so this was the start. After that, we go the other steps, actually now we are in the 3rd. the first week there is a interaction but there was a lot of question mark, a lot of people didn't make follow only the lovers of mahmoud Al Khodr. They don't know what is that, they don't know the event, and they don't know anything. But what happen to people, there is something called "Empower Youth".

- Comment [FA1989]: SME's are attracted to TM & SM marketing
- Comment [FA1990]: Marketing via celebrities
- Comment [FA1991]: Marketing via celebrities
- Comment [FA1992]: Having vision and mission
- Comment [FA1993]: Having vision and mission
- Comment [FA1994]: Marketing via celebrities
- Comment [FA1995]: Marketing via celebrities
- Comment [FA1996]: Marketing via celebrities
- Comment [FA1997]: Marketing via celebrities
- Comment [FA1998]: Marketing via celebrities

Interviewer: So you're advertising through celebrities, you see that it's important to advertise through celebrities and that?

Interviewee: Yes, exactly this big part from the success. Our beginning with the singer Mahmoud Al Khodr helped us a lot in our start but at the end there's a thousand question mark as they say, they don't know what is "Empower Youth". Our beginning it's a new project, we are building a new brand, so for that we

don't want to tell them that the logo will continue with us. The brand itself will continue with uh first year, second year, third year and the fourth. So the first step we did, we are "Empower Youth" we are youth, because it reached for the people that only exist, so that was first week through the song.

Comment [FA1999]: Marketing via celebrities

Comment [FA2000]: Right branding can play a major role in SMES innovation

Interviewer: How long you have been in this project?

Interviewee: In the start, almost year. Exactly, the last October was the first meeting for us. Of course in the conference there are experts abroad. There is a delegation from Harvard and another one from MIT. Those people we talked to them from a year and we agreed with them and virtually we begin work in Kuwait almost from 3 months.

Comment [FA2001]: Right branding can play a major role in SMES innovation

Interviewer: What is the primary goal of the project, what are you doing exactly?

Interviewee: Our primary goal, our group called "Empower Youth" we want to give the youth the power, we want they to be able to do ever thing. So we had a problem that the same youth, we focused on two important subjects that its so important to Kuwait. First one is energy and the economic. They are linked together because Kuwait is oil country it depends on it, 90% from the income. The economic is linked to energy so we liked to give the youth a message, that the two subjects is so important for the youth why? Because if we talked with the youth and asked about their economic background, the oil background or what is the sources of Kuwait that income profit. So there was no convincing answers or authorship and that's probably what happens. They say 5 years are left for the oil, 10 years, the economy is falling down. There is no answer build on researches or something academic. So this is basis of the conference, everything we want to show people depends on academic basis. So we brought Harvard University to talk to us about the economy and it's the powerful university in the economy and MIT which its probably number one in Engineering to talk to us about the energy and alternative energy. So this is the message, which we are trying to deliver to the youth.

Comment [FA2002]: SME's are attracted to TM & SM marketing

Comment [FA2003]: SME's are attracted to TM & SM marketing

Comment [FA2004]: SME's are attracted to TM & SM marketing

Interviewer: So you making event or awareness or what?

Interviewee: Yes exactly we are awareness, we wanted to make change, but the change will begin one after one, We begin first thing with awareness and after that people will be enthusiastic so we begin with them another campaign and another campaign in more then one project, not only the "Empower Youth" campaign more then one and all of them make the change that we want.

Comment [FA2005]: SME's are attracted to TM & SM marketing

Interviewer: Did you find the target segment, on Facebook, Twitter and Instagram?

Interviewee: Yes we did, actually we advertise for something that not all the people happy from it, if we are advertising for a restaurant you will find a lot of follows and be so happy because the Kuwaiti's the society loves the food and the things in fun. But conference conversation maybe this is hard on them but we found the university slice, interested people that we are focusing on them from 18

Comment [FA2006]: SME's are attracted to TM & SM marketing

to 30 years that they are interested. Of course the interested people is in the big people the doctors, academic and the intellectuals was so much powerful for them. But there are another people I was wondering, I tell somebody MIT he doesn't know what is that so this is something we faced it. People accepted the idea at first and they were happy and another didn't know what the subject about but they know it was powerful thing nothing more they didn't appreciate it well.

Comment [FA2007]: SME's marketing via SM has become popular

Comment [FA2008]: Right branding can play a major role in SMES innovation

Interviewer: This people where did you find them, from where you make the segment?

Interviewee: Our way in Twitter how we start it, we are 40 volunteers, 40 people believe in "Empower Youth, 40 people work in the stuff from A to Z, from the beginning of the idea to the end of it. The 40 one our start in social media was to empower the project through the volunteers. So if the tweet is compete and there is a 40 Retweet, how many is watching, first week we didn't concentrate about talking to celebrities so they can helps us to spread the idea more and more. Our start was like this, we sit in a meeting and make a tweet then 40 retweet 40 retweet. So this was out start people had a lot of followers and people started to wonder what is "Empower Youth". Maybe if the same person makes retweet 3 or 4 times people can see the logo and skip but when they say more then one he begin to ask. We notice from 5 or 6 day that we gave them, they didn't know what exactly is the subject but after 4 or 5 days we saw interaction and responses.

Comment [FA2009]: Twitter messages spread very fast

Comment [FA2010]: Retweet helps in spreading messages

Comment [FA2011]: Marketing via celebrities

Comment [FA2012]: Retweet helps in spreading messages

Comment [FA2013]: Marketing via celebrities

Comment [FA2014]: Retweet helps in spreading messages

Interviewer: So you see that tweets are good way of marketing from Twitters and retweets?

Interviewee: Its about two, the retweet and mention, we used both of them. When someone makes retweet its different when somebody makes mention and it makes big different to us. Once they made, somebody who have followers more then 100,000 very good number for us as a project, he retweet us before , how I rate it if its good or not , I see the interaction from the followers. So when he mention us and say its unique project and mention it we found 13 or 14 followers at same time he write it himself he didn't make retweet. If he write the words, there's people I don't know if he write good morning they will make 3 or 4 retweet's, anything he write they retweet it, so when he make retweet for our account there is difference, the tweet itself is different and when he mention us its so powerful for us and when he make retweet from our account it's so useful but not like the power of mention.

Comment [FA2015]: Retweet helps in spreading messages

Comment [FA2016]: Mention helps SME's marketing specially in Twitter

Comment [FA2017]: Retweet helps in spreading messages

Comment [FA2018]: Mention helps SME's marketing specially in Twitter

Comment [FA2019]: Some SMES marketing depend on SM

Comment [FA2020]: Mention helps SME's marketing specially in Twitter

Interviewer: You told me now that you are 80 volunteer; this 80 volunteer have accounts on twitter?

Interviewee: yes.

Interviewer: Do they have many followers?

Interviewee: Our volunteers most of them have followers but not the number in your head, most of them are youth that in university slice 20-22 yrs. Probably this age there 's not many of followers all of them are less then 1000 followers. But when they make collective retweet its so powerful. There's people who have 1000 and 2000 followers, there's who have 5000 and 10,000 followers too. But at the end our energy was from the first 40.

Comment [FA2021]: Teenagers can be good staff for SME's in SMM

Comment [FA2022]: Collective work is powerful in Twitter

Interviewer: Why don't you advertise this project through Newspaper, television, something you called traditional?

Interviewee: Yes you're right, maybe radio, journalism, television and anything printed. Those 4 things we don't feel they affect, last time I read in a brochure maybe from 6 months. Those things are gone, any information you want, and the simple thing you write in the search on twitter the Subject and it will show all the details, That's how we see it. Second thing through our friends, most of us agree on that. The television will make more prestige and it will make it heavier but its ok. Newspapers are so dead, because we are dealing with youth slice, if its older people slice we can think about it but youth doesn't read newspaper. Everything online or twitter gives all the news. So if you want to have fun you can use twitter, if you want to know anything twitter will easily make you connect.

Comment [FA2023]: Traditional and Newspapers marketing

Comment [FA2024]: TV integrated with SM can be powerful

Comment [FA2025]: Traditional and Newspapers marketing

Comment [FA2026]: Twitter is booming

Interviewer: So your opinion is that advertising will be expensive in newspaper and that's not valuable or what you think?

Interviewee: In newspaper, we didn't see that reaction but I don't see it benefits us at all. I mean if it cost 500 KD, it's better to me to give them to people to make for me retweet better 100 times for us, I will see the reaction and I will guarantee that people will react with us. In twitter there will be a long distance relationship but in newspaper he will se it one time and forget it.

Comment [FA2027]: Traditional and Newspapers marketing

Comment [FA2028]: In Twitter you can instantly reach almost anyone in the world

Interviewer: So you see that advertising in twitter is longer, he can see it more then one time?

Interviewee: Exactly, in newspaper you will just see it one time even if you put in newspaper followers it will be heavy, but when his in twitter already he see the mention and make follow, people is not in the mood to make mention, it enter directly. Somebody make retweet and he make follow so this is.

Comment [FA2029]: Traditional and Newspapers marketing

Comment [FA2030]: Retweet helps in spreading messages

Comment [FA2031]: Mention helps SME's marketing specially in Twitter

Interviewer: Ok why you are not using the other social media like Facebook, its important?

Interviewee: I agree with you, Facebook is really important, but I asked more then one in social media experts. He told me that all the focus now is on twitter in Kuwait. For example, in Egypt Facebook is so powerful then twitter. But in Kuwait twitter in number and Instagram too. So we try to focus on twitter and Instagram, virtually more on twitter only. Twitter is the something that everybody agrees on

Comment [FA2032]: Twitter is the most popular website in SM

it. Maybe someone enter on Facebook and another one doesn't but both of them enter twitter.

Comment [FA2033]: Twitter is the most popular website in SM

Interviewer: Do you have information about people who is targeted; I mean their email or numbers?

Comment [FA2034]: Instagram is designed for photo sharing

Interviewee: Yes we have a database, which contains about 2000 name. We have their email and numbers.

Comment [FA2035]: SM has helped SME's information gathering

Interviewer: Who are they?

Interviewee: The slice of interested people in courses, we tried to make focus not just only the slice of the youth in general way, slice of the Intellectuals youth who interested in courses so this are our live target, We are making with them telemarketing, we call everyone of them "Folan" we have a course or send him a direct message because this person doesn't need to call him and say you are welcome and don't miss it, he is already interested, so when I call him or send him a message that there is a course he will directly be present, not like the other who is not interested.

Comment [FA2036]: SME's are attracted to TM & SM marketing

Interviewer: From where did you get the database?

Comment [FA2037]: SME's are attracted to TM & SM marketing

Interviewee: From another project they collect the database before and they begin with small database, but if you are in it for 3 or 4 seasons maybe it make for you 1000 name.

Comment [FA2038]: SM has helped SME's information gathering

Interviewee: So you mean that used your business or somebody else business so they can help you in the new project or what?

Comment [FA2039]: SM has helped SME's information gathering

Interviewee: Database we used from old project.

Comment [FA2040]: SM has helped SME's information gathering

Interviewer: Your old project?

Interviewee: No not for us.

Comment [FA2041]: SM has helped SME's information gathering

Interviewer: Other projects?

Interviewee: Yes similar projects, courses projects which have database, we used that database.

Comment [FA2042]: SM has helped SME's information gathering

Interviewer: You have taken it from them?

Interviewee: Yes.

Interviewer: Good, talk to me more on twitter, do you feel it effective or have powerful reaction, what is it advantages?

Interviewee: Twitter advantages are you can reach all Kuwait with your mobile and in half minute you can reach them all. I mean when you make one tweet you

can reach all Kuwait. Where you walk around people hear about you only in social media only in twitter. If you have no ads in newspapers or any interview on anything, only social media, if you entered a place with a lot of guys "dewanya" everybody knows about the project and this happened a lot. For example, you're talking and they talking for you, did you see this subject? So as a social impact it's good.

Comment [FA2043]: Twitter is the most popular website in SM

Comment [FA2044]: Twitter is the most popular website in SM

Interviewer: So you see that twitter especially in Kuwait is so powerful and so effective and spread fast?

Interviewee: Yes I see twitter is so powerful in Kuwait and maybe Instagram the same it's powerful too, but because its linked to twitter so it make it more powerful, anything you put on Instagram shows in twitter so this is good for Instagram.

Comment [FA2045]: Twitter is the most popular website in SM

Interviewer: Do you feel in there is an integration between the social network like Facebook and twitter, Instagram will be powerful, what you think?

Comment [FA2046]: Instagram is designed for photo sharing

Interviewee: Facebook I don't know, but Instagram has powerful entrance because from the disadvantages of twitter is you don't have gallery and Instagram do, so when they are linked together will be easy for us, we can put all the tweets with pictures and the pictures will be in Instagram and the same account @..... And @....

Comment [FA2047]: Integration between SM sites & other media can be a powerful marketing tool for SMEs

Interviewer: What is the difference between twitter and Instagram, in your opinion?

Interviewee: In Instagram you comment on picture, but in twitter there is a lot of actions like retweet and there is an obvious interaction, people react with other and groups can enter on each other. But Instagram is obvious, just the picture, you can't write specific opinion. Any opinion you will say it with a picture no more, no less.

Comment [FA2048]: Twitter has improved marketing communication

Interviewer: What is the pictures do you upload?

Comment [FA2049]: Instagram is designed for photo sharing

Interviewee: Different types of pictures, often, let's be honest Kuwaiti's loves food so we put food pictures, most of it we use food pictures and restaurant pictures, Kuwait is distinct with the food thing honestly.

Comment [FA2050]: Instagram is designed for photo sharing

Interviewer: And you what pictures you put?

Interviewee: There are no specific pictures, variety pictures.

Comment [FA2051]: Instagram is designed for photo sharing

Interviewer: You put the logo or what exactly?

Interviewee: You mean to the conference.

Interviewer: Yes

Interviewee: In the conference we put courses pictures, attendant's pictures, little about the lecturer and the logo picture. Of course there is a movie we filmed so we put all the clips behind the scene. So this was suspense for the people, coming soon the movie so the people were enthusing more and more. In twitter you can write a lot of things but in Instagram you can't write. So as they say to you fill this time with a lot of things that make interaction with people. If people visited, take picture and upload them directly. There things that Enthuse people in Twitter and Instagram if you linked them together. For example, of somebody buy a ticket he capture it and uploaded to Instagram so this really serve us in marketing and enthuse the people more so we make retweet. Why? Because if someone sees that "folan" buy a ticket so he will be enthused, so these things really helped us in Instagram.

Comment [FA2052]: Instagram is designed for photo sharing

Comment [FA2053]: Instagram is designed for photo sharing

Comment [FA2054]: Instagram is designed for photo sharing

Comment [FA2055]: Integration between SM sites & other media can be a powerful marketing tool for SMEs

Interviewer: So you are seeing that Instagram in pictures is way better then twitter?

Interviewee: Yes Instagram is better because it makes for you gallery and stores data. For example, if someone wants to know more about the project he will enter Instagram and know everything.

Comment [FA2056]: Instagram is designed for photo sharing

Interviewer: Like what, what do you see in Instagram that make it special? Dou you have followers? Do they increase?

Interviewee: No, probably in twitter its down, sorry Instagram is down because there is no that interaction, if someone wants to comment or ask or do anything, he can't do that in Instagram only in Twitter. So in twitter they ask how we can do that. So in twitter there is more interaction that's why we have more followers in twitter.

Comment [FA2057]: SM users can access SM from anywhere anytime

Interviewer: Ok when you put the lecturers you told me about? This lecturer may has followers so your follower doesn't increase?

Interviewee: Yes it benefits us, but currently we didn't begin in it. But we think that we will make mention to all the lecturers and all the sponsors. We have sponsors that have 80,000 followers so this will benefit us so much in the social media, but we are taking it step by step. First thing was beginning with the volunteers then the "coming soon" campaign then with the guests. So this was the plan we are walking on it in the social media.

Comment [FA2058]: Retweet helps in spreading messages

Interviewer: Talk to us more about the sponsors, how sponsors serve you? Does he benefit you a lot?

Interviewee: You mean in the social media?

Interviewer: Yes how they serve you in the social media?

Interviewee: In the social media they benefit us a lot, the reaction of cinemas scape with us. There is that slice that we can't reach. Cinemas scape has about 120,000 followers, the 120,000 followers are always active and cinemas scape always makes updates. So we agreed with them that they would tweet us every day. Cinemas scape and tweet, always expect followers or people that ask because 120,000 follower just in Kuwait. For example, there is a celebrity has a 120,000 follower but half of them are outside the Kuwait, but cinemas scape is only in Kuwait because it's Kuwaiti project.

Comment [FA2059]: Retweet helps in spreading messages

Comment [FA2060]: Retweet helps in spreading messages

Comment [FA2061]: Focusing is one of the main reasons for SMEs success

Interviewer: What are you using Cinemas scape for? What does it benefit you?

Interviewee: Cinemas scape benefit us in more than one way, maybe 4 things we benefit from cinemas scape. First thing the social media everyday they tweet us twice, second thing we made our design on their Brochure, they print about 60,000 copies which delivers all over the Country, the third thing is the LCD's screen we put our design on the LCD's all over the country, everything we do is all over the country or most of it. The fourth thing is we showed our movie inside Cinemas scape, which began from one day for a week every day.

Comment [FA2062]: Retweet helps in spreading messages

Comment [FA2063]: Partnership with a strong strategic partner

Interviewer: How was the interaction, it's a big thing?

Interviewee: Until now in the social media, but the other no because this is our second day.

Comment [FA2064]: Instagram is designed for photo sharing

Interviewer: Almost, how many followers you have?

Interviewee: 1000.

Comment [FA2065]: Instagram is designed for photo sharing

Interviewer: How many days you were began?

Interviewee: Almost week and half.

Comment [FA2066]: Instagram is designed for photo sharing

Interviewer: Only the events?

Interviewee: Yes only the events.

Comment [FA2067]: Instagram is designed for photo sharing

Interviewer: So what was the thing you begin from a year?

Interviewee: A year arrangement for the conference, but we didn't begin as an account, the arrangement came before the account.

Comment [FA2068]: Being connected to the public is a good way for marketing SMEs

Interviewer: Ok, what is the primary benefit from social network?

Interviewee: the primary benefit is that it offers you a service that you can reach all the people with the less cost ever. For example, if I have 200,000 I can reach them with 0 cost. so this is so easy and second thing this 200.000 will communicate with me, I can reply on all of them, I can message all of them and I can tell them that we have course all of them. They are not going to see it just one time, no I can reaction with them if he is following me he can see all the

Comment [FA2069]: SM users can access SM from anywhere anytime

Comment [FA2070]: SM users can access SM from anywhere anytime

updates I have so he get enthuse more and more. Twitter offers this maybe nobody offers it in another place.

Comment [FA2071]: SM users can access SM from anywhere anytime

Interviewer: Did you use the "follow Back" move or not?

Comment [FA2072]: Twitter messages spread very fast

Interviewee: I will be honest with you, we walked through two points, the first one we think that we will not make follow just for the sponsors and the lecturers, so it will be heave. We were going to follow the sponsors just for respect no more no less and the same for the lecturers. After that we found that there is a slice you will not reach until you make for them follow, there're people who when you follow them they follow you back directly. So we think about it at first and we make follow for about 100 people then we stopped. The 100 follow kind of we make it in a rush, we wanted to increase the followers so we make follow for 100 person then we stopped, there is a problem where are not suppose to do follow for anybody, if we make follow we will enter a very big whirlpool, why just this person and why not me? Why you follow him and don't follow me. Especially, the Kuwait society the issue of follows and unfollow is so sensitive for them.

Comment [FA2073]: To have a good relations with sponsors

Comment [FA2074]: SME's must be careful when follow & unfollow

Interviewer: Ok why don't you make follow for all of them? I mean, "follow back" strategy especially your account you want to spread it so if you make "Follow Back" strategy for all maybe your followers will increase or what?

Interviewee: Honestly I don't think.

Interviewer: What its follow?

Interviewee: There is no specific follow but its conference account; I feel it more official when you have a specific slice of followers like lecturers and sponsors. But there is not a specific follow, but I feel it more official. I mean the people feel it more official not like you collect followers, people can take this image. I think the conference is more official so they can't do this move.

Comment [FA2075]: SME's must be careful when follow & unfollow

Interviewee: Maybe this move benefits us and reaches for all the people, so this we thought about.

Comment [FA2076]: SME's must be careful when follow & unfollow

Interviewer: I mean when you make follow back you don't have nothing to lose, especially you have the events you want to spread it, I don't see that its negative on opposite way I saw it positive, anybody you encourage him, you're telling him follow me and I will follow you back, so this is event and there will be interaction, so he can make retweet or mention, especially they see the follow back move like saying we take care of you.

Interviewee: Right.

Comment [FA2077]: To have a good relations with sponsors

Interviewer: Especially here they think in that way?

Interviewee: Yes I am thinking with you in the first part but after that I don't feel it official.

Comment [FA2078]: SME's must be careful when follow & unfollow

Interviewer: At least the targeted, only the people who comes.

Interviewee: This problem, if I make follow for just one person, they will keep saying why you follow him and didn't follow me, whether was from the target or not. So this is sensitive issue for them. So we decided to follow all the sponsors, lecturers and the media who are very famous who nobody is different on them.

Comment [FA2079]: SME's must be careful when follow & unfollow

Interviewer: Only

Comment [FA2080]: To have a good relations with sponsors

Interviewee: Yes only.

Comment [FA2081]: To have a good relations with sponsors

Interviewer: You said the powerful thing you use is the retweet and the mention, "Follow back" you told me no, what about follow Friday?

Interviewee: Follow Friday really benefit us, it's the same if you had a follow Friday from 40 person as a volunteer it's different, last Friday we had follow Friday from person who have 30,000, it really made a big difference.

Comment [FA2082]: FF is great way of marketing in Twitter

Interviewer: He is putting for you?

Comment [FA2083]: In Twitter the more followers

Interviewee: Yes FF "Empower Youth" conference and it really helped us. Especially, he was a famous guy so if he nominated account the people will begin to put it in consideration not as a compliment. For example, as a doctor he will not make FF for one as a compliment unless he is convinced with the idea of the project. We showed him the idea and he from his self-make FF.

Comment [FA2084]: In Twitter the more followers

Comment [FA2085]: In Twitter the more followers

Interviewer: Talk to us more on the sponsors? How do you think they benefit you? Who are they?

Interviewee: We have the primary sponsor "Zain", the silver "al khaleej for Cables", "National Bank Of Kuwait", "Americana" and the media which is the "Watani", "Anbaa" and "Cinemas Cape". So this is it, they will benefit us effectively a lot. For example, "Zain" slice is talking about 23-24 years and more so half of our slice is from 18 to 30-35 in this range. So zain will benefit us as this slice but on other hand will not benefit us a lot.

Comment [FA2086]: SME's use sponsorship to market their Products/services

Comment [FA2087]: Having a media sponsor can benefit SMEs a lot in SM.

Interviewer: What the sponsors offer you only financial support?

Comment [FA2088]: SME's use sponsorship to market their Products/services

Interviewee: They offer us two things, first thing financial support, second thing social media support and this what we want. It's the same the sponsor itself when support your social media not because you're project he is supporting you because he is sponsor.

Comment [FA2089]: SME's use sponsorship to market their Products/services

Interviewer: So this what he does?

Comment [FA2090]: Having a media sponsor can benefit SMEs a lot in SM.

Interviewer: Yes, the social media issue we never had an argument on it, we was not putting this from the terms that they will support the social media, they already doing it.

Comment [FA2091]: SME's use sponsorship to market their Products/services

Interviewer: So they can highlight themselves?

Interviewee: Yes, they highlight the conference itself, the conference successes is for their successes too. They are supporting something that is Successful.

Comment [FA2092]: SME's use sponsorship to market their Products/services

Interviewer: They are working on it.

Interviewee: Yes they are.

Comment [FA2093]: SME's use sponsorship to market their Products/services

Interviewer: How many followers do they have "Zain" and other companies?

Interviewee: "Zain" have about 80,000, "NBK"(National Bank of Kuwait) 40,000 , the cables company doesn't have account , Americana too doesn't have account , "Anbaa" I don't remember honestly, "Al-Watan" 400,00 and its so powerful , we didn't start with them till now, next week we will. What else? This is the most of them I think.

Comment [FA2094]: SME's use sponsorship to market their Products/services

Interviewer: Are those numbers are real, because I heard that its buying?

Interviewee: Honestly, I don't know.

Comment [FA2095]: In Twitter the more followers

Interviewer: Imagine that because there is a person who buys followers and show you

Comment [FA2096]: Buying followers are not attractive

Interviewee: They expect that in that way the increase of their prestige, if he have more then 1000 followers he feel that its heave and official thing. But real or not I don't know.

Comment [FA2097]: Buying followers are not attractive

Interviewer: Talk to me more about advertising through celebrities, who do you see are special and benefits the people you want, the segment you want?

Interviewee: We focused on specific personalities; there are people who have followers we didn't talk to them because the slice who follow him not the segment we want.

Comment [FA2098]: SME's are attracted to TM & SM marketing

Interviewer: Like whom?

Interviewer: Like "Abdullah Bofteen" his segment is very good which can benefits us and "Abdel Wahab Essa", "Omar Al Othman", "Nawaf Al Mthian", "Fatma Al Hyan" and big group of them.

Comment [FA2099]: SME's are attracted to TM & SM marketing

Interviewer: Talk to me more about them, I Don't knows them?

Interviewee: "Abdallah Boftan" is in the media in the "Alrai" channel have 140,000 followers and react with the people a lot and a lot of people react with him. So active in twitter, one from the active people in Kuwait. "Abdel Wahab Essa" is the same he is in "Al Watan" he is active too, react with people and one from the most powerful people in twitter. Who else? The same for " Abo Rashed" , there's people who advertise for us in opposite way, I mean "Abo Rashed" is ok but the segment of "Bo Rasheed" is not like "Abdallah Bofteen".

Comment [FA2100]: In Twitter the more followers

Comment [FA2101]: In Twitter the more followers

Interviewer: We talking about the sponsors, so you're seeing the right choice of sponsors that helps you or the random choice? Sorry, I mean the celebrities?

Interviewee: For example, we think that every one we know can benefits us in social media as a youth segment just like the people I just told you "Bofteen" , "Al Essa" and "omar Al Othaman" everybody has his own segment. They share big part from the segments , Iset's say that half of the slices are common but there's people who makes for us mention and have 60,000 followers but it was opposite.

Comment [FA2102]: In Twitter the more followers

Comment [FA2103]: In Twitter the more followers

Comment [FA2104]: Mention helps SME's marketing specially in Twitter

Interviewer: How?

Interviewee: I will tell you, first question came to us a lot of people makes for us mention was "you didn't find anybody to advertise you non"folan"? "folan" had a bad reputation so they asked you didn't find anybody non "folan". The subject was obvious anybody makes mention his advertising for the subject in direct way, "Abdallah Boftéen" or "Al Essa" or anybody with us, he can support us but virtually he can't too because somebody he like did.

Comment [FA2105]: Mention helps SME's marketing specially in Twitter

Comment [FA2106]: Mention helps SME's marketing specially in Twitter

Comment [FA2107]: Marketing via celebrities

Interviewer: You see if somebody has a lot of followers, people don't consider him a trusted personality?

Interviewee: Exactly, this is so important and you will see the reaction after that, I mean if somebody has bad reputation and advertise for you it will be counterproductive, why you are using "folan".

Comment [FA2108]: Marketing via celebrities

Interviewer: Some of the people know, I heard that they even get paid?

Interviewee: Yes, we are volunteer project and youth project, if we were a restaurant or something like sell and buy, all the people we talked to will ask for money. But most of them are supporting us and all of them are volunteers so they are supporting the idea not the conference, that we are youth and we supporting the youth, no more no less.

Comment [FA2109]: Teenagers can be good staff for SME's in SMM

Interviewer: So they are making it for free?

Interviewee: Yes for free but is limited, he can do twice not more.

Comment [FA2110]: Teenagers can be good staff for SME's in SMM

Interviewer: What are the things that you really feel helps you; you feel that it develops the project for the social media? The most powerful things that offered for you? Another thing like it makes you communicate without any cost? Let's pretend there is no social network, there is no face book, no twitter and no Instagram or anything? What will happen in your project?

Interviewee: Maybe the same, you have a gallery so you can back, lets say you downloaded the courses and that stuff, anyone want to know about the project he can go on twitter account and go back by the history and see all the downloaded things, he can see how is the level of the conference, who is the guests of the conference and see all that. So he can see anything but conversely if you make

Comment [FA2111]: SME can have direct access to customer information

something old like advertisement in television then your message is limited, if he didn't read today's newspaper then he will not receive the message. So this is the difference.

Comment [FA2112]: SME can have direct access to customer information

Interviewer: But in twitter, for example if you write a tweet it will go after a while?

Comment [FA2113]: Traditional and Newspapers marketing

Interviewee: A long time?

Comment [FA2114]: SME can have direct access to customer information

Interviewer: No it just a while, when he enter on your retweet, are you using favourites or what?

Interviewee: Yes we have favourites, the primary things we use for it favourites but in the same time who commends the project we use for him favourites because this is a support.

Comment [FA2115]: Favourites in Twitter is very effective

Interviewer: So they enter on the favourites?

Interviewee: Yes, they do but we didn't direct them to enter it, which see it enters, but we didn't say to them.

Comment [FA2116]: Favourites in Twitter is very effective

Interviewer: You mean it's alone.

Interviewee: Yes, but what we were going to do? We have specific retweets which every day we put it but every hour we change the style, share the courses, don't miss the...., like that, we always diversity but the content is always the same which us register to the courses or attend the conference.

Comment [FA2117]: Retweet helps in spreading messages

Interviewer: How much is your subscription and is it good for this segment?

Interviewee: The subscription is so good, not only for this segment, maybe the segment used to pay in the University for the Course from 20 to 30 KD. We make it 50 KD, why? Because the money they are paying in the university for people they are good and everything but on other way, he is in Kuwait the cost which they will pay is not that big, he is in Kuwait he will give the lecture and go, the lecture we brings is from abroad so we have the cost of the flight ticket, the house cost, cost the book money, so these things raise up the cost and on the other hand this in not what it cost. The same lecture is given outside by 4500\$ so you are talking about 1500 KD. So we are giving it with a really nominal fee.

Comment [FA2118]: Good value can be a good marketing strategy to SMEs success

Interviewer: Whom you bring from abroad?

Interviewee: From MIT Dr. Amina Al Hamzawy ,Dr.Hillary from Harvard, Dr.william self which is graduated from Bachelor , sir from Harvard and another female Dr. from Bartley university.

Comment [FA2119]: Good value can be a good marketing strategy to SMEs success

Interviewer: So they are lecturers abroad, what are the topics they talk about energy or what exactly?

Interviewee: "Amina" poses the subject of energy and course secrets of success, Dr "William selv" is a Adviser building projects and Certified Trainer so he will give us a course about building projects and "Hilary" will give us about the economy and Harvard university researches on Kuwait.

Comment [FA2120]: Good value can be a good marketing strategy to SMEs success

Interviewer: So all of that are there already and relabelled for sure?

Interviewee: Yes, there are a budget per year for the university of Harvard and MTI from Kuwait so they can make researches on Kuwait. So this is the thing we want to deliver to the people, we have researches but nobody sees it, so this is our idea we are focusing on the academic side of the project.

Comment [FA2121]: Good value can be a good marketing strategy to SMEs success

Interviewer: Ok why don't they provide us here in Kuwait?

Interviewee: Yes they are, beside the Scientific Center or Center of scientific progress I don't know exactly what its name, it's something beside scientific centre anyway it focus on that but the problem there is no activities, There is no point, if they make for you 60,000 research without spreading it, working on it and aware people about it then there is no point from doing it.

Comment [FA2122]: Looking at competition

Interviewer: Don't you feel that he is not full interesting in this?

Interviewee: Who is this?

Interviewer: As a place they make researches on Kuwait, we are lacking for things like that because it not here? So is it here but the flaws from him because he is not sending a message, now he have social network why he doesn't put these things?

Interviewee: Like Harvard and MTI they spend budgets and the researches are here but the problem is that nobody is spreading the researches.

Comment [FA2123]: Looking at competition

Interviewer: Do you think they need a full department to this thing?

Interviewee: The department is already here but the problem that nobody knows about it, why don't university student study it, maybe the doctors who know about this information who studied abroad and know what is really this, he will go and take the researches if they allowed him to.

Comment [FA2124]: Looking at competition

Interviewer: How he knows about it?

Interviewee: This is a second thing, if he already knows about it?

Comment [FA2125]: Looking at competition

Interviewer: It not on the Internet, right?

Interviewee: No its not.

Comment [FA2126]: Looking at competition

Interviewer: What is the benefit, do you expect in this Era that this stuff is useful that it's not even on the Internet?

Interviewee: Yes this is a big problem; if it's not on the Internet then it's hard to reach for it.

Comment [FA2127]: Looking at competition

The number of the interview: 15

Time of Interview: 07:29 PM

Date: Monday 24/09/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee: Muhammad Al Nee'ma

Position of Interviewee: GM of Al Nee'ma Fragrance

Interviewer: If you talk to me at your Beginning, Mashallah how many years you working in this? First thing the business?

Interviewee: We began in 1997; it started with me as a hobby. I put in my head that there is a goal I want to reach in my life. I felt different; there are two choices, to be leader or follower. I preferred to be leader. I had an idea and I wanted to apply it in the reality. I convinced myself that there is nothing impossible in the world. Everything happens but we need time and patience. I developed the brand and make my work bigger. I became one of Distributors to this brand "Nee'ma" which I give it exclusive in the biggest company to retail of Sephora in Middle East. Which contain LV's, Dior, Channel and the biggest brands in the world and being one of the exclusive brand in this company, I consider that overwhelming Success for me. Why? Because there is no Arab's with me and the Competitors are so powerful they're worldwide brands. So I have to be ready for this and this competition. I reached to rank #1 from #20. Before I used to watch Dior and Channel they are #1 or #2, the competition was between them. I was watching them and one of the employees came to me and say "what you're watching" I Said " the Ranking" he said " Mohamed they are so far they are so big, you can challenge them" I look at his face and smile and I said " there is no anything far, put the goal and work on it. 6 months, 7 month "Nee'ma is #1, Thanks to God. The success Divided into many factors and elements, the important thing for us is the marketing. How to market yourself? There is more than one way to do marketing. The traditional ways and the classic ways. There are people who have no interest in the social media and social media is so important and have powerful effect, positive and negative. Social media if we talked about Facebook, Google, twitter, Instagram and foursquare. They are all linked together. I was watching to how use twitter and Instagram, people how they use it? There is people who use it for policy, sports, science and business. My purpose was for business, talking about my business, talking about myself. Instagram which is the last one and the dangerous one and most powerful. We Achieved sales through it.

Comment [FA2128]: Acting fast & critical decision can benefit SME's marketing

Comment [FA2129]: Having vision and mission

Comment [FA2130]: Acting fast & critical decision can benefit SME's marketing

Comment [FA2131]: Acting fast & critical decision can benefit SME's marketing

Comment [FA2132]: Acting fast & critical decision can benefit SME's marketing

Comment [FA2133]: Professionalism in marketing

Comment [FA2134]: Professionalism in marketing

Comment [FA2135]: Integration between SM sites & other media

Comment [FA2136]: Instagram is designed for photo sharing

Interviewer: let's talk, you told more than one. You told me there is Facebook and twitter. If you can say them in order, for example let's start with Facebook because maybe it's the oldest one in them.

Interviewee: Facebook, first thing I did was a personal account as a perfume Designer and another account with the company name. I made account for me and for the company. The more the clients see it and Entrenches in his eyes. You have to be everywhere. The human being psychologically looks before he touches. The eyes look in number one, there is a person who looks first then buy. The package and the words effect. I put that we are "Nee'ma" our place at..., we have the Perfume and we made Propaganda. Avenues, 360, whatever. I have a Contest, which I broadcast it through the Facebook because Facebook collect to me a lot of people that they know me and I will know them. Electronic journal he can see at it everything. I made a fan page too, page and fan page and something personal for me. This increased my sales but not in the way that I want because when Facebook was here there are people who were not interested. People say "I waste my time to enter a user name and account; it is a waste of time". I took care of this point and I saw what his need is. He want newspaper, newspaper will make me cost very much it can't be useful more than one day.

Comment [FA2137]: Being in any media

Comment [FA2138]: By having special products/services

Comment [FA2139]: By having special products/services

Comment [FA2140]: Being in any media

Comment [FA2141]: Being in any media

Comment [FA2142]: Traditional and Newspapers marketing

Interviewer: So you see that the advertising through newspaper and traditional ways, have no value? Do you advertise through it now?

Interviewee: No.

Comment [FA2143]: Traditional and Newspapers marketing

Interviewer: Why?

Interviewee: First thing, I want to reach the largest number and all of the ages, but a lot of people don't read newspaper, there're people who hated the newspaper. He says" I don't want to read newspaper because all of it politics". Ok, how much the newspaper will let me cost and how much the Facebook will let me cost? Facebook 0 cost, just I have to try hard and put time for that and log in every day and advertise, talk or I put a subject on perfume and how it effects in our life. After Facebook comes twitter, twitter the same thing. Twitter when I log in its strange for people and same stream of Facebook. Technology entered homes in a powerful way and in every place even in the mobiles. My mother I took from her the "Nokia" and I put her in the real world, this is your new "Apple" phone, she told me "Mohamed I don't know how to use it" I told her it's easy. She told me no its touch and I don't know how to use it. I told her it's easier. I open for her the phone and I show her and I told her week or two and you will know how to use it even me when I bought an new phone I didn't know how to use it's made for her titter account and Instagram. The big women's are used to that now and how you let these people love these things. Don't tell her it's hard and only the genius who can do that. Everybody now have Internet, the Internet low cost, spread fast and I reach the entire world.

Comment [FA2144]: Traditional and Newspapers marketing

Comment [FA2145]: Traditional and Newspapers marketing

Comment [FA2146]: Marketing in SM is cost efficient

Comment [FA2147]: Twitter is the most popular website in SM

Comment [FA2148]: SM is available to many by smart phone

Comment [FA2149]: SM is available to many by smart phone

Comment [FA2150]: SM is available to many by smart phone

Interviewer: Ok you just talked about twitter, tell me more about your experiment with twitter? What you're doing exactly?

Interviewee: I entered twitter, the marketing side for our society, which is the Kuwait Society.

Comment [FA2151]: Twitter is the most popular website in SM

Interviewer: Who is in charge of marketing for you?

Interviewee: The marketing side I, Youssef, my sister, mother sometimes make retweets and the family in indirect way they make retweet. Our Society contains many divisions. The word of mouth is very important here. Without word of mouth there is no business. As a gulf this is on our societies, the most important thing in gulf. "Folan" opened how sweet lets go see what he has. When I log in to twitter through personal writings like prayers, sociology, the religious side after that personal side and then the marketing side. I wanted to see the desire of the consumer, people was arguing with me in this, they said "Mohamed, you can't used that way", I said "It's my account and I do what I want in it". I have to be near the customer and the consumer, not only advertising. I know if he entered he will just see what I write on the perfume, just that. No encourage him to enter your page, one day you can talk about the perfume and how it affects our life and change the subject but never talked about policy or Religious issues, We write prayers as long as its optimism ok. Sports, I never entered the business. I put the pictures of the products and write it contains ... and the perfume, you can reach it exclusive in the. Place, I was advertising through the pictures because twitter gives me the chance to that I upload the picture, so it was so useful for me. After that, Instagram came; Instagram opened for us something, which was, pictures, comments and like. In the same time you're linked to twitter, anything I upload it on Instagram it's on twitter too even the face Book and foursquare.

Comment [FA2152]: WOM is affective for SME's marketing

Comment [FA2153]: WOM is affective for SME's marketing

Comment [FA2154]: Twitter has improved communication

Comment [FA2155]: Twitter has improved communication

Comment [FA2156]: Twitter has improved communication

Comment [FA2157]: Twitter is the most popular website in SM

Comment [FA2158]: Instagram is designed for photo sharing

Interviewer: So you see that the integration is important?

Interviewee: Yes a lot, because it made for me a circle, which linked everything to me, he collected to me everything and put to me in one place, which is so important. We linked to it my website, the web site is so important which people enter to see what is this? Which is so important to make me special? When in the beginning I started in it, my bag I put in it everything even the Black Berry, they said "For what you're putting this, Who will make like you, the people see the number and then its finished" I told them "No, this exist and the after years, People started to follow this guide, and now what am doing? Even the brochure I put it on Instagram, Facebook and twitter which is all official because all people is going to log in. tomorrow, now they are login to it but its hard which is it the iPod. The human who loves the technology he will enter to it, it will be with him 24hrs. Now am trying to advertise my booth in iPod and anyone will buy will make sign and follow in a way which we will make it simple to him. We let him want it and log in because it's hard to tell him go to your account and make...The introduction will be easy, this is our account follow us and there will be gifts and contests. It will make you take gifts for free, the gift in my store I give it full product or

Comment [FA2159]: Integration between SM sites & other media

Comment [FA2160]: Integration between SM sites & other media

Comment [FA2161]: Integration between SM sites & other media

Comment [FA2162]: SM is available to many by smart phone

Coupon purchases, I have no problems, this thing "social media" is so important in our life and for my work it contains 75%.

Comment [FA2163]: Right promotion

Interviewer: Marketing in social media?

Interviewee: Yes, because if you know how to use it right, it will save for you a lot of things. Because you will reach to strange numbers, you will never believe that you will reach those numbers the Astronomical figures, not in just the follow even the retweet, retweet let you enter from tunnel to tunnel and a lot of people see it which so nice thing and I love it honestly.

Comment [FA2164]: SM save time, money, energy & bring more customers

Comment [FA2165]: SM save time, money, energy & bring more customers

Interviewee: How many followers do you have in twitter?

Interviewee: I have almost 500 in "Nee'ma".

Comment [FA2166]: In Twitter the more followers

Interviewer: This yours or the brand?

Interviewee: No the brand "Nee'ma", my personal profile have almost 300.

Comment [FA2167]: In Twitter the more followers

Interviewer: Ok, this 500 do you make for them follow Back?

Interviewee: No, the company account I make for them follow back.

Comment [FA2168]: To have a good relations with sponsors

Interviewer: You are following the follow back strategy?

Interviewee: Yes...

Comment [FA2169]: To have a good relations with sponsors

Interviewer: what do you think it's useful for?

Interviewee: The Psychological, I am telling you have to know your society. If he didn't reply on me I will not reply on him. It's not about that but the system here is like this and it's not good because there is no personal thing between you and me it's just marketing but I have to follow his mind but I don't harm myself. At the end, the biggest brands never make follow back and I can show you their accounts but this is not a base.

Comment [FA2170]: SME's must be careful when follow & unfollow

Comment [FA2171]: SME's must be careful when follow & unfollow

Comment [FA2172]: SME's must be careful when follow & unfollow

Interviewer: There is who makes that and another who makes that?

Interviewee: But it's wrong, I think it's healthy for the customer.

Comment [FA2173]: SME's must be careful when follow & unfollow

Interviewer: And he can send you a direct message right?

Interviewee: He can't send direct message because twitter puts rules so nobody can bother you. For example, I make follow for you and you didn't, that way I can't send a message for you.

Comment [FA2174]: SMES uses Twitter as customer service median

Interviewer: No, if he is following back for the company account, so you are linking together you will be like a customer service?

Interviewee: Yes it will be a direct message. For example, if you want to order, most of our customers are women so we use delivery she can't put her address

on the time line in front of everybody, so she send it in direct message or call us or send email. In Instagram they won a gift, Instagram they just put the direct message but now no, we put our email so please the winners send their names and numbers on the email and connect with us. There is more than one way, the important is to think in business that I give my email, which is the classic, and have to be there.

Comment [FA2175]: SMES uses Twitter as customer service median

Comment [FA2176]: SM can improve customer service

Comment [FA2177]: SM can improve customer service

Interviewer: Why?

Interviewee: Because you have to have a backup in the reference, here I don't have backup. I mean the email I have backup on the server.

Comment [FA2178]: SM has helped SME's information gathering

Interviewer: The database from where you bring it, social networks or you have one from before?

Interviewee: Which one you mean?

Interviewer: The entire database you have from where you bring it?

Interviewee: Of the customers?

Interviewer: Yes

Interviewee: Locally.

Comment [FA2179]: SM has helped SME's information gathering

Interviewer: Do you use the social network to you can take it from them or not?

Interviewee: No, not only the social network and also taking from the clients that is coming for me.

Comment [FA2180]: SM has helped SME's information gathering

Interviewer: Ok this is one and social network do you use it that way too?

Interviewee: I use another way when they enter on my website, the blog is so important now. The blog I connected to twitter too. I enter on the YouTube too, YouTube is so important. You tube we use it too.

Comment [FA2181]: Integration between SM sites & other media

Interviewer: What you put on YouTube? Short films?

Comment [FA2182]: YouTube is a very effective in Video sharing

Interviewee: No, I will show you now.

Comment [FA2183]: YouTube is a very effective in Video sharing

Interviewer: It's ok; go on and after that we will see it.

Interviewee: Ok, in you tube on my profile I put the brochure and slow music. The second film is photo shot which is the behind sense and how we shot it and what

we are doing, so you can know how we show you the ads. In the future, I will put my travels, I go and come back, it's not easy for me to go and put it on the shelf of the juice bottle and the spray. Behind these things there is a story; people have to see what is happening. When I travel 6 hours on the plane and I sleep, am so tired but I go to the floor of Qatar, Dubai, France or Spain to see this piece from where it came or sell this product for the customer, this requires effort, It's not only we put and go. No, the customer need that you keep up with him and to be with him step by step, the important thing to see what his need is and what he want? What is your unique thing so he can come to you?

Comment [FA2184]: YouTube is a very effective in Video sharing

Comment [FA2185]: YouTube is a very effective in Video sharing

Comment [FA2186]: Right branding can play a major role in SMES innovation

Comment [FA2187]: Right branding can play a major role in SMES innovation

Interviewer: You told me that advertising through twitter, what are the most things in twitter, is it the retweet?

Interviewee: So the followers increase?

Comment [FA2188]: In Twitter the more followers

Interviewer: Yes, what is the most powerful strategy for you to sell or make marketing in twitter?

Interviewee: The important thing is to know what you're writing, write something that will effect on the reader, stop on it and make retweet for it. The retweet increases for you the follower, increases the people who keep up with you. Talk about you success, publish your success to the people, there is no nothing called secret nowadays, you can Google everything and get it. No I can't and that stuff, no teach the people and help them. All of that will come back to you because you're encouraging the people, you have energy then give it to the people. Sometimes my friend have factory of oils when he comes to Kuwait he come to me, I have Competitors here so I call him and this person "folan" you tell me "Mohamed this person is a Competitor for you how can you teach him your sources" I tell you "sorry, he can go to any exhibition and find it".

Comment [FA2189]: Retweet helps in spreading messages

Comment [FA2190]: Right branding can play a major role in SMES innovation

Comment [FA2191]: Good relationships are the base of any successful business

Interviewer: It's the same, you feel that he competitor's thing is old thing and the best thing now is relationships?

Interviewee: Everybody will return to Mohamed say (PBUH):" Love for your brother what you love for yourself". This is true thing because your Sustenance is written, neither you taking it nor anyone else. What God is written for you, you will take it but work hard and you will take more? On the other way, the person that I helped or teach, it will be value for you. You don't know how it works.

Comment [FA2192]: Good relationships are the base of any successful business

Interviewer: Now you told me what you're doing in twitter, is there another way like mention or we said the follow back?

Interviewee: The RT?

Interviewer: Ok what you think about marketing through celebrities non-the mention?

Interviewee: You mean third part story?

Interviewee: For example, you enter for someone famous in twitter they have a lot of follow back so when he make retweet or something, do you think it's useful?

Interviewee: Yes for sure. For example, "Omar Al Omani" has a lot of followers as a media man. He writes: one of my perfumes from "Nee'ma", when writes this and I make retweet. What will happen? It will reverse. It's like give me and take, take and give me.

Comment [FA2193]: Retweet helps in spreading messages

Interviewer: When did this happen?

Comment [FA2194]: Marketing via celebrities

Interviewee: Maybe from month.

Interviewer: Do you always use this move?

Interviewee: I do this move through, I installed something new and send the blogs, the blogs are connected to twitter and I have connected my twitter to the blog. I talk about myself not anybody else but "Omar" is a media man so he is interested in anything new so he can advertise for people because his entire page is media, this is his work, he is expert in it. When "Omar" writes on me it's something good, when the "Sultan" writes ads on something good, the people will start to retweet.

Comment [FA2195]: Right branding can play a major role in SMES innovation

Comment [FA2196]: Integration between SM sites & other media

Interviewer: "Boftai"

Comment [FA2197]: Marketing via celebrities

Interviewee: What?

Comment [FA2198]: Retweet helps in spreading messages

Interviewer: "Boftai"?

Interviewee: Yes he wrote one time. They say the ad and when he writes: I am so proud of you", this success is sharing for everybody, when he writes it in a Magazine its success for all of us. You will be happy why? Because I love the share with people my success.

Comment [FA2199]: Marketing via celebrities

Interviewer: you told me that marketing through celebrities is important?

Interviewee: Yes a lot, even on the Facebook once I was a sponsor to "Hala February" to the singers. Every singer I made for him a box and specially made and customized perfume on his name and picture with him. This is called third part story. The Prince Charles when I made for him a box and take picture with him, this is a third part story. You have to use it this is a Information materials.

Comment [FA2200]: Public events can promote SMEs

Comment [FA2201]: Marketing via celebrities

Interviewer: Does the type of the celebrity matters? I mean he have to be one have a good reputation or what?

Comment [FA2202]: Right branding can play a major role in SMES innovation

Interviewee: Yes of course, if he doesn't have a good reputation people will not follow him.

Comment [FA2203]: When MVC SME's must choose the right celebrities

Interviewer: Did you have an experiment and it was Counterproductive?

Interviewee: No I don't put myself in these positions why? I study my step, I see the advantage and the Disadvantage and I compare. At the end, you want something to be useful for you not to harm you. So this thing is so important for me so I choose where I put my things in and who are followers and why. I ask myself these questions, sometimes you find a person who is so famous but there are people who will not follow him.

Comment [FA2204]: When MVC SME's must choose the right celebrities

Comment [FA2205]: When MVC SME's must choose the right celebrities

Interviewer: Any place, do you find "Boftai" is an important person in Kuwait?

Interviewee: As a media man yes people are looking forward too him and his news and keep up with him.

Comment [FA2206]: When MVC SME's must choose the right celebrities

Interviewer: to its cost or what?

Interviewee: who?

Interviewer: I heard that they pay for something for celebrities?

Third person: "Khalood" told you about that?

Interviewer: No more than one.

Interviewee: I have PR, my petrol in life is the people and the human being is social naturally. "Boftai" or "Omar" or anybody. "Boftai" was my colleague and "Omar" I knew him from the sponsors, those people I knew them from my PR, check hand. I am person who has a brand and he a person who is in media. I am a success in my work and his too. So the successful meets another successful and if you want these people you will reach them, everybody have his place and you will meet with them, without paying anything and another people who pays for making an ad which they call Media paid. This ad is paid and finished.

Comment [FA2207]: When MVC SME's must choose the right celebrities

Comment [FA2208]: Good relationships are the base of any successful business

Comment [FA2209]: When MVC SME's must choose the right celebrities

Interviewer: You just talked to me about low charges, talk about it more it look interesting?

Comment [FA2210]: Good relationships are the base of any successful business

Comment [FA2211]: Having vision and mission

Interviewee: See I have a dream in my life, this dream day by day I making a little part of it. My dream is to enter the big world and the red carpet. You will say "Mohamed maybe its little hard or its far" I will tell you" this my dream" when you think about thing you will make it near for you. I didn't know about that totally, my dad God have mercy and my mother raised me on something that the important thing you have is your manners, the manners you never get it by money, the value of the human being is in his manners. You make all of this, the business and the social life all of that you do but the important thing is you manners. Every time your manners are Semitism with people you will have big credit with you social life and people will love to be near you, sit with you and even talk to you. My study was Political Science it has nothing to do with my work but I have social life, I studied Sociology and Psychology, I didn't think in one day that it will be in my work. By the way the business is politics, you the time you will be Social and at the same time its psychic. The person who buys perfume have a psychic side, it makes you happy and attention. The perfume is the best thing to Activates your

Comment [FA2212]: Good relationships are the base of any successful business

Comment [FA2213]: Good relationships are the base of any successful business

Comment [FA2214]: Good relationships are the base of any successful business

mind memory. Your home has smell, you mother smells, the clothes at the house you know everybody from his clothes smell, this all was connected to me. I put the goal in front of me and I knew what to do, day on day I am making success. Time of the times the Dean of Management Sciences "Dr. Adel Al hessenat" he call me and says "Mohamed you were a student for us and successful we want you to represent the Kuwait university in the small projects and the prince Chart will be here and we want you to talk with the name of the university and you work". I think about how I will advertise to him and I know him myself. So I told him "Dr who is his companion" he told me "yes he have one" I told him " I want to talk to her" he told me ok here her number. I talked to her and I said " Alslamu Alekom, I want to give the prince a gift but I don't know the way to mention it" she told me " don't write his name, write to his royal highness the prince of wills" So this what I did. I asked her what he likes from perfumes and I kept asking her so I can give him a gift, which is close to his heart. She told me he loves roses and flowers. I made him a perfume with roses and I give to him as a gift. He liked it and his reaction was so good. I love to ask, criticism is so important in my work because criticism will redirect me and by the way there are lot of perfumes that I didn't like but the people did. So I was walking on this path even the marketing in my university, I tell to them anybody have a presentation tell me, they say why? I tell them I want to be a sponsor. How Mohamed you want to be Sponsor? I will give the students in your hall everyone gift bag with our product and a box for your doctor. They said Mohamed its expensive I told them I will take care of it. My mother used to tell me Mohamed it will cost you so much and all that I didn't inherited it, I made it from zero. The mother is giving advice to her song like any mother. I told her I know what is doing but pray for me. What was my idea? I didn't have a shop these days and I want the student who goes out with my bag market "Nee'ma", she will wake in the college and the college is big and walking with my product bag. At the ends they will thank me, they will say thank for Mohamed Nee'ma for giving this product and I will tell my story. My story will be told between the students, which is next generation. The student when go out form a lecture he have another one, here we have some odds either he is going to a break which he will meet new people. The human being likes to know; he will ask him what is this? From where did you get it? For what? Here he will talk about me. The same for the girls she took the bag and go to the home to say to her mother, father and brothers. This way made to my work a lot of space. How much you throw the same you will get. Why they say 99.9 is marketing. The marketing as much as you throw in it, it comes back to you. Ok there is a risk but when the risk increases the profit increases too and the success will increases too because if I didn't take the risk I will never take the experience.

Interviewer: So how you use the customer service in social network?

Interviewee: There is a new perfume we talk about it and say come and try it. For example, Ramadan or Eid, the first 10 comes to branch of "borj Beetk" will receive the Eid gifts. The 10 will come and receive the gifts. They saw it interest thing and not any gifts, you have a Coupon purchases with 50 K.D so choose whatever you want, pick the perfume that you like so he is comfortable and if he

Comment [FA2215]: Right branding can play a major role in SMES innovation

Comment [FA2216]: Having vision and mission

Comment [FA2217]: Public events can promote SMEs

Comment [FA2218]: Good relationships are the base of any successful business

Comment [FA2219]: Good relationships are the base of any successful business

Comment [FA2220]: Good relationships are the base of any successful business

Comment [FA2221]: Public events can promote SMEs

Comment [FA2222]: Good relationships are the base of any successful business

Comment [FA2223]: Good relationships are the base of any successful business

Comment [FA2224]: Giving free items to the right people can help in WOM

Comment [FA2225]: Giving free items to the right people can help in WOM

Comment [FA2226]: Giving free items to the right people can help in WOM

Comment [FA2227]: Giving free items to the right people can help in WOM

Comment [FA2228]: Right branding can play a major role in SMES innovation

Comment [FA2229]: Giving free items to the right people can help in WOM

Comment [FA2230]: Giving free items to the right people can help in WOM

Comment [FA2231]: Giving free items to the right people can help in WOM

want to buy more, he will pay above the coupon. They will take it and go. Then they do mention in Instagram, we capture it and we can put it but it's an exchange operation. This thing is so important for Instagram, and me twitter and Facebook made a different for me.

Comment [FA2232]: Right promotion

Comment [FA2233]: Right promotion

Interviewer: You have person who replies to the customer or what?

Interviewee: No all of us.

Interviewer: You take care of it yourselves.

Interviewee: Yes because it's open like the message.

Comment [FA2234]: Some managers realize the important of customer service

Interviewer: Do you have out sourcing or from web sites or everything you do it on your own?

Interviewee: How outsourcing?

Interviewer: I mean your production you make it in place right?

Interviewee: Yes we have.

Comment [FA2235]: Right branding can play a major role in SMES innovation

Interviewer: you manufactured it?

Interviewee: Yes I do.

Comment [FA2236]: Right branding can play a major role in SMES innovation

Interviewer: What you are not doing in your work?

Interviewee: The things that I don't make are delivery, before I used to delivery.

Comment [FA2237]: Right branding can play a major role in SMES innovation

Interviewer: Now you are taking a company to make it for you?

Interviewee: No, I distribute myself.

Comment [FA2238]: Right branding can play a major role in SMES innovation

Interviewer: Is there something else you use for?

Interviewee: No at all.

Comment [FA2239]: Right branding can play a major role in SMES innovation

Interviewer: pure lint.

Interviewee: If I thought of doing something. For example, delivery I have a lot of FedEx. I go to names that already finished. I don't bring to myself a headache. I mean if you want to work good go to the top, don't take risk for things you don't know what you will have after it. I mean I wanted to be famous; I went to biggest magazine, delivery FedEx why? Because I am watching what he has, locally we can do it.

Comment [FA2240]: Outsourcing companies must be chosen carefully by SMEs

Interviewer: The customer wants by names?

Interviewee: You are putting a brand name, FedEx. Its advertising is very high in a lot of things; I had a lot of sales which make traffic in the website.

Comment [FA2241]: Outsourcing companies must be chosen carefully by SMEs

Interviewer: So now you're advertising in this magazine "Vogue" which is traditional marketing which is old, does it brings for you customers?

Interviewee: "Vogue" is different from the traditional ways here, "Vogue" when you talk about a magazine have 120 yrs. This magazine nobody goes to it only bug name. When I applied for them, you will laugh. They told me: sorry who are you? I told them "Nee'ma" Who's "Nee'ma". So I write for them I am... I make perfumes and publish my perfumes in the ... point of sale. During two day or three, the assistance of vice president "New York" call me U.S which is the biggest region in the world. U.S is published for the whole world; there is eternal and external, 20 million. Then she told me Mr. Neema we are thankful that you apply for us but vogue is a big name and you see the brands that we publish. If another one he will be scared you know because its big brands, I told her yes I know vogue and I know why I am coming to vogue. She told me for the payment it's so expensive, I told her so and then she told me it costs 136,000\$ for one page per month. I told her excuse me with the explicit text if you want talk about the prestige please don't mention the price, and then she told me congregations Mr. Neema, Notice what I did with her. I told her the prestige has no price; if you will talk to me on prestige then don't talk about the price. I know why I applied to you and why I came to vogue, and vogue is vogue.

Comment [FA2242]: Right branding can play a major role in SMES innovation

Comment [FA2243]: Right branding can play a major role in SMES innovation

Comment [FA2244]: Right branding can play a major role in SMES innovation

Comment [FA2245]: Right branding can play a major role in SMES innovation

Comment [FA2246]: Right branding can play a major role in SMES innovation

Interviewer: It's so expensive?

Interviewee: But at the end, Faisal if I didn't work now then when I am going to work. You have to take the moment, take it and live it. The life is like a racetrack, come on you have to run. If you want to reach then run, don't look right or left.

Comment [FA2247]: Right branding can play a major role in SMES innovation

Interviewer: The important thing that you never look back.

Interviewee: Not only back even don't look right or left.

Interviewer: Just like the gazelle.

Interviewee: For example, I isolated myself from all the market here. I put my goal and I worked on it. You will say "Mohamed why the market is important with all due respect for them."

Comment [FA2248]: Having vision and mission

Interviewer: You are selling outside the Kuwait?

Interviewee: Yes.

Interviewer: You are selling in New York for example?

Interviewee: Yes I do and the next year I have to....

Interviewer: You sell there?

Interviewee: Yes I distribute there and they enter to buy from me. I have California, frank ford, tally, Cyprus and Peru.

Comment [FA2249]: Right branding can play a major role in SMES innovation

Interviewer: Thank you a lot, I really had fun with this great interview.

The number of the interview: 16

Time of Interview: 02:49 PM

Date: Tuesday 25/09/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee: Ahmad Alsuwelem

Position of Interviewee: Treasurer of Kuwait student Union in the UK.

Interviewer: Let's start from the beginning. First of all, this student union, how long have you been in this student union and how long since the student union started?

Interviewee: Students union approximately began 50 years ago.

Interviewer: Mashallah! 50 years since it started in the UK.

Interviewee: Approximately 50 years in the UK. Certainly, this union is especially for the Kuwaiti students present in Britain and Ireland (United Kingdom). This union helps the Students, newcomers or continuing, whether they were males or females, if they were postgraduates, Undergraduates or even language. So the important thing. You know that the United Kingdom is huge, Ireland as well. So the important thing is to deliver the information and that's through communication. The important thing, the important point is the communication among people. Communication is absolutely different than it used to be 50 years ago. Before used to be via post, telephone and with time via fax or telex, it differs. Nowadays, it is much easier. People now depend on Twitter, Facebook, mobile phones and Skype.

Comment [FA2250]: SME's marketing via SM has become popular

Interviewer: So you guys now market. Communicate with the students through what? Twitter?

Interviewee: Now there is more than one method to communicate with the students. There is a program called Skype, we use it to communicate with them through the phone, communicate with them via e-mails, communicate with them via twitter, communicate with them via Facebook and we even communicate with them via YouTube, communicate with them via ... These are the tools we use.

Comment [FA2251]: SME's marketing via SM has become popular

Comment [FA2252]: Some SMEs communication with their clients via sever communication tools

Interviewer: Are you still using newspapers till this day?

Interviewee: We never used newspapers. Newspapers as in a way to communicate with the students? No we do not use the newspaper.

Comment [FA2253]: Traditional and Newspapers marketing

Interviewer: To advertise?

Interviewee: To advertise a certain ad. For example: Sponsorship, we can make an ad on the newspaper about someone who sponsored us throughout a festival, a huge event without paying because it costs a lot. Therefore, it's always through a sponsor. That's why we don't use newspapers, T.V etc because it is costly.

Comment [FA2254]: SME's use sponsorship to market their Products/services

Interviewer: So it is not as much worth it?

Comment [FA2255]: Traditional and Newspapers marketing

Interviewee: Not worth it because it is expensive. The cost of ads on newspapers & T.V is expensive, very expensive.

Comment [FA2256]: Traditional and Newspapers marketing

Interviewer: How much does it approximately cost you?

Interviewee: Some ads may cost 10 thousand, 20 thousand, 7 thousand, 15 thousand.

Comment [FA2257]: Traditional and Newspapers marketing

Interviewer: Approximately, what is the size of it?

Interviewee: I can't remember the exact sizes but quarter page could reach 25 to 30 thousand or more and sometimes it's less. It depends on the place of the page. It is a tool that we don't need, if students want to communicate with us, they can communicate with us through Twitter, Telephone, E-mail, and Facebook etc. It's going to be living; it is interactive (Live) which makes it faster for the people to communicate with you.

Comment [FA2258]: Traditional and Newspapers marketing

Comment [FA2259]: Marketing in SM is cost efficient

Comment [FA2260]: SME's uses integration between SM

Interviewer: What did you start with? You started with Facebook or what?

Interviewee: When we started at first, we began using Facebook. No, first when we started... Previously, there was a website only. Once we started. The new difference, which is "the online world". Once we used it, there was a website and a forum. The forum has extinct. Then there was a website, through this website we used to communicate with the youth using their phone numbers and some information. Later on, the situation has developed and there was a place similar to the chat! And it is kind of live on the website. Later on, Twitter! Anything we write on Twitter is posted on the website and they can reply back, which made people interact more on Twitter. Before that, there was Facebook. We used to upload pictures, activities, programs, ads etc. Till the point where Facebook has become more essential than the website and people would go on Facebook instead of the website. Afterwards when Twitter joined the rate of interactivity has increased. On Facebook, if you uploaded a picture, after two or three days you will receive a comment, there will be a conversation, there will be questions and response to it and the response will be from different aspects, the response may be controversial or the questions may be controversial at the same time within a day, two till a week. But on twitter, when twitter joined it became in a second and

Comment [FA2261]: Some SMEs like to communicate

Comment [FA2262]: Some SMEs like to communicate

Comment [FA2263]: Twitter has made marketing easier

Comment [FA2264]: Twitter has made marketing easier

Comment [FA2265]: Twitter has made marketing easier

a second could make a difference, the response within seconds and within a second he can receive more than one respond. That's how people started notice and is more interactive. Actually, the most important thing is to communicate with the student in any kind of a suitable way. Sometimes you need twitter, sometimes you need Facebook, sometimes you need YouTube, sometimes you need the website and at times you need newspapers, sometimes you need... everything! It's rare to use newspapers nowadays but you need it at times, lets say if someone doesn't know anything about you, nothing at all! The only thing that could be mostly known is the newspaper.

Comment [FA2266]: Twitter has made marketing easier

Comment [FA2267]: SME's must choose which SM sites

Comment [FA2268]: Newspapers can be the last communication

Interviewer: Are the current students and I meaning these criteria still read newspapers?

Interviewee: They do read newspapers but online. Nowadays, the world has changed! Even the newspapers write their news on twitter. So if I want to read a newspaper or follow a newspaper, I'll simply follow it or follow a certain section on the newspaper. So I'll get the news live from twitter.

Comment [FA2269]: Newspapers are moving

Interviewer: Talk to me more about your experience on twitter? How many followers do you have?

Interviewee: Approximately three thousand. I think! Three to two thousands.

Comment [FA2270]: In Twitter the more followers

Interviewer: Are you constantly responding to their inquiries?

Interviewee: Always! There are three people who are in charge of responding to any inquiries, follow them and sometimes they ask for specific things, specific questions with cultural attached, higher education, certain people in higher education. There is a great thing that we do which is, if someone asked a particular question...A student asked a particular question (Something that concerns the higher education) we mention the manager or a particular person who is charge of the higher education, so the question will be delivered to the person in charge through twitter and it is a really great thing. Same thing through cultural attached, a question is asked, we post cultural attached mention, we post our answer and cultural attached mention and then he will reply back. He may not know the account of the cultural attached, so this is a very great thing.

Comment [FA2271]: SM can improve customer service

Comment [FA2272]: SM can improve customer service

Comment [FA2273]: Mention helps SME's marketing specially in Twitter

Interviewer: So your also communicating with competent that concern the students through twitter?

Interviewee: (I think he said "We salute ourselves"). And sometimes we post ads or some particular things about the competent that could help the student in higher education, cultural attaché, British council, Kuwait airways, and British airways. We can deliver information to them, for example: If British airways posted an ad, we make a re-tweet for their ad and it will reach the students. Same thing, if there is an exhibition in universities at a certain place, we'll re-

Comment [FA2274]: SM can improve customer service

tweet it. We re-tweet anything that is beneficial for the students. So we are spreading out information that is useful for our students.

Comment [FA2275]: Retweet helps in spreading messages

Interviewer: Is the Re-tweet... You see it on twitter, meaning! What is the strongest thing on twitter? Is it the re-tweet and mention or there is something else?

Interviewee: Well I see the re-tweet and mention but the better option is to reply back directly to make him feel he's valuable and happy. But sometimes if you have certain information, you re-tweet it.

Comment [FA2276]: Retweet helps in spreading messages

Interviewer: Are you using the FOLLOW BACK strategy or not?

Comment [FA2277]: Some customers may value interaction with SMEs in SM

Interviewee: We are using the FOLLOW BACK strategy now. We just started it, before... We are using the FOLLOW BACK strategy now. We just started it, before that, we weren't using FOLLOW BACK strategy. But now we started using FOLLOW BACK to know what the student needs, to have a conversation with student, listen to his opinion, listen to... the side talk that could help you to correct yourself and know your mistakes.

Comment [FA2278]: To have a good relations with sponsors

Comment [FA2279]: To have a good relations with sponsors

Comment [FA2280]: SM can improve customer service

Interviewer: So you're using the FOLLOW BACK method with the students. Then he can follow you back by sending a direct message!

Interviewee: The student can ask a personal question. The use of FOLLOW BACK is, it sends a direct message and at times some students and some people that would like to be conservative about stuff and want to talk in private. They can ask in private and you'll respond.

Comment [FA2281]: To have a good relations with sponsors

Interviewer: Speak to me about your experience on Facebook and what do you think about it?

Interviewee: Our experience on Facebook was good. Facebook... what's great about Facebook is that you can create different groups and you can upload photos, links, videos, links from YouTube, Certain photos, links related to you. It is kind of a website but in a different way that is used as a social network. So through Facebook you can access certain people that you can't reach... you can't get in touch with on the street, in offices or universities. Through Facebook it's easier, you can have access to the university, see all the students and advertise inside the universities, advertise inside particular colleges in those universities, you can talk, you can have a conversation with people or you can communicate with people. So it is a very powerful social network and everything is documented, from the moment you create an account, everything is registered, obtained and saved including the comments and direct messages. Everything is available, there is an immense number of useful information, there are webs you can communicate with and there is a great thing about Facebook is that you can advertise and the ad will be very useful. It will check the target you need, for

Comment [FA2282]: Some SME's use Facebook to connect

Comment [FA2283]: Some SME's use Facebook to connect

Comment [FA2284]: Some SME's use Facebook to connect

Comment [FA2285]: SM can help SMEs to keep records

example: You write down that I have students and they are present in Kuwait, Britain and Ireland. Their ages are ranged between 17 to 45 years old. Specify particular things then I advertise it. I'll place a certain ad saying "We are the national union for the students of Kuwait" The branch in the United Kingdom and Ireland are planning a festival regarding the national day of Kuwait in February, in the capital of Britain, London. For any inquires

Comment [FA2286]: Some SME's use Facebook to connect

visit this link:
or call this number:

Comment [FA2287]: Some SME's use Facebook to connect

So each person present ...Costs are paid! It's not expensive but costs are paid. Any Kuwaiti person in Britain or Ireland etc... or connected to Kuwait, you put particular standards on these ages. The ad will appear on the side of the page and so we can communicate with them. For example: I know a community at a particular city especially for Kuwaitis or people from the gulf area we can enter and communicate with them. So it's a whole another world! Other than that, it is linked. It's linked to the website, It's linked to Twitter; It's linked to Instagram, on twitter....

Comment [FA2288]: Some SME's use Facebook to connect

Comment [FA2289]: Facebook FOF TM is powerful

Comment [FA2290]: Integration between SM sites & other media can be a powerful marketing tool for SMEs

Interviewer: So your seeing that Facebook segmentation "That's what they call it" is giving you the exact... Is it active and is it exactly placing (?) on Facebook or segmentation only?

Interviewee: Exactly, because eventually you want a student, you need a person that cares about them; you need a person ranged between this to that age. If I have student, pardon! If someone is 8 years old, I won't need him. If he was 8, 7 or 5 years old I won't need him. So you should determine the right ages, set a suitable place, the right nationality that you can assist. Determine more and more and more.

Comment [FA2291]: Facebook FOF TM is powerful

Comment [FA2292]: Facebook FOF TM is powerful

Interviewer: Is this method used on Facebook available in other things and similar to it or is it just on Facebook?

Interviewee: Yes, It is only available on Facebook.

Comment [FA2293]: Facebook FOF TM is powerful

Interviewer: So this segmentation is distinct on Facebook!

Interviewee: Yes, it is distinctive on Facebook. There are more details, for example: You can specify, you can say more than one thing. Actually each one has it's own tool, it's own move. On Facebook, you can find this stuff. Same thing goes to ... Actually it connects you to Google and connects to several websites. Same thing on twitter, pardon! YouTube, even YouTube has informational things, it can be informative, it can publish but not as a powerful source as the other websites. Something simple. By posting a simple ad, some specific stuff with a paid cost. Something simple and you can't define people. As for Facebook, you can determine exactly the age, place on the contrary you can specify a particular university, or a particular area in a country. So it is powerful, very powerful!

Comment [FA2294]: Facebook FOF TM is powerful

Comment [FA2295]: SME's uses integration between SM

Comment [FA2296]: Facebook FOF TM is powerful

Interviewer: Speak to me more about the "integration" between.. Between Twitter, Facebook... You mentioned more than one place! There is integration between them.

Interviewee: Correct! If I posted a tweet, if I posted a tweet it will appear on twitter, Facebook and the website. Great! Ok, if I uploaded a photo on the website it will be available at the archive of the website, it will be available on Facebook and will appear on twitter. Vice versa, actually there something else, which is Instagram, the most important thing on Instagram is, if you uploaded a picture on Instagram, it will appear on Facebook, twitter, flickr etc.... This communication is a great thing because people differ, Some are auditory and some are visual. It differs! Each person has his own side that comforts or accept more. Some may like twitter, some may like Facebook and some may like to use the website only. So as much you vary and increase the tools you have, it will be beneficial.

Comment [FA2297]: SME's uses integration between SM

Comment [FA2298]: SME's uses integration between SM

Comment [FA2299]: SME's uses integration between SM

Comment [FA2300]: SME's must decide which SM

Interviewer: Ok, if you spoke to me more... Are you using Facebook and twitter for "Data Gathering" ...Are you taking information of the students from those places or not?

Interviewee: Yes for sure because Facebook, specially on Facebook, You often find the student's phone number, address, E-mail, his Kuwaiti and British number or another country that has E-mails, website if he has one.

Comment [FA2301]: Keeping record is one of the advantage

Interviewer: Are you taking this stuff?

Interviewee: We don't take it but if we needed it, we can find it but we don't take it, why? Because the student has to register, become a member and have his membership. So we have all of his information when he participates but he might change his phone number or renew his data, in this case we can take it through Facebook.

Comment [FA2302]: SME's uses integration between SM

Interviewer: That's great! In reference to the E-mail, do you have "database" or not?

Interviewee: Yes we do! When each student write down his information (his membership) You will find his e-mail and stuff or maybe a list of E-mails and a list of E-mails and a list of messages. Even on the internet we send to the students messages through the network system and he will receive messages, specific information other than twitter etc. He also receives messages through our website, messages to their phone number. The e-mails, the same method. The step will be delivered if there is something in particular but the student does not care about that stuff much, he does not verify it much. He checks twitter the most. The thing he visits the most is twitter. Then comes Facebook. Actually YouTube then Facebook.

Comment [FA2303]: Keeping record is one of the advantage

Comment [FA2304]: Keeping record is one of the advantage

Interviewer: So you consider, pardon! Your considering YouTube is more important to you. What are you exactly posting on YouTube?

Interviewee: Sometimes ...

Comment [FA2305]: YouTube is a very effective in Video

Interviewer: What are you exactly posting on YouTube?

Interviewee: Sometimes... useful words that could be useful for the students abroad, Particular information, recent incidents, whether the incidents are in higher education or universities or acceptance or such things or languages or sometimes the activities that's going to occur or a coverage for the activities occurring.

Comment [FA2306]: YouTube is very powerful in spreading SMEs marketing messages

Interviewer: So you take pictures of those events and post it on...

Interviewee: Yes we do take photos, post it through Instagram and it will appear on twitter and Facebook.

Comment [FA2307]: SME's uses integration between SM

Interviewer: What about videos? Do you upload videos as well?

Interviewee: Videos as well. We video tape it and upload.

Comment [FA2308]: YouTube is very powerful in spreading SMEs marketing messages

Interviewer: Have you ever taken videos?

Interviewee: Yes we did! With huge tools, coverage, answering questions, covering an event, certain talk, for example: purposeful for the students, specific lessons, we write a lot about it. And we almost have 30, 40 to 50 videos on YouTube. There is a lot of useful stuff. Same thing, YouTube is considered as the second website for communicating after twitter and above Facebook. YouTube always listens and watches you, he might comment and you can respond live to his comment and so on you communicate in a powerful way.

Comment [FA2309]: YouTube is very powerful in spreading SMEs marketing messages

Comment [FA2310]: YouTube is a very effective in Video

Interviewer: So it is very important to you?

Comment [FA2311]: YouTube is a very effective in Video

Interviewee: Yes! YouTube after twitter.

Comment [FA2312]: YouTube is a very effective in Video

Interviewer: Talk to me more about Instagram, what do you think is special about, is it developing gradually and what's its current situation?

Interviewee: Instagram is something new. Newly ascending but it is rising with full force, with a bit of full force. Sometimes we make certain activities, so we cover it through Instagram and people follow it, watch it, follow it, and communicate with it. Other than that, sometimes we make a competition, for example: a particular area, we want the best three photos from this particular area, for example: Birmingham. The best three photos. What does people do (the students)! They

Comment [FA2313]: Instagram is designed for photo sharing

take pictures at Birmingham and choose the best three photos; he uploads the image and comment beneath it. What's the photo about? The photo should be one the milestones in Birmingham. So in this case, when the student sees the area, he is also exploring. He explores when he sees the photos and the comments. Today in Birmingham, Explore! That's a particular area; you made the students communicate, interact and help the students (?) It is beneficial for the federation; the student/photographer and so are the newcomers. So through it we get the student used to the area, make the students more active and increase...when a student takes a photo and enters the competition, he wants all his friends like his photo and so his friends may join us and follow the federation. So yah! That's a very, very great thing.

Comment [FA2314]: Instagram is designed for photo sharing

Comment [FA2315]: Instagram is designed for photo sharing

Comment [FA2316]: Instagram is designed for photo sharing

Interviewer: In this way, you are using all types of social networks. But do you feel that the teenage students Are you employing them at the union or not?

Interviewee: At first, he's a newcomer. So he should utilize those tools, asks on twitter, asks on Facebook, search on YouTube, Watch it and listen to it, Access the website and take the phone numbers and tries to communicate then attend our events, participate etc..

By time! He'll start to like it and get to know new people then he will be in charge of responding to the newcomers and tries to help the students that are passing through the circumstances that he already passed! So then he says I want to participate with you to help the students. So he enters and begins participating with the students. He can work on twitter, Facebook, starts interacting and responding to people. Sometimes it's unnecessary to have something official to enter and interact with people, it's open. In general, the door is open for anyone who wants to help.

Comment [FA2317]: SME's must choose which SM sites

Comment [FA2318]: SME's must choose which SM sites

Comment [FA2319]: SME's must choose which SM sites

Interviewer: So do you think those little students are beneficial and know much about technology & social networks. Are you using them or not?

Interviewee: The student already knows about everything. When you cope and cope the technology, it means your reaching him. Instead, he'll be more interactive with me. For example: A student... if you saw, we he attended a certain event, e.g.: A soccer match he takes snapshots and upload it on Instagram and write the name of mention federation. Some thing, when we take a picture and upload it on Instagram and it appears on twitter, he checks it and reply back. Other than that he commented on it and tagged his friends. So at this point, we're communicating using different colours to reach the same goal, so the circle is huge and it keeps getting wider. Each aspect enlarges the circle and makes it get bigger. Facebook is helping twitter, Instagram, YouTube etc. YouTube is helping Facebook and twitter. So its a huge web and too interactive.

Comment [FA2320]: SME's are attracted to TM & SM marketing

Comment [FA2321]: SME's are attracted to TM & SM marketing

Comment [FA2322]: SME's are attracted to TM & SM marketing

Comment [FA2323]: SME's are attracted to TM & SM marketing

Interviewer: Who designs your ads?

Interviewee: We have experts, Students that study media. They are expertise at media, photography, design etc. They pursue their specialization or their hobbies in the Union. So the Union helps to develop those hobbies at specific places. So it's beneficial for them and for the students.

Comment [FA2324]: Teenagers can be good staff for SME's in SMM

Comment [FA2325]: Teenagers can be good staff for SME's in SMM

Interviewer: So they make those ads or what?

Interviewee: Yes! Design the ad and let someone design a certain logo or a certain line, let someone take a video and make it look good. Someone else that likes anything regarding the net, so he takes those ads and upload it on Instagram, Twitter, Facebook and other websites. It is continual web. It is from (?) to (?)

Comment [FA2326]: Teenagers can be good staff for SME's in SMM

Comment [FA2327]: Teenagers can be good staff for SME's in SMM

Interviewer: Let's suppose you don't have those social networks and it's not available, what would you do? Let's suppose nowadays there is no twitter, Facebook or anything from the social network, what would be your situation and how would you communicate with your students?

Interviewer: It would be harder to communicate, just like 50 years ago. I don't know what's going to happen but we will have an office or pardon! A phone number is an office, people will call and the employee will respond. We can have two phones or three to transfer and the line will be busy if you have three to four thousand students. So I don't know how much pressure does this line take. And we should have someone that answers the calls 24/7 because we are students at the end of the day and we can't place an ad. We can make an ad with a high cost once a year and we may appear on a T.V interview or maybe not. So they may know us or they may not know us. We cannot communicate with the cultural representative. To communicate with the cultural representative and higher education there should be repetitive visits. Which means, we're going to take a train or travel and come back to Kuwait or make appointments and interviews. So to get official information it would take two, three or six months. It is a very long process, so whatever you're doing in this generation could shortcut 60 to 100 years when there was no social network. In an abnormal way. Which means you should...

Comment [FA2328]: Marketing in SM is cost efficient

Comment [FA2329]: Marketing in SM is cost efficient

Comment [FA2330]: Marketing in SM is cost efficient

Comment [FA2331]: Marketing in SM is cost efficient

Comment [FA2332]: Marketing in SM is cost efficient

Comment [FA2333]: Marketing in SM is cost efficient

Interviewee: In this generation could shortcut 60 to 100 years when there was no social network. In an abnormal way, which means you should have money to make an ad. The person might not see it. Maybe... Actually, only one newspaper not more than that. Only one newspaper. And this newspaper may not reach the student and it might do. It can reach the student but the page could be worthless or someone tore it without knowing, that's unavailing, it's over. It may be lost. He might have seen it but forgot the number and he doesn't know where is the newspaper. If it is not available, you won't be able to communicate. Other than that, it makes it harder to communicate and it's costly, whoever has a telephone line won't have the time, it's not available 24 hours a day and it is not recorded. One question might... For example, when?.... A specific question. When does the

Comment [FA2334]: Traditional and Newspapers marketing

Comment [FA2335]: Traditional and Newspapers marketing

Comment [FA2336]: Traditional marketing waste a lot of time

studies start in Britain? For example, or any other question. And it may be repeated. All the students are going to call and ask the same question. Why? Because they don't that there is an answer. But when it is posted on Facebook and Twitter he will find that his question is already answered, so he won't answer again and that it's it.

Comment [FA2337]: SM can improve customer service

Interviewer: how can he get the answers?

Interviewee: Everything is documented; it is documented when he access Facebook or twitter. He can see it, when I post on twitter hash tag (?) and I will see everything going on, I'll see questions, conversations, discussions and I'll know without asking, why asking! Other than that, there is a website that could help you, twitter, YouTube etc.

Comment [FA2338]: Keeping record is one of the advantage

So basically, I'll find what I'm looking for, if I have any inquires I won't need to ask anyone. I can access YouTube, Facebook and the website and I'll find all the answers I need, more often. Back if we went back in time, a question could take our process a week, two, three or a whole year. For example, if I asked you a precise question about enrolment of higher education with the universities, they start corresponding through the mail or through the phone, then it reaches the cultural attaché, after a week, the cultural attaché will see what's the matter and if they couldn't solve it they will send it through the mail to Kuwait or fax, which going to take ages. But in this situation, he can ask a question on twitter and we'll make a "mention" to the prime supplement and he'll reply back immediately and if he did not know, we'll ask anyone that knows. Other than that, you have their accounts on twitter and Facebook. Even the cultural attaché has an account on Facebook, the higher education as well. Everyone, even the officials have Facebook, twitter and YouTube. So you're not the only one communicating, you communicating with everyone. This world is quieting different.

Comment [FA2339]: Keeping record is one of the advantage

Comment [FA2340]: Keeping record is one of the advantage

Comment [FA2341]: SM save time, money, energy & bring more customers

Comment [FA2342]: SM can improve customer service

Comment [FA2343]: SM can improve customer service

Interviewer: So it's going to be affected a lot. Are you using space like Television or those programs to appear in it as a federation or not?

Interviewee: We do appear in interviews or if there is a particular coverage or a particular event we planned, a certain channel covers the event but it's worthless. Well, it is worth it but it's not as powerful as social network. Why? On a channel it appears once, you have seen the interview once or a particular coverage and that's it. If you did not record it and upload it on YouTube (Documented), then post the video on Facebook and post the link on twitter for everyone to watch it and for anyone that haven't seen it and this YouTube channel must be saved in your website as a documentary. In this case, you have activated it because the TV is useless if it is not... You can use it...

Comment [FA2344]: TV integrated with SM can be powerful

Comment [FA2345]: TV integrated with SM can be powerful

Comment [FA2346]: TV integrated with SM can be powerful

Interviewer: Now I'm watching that use space which is television channels. Whoever is using those channels have immense number of followers on twitter! For example, Oprah or anyone that has his own show or informative etc, has huge number of follower. Even in Kuwait like Buftain etc. Anyone has a program

that helps him on twitter, so he is gaining more followers. Does that happen to you when you appear on twitter ... I mean, you appear on TV, do you gain more followers or not?

Interviewee: Sure, we do gain more followers.

Comment [FA2347]: In Twitter the more followers

Interviewer: They increase why you appear on TV!

Interviewee: Yes they increase for sure.

Comment [FA2348]: In Twitter the more followers

Interviewer: So do you think space is important to you or not?

Interviewee: It is important; sure, it is important to us. But it is dispensable to us. It is useful as an extra, addition, useful, nice, but it's an addition. If it wasn't available, we can proceed and still manage to keep on going in the greatest form.

Comment [FA2349]: In Twitter the more followers

Interviewer: Do you remember something happened like you appeared on the TV and you received more followers at that day?

Interviewee: When a festival was covered and held in London. There was a channel covering the event, only at that time and at that moment the number has increased from two to three hundred followers at the same time the channel was covering the event. At the same time there were questions, saying, "People watch this program, it is available on twitter, YouTube and so on..." Even the... Even the TV itself, if the TV channels want to increase the number of viewers they use the social network. For example, today there is a discussion or an interview on TV with two people and the same presenter posts on twitter that he has an interview...so he talks about it. So people start to talk and get more excited to watch it. TV is using those tools as well. So it is a particular aspect and acts as an assistant, a powerful assistant too.

Comment [FA2350]: In Twitter the more followers

Comment [FA2351]: TV integrated with SM can be powerful

Comment [FA2352]: TV integrated with SM can be powerful

Comment [FA2353]: TV integrated with SM can be powerful

Interviewer: What's the matter behind blog.com? Blog or blogger, do you know anything about it?

Interviewee: I see it as Facebook in a simplified manner. You write about particular topics and upload certain links, deliver it to the people and people start to discuss it or ask you about it. Same as you use twitter and Facebook to market for or ...

Comment [FA2354]: SME's must decide which SM

Interviewer: So it's not really a big deal to you?

Interviewee: No, not really. It's different than Facebook. It's consisted as a simplified website and simplified Facebook. Website or Facebook or something in between.

Comment [FA2355]: TV integrated with SM can be powerful

Interviewer: It's not that...

Interviewee: Not that important.

Comment [FA2356]: SME's must decide which SM

Interviewer: Are you seeing places, new things that are being a dominant or not?

Interviewee: Places!! I didn't understand what you said!

Interviewer: Are you seeing social networks or something new that is breaking through or is it the same?

Interviewee: Well! Actually, I think there is something new but I'm not sure about it. It is something that is quieting similar to Instagram but video, I forgot its name! It is similar to Instagram but video, you record a video and post it, not upload or link. You just take a video through your phone and post it but I haven't really used it and it might be powerful.

Comment [FA2357]: SME's must decide which SM

Comment [FA2358]: SME's must decide which SM

Interviewer: Talk to me about "Word of mouth"! Do you think it is important for your union that people spread your news through the "word of mouth" among themselves or not?

Interviewee: Of course it is very useful and very important. If the ambassador spoke about our Union at a certain place or a particular forum or anything specific. Of course a lot (?) People will start to be assured, people will start to feel the composition and the elegance and useful for the students and the opposite is, if someone dispraised you, you're going to be harmed. It depends on the personage and what happened. So it is a very important...

Comment [FA2359]: WOM is affective for SME's marketing

Comment [FA2360]: WOM is affective for SME's marketing

Interviewee: So it is very important and we use it sometimes by going to famous personalities and tell them to juncture or talk to people about us or mention us because we want to help the students and communicate with the students, so this is very useful.

Comment [FA2361]: Mention helps SME's marketing specially in Twitter

Interviewer: Talk to me about monitoring, how do you guys monitor?

Interviewee: Monitoring! There is an ad hoc committee.

Comment [FA2362]: Monitoring SMP is very important

Interviewer: No I'm talking to you about twitter! For example, have you ever had someone that came and said something not nice or complained on twitter or what?

Interviewee: yes! There is a specific committee for social communication. a specific committee in the Union for social communication. That takes care of twitter, Facebook and those websites. And they will follow, monitor and respond to the people. You can sometimes filter it, some people may say anything that concerns students, there will always be! There may be problems, misbehaviour or anything else, people start to...People start to arguing and so on... Sometimes you should block a person because he crossed the line, you feel he is useless

Comment [FA2363]: Monitoring SMP is very important

and he is affecting the students so you block him. But some might...

Comment [FA2364]: Monitoring SMP is very important

Interviewer: So some people do that?

Interviewee: There are people who do each thing.

Comment [FA2365]: Monitoring SMP is very important

Interviewer: So you have been through this situation?

Interviewee: It did happen! Some people just try to.. It's like being childish, they just was ruin things for no reason. So why would you allow such a person scatter the students, bother you or write appropriate comments below the photos. So you just block him and that's it. Stay away from such people and use those actions against them.

Comment [FA2366]: Monitoring SMP is very important

Interviewer: Do you have people monitoring and are doing that?

Interviewee: Yes! There are people monitoring, there are people monitoring. A lot of stuff ...

Comment [FA2367]: Monitoring SMP is very important

Interviewer: Is their job significant?

Interviewee: Very significant! Because you don't want to lose control. Because it is a tool, and just as useful it is, it can be harmful as well if you used it in a wrong way or it took a useless path it's going to damage you for sure. You should make sure to keep it balanced and preserve it to keep going on the right path towards your goals.

Comment [FA2368]: Monitoring SMP is very important

Interviewer: How do you consider your customer service? From your thoughts, how are you serving the students in the Union? Is it high-level service, how is your way and how can you rate it through social networks? What you providing them?

Interviewee: In social network, we provide.

Comment [FA2369]: SM is available to many by smart phone

Interviewer: How do you respond to them? Are you available 24/7?

Interviewee: Eventually on twitter! Why you can communicate with them 24/7 and we are available 24/7 because it's on the Internet and everything available on the Internet. For example, a question was asked on Facebook, twitter etc. is available, the question has been posed and if no one responded it will still be there. Later on, you can reply back or someone else reply back, or anyone else available can reply back. We are available and there are experts as well that respond to any question at anytime, a special committee and they will respond on Facebook, Twitter, and YouTube. You can respond to him at of the sites and at anytime, while sleeping, while you're in the car, while you're walking, while you're on the plain or on a train, basically wherever you are, as long as the

Comment [FA2370]: SM is available to many by smart phone

Comment [FA2371]: SM is available to many by smart phone

Comment [FA2372]: Keeping record is one of the advantage

Comment [FA2373]: SM is available to many by smart phone

service is working.

Comment [FA2374]: SM is available to many by smart phone

Interviewer: You do have that!

Interviewee: We have people who are specialized to respond and for the people who are included in those matters. They're expertise and their collection and stuff. So it is useful.

Comment [FA2375]: SM is available to many by smart phone

Interviewer: Good! We kind of covered a lot of aspects about the union for students. So now from what I heard from you, you told me that you literally are not using traditional marketing except. Well, rarely! Again, what are the reasons?

Interviewee: It's costly, it's costly and it may not pursue the present students and it's not documented, it may get lost. If he saw it once that is good if not, then that's it.

Comment [FA2376]: SMEs have limited staffs and resources

Interviewer: So you're saying that Facebook, Twitter etc. whatever you post will always be there!

Interviewee: It will be available on the website and there as well. And they're all linked together. So Facebook is linked to YouTube and linked to twitter.

Comment [FA2377]: Keeping record is one of the advantage

Interviewer: So the ad. You mean ads take more time or what?

Comment [FA2378]: Integration between SM sites & other media can be a powerful marketing tool for SMEs

Interviewee: Yes! So when you, when you make an ad. If I made an ad on the newspaper, it's going to be on one page only and on one newspaper and I paid it's cost. But the person reading the newspaper may read all the ads except ours and that's normal, he doesn't have to see, he didn't see it. So it's gone. But I made a tweet (wrote a tweet) and write tweet and once I write this ad with tweet there is a probability of thousand people that may make a re-tweet and there is a thousand chances that they may make a "mention" whoever didn't see it on twitter will get a chance to see it on Facebook or someone may tag him on Facebook. Same thing on YouTube and on the website. So the probability of one tweet is that it doubles and doubles and doubles... And in a way that no one knows how long it's going to keep duplicating. But on the newspaper! Eventually it's for free and the experts deliver your tweet to the exact people you need. On the newspaper you won't get the people you need or it's very costly and the probability that the readers may not read it is huge because it is already on one page. One area. And this newspaper may.. I have sent a newspaper in Kuwait, a Kuwaiti newspaper in Kuwait. If the student is not in Kuwait he won't be able to get the newspaper and even if he did, it will be two or three days later and might not even read it. So there is a huge difference.

Comment [FA2379]: Traditional and Newspapers marketing

Comment [FA2380]: Traditional and Newspapers marketing

Comment [FA2381]: Retweet helps in spreading messages

Comment [FA2382]: Mention helps SME's marketing specially in Twitter

Comment [FA2383]: Retweet helps in spreading messages

Comment [FA2384]: Retweet helps in spreading messages

Comment [FA2385]: Integration between SM sites & other media can be a powerful marketing tool for SMEs

Comment [FA2386]: Traditional and Newspapers marketing

Comment [FA2387]: The young generation can not be reached

Interviewer: So over there he is present and can see whenever he wants to. Ok! Talk to me about iPhone and those kinds of phones. Did those applications

Comment [FA2388]: Traditional and Newspapers marketing

participate to make social network more available for the people or what do you think?

Interviewee: I feel without that without smart phones, social networks won't be interactive. Facebook, twitter can work on the laptop normally but the probability of using the laptop a day has decreased. I think formerly, everyone uses the laptop and Internet 24/7. But now it's rare that you see someone using the laptop. Why? Because everything through the phone. Everything through the smart phone so twitter, Facebook are all-available on the smart phone. So what you can do, at any moment can reach everyone.

Comment [FA2389]: SM is available to many by smart phone

Comment [FA2390]: SM is available to many by smart phone

Interviewer: So you mean to say that the smart phone has contributed the success of the social media?

Interviewee: It is the success itself. It didn't contribute only but it is the reason behind the success. Social network without smart phones will not succeed. It is actual reason behind the success because take away the smart phone and everyone will start using the computer. So if he started using the computer and there is no smart phone, he won't feel the same feeling, he won't be using it each second, he won't be interactive or work the same. It's going to make a huge difference. I think smart phone is a huge factor in the success of marketing in social network. Smart phone is a huge factor in the success of marketing in social network.

Comment [FA2391]: SM is available to many by smart phone

Comment [FA2392]: SM is available to many by smart phone

Interviewer: That was very good. I honestly enjoyed this interview and you have spoke to us about a lot of different aspects in the federation and thank you very much. God bless you.

The number of the interview: 17

Time of Interview: 10:49 PM

Date: Wednesday 26/09/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee: Ahmad Alsuwelem

Position of Interviewee: Specialist in Media in SAAD's club.

Interviewer: Ok Ahmad talks to me about "SAAD's club " and how do you do marketing on social media?

Interviewee: Ok SAAD's club is a summer club each year in the summer holidays this club is divided into 3 parts and different ages primary and kindergarten nursery and we have a volunteer teachers have different skills religious sporting skills drawing skills at an educational volunteer educational and trying to benefit small private students ages of students trying to benefit students and get some benefits for the club during the summer and there are two major schools during the summer months and benefit from the trips are targeted at the end of the trip traveling to Dubai Kuwait to Dubai this club has the fifth year and is not any announcement to any place just Tweeter and Facebook and the word of mouth so we didn't announce anything in newspaper it was only through Tweeter and SM helps in growing SME's Facebook and word of mouth and the last year when it was on Tweeter and Facebook almost the number was like 200 up to 450 and for this year with tweeter and Instagram it became 900 subscribers and we didn't announce anything in any other place.

Comment [FA2393]: SME's are attracted to TM & SM marketing

Comment [FA2394]: SM has improved communication process

Comment [FA2395]: WOM is affective for SME's marketing

Comment [FA2396]: WOM is affective for SME's marketing

Comment [FA2397]: SM has improved communication process

Interviewer: So what exactly was your work over there?

Interviewee: I was working in the field of media I was a specialist in the department of authentications media closest any event, we communicate with the parents in several methods way and trying to existing life of the child in the club to his family through the media I mean anything happens in the club will be found on Instagram and it will be on Facebook and tweeter its just like a camera if he needs anything he can enter the Instagram or whatever Facebook and tweeter everything will be clear without going to the club all what you have to do is join the media and you can watch everything you need ,they will see their children and their relatives and everyone even you can communicate with them through their pictures and the events and we have some of the children have phone and they can put some mention to their self by Instagram and they can put their comments and when he finds his picture on Instagram he will inform all his family and friends It just like when their family stay in a gathering and trying to find some pictures they will watch everything so the same idea .

Comment [FA2398]: SM users can access SM from anywhere anytime

Comment [FA2399]: Instagram is designed for photo sharing

Comment [FA2400]: SM users can access SM from anywhere anytime

Comment [FA2401]: Instagram is designed for photo sharing

Comment [FA2402]: SM users can access SM from anywhere anytime

Comment [FA2403]: Instagram is designed for photo sharing

Interviewer: Excuse me, how long has this project?

Interviewee: Since 6 or 7 years.

Interviewer: Since that time right? So did you develop anything since those years and what was it?

Interviewer: Our start was on Facebook and the numbers were 200 up to 250 almost and when we join the tweeter it jumped to the 300 400 and it was increasing with the Instagram and Facebook and with all our media it became 900 and its 2 schools so it became larger and the next year they will open a new school out of Kuwait it will be in SAUDI and DUBAI what is helping? It just because that you are documenting the events and you let the specialists and the interest in this field watching it in a good way. So simple, but it so active and you can feel it, so I am really interest to my children and I want to be interest to their education field, so I can see the people also can see and I replay people do so, and they comment, all these stuff are very good.

Comment [FA2404]: SM helps in growing SME's

Comment [FA2405]: SM has improved communication process

Interviewer: Are there any marketing through the newspapers?

Interviewee: No not at all none of the newspapers or the magazines or any kind of these things.

Comment [FA2406]: Traditional and Newspapers marketing

Interviewer: It was only through word of mouth right?

Interviewee: Yes it is, it's only when we get someone famous singer, actor or artist we put him on Instagram and we put his picture so he will re-tweet.

Comment [FA2407]: Marketing via celebrities

Interviewer: Like whom did you bring now?

Interviewee: Like the son's of al KHIDIR he is a singer and for example we brought actors playwrights like "Tariq AL Ali " so if anyone one of those artists Re-tweet it will be spread in the environment, we brought a teacher and doctor "BSHEER AL RASHIDY " he spoke about the club and the events so it spread and we even brought doctor " TARIQ AL SWIDAN " he spoke about something and it spread, but we didn't use anything like TV or something the same thing for those people who use word of mouth now it became not in the same place or you are talking about the same company or the school or the club, word of mouth is useful on Tweeter and Facebook everywhere, now when someone wants to talk about something through the Tweeter or Facebook, now it became different word of mouth and the social network changed and became different than before and now social network is making us reachable to the specialist people in a documented and simple and a free way.

Comment [FA2408]: Marketing via celebrities

Comment [FA2409]: Retweet helps in spreading messages

Comment [FA2410]: Marketing via celebrities

Comment [FA2411]: Traditional and Newspapers marketing

Comment [FA2412]: WOM is affective for SME's marketing

Comment [FA2413]: WOM is affective for SME's marketing

Comment [FA2414]: Marketing in SM is cost efficient

Comment [FA2415]: SM has improved communication process

Interviewer: Nice, now you think that the social network recording and documenting those things so the people can join it and watching it anytime and however if you announce in the newspapers you won't get anything or benefits, and its interactive so talk about how its interactive I mean are they happy to watch their children there?

Interviewee: Yes, for example once upon a time we were on a trip we traveled to DUBAI and we took the students to DUBAI with us, now when you go to travel its kind of hard if you want to communicate with someone on the phone or you talk to someone whatever if someone has a phone, so its hard to communicate directly specially if you have lots of students and we had big number in that trip of DUBAI so imagine that 100 persons their ages 8 years to 12 years their ages very young how could their family trust you? Imagine that, things have an important tasks and how they feel that they are nearby? Its almost on Instagram and Tweeter and its very responsibility sometimes you can see the father talking to his son and asking him why you wearing this thing? For example why you are wearing that thing? Why don't you wear this hat its very sunny day you better do so and kind of these stuff.

Comment [FA2416]: SM users can access SM from anywhere anytime

Interviewee: Why don't you wear a hat, its sunny? There are people that give comments. See to what extent, where your hat else this will happen, or be careful. The son replies to his dad's comment, not through SMS but through INSTAGRAM, through that particular picture. The same thing with the teachers and the students, the coordinator replies to the fathers comment, you will have relation between the coordinator, the father and the student. You can feel that when you share a picture, share those feelings and moments, things that happened, those will all be memories that they all can cherish, they will have a sweet relationship, this gives a nice touch, it will make the students be proud when they find a picture of themselves playing posted over there, they would go and show all their family members and people that they love. Whenever the child is talking, he would mention the clubs name (Nadi Sa'ad), I am a member of Nadi Sa'ad, the best club is Nadi Sa'ad, so even the child will be talking about Nadi Sa'ad.

Comment [FA2417]: SM users can access SM from anywhere anytime

Comment [FA2418]: SM users can access SM from anywhere anytime

Comment [FA2419]: SM users can access SM from anywhere anytime

Comment [FA2420]: SM has improved communication process

Comment [FA2421]: Marketing in SM is cost efficient

Comment [FA2422]: Marketing in SM is cost efficient

Interviewer: Do you think that by being available in the social network, the families became more confident in having their children join your club? Since they can see them all the time.

Comment [FA2423]: Marketing in SM is cost efficient

Comment [FA2424]: SM has improved communication process

Interviewee: Yes, because they see them all the time, they see that the reply is very fast, the children themselves can reply.

Comment [FA2425]: SM users can access SM from anywhere anytime

Interviewer: How can you make the students reply fast?

Interviewee: Most of the students have it; mobile phones are available now days and they are not that expensive, smart phones with network. That what made it easier, the kid has a smart phone and is using Twitter and INSTAGRAM. So it's easy to communicate now, everybody could communicate, from children to elders because smart phones are available in good prices, the internet service is of good price and the usage is easy. If the kid has it that means the worker has it as well, the policeman too, which means everybody has it. Smart phones are human beings now; no one doesn't have smart phones.

Comment [FA2426]: It is not accessible to use SMS

Comment [FA2427]: It is not accessible to use SMS

Comment [FA2428]: It is not accessible to use SMS

Interviewer: So you think that smart phones are what making network a successful thing?

Comment [FA2429]: SM users can access SM from anywhere anytime

Interviewee: Yes, that's my opinion; the progress that we are experiencing today is all because of smart phones, it became like someone cannot leave his phone, even when you are in the bathroom you can use it, if those phones were waterproof they would have swam with it, seriously, phones became part of human beings. When someone wakes up, the first thing he would do is to check his phone, before he sleeps he would check his phone, in times that he would have no one with him he would have his phone. For example, if I want to meet one of the students parent, how will I reach him, you will call to make an appointment, he might be available, he might not, he might get sick and cancel the appointment and all but when you send a tweet, he will see it, he will be able to reply no matter where he is, while eating or doing any other thing.

Comment [FA2430]: It is not accessible to use SMS

Comment [FA2431]: It is not accessible to use SMS

Interviewer: You find that the social networks are serving the small to medium enterprises that you will find new relations with people that it was possibly hard to find them before?

Comment [FA2432]: SM users can access SM from anywhere anytime

Interviewee: Now we have something new for us, something that is called a friend from Twitter, or an INSTAGRAM friend, I myself have friends that I had never seen in real life, I only know them through INSTAGRAM and Twitter. I never saw them but we are close friends, we ask about each other and I know everything about them, I know where they study and what they are interested in. I can know the person personality through Twitter and INSTAGRAM. You know what he eats or where he is going, what he is interested in and his comments, you can see what pictures he likes and all, and you can analyse his personality through those social networks. If you inter Facebook, Twitter and INSTAGRAM and put all the information that they have about someone, you would get to know all that persons data, you can even know whom his friends are, his interests and what his way of thinking. I will give you an example, I was trying to have one of my relatives bring his kids to join our club, but he is always nervous and very busy, so I don't know how to reach him, so I found him once on Facebook, that he always goes fishing, I asked him something about fishing, he was very happy, he wanted to chat, little by little we were chatting about other things and I was able to ask him to make his kids join our club. You could know the person personality and how to reach them through those networks.

Comment [FA2433]: Good relationships are the base of any successful business

Comment [FA2434]: SM users can access SM from anywhere anytime

Comment [FA2435]: SM has helped SME's information gathering

Comment [FA2436]: SMEs can use SM website to save information

Comment [FA2437]: Good relationships are the base of any successful business

Interviewer: How did you see him?

Interviewee: It was a coincidence. In life, we are all connected to each other somehow, whenever I go through Facebook, I have to find a common friend between me and someone else, by going through those common friends, you will find people that you haven't seen since long, you can get to know them and form a great relationship with them. So, in our case, Nadi Sa'ad club, we kept in mind the importance of those networks, we started to know what the student likes, we chat with him, it's not all about announcing or advertising for our activities in

Comment [FA2438]: Good relationships are the base of any successful business

Twitter, Facebook, INSTAGRAM, it's about chatting with the students themselves, those kids also have accounts, we chat with their parents, they ask, we reply and the other way around. Anyways, those pictures and words are feelings, when someone comments on a picture that had been posted, he is showing his feelings, so when you share those comments and feelings; you could reach someone's heart. In this case, you are not chatting with this person in an office regarding an economical matter, something written, you are talking about a picture that he posted about himself, you don't have to be all dressed up to chat with him, no, you are chatting with him about moments in his life that he cherishes a lot, so you are chatting with him when he is relaxed because he won't reply on Twitter when he is busy!!

Comment [FA2439]: Good relationships are the base of any successful business

Comment [FA2440]: SM users can access SM from anywhere anytime

Comment [FA2441]: SM has improved communication process

Comment [FA2442]: SM users can access SM from anywhere anytime

Interviewer: You go to twitter and check what they are doing; you are not using this method?

Interviewee: Yes, when we go to the volunteer's students, we go to their Facebook, we see a lot of interests in the community, they like volunteering, if we are looking for someone specific with certain features, we go to certain clubs or groups or communities and we add those young people and we try to ask and gather information and you can know everything by the information and that will help in choosing the right person you need, at the same time in twitter, By using the hatch tag on twitter you can find the right topic in sports or politics and check the comments from people then you can add them and communicate with them, and then you follow up with them, and here in Saad club who ever adds us we follow back, so he can feel secure and comfortable, and he feels important specially when we follow back and comment or write something on his page or mention him, that will make him follow you and get attached and feels like he is with you in the same page.

Comment [FA2443]: Teenagers can be good staff for SME's in SMM

Comment [FA2444]: Facebook FOF TM is powerful

Comment [FA2445]: Facebook FOF TM is powerful

Comment [FA2446]: Twitter helps in defining TC

Comment [FA2447]: Hash tag is good marketing tool

Comment [FA2448]: To have a good relations with sponsors

Comment [FA2449]: To have a good relations with sponsors

Interviewer: So you are saying that this social network had provided information about people even if we don't know them and we can create relationships that we can use in our business. And do you have relationships or exchange of information or experiences with ones that are similar to yours and small business like yourselves?

Interviewee: Until now we haven't, but the idea is there to have experiences with others, we saw that there are some clubs outside Kuwait that share the same interest so we asked them for some lectures but we haven't shared experience yet, but the idea is to merge other clubs like in emirates for an example to be one club sharing the same ideas we share trainers, information and trips maybe to visit each other in the future.

Comment [FA2450]: SME's help each other

Interviewer: So now you didn't use an existing business and added to it, you started from scratch or they had other things and they established it, do you know what I mean?

Interviewee: I did not understand.

Interviewer: I mean if I want to open a new business, do I start it from the beginning or I use, if I have another business the customers and clients from there?

Interviewee: Of course I would use the experience of people you had.

Comment [FA2451]: Having vision and mission

Interviewer: So Saad Club started from scratch.

Interviewee: No, Saad club did not start from scratch, it belongs to a ... youth company, this Kuwaiti company gives courses in personal development and education and it has a club named " Injaz shabab" for older youth who study in colleges, it provides courses and trips and conferences, these young people after taking all the courses and developed themselves properly felt that they are able to make a small project that they can implement their abilities in, and that is how Saad Club was out, so right after they used the courses and developed themselves and went to trips by themselves and had their own activities, they decided to make a small club for the younger youth, so "Injaz" created this club and transferred the experience of all the courses to the young ones in a simple way during the summer time.

Comment [FA2452]: Having vision and mission

Comment [FA2453]: Having vision and mission

Comment [FA2454]: Having vision and mission

Interviewer: Nice, So Saad Club used the main business "Injaz" and used its experience and relationships right?

Interviewee: Yes.

Comment [FA2455]: Having vision and mission

Interviewer: So it was help, this is important in the social network?

Interviewee: Of course.

Comment [FA2456]: Having vision and mission

Interviewer: Ok, Talk to me more about the celebrities, how to you market through them and is it helpful to the project if it is in the social network, and how to you choose the, aren't scared that after you make a relationship with one of the celebrities that he turns out having a bad reputation and roughens your plans. How do you choose them?

Interviewee: True, you have to choose right, and not only that because even if we choose and evaluate, people's words can affect, you have to be careful and to communicate with him about your goals, they can have great advantages and also disadvantages, they have their fans, popularity and also their opponents, so you have to know from which door and what side to get closer so you would not be affected in a bad way.

Comment [FA2457]: When MVC SME's must choose the right celebrities

Comment [FA2458]: When MVC SME's must choose the right celebrities

Interviewer: Ok Ahmed, Talk to me more about marketing through the social network, what is Twitter providing you, what is twitter exactly? And is it developing and improving day by day.

Interviewee: Of course twitter is following up with the development, people don't know it at first, then they know it and everyone is included in it like TV's newspapers and news, before you used to get flash news and urgent news from

TV or a message, now all kinds of news are on twitter any side that you are interested in, it gets you a direct information in a fast way, So it's a special place where you can get trusted information in a continuous way and at the time, so it's a very powerful tool if you can use it in an effective way.

Comment [FA2459]: Twitter helps in defining TC

Comment [FA2460]: SME can have direct access to customer information

Interviewer: So when did this start? When did you start marketing through twitter?

Interviewee: It's been around three years now...

Comment [FA2461]: Twitter is the most popular website

Interviewer: So since the beginning...

Interviewee: Maybe two years now, two years to be exact.

Comment [FA2462]: Twitter is the most popular website

Interviewer: What are the things that differentiate twitter and makes it stand out, in a sentence how can u explain twitter and its power?

Interviewee: Twitter is the talk of thoughts, in short in twitter you can say what's on your mind no matter where you are in the world and people will comment and interact without a face to face interaction, so it is a talk between the minds and thoughts.

Comment [FA2463]: Twitter is the most popular website

Interviewer: Tell me about the re-tweet; Does it matter or what is it exactly?

Interviewee: Re-tweet is an important statement that you think will benefit someone, you share it and benefit others, so people would check who is re-tweeting and follow up, Sometimes you need people to check your re-tweets to follow you and to market for you in a way, so that is nice.

Comment [FA2464]: Retweet helps in spreading messages

Interviewer: Does the re-tweet increase your followers?

Comment [FA2465]: Retweet helps in spreading messages

Interviewee: Yes, it does, if people like what you are re-tweeting they will follow you and try to find out more about you and check your history.

Comment [FA2466]: Retweet helps in spreading messages

Interviewer: And is the tweet useful is spreading information and reaching it to many dimensions in a fast way.

Interviewee: Of course, there is nothing faster than twitter nowadays; they had an advertisement about it, that shows that there was a tweet about an earthquake in a certain place, ad right after that with 5 seconds, the earthquake happens, so that shows that twitter is faster than the event itself, that's the concept of the ad, so you can reach all over the world with a tweet.

Comment [FA2467]: Twitter messages spread very fast

Comment [FA2468]: Twitter messages spread very fast

Interviewer: Is it true that the social network helps in the globalization and made the world connected more?

Interviewee: Of course, now you don't care about limits, in twitter and Instagram you don't care about race or country or gender or even nationality or religion, with no borders at all you connect to all people and they do right back, everyone on

Comment [FA2469]: Twitter messages spread very fast

earth can be benefited with one single tweet, you can tweet something and it reaches everyone alive, so it is not to be under estimated.

Comment [FA2470]: Twitter messages spread very fast

Interviewer: Do you think that twitter had helped in the success of Saad Club?

Interviewee: Of course, I told you that we haven't posted any ad anywhere else than twitter and face book and Instagram.

Comment [FA2471]: Twitter messages spread very fast

Interviewer: Why haven't you?

Interviewee: We did not feel that there is a use of it, we are jumping in doubles every year, we are having numbers like 200 to 300 to 600 to 900 and so on, so we don't need extra ads, and in the end twitter costs nothing, but if we use a newspaper for an example, it costs very high and maybe not everyone will read it, we might post something in a day and our targets are not in town or don't even read this specific newspaper, so you're never sure that you will reach or not through a newspaper, and it's the opposite in twitter, even if it gets to one person who is interested better than a 100 who are not.

Comment [FA2472]: Twitter messages spread very fast

Comment [FA2473]: Traditional and Newspapers marketing

Comment [FA2474]: Traditional and Newspapers marketing

Interviewer: Tell me about the "mention" a bit, what is it and how is it done? And what are its benefits?

Comment [FA2475]: SME's are attracted to TM & SM marketing

Comment [FA2476]: SME's are attracted to TM & SM marketing

Interviewee: It is when you write something and you quote and you mention someone, it I done when I want people to see who I am talking to, or when it is a photograph or an event and I mention all the individuals in the photo so they will be recognized and I comment that I am with these people in this event doing so and so... so it is nice, it is a kind of marketing for people.

Comment [FA2477]: Mention helps SME's marketing specially in Twitter

Comment [FA2478]: Mention helps SME's marketing specially in Twitter

Interviewer: Does the "mention" contribute in the sharing of the business?

Interviewee: Sure it does, sometimes when I have important news and I need to alert someone, so I use the mention to make sure that that person would see it, I might post on twitter and he misses it, so mentioning him will make sure he gets it, and even people will do and if he replies it will be public.

Comment [FA2479]: Mention helps SME's marketing specially in Twitter

Interviewer: Tell me about the follow back strategy, do you use it?

Comment [FA2480]: Mention helps SME's marketing specially in Twitter

Interviewee: Yes who ever follows us, we follow back immediately, so he feels safe and involved and we break the walls between us, and we can know his updates and statuses and use them.

Comment [FA2481]: To have a good relations with sponsors

Interviewer: So if you follow back, he will have access to the direct message, is that true? Or how is it?

Interviewee: I did not understand.

Interviewer: He can directly message you right?

Interviewee: Direct message is used when you want to say something not in public, like for an example if someone is asking about a female who wants to train or special situations or so, they use the private direct message for that.

Comment [FA2482]: To have a good relations with sponsors

Interviewer: Do people or parents use the direct message?

Interviewee: Yes, they do.

Comment [FA2483]: To have a good relations with sponsors

Interviewer: Do you have someone to reply 24/7

Interviewee: Yes, we have two people who follow up with twitter, just to let you know twitter of Saad club is divided to several divisions like juniors or so, and this is to make it easier on people and to specify, juniors or officials.

Comment [FA2484]: Some managers realize the important of customer service

Interviewee: So everyone is divided so it is organized...

Interviewer: Even in twitter it is so.

Comment [FA2485]: Some managers realize the important of customer service

Interviewee: Yes, even in twitter.

Comment [FA2486]: Some SMEs are using SM sites as a customer services

Interviewer: Ok, tell me more about the "Follow Friday" is it important to you?

Interviewee: We cannot do this method because the number of students is 900, but they do that and they use the "follow Friday", us as individuals we use this method for the club and you can see students getting excited and posting too, but we don't use it, only as individuals like teachers and students they use it to publish the Saad Club.

Comment [FA2487]: FF is great way of marketing

Interviewer: And that happened?

Interviewee: Yes, as individuals it did.

Comment [FA2488]: FF is great way of marketing

Interviewer: How many approximately are the followers you have?

Interviewee: Around 3400 or so...

Comment [FA2489]: In Twitter SME's can follow potential costumers

Interviewer: They are all interested people right?

Interviewee: Yes, between parents and students they are all interested.

Comment [FA2490]: In Twitter SME's can follow potential costumers

Interviewer: What about Facebook? What do you use it for?

Interviewee: The same things we do on twitter ad Instagram it is documented on Facebook like pictures and extra information.

Comment [FA2491]: SMEs can use SM website to save information

Interviewer: Do you have advertisements on Facebook?

Interviewee: Yes we have posters uploaded as ads, and everything posted will be shared on Instagram and twitter.

Comment [FA2492]: Integration between SM sites & other media can be a powerful marketing tool for SMEs

Interviewer: So you mean the integration is important in the social network?

Interviewee: Yes, social network is based on integration between people and between applications too, all applications are linked together so you just use this link to benefit you, this benefit you could not get 50 years ago, before it used to take around 3 years to do what you can do in a day now.

Comment [FA2493]: SMEs can use SM website to save information

Interviewer: So it made it easier and faster.

Comment [FA2494]: SMEs can use SM website to save information

Interviewee: It made it much easier and faster and powerful, and its more specific now and interesting.

Comment [FA2495]: Integration between SM sites & other media can be a powerful marketing tool for SMEs

Interviewer: Ok, so talk to me more about the advertisements you are marketing on Facebook, are you paying for those ads or you are targeting them?

Interviewee: We heard about the targeted method of advertisement, but we did not use it till now, students might not be able to reach this and the decision is in the end in the hands of the parents so you try to catch the parent and make it nice on the child, so we prefer the live impact in the beginning and then we use the social media later for the events and so on...

Comment [FA2496]: SME's marketing via SM has become popular

Interviewer: Do you feel that the social network made everything more alive with details and on daily bases?

Interviewee: Yes sure, now you know what a person is wearing and where he is going and what he is doing, and you know his father's account and his friend's accounts.

Comment [FA2497]: SM has improved communication process

Interviewer: Everything is more exposed.

Interviewee: Yes.

Comment [FA2498]: SM has improved communication process

Interviewer: So we can say that the social network had made it less time and more contact with people, what do you have to say about Facebook and its strongest affects and what differentiates it from twitter and Instagram.

Interviewee: You can talk about many things in a simple way, and it reaches everyone for free, you can use all kinds of marketing like videos or pictures or simple words, and it reaches everyone around the world, individuals or companies for free, and plus it is stored right there.

Comment [FA2499]: SM has improved communication process

Interviewer: Do you think that big companies like CNN and BBC are let go since Facebook?

Comment [FA2500]: SM has improved communication process

Interviewee: Even they are using it, these special huge companies use twitter, you can go to their account and follow them, even big media companies have accounts, and they are using this tool to reach people.

Comment [FA2501]: SM has improved communication process

Interviewer: It is a proof of how successful it is.

Interviewee: Yes, huge companies using these small tools and their huge affect.

Comment [FA2502]: SM has improved communication process

Interviewer: Ok, what if we cancel the social network, how it will affect your business?

Interviewee: We won't get to majority of people, we will need huge budgets for cameras to document our events and even when we document them we cannot publish them unless in small gatherings and meetings and TV, and huge costs will be spent to reach maybe quarter of the target we reached now, there will be printing, papers, ink, forms, books, delivery for all that and then newspapers, and interviews, you are talking about a huge part and huge amounts, but now all you need is twitter account and when you are home you can get 100 to 3000 followers interested and not interested ones.

Comment [FA2503]: In SM news about SMEs travel fast

Comment [FA2504]: SM has improved communication process

Interviewer: Does the increase in number of followers have any power in the business or it doesn't make a difference?

Interviewee: Sure, Just the high number of followers gives the audience the impression of it's a strong business.

Comment [FA2505]: In Twitter the more followers

Interviewer: So you think this is a success itself.

Interviewee: Yes it is, the amount of followers is a percentage of success.

Comment [FA2506]: In Twitter the more followers

Interviewer: Ok, As Saad Club, what is the strongest social media you are using?

Interviewee: Twitter.

Comment [FA2507]: Twitter is one of the most powerful SM sites

Interviewer: Is it? What about Instagram?

Interviewee: Instagram is good in events, but you can also post pictures on twitter, but in Instagram it is presented in a better way, so number one Is Twitter, then Instagram and then YouTube for videos.

Comment [FA2508]: Twitter is one of the most powerful SM sites

Interviewer: Do you see anything new coming up?

Comment [FA2509]: Instagram is designed for photo sharing

Interviewee: I have no idea, but for sure there will be something new like others.

Comment [FA2510]: Changing, innovating and being updates

Interviewer: What do you think about this development between these companies is it affecting you? Like Facebook before not the same like now, and twitter is becoming stronger and Instagram is also improving, how this affects you.

Interviewee: It doesn't affect, we are catching our audience both ways.

Comment [FA2511]: SMEs are following their customers

Interviewer: Does it make a difference if you exist more on Instagram, I think it is improving majorly in a good way.

Interviewee: We are on Instagram, what's nice about the social media is that everything is linked together, when you are on twitter you can reach Facebook and Instagram instantly, this connection is the best thing.

Comment [FA2512]: SMEs are following their customers

Interviewer: Everything is connected.

Comment [FA2513]: Integration between SM sites & other media can be a powerful marketing tool for SMEs

Interviewee: Yes.

Comment [FA2514]: Integration between SM sites & other media can be a powerful marketing tool for SMEs

Interviewer: Thank you very much.

The number of the interview: 18

Time of Interview: 12:39 AM

Date: Tuesday 15/01/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee: Ezaldeen Albalool

Position of Interviewee: Owner and manger of OLA

Interviewee: So that was the first idea, that we use the experience we have in the field, and have our own business not under anyone, we both had the experience in television and journalism, and him much before me.. and so we made the idea and we were excited and I remember our first project was to make a magazine, a sports magazine and the name of the business developed from this magazine, our gathering did not have a name or anything...

Comment [FA2515]: Having vision and mission

Comment [FA2516]: Having vision and mission

Interviewer: when was that?

Interviewee: This was around 2006 or the end of 2005, actually the end of 2005.. November 2005

Comment [FA2517]: Time is a very important aspect of innovation marketing

Interviewer: So it wasn't that long ago...7 years..

Interviewee: 7 years...it was developing at this time.. so the first idea was this magazine..."Green tea please" and then the name of the magazine came out and attracted the youth, and like we said... we are the main and they are our helpers, so we started with this magazine, and you know the start is always upside down and not stable, so I remember I started with Mr. Foz Jalal and then I had to travel for a long while to London and at this time the magazine stopped, it came out for about 6 months and then it didn't continue because the young men were kind of amateurs and it was not that stable, but at least it was a start for us, then we continued ..At that time MR. Foz Jalal I remember he had a television show...My dates are not very accurate 100% but I remember he had a sport show on television and I wasn't there the whole time of that show I came here when he was about to finish in the end of it, and then he sold this show and it was successful.

Comment [FA2518]: Having vision and mission

Comment [FA2519]: Time is a very important aspect of innovation marketing

Comment [FA2520]: Having vision and mission

Interviewer: He sold it?

Interviewee: He sold it to Kuwait TV

Interviewer: As "Olay" company?

Interviewee: "Not Olay" we did not have a name or an official, we had the idea

but the applying was in small groups or individuals or so.. we were about 12 persons from journalists and in formatives etc.. And he continued for a while then he died Mr. Foz Jalal..

Comment [FA2521]: Having vision and mission

Interviewer: What happened to him?

Interviewee: He was around 73 years old.

Interviewer: He wasn't that old.

Interviewee: Yea, but sobhan allah.. I was very affected, because he was an old friend, we started since 1991, when I went into the television he was one of the biggest informative in Kuwait television so I met him and learned from him..

Comment [FA2522]: Having vision and mission

Interviewer: So nothing happened to him, he just died?

Interviewee: It was a heart attack.

Interviewer: In Kuwait?

Interviewee: Yes in Kuwait.., after that we settled for a while then we started thinking of doing activities and then suddenly the government starts a law that allows new TV channels and newspapers to come out..

Comment [FA2523]: Having vision and mission

Interviewer: When was that?

Interviewee: That was around.

Interviewer: 2006.

Interviewee: No that was around 2008 or so...

Comment [FA2524]: Having vision and mission

Interviewer: At that time alot of newspapers came out.

Interviewee: yes, it was our chance to come out, we had a team that was not the best, but it was a good team, since we were into sports at that time, we followed every new newspaper that came out and involved in it, some of the newspapers we made the whole sports sections like it starts with one of our team members and then he takes the rest of the team to join the department.

Comment [FA2525]: Having vision and mission

Comment [FA2526]: Having vision and mission

Interviewee: Where was that?

Interviewee: Such as "Alam Al yom" newspaper at that time,,,

Interviewer: So you were nurturing them basically,

Interviewee: Yes, after his death the person who helped me mainly was Mr. Mubarak, He went to the sports department of "Alam Al Yom" as a president, then the office turned to "Olay" so when its a small business its easier to develop, they ask for employees and so.. so that was the second actual step taken after...

Comment [FA2527]: Right branding can play a major role in SMES innovation

Interviewee: So I think this was the second actual step after the magazine...we

had a few runs here and there, but that was the second official step which was the sports section in "Alam Al Yom" , and also there was other tries with a new newspaper "Al jareeda" to have something like an academy, i used to bring people from "Alam Al Yom" to "Al jareeda" because it was abit more sophisticated with more salaries and so on... so i hired young people in "Alam AL Yom" then transferred them to "Al Jareeda"..

Comment [FA2528]: Having vision and mission

Comment [FA2529]: Having vision and mission

Interviewer: And what is your position in "Al Jareeda"

Interviewee: I was handling the sports section over there. But for a little while, and I made the sports section in the newspaper, and I had experience in...

Comment [FA2530]: Having vision and mission

Interviewer: They called you to join them?

Interviewee: Yes, they asked me to be the president of the sports section there, and I had this aspect of handling young organizations and so on, I did it in "Al Rai" newspaper in 1995 when it was a new newspaper coming out, and they hired employees in all the departments, I came there when there weren't that many of journalists in the market and I didn't to bring the old style journalists that existed back then, so I started bringing young men, I brought one old man and opened the doors for the youngsters to learn journalism, and thank God that time it succeeded and the young men gave the place a fresh spirit, I did that in "Al Rai Al Am" in 1995, and in 1991 and the beginning of the 90's I was responsible on local programs on the sports channel, and the same method went on, to bring new fresh minds to replace the old ones, this experience I had in the major organizations like Kuwait TV or "Al Rai Al Am" I tried to implement it in the new business I am working on right now "Olay" and we were able to start new sections such as "Alam AL Yom" and "Al Jareeda" and then opened something like media committees which is marketing for some organizations in journalism, like providing material, organizing locations for campaigns and also continued in the sports section.

Comment [FA2531]: Time is a very important aspect of innovation marketing

Comment [FA2532]: Time is a very important aspect of innovation marketing

Comment [FA2533]: Time is a very important aspect of innovation marketing

Comment [FA2534]: Right branding can play a major role in SMES innovation

Comment [FA2535]: Right branding can play a major role in SMES innovation

Interviewer: And what happened to "Alam Al Yom" and "Al Jareeda" newspapers?

Interviewee: In "Alam Al Yom" newspaper, the sports section for a while was a special and unique page and it had our young employees, it succeeded for a while then it went down and they started firing some workers, one of them was Mr. Mubarak after being one of the establishers of the newspaper and continued for about three years with them, when they went down they had to lay off some people but the sports section and page was still on, and you know nowadays the newspapers cut down their employments, before they had many people working on a section, now you can find two or maybe one person handling a whole section.

Comment [FA2536]: Strong competition closed down

Comment [FA2537]: Strong competition closed down

Comment [FA2538]: Strong competition closed down

Interviewer: How can one person handle all that?

Interviewee: Imagine, only one person handles everything in the section.

Comment [FA2539]: Strong competition closed down

Interviewer: How is that possible.

Interviewee: To lower the costs that is done.

Comment [FA2540]: Strong competition closed down

Interviewer: How can he concentrate in doing everything?

Interviewee: He finds a way to do it, it's possible.

Comment [FA2541]: Strong competition closed down

Interviewer: It's a mess.

Interviewee: Yes, it is not about quality anymore.

Comment [FA2542]: Strong competition closed down

Interviewer: How can he put the subject and check on them and so on.

Interviewee: The new policy is to come up with anything, it doesn't matter if it is a good subject, so this was for "Alam Al Yom" newspaper, as for "Al Jareeda" newspaper, I did not continue with them, I stayed for about 6 months.

Comment [FA2543]: Strong competition closed down

Interviewer: What was the reason?

Interviewee: I had an argument with the editor, we did not get along.

Comment [FA2544]: Good relationships are the base of any successful business

Interviewer: What did he want?

Interviewee: He just had a different way, I don't know if I was wrong or he was, but I was journalist in "Al Qabas" in 1987, three years before the invasion, I used to see him coming to the newspaper, young and not having any relationship with journalism, he came to chit chat with the editor or the section manager so psychologically I always looked at him as a young learner who came to learn from us without any ego, if you look at it I was not very well known but I had 5 years experience back then and we were few as Kuwaiti journalists so if someone like that comes you will have the idea of him being a learner and then suddenly this same person turns from that to an editor –in- chief and I was just a section manager.

Comment [FA2545]: Right man in the right place

Comment [FA2546]: Good relationships are the base of any successful business

Comment [FA2547]: Right man in the right place

Interviewee: A new person who used to come to your office in the 90's, suddenly becomes an editor – in – chief, so the chemistry just doesn't click psychologically, maybe he was right, I did not say he was right, but you cannot accept the fact that someone turns from a trainer to an editor, so things were just not getting along between us, and many disagreements happened, but now I don't know, I don't even remember who was wrong, but I remember that I did not accept that someone like him "someone with all due respect" turns professionally into an editor in a sudden way, old days are gone now, then we started getting into the coverage of sports events and Mr. Mubarak handled this and was responsible of that fully and the marketing of the events and champions as a media center and Mr. Mubarak was the leader and he had other young journalists, this is all about sports, then we turned towards political or to the parliament so we did this with many parliaments like Mr. Abdel Aziz Al Shaygy and I handled this and was the leader of his media center and it was a successful and unique coverage for his campaign, he was a deputy that didn't stay for long only for about six months in

Comment [FA2548]: Good relationships are the base of any successful business

Comment [FA2549]: Right man in the right place

Comment [FA2550]: Right man in the right place

Comment [FA2551]: Right man in the right place

Comment [FA2552]: Good relationships are the base of any successful business

the 1999 parliament I don't exactly remember but I guess it was 1999 or 1998, this was the turn from sports to the political side, then after that and Mr. Abdel Aziz Al Shaygy did not stay in the parliament and policy, I started a new direction with the experience I had in the television and journalism I started in the internet, our first experience in the internet was "Olay"

Comment [FA2553]: Good relationships are the base of any successful business

Interviewer: Before you tell me about "Olay", what happened to the newspapers you told me that they started cutting down employees, why is that?

Interviewee: Since the law came out, people did not believe it, every individual made a newspaper, every company made a newspaper it was an evolution, this evolution was in our benefit, as small companies who provide services for journalism...

Comment [FA2554]: SMES like take any opportunity

Interviewer: But it wasn't a smart revolution..

Interviewee: Of course, it was only benefiting us as companies providing services for those new coming out newspapers, for these newspapers there is no cadres, and this is a problem in Kuwait we don't have cadres like in Lebanon or Egypt if ten newspapers opened at once they can ask for 100 employees and they will find because they have universities that graduates hundreds of students every year, in Kuwait we don't have that, we just have young people who are okay in dealing with the situations and doing the job and had experiences from the older ones, so we were like a team who was waiting for the championships, and suddenly it was tens of championships at once so we had our benefits, after a while these companies realized that newspapers have no returns, because there is many newspapers and the demand is few, there was about fifteen newspaper, and residents were around three million people...

Comment [FA2555]: Strong competition closed down

Comment [FA2556]: Strong competition closed down

Interviewer: Do you think that the social media had this affect on the newspapers?

Comment [FA2557]: SMES like take any opportunity

Comment [FA2558]: Strong competition closed down

Interviewee: No, at that time there was no social media, we are talking about 1989 there was no social media evolution..

Comment [FA2559]: Strong competition closed down

Interviewer: Was it 1989 or 2008 the fall?

Comment [FA2560]: Strong competition closed down

Interviewee: In 2008 the fall of the newspapers was not affected by the social media, some of them closed before the social media coming out that much, like "Awan" for instant, this newspaper closed way before facebook came out, the problem was when traders and people invested in it, they thought there was returns, but the costs were high with no returns, and one of the problems were those people who were starting and opening newspapers and did not know anything about journalism, it is like building a house and knowing no contractor or construction company.

Comment [FA2561]: Strong competition closed down

Comment [FA2562]: Lack of information updates affect marketing decisions

Comment [FA2563]: Good relationships are the base of any successful business

Interviewee: And he knows no one in journalism field, it is like someone trying to build a house and not knowing any contractors or construction companies, the problem in Kuwait is that these companies don't exist, if someone wants to build

Comment [FA2564]: Good relationships are the base of any successful business

Comment [FA2565]: Lack of information updates affect marketing decisions

something there is no contractors, how is that? So they end up dealing with people knowing nothing about the field, like in journalism, the problem is when you are a leader in a position in this field, you have to know about journalism and administration and accounting, these three things were very rare to find a while ago in Kuwait, someone who knows all that was very hard to find until now, except Mr. Jasem Bodai, he made his newspaper before the evolution and all that in 1995.

Comment [FA2566]: Lack of information updates affect marketing decisions

Interviewer: How did he do it before the law?

Comment [FA2567]: Lack of information updates affect marketing decisions

Interviewee: He actually bought an existing newspaper from someone else.

Comment [FA2568]: Lack of information updates affect marketing decisions

Interviewer: So you could buy an existing newspaper back then..

Interviewee: Yes, but no one was selling at that time, there was about five newspapers only and no one gave them up, the presidents of the newspapers at that time were more important that the country presidents.

Comment [FA2569]: Traditional media had a strong power

Interviewer: Do you think that it was a risk buying the newspaper at that time?

Interviewee: It was a life changing decision; two people did made this decision back then, Sheikh Ali Al Khalifa in 1991 and Mr. Jasem Bodai in 1995, they both made a life changing decision and it also changed the media in Kuwait and the minds in Kuwait, these two names made a change for them and for journalism in Kuwait, and if you notice that these two people that bought the newspapers before the law came out are the only ones that succeeded, after the law around 11 to 12 newspapers came out and now maybe 9 is still on, and none of the new ones succeeded financially and administration wise except ""Alam Al Yom" it was the only one that could spread for a while..

Comment [FA2570]: Traditional media had a strong power

Comment [FA2571]: Traditional media had a strong power

Comment [FA2572]: Strong competition closed down

Interviewer: what was the reason of the fall of these newspapers? You mentioned that the number was high what else?

Interviewee: It's not only in journalism, in any project you want to open here in Kuwait like a restaurant for an example, if the general manager wasn't aware of the field and the accounting and the administration, it won't work, and like I told you the new newspapers had a failure in this subject, and you know in Kuwait when anyone opens a new business, they hire the trusted ones not the efficient ones, they hire the friends or the relatives as general managers or editor – in – chief, I mean those position that are considered as the leaders of the business are people who have nothing to do with the field or the administration of the place nor the economics, he is simply a relative of the owner or has the same political view, and mostly this similar political view..

Comment [FA2573]: Right man in the right place

Comment [FA2574]: Right man in the right place

Comment [FA2575]: Right man in the right place

Interviewer: Not even a journalist?

Interviewee: Not even a journalist, if the political view is the same, they can be lawyers and writers that turned into editors.

Comment [FA2576]: Right man in the right place

Interviewer: A writer can be an editor right?

Interviewee: A writer is okay, but its different when someone goes from a journalist to a section manager to a secretary for the editor to the editor itself it's the same field, but all the positions were given to people with no experience in the same field, the only newspaper that had this advantage was "Alam Al Yom" the presidents were old journalists and were the only ones who could bring a financial return from the newspaper but for the rest all lost.

Comment [FA2577]: Right man in the right place

Comment [FA2578]: Right man in the right place

Interviewer: What happened to them now?

Interviewee: The ones who were supported from other sponsors continued, the companies of the newspapers themselves had losses every year if they put two or three million Kuwaiti Dinars.

Comment [FA2579]: Strong competition closed down

Interviewer: You are talking about "Al Jareeda" newspaper?

Interviewee: No, I am talking in general, about all the newspapers except "Alam Al Yom" they were losing but continued because of the support of the owner who is already a millionaire or an owner of other companies.

Comment [FA2580]: Strong competition closed down

Interviewer: He can spend two millions just like that?

Interviewee: Yes of course, and the losses were not less than two million a year.

Comment [FA2581]: Strong competition closed down

Interviewer: You are talking about "Al Qabas" or "Al Watan"?

Interviewee: I am talking about the new ones.

Comment [FA2582]: Strong competition closed down

Interviewer: What about the old ones?

Interviewee: The old newspapers had a different situation in continuity, and they were affected by the presence of the new newspapers, when there was more offers the demand was less, and their journalists went out to the new newspapers so the quality was less, and they were also affected by.

Comment [FA2583]: Strong competition closed down

Interviewee: It was established in 1995; Two years later it became first. Two or three years later it became first. Suddenly, it shifted from the bottom to the top because it came with something new. Therefore, your market is under a threat even if you continue under those conditions. So I'm telling you. I expect the old newspapers will go through a phase known as "Arab Spring" and the most popular newspaper companies will decline, just like the downfall of the new ones. There will be a time were the old and popular newspapers that have not developed will come to an end.

Comment [FA2584]: Strong competition closed down

Comment [FA2585]: Strong competition closed down

Interviewer: Does social media have an impact on it?

Interviewee: Of course! You're speaking about... Since two or three years in Kuwait, Facebook have made a powerful impact then came twitter. So imagine! Now it has reached to a level in Kuwait, last year for example in 2012. Twitter

Comment [FA2586]: SM has weaken newspapers

“From my personal opinion” became more vigorous than newspapers. What proofs this, for example: If you want to move an issue on newspapers or on twitter. You will find out the interaction on twitter and its impact on the society is more powerful than newspapers. What perceived it.. There are people who realized it! Are those people who realized it or “like we’re listening now”. This topic is not only “Kuwaiti” instead it’s an international topic. Twitter’s matter and twitter’s political influence on the countries. As we can see! Recently, this matter is being organized in an international standard and twitter’s influence has affected the domestic policy in all countries. There is no doubt we have stayed away from the political issues and focused on information media. Therefore, we found out that twitter became much more popular than newspapers. For example: considerable tweeters are now more popular than the press, in Kuwaiti press „let’s suppose after the invasion... I suppose after the invasion” the best journalist in Kuwait was Fouad al-hashim. Fouad al-hashim was number one in Kuwait till twitter was found. Now the greatest tweeter is better than fouad al-hashim. When this tweeter tweets about something important, it spreads more. When he discusses a matter, the interaction received on twitter is greater. So someone like tamer al-dekheel „Abu-rashid” is more affective then the famous Kuwaiti journalists. Thereafter, the representatives that entered have more impact on the society than famous journalists. Of course now most of the people have left it. So now you find newspapers joining twitter. In the past 6 or 7 months newspapers have perceived that it should not far away from social media.

Interviewer: So it’s available now?

Interviewee: It is available! For example you can find.... It is available but it is lacking professionalism.

Interviewer: That’s it?

Interviewee: You can find someone like abu-rashid “I don’t want to focus on him” but because I think he is number one in Kuwait, yet I don’t know which rank is he exactly in but I think he is number one because his particularity that he... There are great tweeters in Kuwait, for example: Nabeel Al-awaadi, Mohammed Al-awaadi etc. Those great tweeters in Kuwait have paradox that their tweeters may not be in Kuwait but Arabs. Their twitter is famous on the Arabian standard. Bo-rashid I think is more popular on the Kuwaiti standard. Let’s suppose he has 100.000 among those are 80.000 Kuwaiti tweeters. Therefore, we can rank him as number one in Kuwait even if they had more number of tweeters. Actually those digits I just mentioned are the exact numbers, I was just giving you an example. So now we discovered a Kuwaiti tweeter is greater than him and until now, even though the Kuwaiti newspaper has entered twitter/ social media you find them on Facebook, Instagram, and Youtube. But it lacks professionalism because each field in media has its own game, professionalism & a way to develop it, for example: telling Fouad al-Hashim to because number one in twitter, he will respond by saying I can’t! Because the matter is not about being

Comment [FA2587]: SM has weaken newspapers

Comment [FA2588]: SM has weaken newspapers

Comment [FA2589]: SM has improved communication process

Comment [FA2590]: SM has improved communication process

Comment [FA2591]: SM has improved communication process

Comment [FA2592]: SM has weaken newspapers

Comment [FA2593]: SM has weaken newspapers

Comment [FA2594]: SM has weaken newspapers

Comment [FA2595]: SM has weaken newspapers

Comment [FA2596]: Twitter messages spread very fast

Comment [FA2597]: SM has weaken newspapers

Comment [FA2598]: Some of Twitter writers have more influence

Comment [FA2599]: SM has weaken newspapers

Comment [FA2600]: SM has weaken newspapers

Comment [FA2601]: Some of Twitter writers have more influence

Comment [FA2602]: Twitter has improved communication

Comment [FA2603]: Some of Twitter writers have more influence

Comment [FA2604]: Some of Twitter writers have more influence

Comment [FA2605]: Some of Twitter writers have more influence

Comment [FA2606]: Some of Twitter writers have more influence

the number one just for writing an article and I receive the most tweets and vice versa, tell Bo-rashid to be a journalist and write an article on Al-Qabas, or al-Watan newspaper etc. will you be number one? He may not even be the 100th because each field in media whether its visual media, broadcast, Foliar or Internet has it professionalism. Newspapers have joined the Internet but like I told you it wasn't well occupied. I would suppose the reason is because newspapers have a huge problem with the representatives being from the older generation, older generations regarding the social media. For example: People at the age of 50 will have no idea about the social media.

Comment [FA2607]: Some of Twitter writers have more influence

Comment [FA2608]: Some of Twitter writers have more influence

Comment [FA2609]: Time is a very important aspect of innovation marketing

Interviewer: That's only if he is not evolved!

Comment [FA2610]: SME's marketing via SM has become popular

Interviewee: It's rare where you find that, it's rare where you find that and it's rare to find someone who perceive the importance of it because until this day he is using newspapers and you discuss with him, he will respond by saying; people still like to use newspapers. Nowadays, newspapers are living between tragedies because until this day, in some of the newspapers; they are still living in the 80s.. Same as it was in the 80s. People do not change? Just because he did not change, he will think that everyone else has not changed. So this is all about the newspapers and it joining the social media, it did not succeed because the representatives are not...

Comment [FA2611]: SME's marketing via SM has become popular

Comment [FA2612]: SM has weaken newspapers

Comment [FA2613]: Constant change is important

Comment [FA2614]: Constant change is important

Interviewer: What about you people? Where do you stand in this situation?

Interviewee: See, we are competing! Just like I told you we are competing ...When the new rule came up, we joined and it was useful for us. The matter has dropped. We joined media coverage and we worked on opening a media centre for championships and games. Then we entered the political field "parliament" and it was a good step for us, finally we entered the internet field and the first thing we did was an international journal for sports website and it was successful. Thereafter, we started to....

Comment [FA2615]: Strong competition closed down

Comment [FA2616]: Constant change is important

Interviewer: What was the website about?

Comment [FA2617]: It is important to have a link between SMEs website

Interviewee: A sports website, an international sports website but specified in international news. There are large numbers of visitors that access the website; it can reach up to 100,000 visitors or more a day and this is the statistic I made a couple of days ago.

Comment [FA2618]: Constant change is important

Interviewer: Do you market it in social media or not?

Comment [FA2619]: It is important to have a link between SMEs website

Interviewee: Yes! We use Facebook, Twitter. We have 4 million fans on our Facebook page and on twitter I don't know how many fans we have.

Comment [FA2620]: It is important to have a link between SMEs website

Interviewer: Great! Finally, can you speak to me about what exactly happened with you in the social media?

Interviewee: Like I said earlier we are using twitter, Facebook and it is helping more people to access our official website. So the reason we are using social media is to attract more people to visit our official website. Thank God, we have achieved our goal. Recently on Twitter, let's say last year or less than a year, we have joined twitter almost 9 to 10 months ago. Twitter is developing in Kuwait in an enormous way... Two years ago it developed in enormous way, so it was twitter's revolution and it was useful for us as well. Once we started using social media we joined Facebook and Facebook was developing at the time in Kuwait and people only used Facebook. We have achieved something and we reached a peak, we haven't reached quarter of a million fans but we are almost reaching that number. Before 9 or 10 months ago, I'm not sure exactly when... We joined Twitter and at the time, it was the peak of twitter's revolution in Kuwait. We also joined Twitter and it was helpful for us to have more people access our official website. So this is how we joined twitter and Facebook, they were useful! And now we are thinking of joining Instagram since those couple of months Instagram has made a huge impact. That's it, that's our social media.

Comment [FA2621]: It is important to have a link between SMEs website

Comment [FA2622]: It is important to have a link between SMEs website

Comment [FA2623]: Twitter is the most popular website in SM

Comment [FA2624]: SME's marketing via SM has become popular

Comment [FA2625]: SME's marketing via SM has become popular

Comment [FA2626]: It is important to have a link between SMEs website

Comment [FA2627]: Constant change is important

The number of the interview: 19

Time of Interview: 01:20 AM

Date: Tuesday 15/01/2012

Place of the company: Kuwait

Interviewer: Faisal Al-Qaoud

Interviewee: Ezaldeen Albalool

Position of Interviewee: TRACCS Business Partner

Interviewee: It was established in 1995; Two years later it became first. Two or three years later it became first. Suddenly, it shifted from the bottom to the top because it came with something new. Therefore, your market is under a threat even if you continue under those conditions. So I'm telling you. I expect the old newspapers will go through a phase known as "Arab Spring" and the most popular newspaper companies will decline, just like the downfall of the new ones. There will be a time were the old and popular newspapers that have not developed will come to an end.

Comment [FA2628]: Traditional and Newspapers marketing

Comment [FA2629]: Traditional and Newspapers marketing

Interviewer: Ok, what if you spoke to me about your other company, what was its name?

Interviewee: Actually, at the same time I'm working with my brother "Abdul-aziz" at a company called Tracks. Tracks are specified in marketing consultancy. Marketing consultancy ... briefly, this company...if you have your image as a company or a general personality, you want to develop this image; you want to have a better image in the society as a product or persona. How to have a preferable image, how can you give more, how can we help you produce more at your field from your information side and your personal image?

Comment [FA2630]: Having vision and mission

Comment [FA2631]: Right branding can play a major role in SMES innovation

Interviewer: Grand image

Interviewee: Grand image exactly. That's the field and we started working on political field "parliament" and economical field for example: common products. And thank God, everything is all right. I don't want to get into the customer's details in this company because most of the clients we work with they don't like their names to be exposed but we have worked with a lot of people and we helped on changing their personalities, some of the clients now have a status and an opinion among the society. This is rare in Kuwait. In Kuwait, You have a problem with...In Kuwait there is a minority...Majority of people that execute. You have a lot of executors but no one is there to correct their image and make it look good. In Kuwait, you find a good product with bad marketers and this was observed in political standard. You find a good product as an individual yet

Comment [FA2632]: Right branding can play a major role in SMES innovation

Comment [FA2633]: Right branding can play a major role in SMES innovation

marketed in a wrong way. So we tried to enter the field and mm... we are doing good at it.

Comment [FA2634]: Professionalism in marketing

Interviewer: Speak to me more about twitter and what are the strengths you find in twitter that you don't find in other social networks?

Interviewee: First of all, twitter is desired in Kuwait and I think they desire it because Kuwait is the most country in the Middle East that use twitter, relatively! Recent statistics shows that Kuwait with its population "relatively" has the highest percentage in the Middle East. I suppose it's because the usage of iPhone and the new devices are helping Kuwaitis in this matter and this is not easy in other Arab countries for example: Egypt etc... Usually, the Internet is mostly used but iPhone and those things do not have a huge impact.

Comment [FA2635]: Twitter is the most popular website in SM

Comment [FA2636]: SM is available to many by smart phone

Comment [FA2637]: SM is available to many by smart phone

Interviewer: So Smartphone's made the impact?

Interviewee: Exactly! The majority of usage of Smartphones in Kuwait makes us access twitter more often. In Kuwait, we've had a youth environment and Arab changes. In other countries, Facebook had a better impact Especially in Egypt, Tunisia etc. referred to as "Arab spring"! Facebook was Egypt and Tunisia's their main motor. But for us and our movement of youth began from twitter. Like I said, the majority and main reason is behind Smartphones.

Comment [FA2638]: SM is available to many by smart phone

Comment [FA2639]: Twitter is the most popular website in SM

Comment [FA2640]: Some SM's sites are more popular than other

Comment [FA2641]: SM is available to many by smart phone

Comment [FA2642]: Twitter is the most popular website in SM

Interviewee: Our movement of youth began from twitter. Like I said, the majority and main reason is behind Smartphones and twitter's impact is influenced by it. Political matters and the new devices they are using. Everyone knows twitter's properties but I'm speaking specifically about Kuwaitis and why it is becoming a powerful tool in Kuwait. I remember who started using it, was a representative called ... al-awadi.. uh! I forgot her name... Aseel Al-Awadhi. I remember when she started; there was an important convene and she posted the convene on her page.

Comment [FA2643]: Twitter is the most popular website in SM

Interviewer: Is she back as a representative?

Interviewee: No, I don't think she did not stand for election... she posted the convene on twitter "as I remember" and that was the first time people were attracted to twitter in a serious way in Kuwait. They knew about it, yet they weren't paying attention to it that much because Facebook was taking over. Since then, the rest of the representatives started copying her and twitter became first and the most influential network in Kuwait. Interviewer: What is the characteristics twitter has better than Facebook?

Comment [FA2644]: Twitter is the most popular website in SM

Comment [FA2645]: Twitter is the most popular website in SM

Interviewee: I don't know! I think because it's interactive and the way people respond to it. The way people respond to it in short form.

Comment [FA2646]: Twitter messages spread very fast

Interviewer: Is it possible to use 140 letters?

Interviewee: In Kuwait, the thing is people like the usual discussions. Meaning! Twitter in Kuwait has become just like the “dawaniyah” instead everyone is sitting at home. You already know everything about the dawaniyah, so it’s just like being in the dawaniyah instead your sitting home. It’s known in dawaniyat they like discussions, endless discussions! They are ready to discuss a subject for three hours and finally...

Comment [FA2647]: Twitter you can instantly reach almost anyone in the world

Comment [FA2648]: Twitter you can instantly reach almost anyone in the world

Interviewer: They end up with a useless topic..

Interviewee: Exactly, useless topic! For example: They speak about, who is better? Jamal Abdul-Nasser or Al-Sadat? Qadsiya or Al-Arabi? Shia’a or sinah? An endless discussion takes place at the dawaniyah; thereafter it was shifted to twitter. Same thing happens where discussions take place, everyone says their opinion and they respond to it...useless!

Comment [FA2649]: Twitter you can instantly reach almost anyone in the world

Comment [FA2650]: Twitter you can instantly reach almost anyone in the world

Interviewer: Catharsis?

Interviewee: Exactly! The founder of twitter is smart because if he only made twitter for Kuwait, Kuwait’s environment and people having pointless discussions is available in Kuwait. Therefore, the best thing to do is create a communication media for them to have their own discussion. Previously in journalism they had a problem commenting on any well-known writer’s posts, even though you disagree with the writer, want to criticize him or the report he posted is not true. It was hard to give your opinion.

Comment [FA2651]: Twitter you can instantly reach almost anyone in the world

Comment [FA2652]: Twitter you can instantly reach almost anyone in the world

Interviewer: Now there is interaction?

Comment [FA2653]: Twitter you can instantly reach almost anyone in the world

Interviewee: Exactly, now you can directly speak to the person or the character you like, dislike or disagree. And the strange thing is they interact with you and may interact with you personally. To us it was... I remember when I entered journalism in 1987; my dream was to chat with the writer Jassem Ashkanani. Later on, we became colleagues and foremen together. So imagine! Back then for us it was a dream that you speak to a journalist like Fouad Al-Hashim or Jassem Ashkanani etc.. That’s what I personally wanted. But for ordinary people that did not join the field has to wait until 2010 to communicate with Nabeel Al-Awadhi or Nabeel Al-Sadoun.

Comment [FA2654]: Twitter you can instantly reach almost anyone in the world

Comment [FA2655]: Twitter you can instantly reach almost anyone in the world

Comment [FA2656]: Twitter you can instantly reach almost anyone in the world

Interviewer: What you’re trying to say is that you can speak to anyone at anytime and stay connected with them, that is one of the properties. Second of all, it opened the opportunity for a lot of people to communicate directly with the person in charge and he can post a report instead of waiting and posting it on the newspaper, he post what he wants and be a journalist himself.

Interviewee: That is the problem we used to face in Kuwait. The government and allowed a new rule that anyone can start a journal or a T.V channel but the paradox was, you have to be a businessman “millionaire” to own a journal, or a

T.V channel. But like you have mentioned; Twitter helps join the communication media. The more you get stronger, the more you get.... I repeat the same subject of Abu-rashid! What was Abu-rashid before twitter or Facebook was found?

Comment [FA2657]: Marketing in SM is cost efficient

Comment [FA2658]: Twitter you can instantly reach almost anyone in the world

Interviewer: Nothing. He was unknown. Who is Abu-rashid? There are a lot of people like him in Kuwait?

Comment [FA2659]: Some unknown people became famous public finger from SM

Interviewee: There are a lot but I'd say he was prominent. He was anonymous and a nameless journalist. He had a magazine that no one read and that was back in the days before Facebook was found. Actually he joined Facebook and twitter, it's a phenomenon that should be studied because (nothing...nothing)! It's different when I become a representative, for example; like Ahmed Al-sadoun or waleed tabtaba'ai etc... and have large number of followers on twitter which is expected because I am a public figure before twitter was found. Just like those famous public figures.

Comment [FA2660]: Some unknown people became famous public finger from SM

Comment [FA2661]: Some unknown people became famous public finger from SM

Interviewer: Political..

Comment [FA2662]: Some unknown people became famous public finger from SM

Interviewee: Yes, political or even an actor, artist etc... But when you see a nameless informative and suddenly becomes the best informative in Kuwait because of the social media, in that case; it's a phenomenon that should be studied. How social media made me (not me, I meant Abu-rashid) made him number one even though he was not on the list. It's unbelievable! You expect someone before twitter or Facebook was discovered to assume that person is going to be better than Al-Qabas newspaper! How would believe that? There was a time were al-Qabas newspaper was read all around the Middle East. For example; like you mention Al-ahram, Al-nahar al-lebnaneyah, Al-qabas al-kuwaitiyah. It was on that standard. And these were the best 3 newspapers in the Middle East or let's suppose 5 or 6 best newspapers in the Middle East. Suddenly, a nameless journalist becomes better than all of these newspapers! When he posts a report he receives in return more amount of money than the greatest informative. If he posted an ad.

Comment [FA2663]: Some unknown people became famous public finger from SM

Comment [FA2664]: Some unknown people became famous public finger from SM

Comment [FA2665]: Some unknown people became famous public finger from SM

Comment [FA2666]: Traditional and Newspapers marketing

Comment [FA2667]: Some unknown people became famous public finger from SM

Interviewer: He advertises through it?

Interviewee: Of course! And he signs a contract with large companies.

Comment [FA2668]: Some public figures make money from advertising

Interviewer: He advertises through it?

Interviewee: Of course! And he signs a contract with large companies. He reaches an agreement with large companies and...

Comment [FA2669]: Some public figures make money from advertising

Interviewer: What does he do and what sort of the news?

Interviewee: He tweets "number of tweets"

Comment [FA2670]: Some public figures make money from advertising

Interviewer: Under a particular topic?

Interviewee: Yes, on a specific subject.

Comment [FA2671]: Some public figures make money from advertising

Interviewer: About companies and stuff?

Interviewee: companies. For example: Pepsi asks for having certain type of advertisement and they will be served. Al-watan's reporter Abdul-wahab al-essa was the first one to come up with the idea of spreading your tweets in more than one page. Later on, he made a deal with popular tweeters in several fields, for example: Sports, politics, public figures etc. He told them he wants to place those tweets on their pages in return of cash. He goes to a famous player and tells him you will have this amount of money and goes to a famous artist and tells you will have this amount of money then he goes to the company, gets the money, divides it on them and then takes his piece. So he basically made a different type of business, he did not only depend on his page, he also made a business of it. Twitter made a transformation in Kuwait and particularly in social media.

Comment [FA2672]: Some public figures make money from advertising

Comment [FA2673]: Some public figures make money from advertising

Comment [FA2674]: Some public figures make money from advertising

Interviewer: There is someone else called Abdullah Bo-ftain?

Interviewee: Yes, Abdullah bo-ftain uses the same idea. There are many great people that have huge number of people. Some of them buy; some of them had to buy and brought a proof to prove they buy. But in general, no one argues about the fact twitter has made a transformation in "Kuwaiti media" and brought other characters that started to insult stars in media and you never know...

Comment [FA2675]: Some public figures make money from advertising

Comment [FA2676]: Twitter is the most popular website in SM

Interviewer: There are some new things that might show up?

Interviewee: Surely. There is no doubt about it! Whoever studies this matter will expect, in three to four years another type of media will come up, other characters will come up as well and the characters we speak about nowadays will be effaced and those are the people known as "twitter's youth".

Comment [FA2677]: Changing, innovating and being updates

Comment [FA2678]: Some public figures make money from advertising

Interviewer: Newspapers! What happened to advertising through newspapers? Are the companies still advertising through it?

Interviewee: Like I have said, recent newspapers have become almost non-existent. Regardless advertising...

Comment [FA2679]: Traditional and Newspapers marketing

Interviewer: Completely non-existent?

Interviewee: Nearly, yes. With exception of the advertising he does for his companies. For example: You find a company; the newspaper is pursuant to a group.

Comment [FA2680]: Traditional and Newspapers marketing

Interviewer: So people tend to social media because it's free? Is that the reason?

Interviewee: No, it's not like that. As an advertiser, I want a place where I can receive the most response at least price. Why should I post an ad at a place where I will have to pay more and get least response?

I'll tell you what, even though recent newspapers have least rate of distribution, the advertiser does not even think of advertising through the newspaper. Old newspapers depend on three things; Al-Watan, Al-Rai & Al-Qabas. Al-anba'a & Al-sayasa are different. Old newspapers like Al-Jareeda newspaper and alam alyoum that were on top are the same because the market has become weak and the ads they receive is rare.

Comment [FA2681]: SM ads can unlimited view & interaction

Comment [FA2682]: Traditional and Newspapers marketing

Comment [FA2683]: Traditional and Newspapers marketing

Interviewer: Why? Where are they advertising?

Interviewee: Advertising is now concentrated on the old newspapers, particularly in the first three pages; Al-Watan, al-Rai, al-Qabas. At the same, it passed the sources of media. Social media is becoming an ad "In a different world" So as old newspapers. TV's are also different! Yet, we still did not speak about the channels on TV; those channels have become a different story. You have outdoors as well. Previously, in the 90's, there wasn't anything other than Kuwait's channel and newspapers, that's a phase from 1990 till 2001, in 2003-2004 a new private channel was established called Al-Rai. That's a phase and the second phase, private channels started coming up. So as an advertiser, I have different forms of Internet, I can post a direct or an indirect ad on the Internet, in a formal way or an indirect way. Because I started to create pages, for example; Twitter, Facebook, YouTube or Instagram on the Internet. TV's have conquered, as an advertiser, If I want to advertise on the newspaper I should focus on advertising in the strongest advertising tool, for example: Al-Watan newspaper, after that al-Rai or al-Qabas if I want a particular standard.

Comment [FA2684]: Strong competition closed down

Comment [FA2685]: Traditional and Newspapers marketing

Comment [FA2686]: Strong competition closed down

Comment [FA2687]: SM ads can unlimited view & interaction

Comment [FA2688]: TV integrated with SM can be powerful

Interviewer: Didn't you notice that the readers are old and the companies are targeting the youth, who are already available in the social media?

Comment [FA2689]: SME's marketing via SM has become popular

Interviewee: For sure.

Comment [FA2690]: Right segmentation & targeting can improve SMEs marketing

Interviewer: So that's their target segment?

Comment [FA2691]: Right segmentation & targeting can improve SMEs marketing

Interviewee: Of course, that's an important reason because the ad should.... There is a mistake in media in Kuwait; a lot of advertisers don't study the targeted group of the media. Until now, there are people who post an ad on the newspaper, even though the targeted group does not read newspapers, for example: I post an ad about restaurants on the weekend and post my ad on the newspaper on Thursday, Friday & Saturday. Me! As a youth.. I don't read newspapers, so you posted an ad and the targeted group... It would be good to post an ad on the newspaper for people who are aged 40 and above on al-watan, Al-qabas or Al-rai, whereas for the targeted group, you're not advertising at the right place. So it's useless.

Comment [FA2692]: SME's marketing via SM has become popular

Comment [FA2693]: Right segmentation & targeting can improve SMEs marketing

Comment [FA2694]: SME's marketing via SM has become popular

Comment [FA2695]: SME's marketing via SM has become popular

Comment [FA2696]: Right segmentation & targeting can improve SMEs marketing

Interviewer: What is the connection... Do you think, if someone has television and social media at the same time, that the channels would serve him or not?

Interviewee: What do you mean? Do you mean me as a producer or what?

Interviewer: For example, someone have a program on TV and has social media, would that affect the increase of numbers of followers on twitter and Facebook?

Interviewee: Of course, No doubt about it.

Comment [FA2697]: TV integrated with SM can be powerful

Interviewer: For example, Abdul-jaleel!

Interviewee: Without a doubt. I will always say.. If you ask me about anyone who wants to be exposed in Kuwait as a personality, product etc. you should have a variety of figures when you appear in media. Back in the days, it's enough to read one newspaper. If I want to be exposed, I will take the first page of al-Qabas, if advertising through this newspaper is costly; I can go for another newspaper which can help me place an ad in a lower price, from there, I keep on going and create a good image among the society. Issues that might be faced are, you may be exposed in a certain place, for example: twitter. Until now you may not be well known in Kuwait, why! Because nowadays, the receiver is varied "The targeted group is varied". In the past, everyone used to watch Kuwait's channel, you choose the most famous program in Kuwait's channel, at its peak, and advertise through it. You will guarantee 80% to 90% of Kuwaitis to watch your ad, but try to use this method nowadays by advertising the one of the top people in Kuwait, for example: Khalid Abdul-jaleel, you will find out that 50% of the Kuwaiti society that do not watch TV, and the other 50% that do watch TV, do not watch al-watan then say; they watch al-watan but don't watch Khalid Abdul-jaleel. So eventually, you find out the top man in Kuwait has 20% popularity in Kuwaitis society. Whereas, in the past, Mohamed al-awadhi's program at the early 90's, try advertising through the idea's he used to say before Al-magrib prayers in Ramadan and you will guarantee 90% of Kuwaitis have seen your ad. Nowadays, things have changed. You cannot estimate who's on top, is it bo-rashid on twitter, foad Al-hashim's articles or Khalid Abdul-jaleel on a TV channel, you don't know who's first..! But try advertising through them and you won't find the same impact. Now, if you want to advise someone or present an informative consultation, as a beginning, advise him to advertise anywhere because there is a group that will see you and the other won't.

Comment [FA2698]: TV integrated with SM can be powerful

Comment [FA2699]: Newspaper ads are not attractive

Comment [FA2700]: Newspaper ads are not attractive

Comment [FA2701]: TV integrated with SM can be powerful

Comment [FA2702]: Expecting SN booming in 2009 & shifting to SM marketing

Comment [FA2703]: Expecting SN booming in 2009 & shifting to SM marketing

Comment [FA2704]: Expecting SN booming in 2009 & shifting to SM marketing

Comment [FA2705]: Expecting SN booming in 2009 & shifting to SM marketing

Comment [FA2706]: Is TV integrated with SM can be powerful

Comment [FA2707]: TV integrated with SM can be powerful

Interviewer: Of course, it depends on the business...

Interviewee: By all means...! But you want the whole country to be talking about you "all groups" in the beginning. So you should advertise "Shared at least better than a lot but limited"

Comment [FA2708]: TV integrated with SM can be powerful

Interviewer: As "Tracks", what is the thing you're concentrating on?

Interviewee: It depends on the direction, yet I'm still against the principle of concentrating on one direction or on newspapers and particularly al-Watan. You will be shocked to know that... Whatever is said about al-Watan is correct. But when you discover that there are a lot of Kuwaitis that don't know about your ad... I would tell him, you have 1000kd, split it for me, place at al-Watan 100kd, and give bo-rahid 100kd on twitter, and give Khalid Abdul-Jaleel 100kd with the dissimilarity of numbers etc. At the beginning, split and place this money at the social media with the least price, in social media, I have the ability to create a websites, pages etc, in a very low price, especially in Kuwait, social media is not costly. If you advertise on TV at once and receive an amount of money of it, like Khalid Abdul-Jaleel program, instead you can advertise a whole month through the Internet and specially advertising indirectly through the net it costs nothing. Variety is the key, when you are known among people; you can choose the direction you want to choose.

Comment [FA2709]: TV integrated with SM can be powerful

Comment [FA2710]: TV integrated with SM can be powerful

Comment [FA2711]: TV integrated with SM can be powerful

Comment [FA2712]: TV integrated with SM can be powerful

Comment [FA2713]: TV integrated with SM can be powerful

Appendix 2

Number of Labour Force

Country	2009	2008	2007
Kuwait	1,449,139	1,449,139	1,391,743
Saudi Arabia	8,611,001	7,956,832	7,766,344
Bahrain	467,539	467,539	413,511
Qatar	1,262,263	1,168,065	827,802
Emirates	3,137,000	2,930,000	2,840,000
Oman	1,192,098	1,095,657	917,130
Total	16,119,040	15,067,232	14,156,530

Table 3.2: Number of Labor Force

Source: www.gcc-sg.org

**Production of oil
(1000 barrels)**

Country	2009	2008	2007
Kuwait	2,261.6	2,676	2,574.6
Saudi Arabia	8,184	9,198	8,816
Bahrain	182.2	182.7	184.3
Qatar	8,184	9,198	8,816
Emirates	2,220	2,570	2,530
Oman	813	757	710
Total	14,452.8	16,223	15,660.6

Table 3.3: Production of oil

Source: www.gcc-sg.org

GCC INTRA – TRADE: EXPORT
(Million Dollar)

Country	2009	2008	2007
Kuwait	(1) 1,552	1,552	1,792
Saudi Arabia	19,078	22,065	18,966
Bahrain	(1) 1,886	1,886	1,714
Qatar	(1) 1,173	1,173	1,792
Emirates	9,069	8,731	7,703
Oman	4,405	5,009	3,296
Total	37,163	40,416	34,656

2008. (1)

Table 3.4: GCC INTRA – TRADE: EXPORT

Source: www.gcc-sg.org

GCC INTRA – TRADE: IMPORTS
(Million Dollar)

Country	2009	2008	2007
Kuwait	(2) 2,667	2,667	2,280
Saudi Arabia	4,679	4,974	3,852.5
Bahrain*	(1) 1,112	(1) 1,112	1,112
Qatar	3,895	3,996	3,320
Emirates	5,864	6,996	4,855
Oman	5,538	7,175	4,822
Total	23,755	26,920	20,241.5

*Excluding oil 2007 (1) 2008 (2)

Table 3.5: GCC INTRA – TRADE: IMPORTS

Source: www.gcc-sg.org

TOTAL GCC INTRA – TRADE
(Million Dollar)

Country	2009	2008	2007
Kuwait	(1) 4,216	4,219	3,465
Saudi Arabia	23,757	27,039	22,818
Bahrain	(1) 2,998	2,998	2,826
Qatar	5,068	5,169	5,112
Emirates	14,933	15,727	12,558
Oman	9,943	12,184	8,118
Total	60,918	67,336	54,897

2008.(1)

Table 3.6: TOTAL GCC INTRA – TRADE

Source: www.gcc-sg.org

GCC TRADE – EXPORTS
(Million Dollar)

Country	2009	2008	2007
Kuwait	(1) 65,111.5	65,111.6	43,890.1
Saudi Arabia	192,298.2	313,462	233,173.6
Bahrain	17,325.6	17,325.6	14,574
Qatar	44,993.6	56,592.6	42,020
Emirates	125,866.7	162,864.2	118,646.4
Oman	27,651.5	37,718.2	24,691.7
Total	473,247.2	653,074.2	476,995.8

2008.(1)

Table 3.7: GCC TRADE – EXPORTS

Source: www.gcc-sg.org

GCC TRADE – IMPORTS
(Million Dollar)

Country	2009	2008	2007
Kuwait	(2) 24,870.9	24,870.9	21,314.2
Saudi Arabia	95,544	115,134.1	90,156.5
Bahrain	(1) 15,371.8	(1) 15,371.8	14,032
Qatar	24,921.9	29,900.1	23,429.2
Emirates	121,823	154,042.2	105,747.3
Oman	17,852.3	22,924.6	15,976.8
Total	300,383.9	360,243.7	270,656

2008.(1)

Table 3.8: GCC TRADE – IMPORTS

Source: www.gcc-sg.org

Gross National Product

Country	2009	2008	2007
Kuwait	252,182	258, 198	214,779
Saudi Arabia	384,379	485,470	391,078.1
Bahrain	16,919	21,227.3	18,173.8
Qatar	384,379	103,950.3	76,511.8
Emirates	252,182	258,198	214,779
Oman	-	58,086.1	41,086.1
Total	862,922.9	1,086,604.4	868,628.6

Table 3.9: Gross National Product

Source: www.gcc-sg.org

Total Revenues

Country	2009	2008	2007
Kuwait	39,229.7	76,376	63,825.4
Saudi Arabia	509,805	293,598.1	171,413.4
Bahrain	4,543.1	7,121.3	5,416.6
Qatar	39,282.7	37,439	32,376.4
Emirates	-	-	62,287.3
Oman	17,392.2	19,866.6	15,398.2
Total	610,322.7	434,401	350,717.3

Table 3.10: Total Revenues

Source: www.gcc-sg.org

Total Expenditures

Country	2009	2008	2007
Kuwait	47,451	60,032.8	34,649.3
Saudi Arabia	596,434	5,479.8	4,835.2
Bahrain	5,537.8	5,479.8	4,835.2
Qatar	25,915.1	26,764.3	23,324.2
Emirates	-	-	43,492.4
Oman	19,320.4	19,662.7	15,293.7
Total	694,658.3	250,624.7	245,927.6

Table 3.11: Total Expenditures

Source: www.gcc-sg.org

Trade Exchange
(Million Dollar)

Country	2009	2008	2007
Kuwait	89,982.5	89,982.5	65,204.3
Saudi Arabia	287,842.2	428,596.1	323,330.1
Bahrain	32,697.4	32,697.4	28,606
Qatar	69,915.5	84,492.7	65,449.2
Emirates	247,689.7	316,906.4	224,393.7
Oman	45,503.8	60,642.8	40,668.5
Total	773,631.1	1,013,317.9	747,651.8

Table 3.12: Trade Exchange

Source: www.gcc-sg.org

Trade Balance
(Million Dollar)

Country	2009	2008	2007
Kuwait	40,240.7	40,240.7	22,575.9
Saudi Arabia	96,754.2	198,327.9	143,017.1
Bahrain	1,953.8	1,953.8	542
Qatar	20,071.7	28,692.5	18,590.8
Emirates	4,043.7	8,822	12,899.1
Oman	9,799.2	14,793.6	8,714.9
Total	172,863.3	292,830.5	206,339.8

Table 3.13: Trade Balance

Source: www.gcc-sg.org

Gross domestic product at current prices (GDP)

Country	2009	2008	2007
Kuwait	109,481.8	148,918.2	114,607.1
Saudi Arabia	375,766	476,305	384,686
Bahrain	19,318.6	21,902.2	18,472.5
Qatar	98,313.2	110,712.4	80,750.8
Emirates	248,969	254,394	206,406
Oman	46,114.7	60,299.4	41,908.4
Total	897,963.3	1,072,531.2	846,830.8

Table 3.14: Gross domestic product at current prices (GDP)

Source: www.gcc-sg.org

Gross domestic product per capita (GDP)

Country	2009	2008	2007
Kuwait	42,385	59,666	47,538
Saudi Arabia	14,809	19,200	15,868
Bahrain	-	19,794	17,774
Qatar	98,313.2	110,712.4	80,750.8
Emirates	-	53,388	45,991
Oman	14,529	21,032	15,276
Total	(1) 19,233	28,608	23,426

(1) Not including UAE and Bahrain

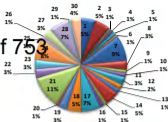
Table 3.15: Gross domestic product per capita (GDP)

Source: www.gcc-sg.org

Appendix 3

The importance of information & marketing decisions & planning

Axial Code No.1

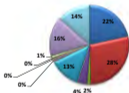


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Factors related to SMEs traditional marketing

Axial Code No.2

1 2 3 4 5 6 7 8 9 10 11



Factors related to SMEs social media marketing

Axial Code No.3

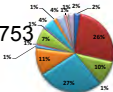
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15 16 17 18 19 20 21 22 23 24 25 26 27 28



Factors related social media pages and sites

Axial Code No.4

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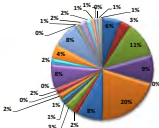
e 665 of 753

Using Twitter

Axial Code No.5

1 2 3 4 5 6 7 8 9 10 11 12 13 14

15 16 17 18 19 20 21 22 23 24 25 26 27 28



Using Facebook

Axial Code No.6

1 2 3 4 5



Using Instagram & Youtube
Axial Code No.7

1 2 3 4 5



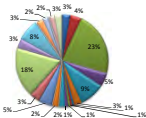
Using Smart Phones & WhatsApp
Axial Code No.8

1 2 3 4 5 6



Factors related to innovation and success in social media
Axial Code No.9

1 2 3 4 5 6 7 8 9 10 11
12 13 14 15 16 17 18 19 20 21



Factors related using celebrities

Axial Code No. 10

■ 1 ■ 2 ■ 3 ■ 4



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Using outsourcing sponsorship & partnership

Axial Code No. 11

■ 1 ■ 2 ■ 3 ■ 4 ■ 5 ■ 6 ■ 7 ■ 8 ■ 9 ■ 10 ■ 11 ■ 12 ■ 13



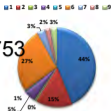
Using word of mouth

Axial Code No. 12

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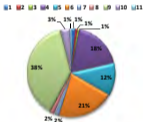


Factors related public relation & customer service
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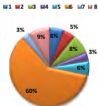


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Factors related communication & integration
Axial Code No. 14



Using segmentation & targeted marketing & Emails
Axial Code No. 15



Factors related to SMEs budget and payment and resources and capability

Axial Code No. 16

1 2 3 4 5 6 7 8



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Factors related to employment & labor

Axial Code No. 17

1 2 3 4 5 6

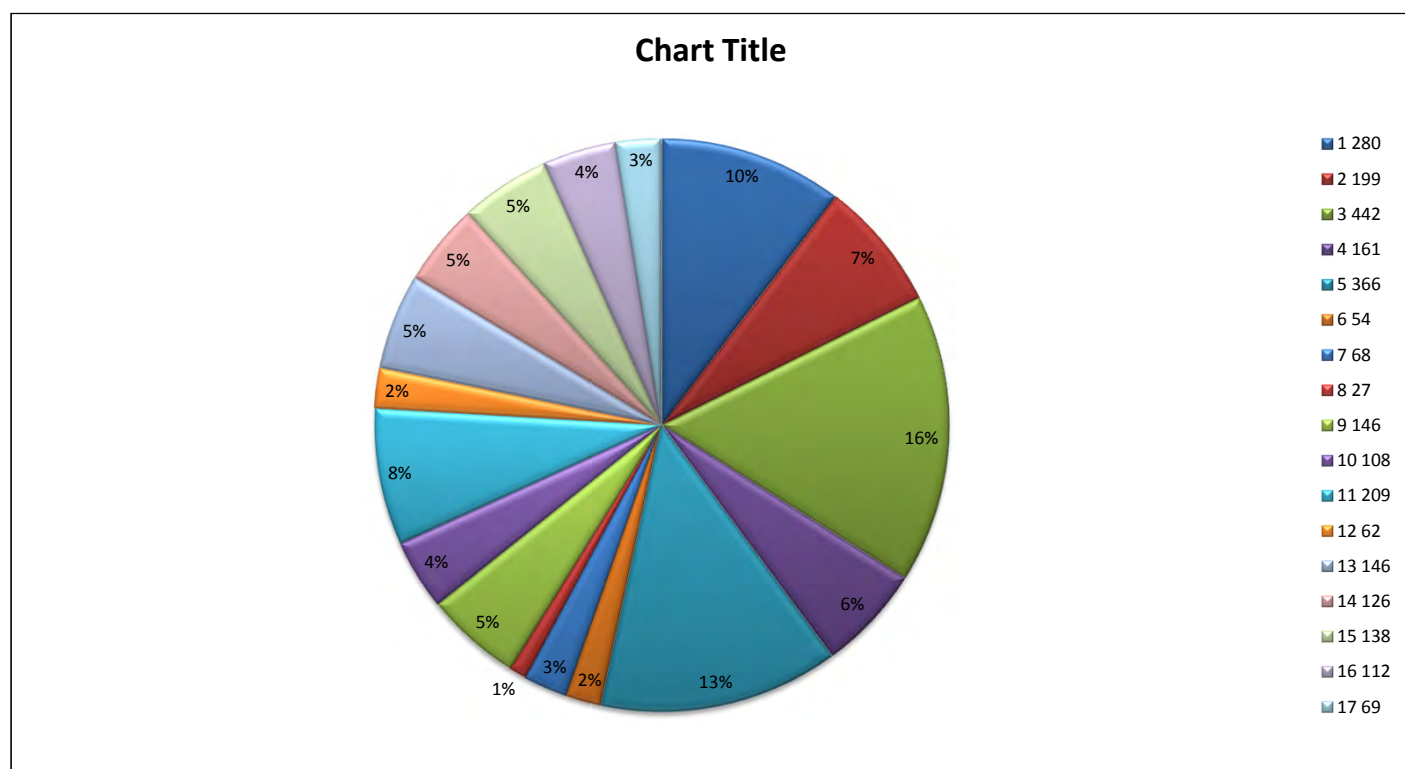
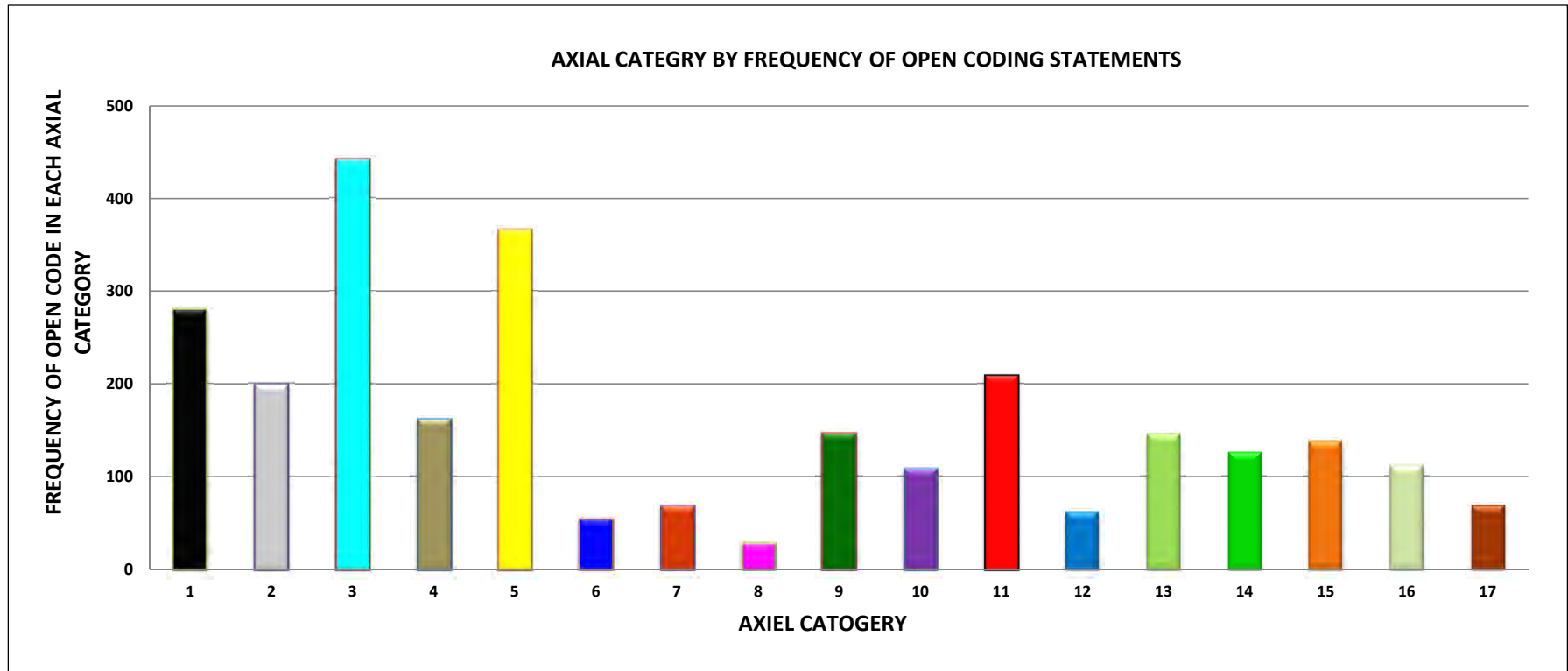


Code	Code Group	%	Total	1	2	3	4	5	6	7	8	9	10	11
***The importance of information & marketing decisions & planning														
Expecting SN booming in 2009 & shifting to SM marketing	1	5%	15	4	0	6	0	1	0	0	0	0	0	0
Acting fast & critical decision can benefit SME's marketing	1	5%	15	8	0	2	0	0	0	0	0	1	0	0
Moving fast with change in SM can help SME's marketing	1	1%	2	0	0	0	0	0	0	2	0	0	0	0
SME's have little information or no clue about big companies	1	1%	3	2	1	0	0	0	0	0	0	0	0	0
Being a pioneer in business creates Economy of scale SMEs	1	1%	4	3	1	0	0	0	0	0	0	0	0	0
SME's must keep close look at the market changes	1	1%	2	2	0	0	0	0	0	0	0	0	0	0
Lack of information updates affect marketing decisions	1	9%	25	7	4	2	2	5	0	0	0	0	0	0
Being up to date & having a system is very important to SME's	1	3%	9	0	5	0	0	2	0	0	0	0	0	2
SME's give priority for their best products/services	1	1%	3	0	3	0	0	0	0	0	0	0	0	0
SME's like utilization	1	1%	4	0	0	2	0	0	0	0	0	2	0	0
SMEs have limited staffs and resources	1	3%	8	0	0	0	5	0	0	0	0	0	0	2
Having the right system can make SMEs marketing easier	1	2%	5	0	0	0	5	0	0	0	0	0	0	0
Some business lack marketing	1	1%	4	0	4	0	0	0	0	0	0	0	0	0
SME's help each other	1	5%	14	2	9	0	0	2	0	0	0	0	0	0
Some SMEs Owners/managers	1	1%	3	0	0	0	3	0	0	0	0	0	0	0
Some SMEs like to serve people with special needs	1	1%	4	0	0	0	4	0	0	0	0	0	0	0
SM has helped SME's information gathering	1	7%	19	1	0	0	0	0	0	6	2	0	0	0
SME can have direct access to customer information	1	5%	14	0	0	0	0	0	0	0	0	0	0	0
Keeping record is one of the advantage of using SM	1	3%	9	0	0	0	0	0	0	0	0	0	0	0
SMEs have the advantage of being closer to customers than large organizations	1	1%	3	0	0	0	0	0	0	3	0	0	0	0
Doing surveys & gathering customers feedback	1	11%	32	12	0	0	0	0	0	6	0	0	7	4
Right preparation can help in SME's success	1	3%	9	0	0	0	8	1	0	0	0	0	0	0
Depending on SMEs business they decide how to market in SM	1	3%	9	0	0	0	0	0	0	0	0	0	6	3
SME's must decide which SM is more effective to them & use it to their advantage	1	8%	21	0	0	0	0	0	0	2	0	0	0	0
SME's must decide which sponsorship method is more effective to them & use it to their advantage	1	1%	2	0	0	0	0	0	0	0	0	0	0	0
Focusing on marketing goals is a strength to SME's	1	1%	2	0	0	0	0	2	0	0	0	0	0	0
SMEs like take any opportunity	1	3%	8	0	0	0	6	0	0	0	0	0	0	0
Good quality or value can be a good marketing strategy	1	7%	20	0	0	0	0	5	0	0	0	1	14	0
Some SME's lack marketing plan	1	1%	2	0	0	0	0	0	0	0	0	1	0	1
Looking at competition	1	4%	10	0	0	0	0	0	0	0	0	4	0	0
			280											
***Factors related to SMEs traditional marketing														
Traditional marketing waste a lot of time	2	22%	43	9	0	14	6	4	0	1	0	1	3	1
Traditional and Newspapers marketing	2	28%	56	1	0	0	0	1	0	11	2	0	0	4
Traditional media had a strong power	2	2%	3	0	0	0	0	0	0	0	0	0	0	0
Some of Twitter writers have more influence	2	4%	8	0	0	0	0	0	0	0	0	0	0	0

Code	Code Group	%	Total	1	2	3	4	5	6	7	8	9	10	11
Strong competition closed down	2	13%	25	0	0	0	0	0	0	0	0	0	0	0
Newspapers can be the last communication option	2	1%	1	0	0	0	0	0	0	0	0	0	0	0
Newspapers are moving	2	1%	1	0	0	0	0	0	0	0	0	0	0	0
The young generation can not be reached	2	1%	1	0	0	0	0	0	0	0	0	0	0	0
SM has opened new ways of marketing	2	1%	2	0	0	0	0	0	0	2	0	0	0	0
Newspaper ads are not attractive	2	16%	32	3	0	12	1	2	0	4	3	3	0	2
TV integrated with SM can be powerful	2	14%	27	0	0	0	0	0	0	0	0	0	0	0
			199											
***Factors related to SMEs social media marketing				0	0	0	0	0	0	0	0	0	0	0
Marketing in SM is cost efficient	3	8%	36	1	0	11	0	1	0	1	0	2	0	3
SM save time, money, energy & bring more customers	3	5%	23	8	3	3	1	0	0	0	2	0	1	0
SME's marketing via SM has become popular	3	5%	23	1	0	0	0	0	0	0	0	0	2	0
SM users can access SM from anywhere anytime	3	13%	59	1	4	4	2	5	4	3	10	1	1	2
SM has help in bring the TC in one place	3	5%	22	3	2	4	1	4	4	1	0	1	0	0
Marketing via SM has fast respond from customers	3	1%	3	1	0	2	0	0	0	0	0	0	0	0

Code	Code Group	%	Total	1	2	3	4	5	6	7	8	9	10	11
SM big numbers, save time money & effort & improve efficiency	3	3%	12	0	2	10	0	0	0	0	0	0	0	0
SM has impacted negative marketing	3	0%	1	0	1	0	0	0	0	0	0	0	0	0
SM improves SME's quality control and customer service	3	2%	8	0	3	0	0	0	0	0	0	0	4	1
SM has improved business process and made monitoring easier	3	1%	4	0	4	0	0	0	0	0	0	0	0	0
SM helps in growing SME's	3	12%	52	0	6	3	1	14	7	13	0	2	0	2
SM is effecting other media and has put some out of business	3	0%	1	0	1	0	0	0	0	0	0	0	0	0
SM has helped in making new business come to existence	3	0%	1	0	1	0	0	0	0	0	0	0	0	0
SM has helped in making the world globalized	3	2%	10	0	0	1	0	5	0	0	1	0	0	0
SM is attractive to SME's	3	1%	3	0	0	0	0	3	0	0	0	0	0	0
Some SME's marketing depend on SM	3	4%	17	0	0	0	0	4	3	3	1	5	1	0
SM has improved communication process	3	18%	78	0	0	0	0	15	0	0	9	0	3	0
SM has improved SMEs' marketing	3	0%	1	0	0	0	0	0	0	1	0	0	0	0
Because SM some SME's do not use advertisement	3	1%	3	0	0	0	0	3	0	0	0	0	0	0
SM ads can unlimited view & interaction	3	2%	7	0	0	0	0	0	0	3	1	1	0	0
SM is good place for gathering customers info	3	1%	5	0	0	0	0	0	0	1	4	0	0	0
SM helps SMEs in learning process	3	1%	6	0	0	0	0	0	0	0	0	6	0	0
SM has helped SMEs to access new markets	3	0%	1	0	0	0	0	0	0	0	0	0	1	0
Some SMEs marketing depend on SM	3	1%	6	0	0	0	0	0	0	0	0	0	0	3
In SM news about SMEs travel fast	3	3%	12	0	0	0	0	0	0	0	2	0	0	6
SM is available to many by smart phone	3	8%	35	0	0	0	0	0	0	0	0	0	0	4
SM has help SMEs & people	3	0%	2	0	0	0	0	0	0	0	0	0	0	0
SM has weakened newspapers	3	2%	11	0	0	0	0	0	0	0	0	0	0	0
***Factors related social media pages and sites				442										
SMP is useful when it has large number of users	4	2%	4	0	0	0	0	0	0	0	0	0	0	0
Monitoring SMP is very important	4	26%	42	3	0	0	0	18	0	4	0	0	0	1
It's important to benefit customers	4	10%	16	5	0	0	0	0	0	0	0	0	0	0
There is high competition between SM sites	4	1%	1	4	0	0	0	0	0	0	0	0	0	7
SME's must choose which SM sites	4	27%	43	0	0	0	1	0	0	0	0	0	0	0
Being in any media	4	11%	18	0	0	0	7	2	3	16	6	0	0	5
Some people use SM wrongly	4	1%	2	0	0	0	7	2	0	6	0	0	0	0
Some SM's sites are more popular than other	4	1%	1	0	0	0	2	0	0	0	0	0	0	0
Some SMEs use SM sites for customer service	4	7%	11	0	0	0	0	0	0	0	8	0	0	0
SME's must keep a watch on SM new sites	4	1%	1	0	0	0	0	0	0	0	1	0	0	0
It is important to have a link between SMEs website	4	4%	7	0	0	0	0	0	0	0	0	0	0	0
Some SMEs like to communicate	4	1%	2	0	0	0	0	0	0	0	0	0	0	0
SMEs can use SM website to save information	4	4%	6	0	0	0	0	0	0	0	2	0	0	0

axel	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	total
total	280	199	442	161	366	54	68	27	146	108	209	62	146	126	138	112	69	2713
	2.8	1.99	4.42	1.61	3.66	0.54	0.68	0.27	1.46	1.08	2.09	0.62	1.46	1.26	1.38	1.12	0.69	



Appendix 4

Appendix 4

Interview Statements for the Open Coding Categories for Axial Code No.1

Axial Code No.1	Reference
Interview statements 1 statement for each open code	Interview and page number
<p>1. "Let's begin, in 2009, I found that the social networking is developing rapidly. So I informed our focus group (to let u know, we own a holding company that has 6 small companies). I informed all the groups that we are going to have a complete shift in marketing to networking."</p>	I-1&P-1
<p>2. "Back then, they weren't really convinced, and they had the right to do so, as it was very risky to shift our marketing strategy from the traditional marketing to the new social network marketing."</p>	I-1&P-1
<p>3. "Facebook has not been serving me as much as the other facilities, so I decided to stop using Facebook and depend on the other sorts of communication."</p>	I-7&P-2
<p>4. "I don't know if the same applies on big businesses. I don't know if this way will help Honda Cars Company for example, will it help them to sell more through the Facebook? I don't know. Does it help SunSilk Company, the company for hair</p>	I-1&P-5

Comment [FA1]: Expecting SN booming in 2009 & shifting to SM marketing

Comment [FA2]: Acting fast & critical decision can benefit SME's marketing

Comment [FA3]: Moving fast with change in SM can help SME's marketing

<p>products? I have no idea, we are just talking about small companies, we will have to ask about the big ones. Pepsi Cola Kuwait just entered this business.</p>		<p>Comment [FA4]: SME's have little information or no clue about big companies</p>
<p>5. "You create in the market and to create a market its very difficult but! If you succeed you will be the pioneer there is no one can dispute (Deepak Chopra) even if after 10 years from now in his subject that he was talking about (Spirituality development) In the world and no one can dispute (Wayn dyer) in publishing and books he is always the pioneer! And no one can dispute (Tariq al swidan) in his work that he will be the pioneer in his work or in his subject (the stillness) to create a market is very difficult you have to be patient or you get needs and you work some many needs and you have to try to work in any need that you like.</p>	<p>I-2&P-16</p>	<p>Comment [FA5]: Being a pioneer in business create Economy of scale SMEs</p>
<p>6. "and the step became exist now so the next step I don't have any idea about it for the time being actually we don't have anything in the horizon new except Twitter Facebook and the email list right ?"</p>	<p>I-1&P-8</p>	<p>Comment [FA6]: SME's must keep close look at the market changes</p>
<p>7. "I mean when you come early morning to work and you turn on your laptop at work everything is new and everything happened in Kuwait yesterday so they are contacting you, which means its fantastic! So it's saving for you the time and the tiredness that you are looking for information."</p>	<p>I-14&P-4</p>	<p>Comment [FA7]: Lack of information updates affect marketing decisions</p>
<p>8. "Booking online, renting and fixing dates all done by the system also maintenance, selling and estimating the quantity</p>	<p>I-2&P-9</p>	

<p>and so on... we put a lot of effort in the inventory system, my major is information system management so I care and love the way the system works,”</p>		<p>Comment [FA8]: Being up to date & having a system is very important to SME's</p>
<p>9. “For example I have a club for example that will get me an income of 1000 KD per month while another will make 100 KD and the other is 500 KD per month, so the club gets the priority. Or the company with the 500 KD will get the priority over the one with income if 100 KD.”</p>	<p>I-2&P-9</p>	<p>Comment [FA9]: SME's give priority for their best products/services</p>
<p>10. “Yes, we don't hold any courses in here; we book hotels halls for that. But if the course includes small amount of participants then it's possible, for example, the Dr. will say I don't want more than 10 or 7 participants or maybe even 5, so we will hold the course in the meeting room here in the office.”</p>	<p>I-3&P-5</p>	<p>Comment [FA10]: SME's like utilization</p>
<p>11. “I closed the restaurants for around four times during this year. Each closing lasted for 3 days. Once I closed it in Eid Al Fitr due to the load on the lunch and the dinner parties, because it is not possible to fulfil the different orders with a limited number of staff.”</p>	<p>I-4&P-4</p>	<p>Comment [FA11]: SMES have limited staffs and resources</p>
<p>12. “No, talabat.com is an application via telephone. You enter, choose the restaurant you like alongside with the dishes, then you submit and include your delivery address, your mobile and the other information requested.”</p>	<p>I-4&P-5</p>	<p>Comment [FA12]: Having the right system can make SMES marketing easier</p>

<p>13. <i>“so that’s his way I mean his work its just a mark so when he start marketing he doesn’t have the expert or he doesn’t know how to do it and then he worked on the.”</i></p>	<p>I-2&P-12</p>	<p>Comment [FA13]: Some business lack marketing</p>
<p>14. <i>“Until now we haven’t, but the idea is there to have experiences with others, we saw that there are some clubs outside Kuwait that share the same interest so we asked them for some lectures but we haven’t shared experience yet, but the idea is to merge other clubs like in emirates for an example to be one club sharing the same ideas we share trainers, information and trips maybe to visit each other in the future.”</i></p>	<p>I-17&P-6</p>	<p>Comment [FA14]: SME’s help each other</p>
<p>15. <i>“No! See actually I am a graduated science administrative.”</i></p>	<p>I-4&P-19</p>	<p>Comment [FA15]: Some SMES Owners/managers</p>
<p>16. <i>“See what we are thinking to enter with it is! Previously someone came to us it was totally a strange order he was a blind and he said that he wants a menu bread so we were like ok we will do it its very simple for us actually we have a contact with the blind association so we can print some copies and we put them in the restaurant and this is a point.”</i></p>	<p>I-4&P-16</p>	<p>Comment [FA16]: Some SMES like to serve people with special needs</p>

<p>17. <i>"I observed in normal days at the end of work from 12:30 to 2:00 re-tweets increase because people may be free at the end of the day so they log on twitter and they re-tweet you, re-tweet increase within those timings. I even have clear numbers to know when to do it. Observe that other companies follow this method, not only me!"</i></p>	<p>I-7&P-8</p>	<p>Comment [FA17]: SM has helped SME's information gathering</p>
<p>18. <i>"No, when the client first start a business with us, we take his database, he writes to us his name, e-mail and the most important information, what is he interested in. We save this form."</i></p>	<p>I-13&P-13</p>	<p>Comment [FA18]: SME can have direct access to customer information</p>
<p>19. <i>"Yes for sure because Facebook, specially on Facebook, You often find the student's phone number, address, E-mail, his Kuwaiti and British number or another country that has E-mails, website if he has one."</i></p>	<p>I-16&P-6</p>	<p>Comment [FA19]: Keeping record is one of the advantage</p>
<p>20. <i>"But simple companies like ours is easier to control that our customers will not change instead they are increasing in number while the others are stable. It is rare that I don't see a client who's not repeated several times."</i></p>	<p>I-7&P-5</p>	<p>Comment [FA20]: SMEs have the advantage of being close to customers</p>
<p>21. <i>"a customer I gain 100 customers from Facebook and I gain 1 from twitter and now I gain 100 customers from Facebook I gain 13 from twitter also we did 3 researches and 3 statistic we asked people in first of 2009 that whom of you using tweeter and whom of you using Facebook? And we asked them in 2010 and now in 2012 so we actually noticed</i></p>	<p>I-1&P-8</p>	

<p><i>the increasing on Twitter!"</i></p>		<p>Comment [FA21]: Doing surveys & gathering customers feedback</p>
<p>22. <i>"So in the beginning we were writing on the Salah Al-Rashed page only but when the attendees got increased we made a webpage it calls Salam group al Kuwait and its became the first webpage and then the doctor's students out side ."</i></p>	<p>I-5&P-1</p>	<p>Comment [FA22]: Right preparation can help in SME's success</p>
<p>23. <i>"I simply have the time and effort but its not useful as Facebook to get people involved."</i></p>	<p>I-10&P-4</p>	<p>Comment [FA23]: Depending on SMEs business</p>
<p>24. <i>"Yes! Up till this day there are companies using Facebook because it is beneficial for the company, there number of customers are increasing because their customer use Facebook. But for me, my customers are on twitter so I shifted with them."</i></p>	<p>I-7&P-11</p>	<p>Comment [FA24]: SME's must decide which SM</p>
<p>25. <i>"For example, there's a sponsor who says you have a booklet for the new comers "Mostjed", so as a sponsor I will print it for free and you put my logo in the booklet. There's another sponsor say you have guidance meeting, I will offer the hall, lightening and the cameras. There is another sponsor who says: I will give you 3000 K.D and put my logo in your web. So there are different types of sponsor's and we take all the types."</i></p>	<p>I-12&P-7</p>	<p>Comment [FA25]: SME's must decide which sponsorship</p>
<p>26. <i>"Yes exactly we have only the (sending – intention) we are concentrating on it often some of the people want to work for it to get some money and benefiting from it in their personal life</i></p>	<p>I-5&P-6</p>	

<p>but we are.</p>		<p>Comment [FA26]: Focusing on marketing goals is a strength to SME's</p>
<p>27. "Since the law came out, people did not believe it, every individual made a newspaper, every company made a newspaper it was an evolution, this evolution was in our benefit, as small companies who provide services for journalism..."</p>	<p>I-18&P-5</p>	<p>Comment [FA27]: SMES like take any opportunity</p>
<p>28. "For some things it's very expensive but for other things it's of good prices. But I can't do it in Kuwait, because most of the tailors in Kuwait, when they make an item for a brand name, they cut it and stick it on the wall, I saw that with my own eyes."</p>	<p>I-10&P-11</p>	<p>Comment [FA28]: Good quality or value can be a good marketing strategy</p>
<p>29. "Yes it is a whole plan."</p>	<p>I-11&P-3</p>	<p>Comment [FA29]: Some SME's lack marketing plan</p>
<p>30. "Our target in the academy is to be on the edge, we should always be a step forward from our competitors that's why our works now for the third year are getting harder,"</p>	<p>I-10&P-11</p>	<p>Comment [FA30]: Looking at competition</p>
<p>In this table *The letter "I" represents interview & The letter "P" represents page</p>		

Interview statements for the Open Coding Categories for Axial Code No.1

Interview Statements for the Open Coding Categories for Axial Code No.2

Axial Code No.2	Reference
Interview statements 1 statement for each open code	Interview and page number
<p>1. "Before, we used to depend on the newspapers, mailboxes as in we send brochures to our clients through the post office, we stick the label on the envelopes, take them to the post offices and they send them to our clients. We used to do that around one month before the training course starts, so that we make sure that the client sees the brochure in case he checks his post office box each 10 or 15 days."</p>	I-3&P-1
<p>2." Now, I can't compare, because I have a page with 500 likes, I can't say that social networking is better than the traditional marketing. There isn't a real standard. But our target was 10000 clients, and when we have that amount of clients, we can compare. When we get 10000 likes, then we can put an advertisement about a trip or training for something in the newspaper where is will be distributed among 70000 other places. When I post an advertisement in the newspaper, let's assume that the newspaper like (Al-Watan) will distribute around 70000 newspapers, if I post my advertisement there, I will get 4 responds, 4 people will be interested in registering in the course. But when I have around 10000 people on Facebook, and 5 of them will register, I think that I achieved better results. Instead of announcing in the newspaper, I do that on Facebook, even if I got only 4 people, the reason is that for the newspaper I paid money, around 700 KD, but for Facebook I paid nothing."</p>	I-1&P-3
<p>3. "Yes, but no one was selling at that time, there was about five newspapers only and no one gave them up, the presidents of the newspapers at that time were more</p>	I-18&P-6

Comment [FA31]: Traditional marketing waste a lot of time

Comment [FA32]: Traditional and Newspapers marketing are expensive

<p>important that the country presidents.”</p>		<p>Comment [FA33]: Traditional media had a strong power</p>
<p>4. “You can find someone like abu-rashid “I don’t want to focus on him” but because I think he is number one in Kuwait, yet I don’t know which rank is he exactly in but I think he is number one because his particularity that he... There are great tweeters in Kuwait, for example: Nabeel Al-awaadi, Mohammed Al-awaadi etc.”</p>	<p>I-18&P-9</p>	<p>Comment [FA34]: Some of Twitter writers have more influence</p>
<p>5. “In “Alam Al Yom” newspaper, the sports section for a while was a special and unique page and it had our young employees, it succeeded for a while then it went down and they started firing some workers,”</p>	<p>I-18&P-3</p>	<p>Comment [FA35]: Strong competition closed down</p>
<p>6. “It’s rare to use newspapers nowadays but you need it at times, lets say if someone doesn’t know anything about you, nothing at all! The only thing that could be mostly known is the newspaper.”</p>	<p>I-16&P-3</p>	<p>Comment [FA36]: Newspapers can be the last communication</p>
<p>7. “They do read newspapers but online. Nowadays, the world has changed! Even the newspapers write their news on twitter. So if I want to read a newspaper or follow a newspaper, I’ll simply follow it or follow a certain section on the newspaper. So I’ll get the news live from twitter.”</p>	<p>I-16&P-3</p>	<p>Comment [FA37]: Newspapers are moving</p>
<p>8. “On the newspaper you won’t get the people you need or it’s very costly and the probability that the readers may not read it is huge because it is already on one page.”</p>	<p>I-16&P-15</p>	<p>Comment [FA38]: The young generation can not be reached</p>
<p>9. “I don’t need to use this method at all and the proof is after we created our own website, twitter account and YouTube channel! I never thought of using this method again at all.”</p>	<p>I-7&P-8</p>	<p>Comment [FA39]: SM has opened new ways of marketing for SME’s & replaced traditional marketing</p>
<p>10. “I will pay around 700 KD for a black and white ad on the newspaper and maybe will not be seen, or go to the TV or the cinema and pay around 5000 KD, all of this is gone in a simple affective tool that put the power in the hands of people,</p>	<p>I-11&P-1</p>	

<p><i>now the power is anyways in people's hands they can lift u up or put u down."</i></p>	
<p><i>11."That's how we see it. Second thing through our friends, most of us agree on that. The television will make more prestige and it will make it heavier but its ok."</i></p>	<p><i>I-14&P-4</i></p>
<p>In this table *The letter "I" represent interview & The letter "P" represent page.</p>	

Comment [FA40]: Newspaper ads are not attractive to SME's because it's one-way communication, fixed & motionless

Comment [FA41]: TV integrated with SM can be powerful

Interview statements for the Open Coding Categories for Axial Code No.2

Interview Statements for the Open Coding Categories for Axial Code No.3

Axial Code No.3	Reference
interview statements 1 statement for each open code	Interview and page number
1. <i>"We can make an ad with a high cost once a year and we may appear on a T.V interview or maybe not. So they may know us or they may not know us."</i>	I-16&P-10
2. <i>"But now that's it, we won't do that anymore, because we have certain capacity, if we have an employee to receive the calls, how many calls will he get per day? 30 calls? But when I post an advertisement on Facebook, I will get around 170000 replies. It's true that through phone calls we will get 30 people that are 100% guaranteed to register at our training course, but still, they are just 30 people! This is called the law of numbers, whenever the number increases, the benefit increases."</i>	I-1&P-16
3. <i>"I tweeted about it a few other blogs covered my items so that's how I do my social media and I am always on tweeter and Facebook there is always update you always know what's going on and my boutique is launching soon and it will have the news later."</i>	I-10&P-2
4. <i>"Maybe somebody in Japan and another one in Egypt and the both is communicating with me because he is on the same user or the same hash tag. So its easy that way to connect</i>	I-12&P-15

Comment [FA42]: Marketing in SM is cost efficient

Comment [FA43]: SM save time, money, energy & bring more customers

Comment [FA44]: SME's marketing via SM has become popular

<p>and doesn't matter the time or the place, it doesn't matter anything. What you are doing? You can communicate in any moment. This is strength of it,"</p>		<p>Comment [FA45]: SM users can access SM from anywhere anytime</p>
<p>5. "Yes. That will help you get more costumers. The targeted people will increase. The cost will be less expensive."</p>	I-7&P-3	<p>Comment [FA46]: SM has help in bring the TC in one place</p>
<p>6. "From the 170000 replies that we got through the Facebook, let's get 1000 responds. Those 1000 that we have are not interacting with me, but they go to the gym's website, they explore everything in it, they watch a video, the video will lead them to an application and they will fill this application. From those 1000, 100 people are really interested, from those 100, 50 or 60 or 70 people will fully register and pay through the internet, even if they don't pay through the internet but will pay through Western Union or other methods, they get to know the exact procedure."</p>	I-1&P-16	<p>Comment [FA47]: Marketing via SM has fast respond from customers</p>
<p>7. "(10000) More than (100000) so its saving a lot of time so the concept of the social networking is big numbers and smaller time saving money and it works on 3 levels he is saving for us money and saving sometimes and we are reaching more people well this is the concept of the market and I think we don't have more than this we want to spend less and we want to reach more people and we want to attract people."</p>	I-2&P-3	<p>Comment [FA48]: SM big numbers, save time money & effort & improve efficiency</p>
<p>8. "yep until now people are calling me and they go like hello this is the I don't know like a real estate company and kind of these stuff and stocks else they are calling me and telling me that I won something and you will get bothered and you would</p>	I-2&P-3	

<p>you please now I am in a meeting so we don't do these things actually but even though if they do these things its going to be tiring they are calling 100 to reach for 10 to be agreed and they talk to the 10 for an hour so they might get 1."</p>		<p>Comment [FA49]: SM has impacted negative marketing</p>
<p>9. "Sunday night, they send an advertisement to Zainab to post on Monday, Monday is for the club, is it approved? Because I might see it and not approve it."</p>	<p>I-2&P-8</p>	<p>Comment [FA50]: SM has improved business process and made monitoring easier</p>
<p>10. "We don't make any group has less than 5 persons and the most rang became 200 persons in the group."</p>	<p>I-5&P-2</p>	<p>Comment [FA51]: SM helps in growing SME's</p>
<p>11. "and people come to his home so he takes for the session one pound they are exist in Britain previously they put on the yellow pages and also on the newspaper and now actually they are using face book and Tweeter it became useless in the matter fact previously I couldn't do without yellow pages and I can't go to any country while I don't have the yellow pages how can I work and how can I manage without it will you tell me how ? While there are no yellow pages so the last time that I opened it since 5 years yellow pages do you know it? In Evert European country is an exist and you can find it its not like the meddle east they are not depending on it well in Europe and America you can't work without it and now you can see its useless so on the internet you can find it."</p>	<p>I-2&P-13</p>	<p>Comment [FA52]: SM is effecting other media and has put some out of business</p>
<p>12. "We have a member in the club I don't know the name I thing her name is (Khada) in Kuwait that she is a pasta maker and she wants to make a pastas and kind of these stuff well she was making a pastas at home and then she became a seller and then she hired 2 Philippines girls with her and then</p>	<p>I-2&P-13</p>	

<p>she made a face book group she sales only (Zaatar).”</p>		<p>Comment [FA53]: SM has helped in making new business come to existence</p>
<p>13. “But it doesn’t spread worldwide, the fast spread is because of the social media.”</p>	<p>I-5&P-13</p>	<p>Comment [FA54]: SM has helped in making the world globalized</p>
<p>14. “For the time being we are announcing on Tweeter and Facebook WhatsApp and the email.”</p>	<p>I-5&P-2</p>	<p>Comment [FA55]: SM is attractive to SME’s</p>
<p>15. “I will just add information here that we depend on Facebook, Twitter and eye contact and this program served us a lot.”</p>	<p>I-5&P-13</p>	<p>Comment [FA56]: Some SME’s marketing depend on SM</p>
<p>16. “When we have another event, we can communicate with those people that share the same interest. Because our work is almost B to B, not B to B but almost.”</p>	<p>I-13&P-13</p>	<p>Comment [FA57]: SM has improved communication process</p>
<p>17. “It is way better than before.”</p>	<p>I-7&P-12</p>	<p>Comment [FA58]: SM has improved SMEs’ marketing</p>
<p>18. “Yes its growing up its like people are talking and people are doing something.”</p>	<p>I-5&P-9</p>	<p>Comment [FA59]: Because SM some SME’s do not use advertisement</p>
<p>19. “Our ads are being exposed all the time and the subscriber can view them at any suitable time.”</p>	<p>I-7&P-4</p>	<p>Comment [FA60]: SM ads can unlimited view & interaction</p>
<p>20. “Not as much as twitter and not as much as the e-mails that we receive.”</p>	<p>I-7&P-13</p>	<p>Comment [FA61]: SM is good place for gathering customers info</p>
<p>21. “To give you an idea, when this club started it was supposed to be a group of people who are interested in “Self developing and improving” later on it developed according to</p>	<p>I-9&P-3</p>	

<p><i>the size of information given in the meetings to become much more than just a club or a page online, and the amount of subscribers to the academy.”</i></p>		<p>Comment [FA62]: SM helps SMEs in learning process</p>
<p>22. <i>“we are building our reputation in less time, and connectivity and advertising for free, and it saved huge costs, so honestly we are lucky to be in this generation of the social media, I don’t know what would have been done in the previous years without the social media.”</i></p>	<p>I-11&P-14</p>	<p>Comment [FA63]: Some SMEs marketing depend on SM</p>
<p>23. <i>“For example, if somebody is sad or upset and wrote a tweet it will be spread in the same of the good tweet. The effect of the negative news in social media is more powerful than the positive one.”</i></p>	<p>I-12&P-13</p>	<p>Comment [FA64]: In SM news about SMEs travel fast</p>
<p>24. <i>“WhatsApp is working 24 hours on customer service not for sales, WhatsApp is for questions asked around the clock.”</i></p>	<p>I-2&P-13</p>	<p>Comment [FA65]: SM is available to many by smart phone</p>
<p>25. <i>“Radio, I don’t think so, it could be, but for the time being I don’t think we need it. I think that Facebook and Twitter are enough for the time being.”</i></p>	<p>I-13&P-12</p>	<p>Comment [FA66]: SM has help SMEs & people</p>
<p>26. <i>“What proofs this, for example: If you want to move an issue on newspapers or on twitter. You will find out the interaction on twitter and its impact on the society is more powerful than newspapers.”</i></p>	<p>I-18&P-8</p>	<p>Comment [FA67]: SM has weaken newspapers</p>
<p>In this table *The letter “I” represents interview & The letter “P” represents page</p>		

Interview Statements for the Open Coding Categories for Axial Code No.4

Axial Code No.4	Reference
Interview statements 1 statement for each open code	Interview and page number
<p>1. <i>Now, I can't compare, because I have a page with 500 likes, I can't say that social networking is better than the traditional marketing. There isn't a real standard. But our target was 10000 clients, and when we have that amount of clients, we can compare. When we get 10000 likes, then we can put an advertisement about a trip or training for something in the newspaper where is will be distributed among 70000 other places.</i></p>	I-1&P-3
<p>2. <i>"talk or I put a subject on perfume and how it effects in our life."</i></p>	I-1&P-2
<p>3. <i>"Of course we do, we delete it, and if he continued doing it again, then we ban him and that's it he won't be able to have access to our page anymore. Why is that? So I can keep the energy flowing."</i></p>	I-1&P-14
<p>4. <i>"like if buys a product from us, we can make him a 10% discount for him to mention us on twitter, or display photos about us, we don't do that in a public way only with our usual or loyal friends and customers, in return they are marketing for us so they are sort of our missionaries they're the ones walking around and talking about us in a good way."</i></p>	I-11&P-3

Comment [FA68]: SMP is useful when it has large number of users

Comment [FA69]: SM sites are interactive

Comment [FA70]: Monitoring SMP is very important

Comment [FA71]: It's important to benefit customers

<p>5. "me lets talk about the tweeter and the website are removed the email!"</p>	<p>I-2&P-15</p>	<p>Comment [FA72]: There is high competition between SM sites</p>
<p>6. "All of these services help gain more clients' daily But Facebook did not have the same impact so I neglect the page. The page is still available but it is not active."</p>	<p>I-7&P-3</p>	<p>Comment [FA73]: SME's must choose which SM sites</p>
<p>7. First of all it's a costly idea and for the time being most of people communicates through social networking services more than newspaper.</p>	<p>I-5&P-2</p>	<p>Comment [FA74]: Being in any media</p>
<p>8. "Yes that's right you can send it for 10 people."</p>	<p>I-4&P-13</p>	<p>Comment [FA75]: Some people use SM wrongly</p>
<p>9. "Now we assigned someone that is in charge only for twitter. He posts news everyday as well as advertisements and replies to those who have questions."</p>	<p>I-2&P-4</p>	<p>Comment [FA76]: Some SMEs use SM sites for customer service</p>
<p>10. "Hahaha exactly."</p>	<p>I-8&P-6</p>	<p>Comment [FA77]: SME's must keep a watch on SM new sites</p>
<p>11. "last events information and there are links for Twitter, Facebook and YouTube for sure."</p>	<p>I-12&P-8</p>	<p>Comment [FA78]: It is important to have a link between SMEs website</p>
<p>12. "Then there was a website, through this website we used to communicate with the youth using their phone numbers and some information. Later on, the situation has developed and there was a place similar to the chat! And it is kind of live on the website. Later on, Twitter!"</p>	<p>I-16&P-2</p>	<p>Comment [FA79]: Some SMEs like to communicate</p>
<p>13. "The same things we do on twitter ad Instagram it is documented on Facebook like pictures and extra information."</p>	<p>I-10&P-17</p>	<p>Comment [FA80]: SMEs can use SM website to save information</p>

<p>14. <i>"We are on Instagram, what's nice about the social media is that everything is linked together, when you are on twitter you can reach Facebook and Instagram instantly, this connection is the best thing."</i></p>	<p>I-12&P-6</p>
<p>15. <i>"Yes, but the communicate is not that strong."</i></p>	<p>I-12&P-7</p>
<p>16. <i>"Yes, but you can't ensure that no one will post something that isn't desirable! Another thing is when you work through the Internet you have to be very cautious. These are the cons that I can think of."</i></p>	<p>I-3&P-8</p>
<p>In this table *The letter "I" represent interview & The letter "P" represent page</p>	

Comment [FA81]: SMEs are following their customers

Comment [FA82]: Emails are losing their market shares

Comment [FA83]: Damage in SM sits

Interview statements for the Open Coding Categories for Axial Code No.4

Interview Statements for the Open Coding Categories for Axial Code No.5

Axial Code No.5	Reference
Interview statements 1 statement for each open code	Interview and page number
1. "Twitter and he finally got the good way and the easy way back then he was tired he couldn't market and he worked on YouTube and twitter and now I don't know how many costumers he has they might be." (15000)	I-2&P-12
2. "In Kuwait, the thing is people like the usual discussions. Meaning! Twitter in Kuwait has become just like the "dawaniyah" (a gathering place)." instead everyone is sitting at home. You already know everything about the dawaniyat."	I-19&P-3
3. "Approximately three thousand. I think! Three to two thousands."	I-16&P-3
4. "But when they make collective retweet its so powerful. There's people who have 1000 and 2000 followers, there's who have 5000 and 10,000 followers too. But at the end our energy was from the first 40."	I-14&P-4
5. "So we decided to follow all the sponsors, lecturers and the media who are very famous who nobody is different on them."	I-14&P-10
6. "Sometimes if you find someone very famous like Barak	I-2&P-15

Comment [FA84]: Twitter has made marketing easier

Comment [FA85]: Twitter you can instantly reach almost anyone in the world

Comment [FA86]: Twitter you can instantly reach almost anyone in the world

Comment [FA87]: In Twitter the more followers

Comment [FA88]: Collective work is powerful in Twitter

Comment [FA89]: To have a good relations with sponsors

<p>Obama ok and you go like please and he goes like what is you need? You go like I just want you to retweet me.”</p>		<p>Comment [FA90]: Retweet helps in spreading messages</p>
<p>7. “Twitter advantages are you can reach all Kuwait with your mobile and in half minute you can reach them all. I mean when you make one tweet you can reach all Kuwait. Where you walk around people hear about you only in social media only in twitter.”</p>	<p>I-14&P-6</p>	<p>Comment [FA91]: Twitter messages spread very fast</p>
<p>8. “I don't know actually we are not buying to be honest I mean we are not buying followers.”</p>	<p>I-4&P-6</p>	<p>Comment [FA92]: Buying followers are not attractive</p>
<p>9. “Yes that's right even last time someone his title is (Al mutairy) he wrote for me on tweeter that can you proof that there is no rotten meet and can you put cameras in the restaurant ? So I started imagining and I went to the restaurant and I told them what is the order for to day?”</p>	<p>I-4&P-14</p>	<p>Comment [FA93]: SMES uses Twitter as customer service median</p>
<p>10. “It differs! On twitter, you can very well define the audience by the number of followers still there are number of re-tweets that is happening from non-followers.”</p>	<p>I-8&P-6</p>	<p>Comment [FA94]: Twitter helps in defining TC</p>
<p>11. “In fact we intensified and we existed on Twitter and the club is on twitter even the centre is on twitter also me I became existed on twitter a lot and I am feeling there is an increasing relative it happens quick direct correlation it didn't happen on Facebook and the Facebook we still our customers are still so we assuming that we give it more attention so its increasing more than before!”</p>	<p>I-1&P-8</p>	<p>Comment [FA95]: Twitter is booming</p>
<p>12. “Yes and the proof is that I'm going to add it to the website,</p>	<p>I-6&P-9</p>	

<p>so when register we'll ask you for the e-mail, phone number and your name .”</p>		<p>Comment [FA96]: Twitter has improved communication</p>
<p>13. “I have worked on creating a blog but I did not get any clients (in the gulf area) but I was using the website, sums service, WhatsApp service to send them all the activities & the company's news with the link of the website below.”</p>	<p>I-7&P-3</p>	<p>Comment [FA97]: Twitter page attractive to customer</p>
<p>14. “I discovered another particular timing, which is before bedtime from 9:30 till 11:30 the re-tweets increase and especially on the ads. Is it maybe that the person is sitting on the couch and checking his tweets and then re-tweet what he likes. I recoded those two periods what I have observed in a massive way.”</p>	<p>I-7&P-8</p>	<p>Comment [FA98]: Time & dates are very important in SMM</p>
<p>15. “I observed in normal days at the end of work from 12:30 to 2:00 re-tweets increase because people may be free at the end of the day so they log on twitter and they re-tweet you, re-tweet increase within those timings. I even have clear numbers to know when to do it. Observe that other companies follow this method, not only me!”</p>	<p>I-7&P-7</p>	<p>Comment [FA99]: SM has helped SME's information gathering & built their database</p>
<p>16. “On twitter, it's a simple tweet, re-tweet, reply and that's it. So the users of twitter are more of people on the go that want to know a piece of information, quickly, simply and that's it.”</p>	<p>I-8&P-6</p>	<p>Comment [FA100]: Simplicity is the key to Twitter success</p>
<p>17. “The Mention, For example, somebody talked about an particular topic maybe its general such as the visa, any general topic the students can be useful from. So we do "mention" him,”</p>	<p>I-12&P-6</p>	<p>Comment [FA101]: Mention helps SME's marketing specially in Twitter</p>

<p>18. <i>“It was a Kuwaiti woman and Salah Al Rashed she was an event planer or something like that so once up a time Dr. Salah Al Rashed made for us (FF) follow Friday and it brought from him about 200 or 300 followers.”</i></p>	<p>I-4&P-8</p>	<p>Comment [FA102]: FF is great way of marketing</p>
<p>19. <i>“You can find them on hash tag and on the people who you followed them an example I have some people on my media list so when those people retweet me or I enter and follow them this is the idea I am entering on feed.”</i></p>	<p>I-13&P-5</p>	<p>Comment [FA103]: In Twitter SME’s can Follow potential costumers</p>
<p>20. <i>“After Facebook comes twitter, twitter the same thing. Twitter when I log in its strange for people and same stream of Facebook.”</i></p>	<p>I-15&P-2</p>	<p>Comment [FA104]: Twitter is the most popular website in SM</p>
<p>21. <i>“Twitter is also helpful in following up your competition, what offers they have and people’s opinions about both sides.”</i></p>	<p>I-13&P-5</p>	<p>Comment [FA105]: Twitter can be used to see competitors closely</p>
<p>22. <i>“You can post news and pictures and posts on twitter, so people take that information and updates daily and start a relationship which lead to loyal twitter customers, they start conversations and ask about the price and so on, and we reply to all that,”</i></p>	<p>I-11&P-6</p>	<p>Comment [FA106]: SME use Twitter as a marketing tool</p>
<p>23. <i>“This problem, if I make follow for just one person, they will keep saying why you follow him and didn’t follow me, whether was from the target or not. So this is sensitive issue for them.”</i></p>	<p>I-14&P-10</p>	<p>Comment [FA107]: SME’s must be careful when follow & unfollow</p>
<p>24. <i>“and it becomes stronger so when you put a hashtag or on Facebook for example you wrote photos or videos or</i></p>	<p>I-13&P-2</p>	

<p>marketing so anyone wants to search for marketing or photos advertisement media.”</p>		<p>Comment [FA108]: Hash tag is good marketing tool</p>
<p>25. “Favourites, we can put specific things or specific links that benefit the student. For example, a link just for our website.”</p>	<p>I-12&P-16</p>	<p>Comment [FA109]: Favourites in Twitter is very effective</p>
<p>26. “because any mistake from you it will be used against you and it will be recorded you can remove it that’s right but you don’t know you might forget it so these kind of things happen a lot and there is some people deep in problems they might record anything and take a capture so when you talk about anything you have to be cautious to avoid these kind of problems.”</p>	<p>I-13&P-7</p>	<p>Comment [FA110]: SMEs must be very careful in Twitter</p>
<p>27. and the largest advertising companies for marketing and advertising so it has a special aspects and some of the aspects that the people who have an organization and they need for many things that I need so I put them so I have some of the people so I follow the list and I put it on the monitoring so its not an important that I must put the people whom are exist on the list so there is another took in the list I might put some people I didn’t follow them before so it’s a very nice thing in twitter I am kind of who focus on many things.</p>	<p>I-13&P-5</p>	<p>Comment [FA111]: Twitter lists is very useful of SMEs</p>
<p>28. “Follow back, the purpose for initiating a relationship is just to accumulate followers which means if I followed you and you followed me back, I’m not interested in your message, what I have made is a compliment.”</p>	<p>I-8&P-8</p>	<p>Comment [FA112]: Follow back is one way of marketing in Twitter</p>
<p>29. “Twitter is something you know its made a big jump in the world of marketing it makes a lot of abbreviations and</p>	<p>I-13&P4</p>	

<i>sometimes you can see some people or you communicate with people you didn't see them since long time and you don't know they show up suddenly the same to the companies you communicate with some professionals people every day."</i>	
In this table *The letter "I" represent interview & The letter "P" represent page	

Comment [FA113]: Twitter messages spread very fast

Interview statements for the Open Coding Categories for Axial Code No.5

Interview Statements for the Open Coding Categories for Axial Code No.6

Axial Code No.6	Reference
Interview statements 1 statement for each open code	Interview and page number
<p>1. "Therefore, now we have 180000 friends, and it will tell you how many friends of friends do you have, so it will tell you that you have 180000 fans yourself, then I will ask, how many are my fans friends? So it will tell a half and me approximately millions. So I will tell the Facebook, ok, post my advertisement for those people only."</p>	I-1&P-12
<p>2. "Of course we do, we delete it, and if he continued doing it again, then we ban him and that's it he won't be able to have access to our page anymore. Why is that? So I can keep the energy flowing."</p>	I-1&P-14
<p>3. "After that we started writing on Facebook about salaam group that we are a group with a schedule we make the sport walking activity and then we make the session of the sending intention."</p>	I-5&P-1
<p>4. "On Facebook in the beginning when I tried it was excellent so we didn't meet to put license we were only put the meeting as I told you and the next meeting so we were having some questions from people asking as for example one of the questions was what is your activity in the club."</p>	I-6&P-4
<p>5. "And I was like its alright you can do it because the idea is</p>	I-6&P-4

Comment [FA114]: Facebook FOF TM is powerful

Comment [FA115]: Facebook gives users the option to block negative users

Comment [FA116]: Some SME's use Facebook to connect

Comment [FA117]: Facebook can be used to interact with customers

<i>not mine it belongs to the sitter so its fine with it so the good thing in it some people contacting me and they took the idea and they made it in their countries and there was another girl in UAE asked me Facebook is very good for communicating to the abroad people but the tweeter is better for Kuwait."</i>	
In this table *The letter "I" represent interview & The letter "P" represent page	

Comment [FA118]: twitter is more popular is Kuwait than Facebook

Interview statements for the Open Coding Categories for Axial Code No.6

Interview Statements for the Open Coding Categories for Axial Code No.7

Axial Code No.7	Reference
Interview statements 1 statement for each open code	Interview and page number
<p>1. "you can watch everything you need ,they will see their children and their relatives and everyone even you can communicate with them through their pictures and the events and we have some of the children have phone and they can put some mention to their self by Instagram and they can put their comments and when he finds his picture on Instagram "</p>	I-17&P-1
<p>2. " this person I know what he is doing with the company I know the events someday I so a products they were doing it it's a new in Kuwait cards well I saw someone in the beginning he was working on a design it's a logo for the game and then suddenly and then the papers with the packaging we were watching him live he was working on the picture and the people were commenting and when he entered the market I saw him live and the same process."</p>	I-13&P-9
<p>3. "like now we are in this place so during the making video you can know where is the place and what is the place you got that? Its kind of good stuff important and benefiting people making friendship community so its something very nice'</p>	I-13&P-19
<p>4. "I use another way when they enter on my website, the blog is so important now. The blog I connected to twitter too. I enter on the YouTube too, YouTube is so important. You tube</p>	I-15&P-6

Comment [FA119]: Instagram is designed for photo sharing

Comment [FA120]: Instagram helps in growing SMEs

Comment [FA121]: Instagram can be used by SMEs

we use it too.”	
5. “Yes we did! With huge tools, coverage, answering questions, covering an event, certain talk, for example: purposeful for the students, specific lessons, we write a lot about it. And we almost have 30, 40 to 50 videos on YouTube.”	I-8&P-16
<p>In this table *The letter “I” represent interview & The letter “P” represent page</p>	

Comment [FA122]: YouTube is a very effective in Video sharing

Comment [FA123]: YouTube is very powerful in spreading SMEs marketing messages

Interview statements for the Open Coding Categories for Axial Code No.7

Interview Statements for the Open Coding Categories for Axial Code No.8

Axial Code No.8	Reference
<p>Example of interview statements 1 statement for each open code</p>	<p>Interview and page number</p>
<p>1. <i>"Of cours it facilitated now you can assume that I am managing a reading club ok and I want people know it even if we don't have the guest so how could I communicate with people of cours it will be on "WhatsApp. "</i></p>	<p>I-6&P-13</p>
<p>2. <i>" an example if have 500 guests or users I send a broad case for them so those users 10 of them they might send to other so its going to be like everyone will send to the other and it will be spreaded massage "</i></p>	<p>I-6&P-13</p>
<p>3. <i>"and I am going to know that the massage is reached or done for example in case of anyone replays you will know that the massage is reached to everyone so this is the point."</i></p>	<p>I-6&P-5</p>
<p>4. <i>"The advertising it contains for example in July 7th its going to be a meeting to discuss the book of the headiness for the author "Wayne dyer" at 10 pm this is the announcement this is the same announcement but the book is different and the timing is going to be the same at 10 am."</i></p>	<p>I-6&P-6</p>
<p>5. <i>"Yes of cours anytime now with the current group on</i></p>	<p>I-6&P-5</p>

Comment [FA124]: WhatsApp application in IPHones can be used to communicate

Comment [FA125]: The more active people you have in WhatsApp the more affective your marketing will be

Comment [FA126]: When sending messages in WhatsApp

Comment [FA127]: WhatsApp can be used for short Advertisement

<p>WhatsApp? Yes of cours I can anytime so I can send messages even in the night because this is "WhatsApp" its totally different than before unlike SMS you can't send anything specially at night for example before you can send SMS only morning and in the afternoon and you stop it at! 2 AM unlike "WhatsApp" you can send even At 3 AM or whatever why? Because its known this is WhatsApp and when you want to sleep you set the phone on silent and you get online later on so this is the WhatsApp way for the time being."</p>	
<p>6. "Reactive, faster, personal, alone and I know who you are that's why I sent you the message ,"</p>	<p>I-17&P-7</p>
<p>In this table *The letter "I" represent interview & The letter "P" represent page</p>	

Comment [FA128]: It is not accessible to use SMS

Comment [FA129]: WhatsApp is a messaging system that is personal & direct

Interview statements for the Open Coding Categories for Axial Code No.8

Interview Statements for the Open Coding Categories for Axial Code No.9

Axial Code No.9	Reference
Interview statements 1 statement for each open code	Interview and page number
<p>1. <i>No, Why? Because the most of the new comers find people who lived from a long time and when they talk, they talk in the formula of the almost graduated he doesn't talk about details because he will be forgetting it or whatever. So this group is talking about the details and its always updated. For Example, how to apply on visa this month, what the last changes are in visa applying, what is the last information that you can know, what is the last rules updated.</i></p>	I-12&P-3
<p>2. <i>The idea was mine I made it and there was another person we founded the idea and we make a booklet then a web we did step by step because I was a new comer "Mostjed" so I saw what I really needed. What did u need?</i></p>	I-12&P-3
<p>3. <i>"It was a Turkish grills restaurant; we modified the outer decor so It appears to be an expensive restaurant. We used ceramic KD 2.5 per meter to be different from the other restaurants. We utilized a designer for a logo design. We wanted to give the luxurious impression with the least price."</i></p>	I-4&P-2
<p>4. <i>" and it costs me a lot and extra and you are talking about Australian meet so expensive the kg costs about 3 KD or less and the Indian meet the kg it costs one dinner so you are talking about 150 % extra so I was like first of all I don't have</i></p>	I-4&P-11

Comment [FA130]: Changing, innovating and being updates

Comment [FA131]: One of the keys of SMEs success

Comment [FA132]: Right branding can play a major role in SMEs innovation

meet.”		Comment [FA133]: Good value can be a good marketing strategy to SMEs success
5. “We started in the last ten days of Ramadan, or as we call it the soft opening.”	I-4&P-3	Comment [FA134]: Time is a very important aspect of innovation marketing
6. “In the next stage, the winter, we focused on the catering as we had parties. We had grills, tin bread, shawarma, as the market requires it at that time. It is of a high income and a high demand.”	I-4&P-3	Comment [FA135]: Knowing what customers wants/needs is the key to success
7. “The point view of it is that we have to make sure that we don’t have any political orientation or Religious and our activities be exposed in front of the all. And the important thing is that everybody can participate and a public place to make everybody see us.”	I-2&P-5	Comment [FA136]: Being open to all people from different background
8. “There are reflection sessions but not similar to ours.”	I-5&P-15	Comment [FA137]: By having special products/services SME’s
9. “yes, they are more aware of marketing now. They have gained experience in this field and I think this experience came from the use of these channels, now a person is acknowledged and more active.”	I-7&P-7	Comment [FA138]: Experience and knowledge are the base of success
10. “the new certificate is tangible with a stamp on it approved from different sources. And since a place is here for storage and photocopying, why not have the team also, other than that the main business and transactions like the contact between us and the students, delivering the subjects to the students even the meetings between the doctor and our team	I-9&P-3	

<p>with the students all are online that's how we kept it."</p>		<p>Comment [FA139]: Internet is one of the keys to SMEs success</p>
<p>11. "No aid organization just private for people also the thing that has changed now is that am doing a lot of charity work and since that my profits 30% goes to a aid organization."</p>	<p>I-2&P-4</p>	<p>Comment [FA140]: Adding a positive cause</p>
<p>12. "I became working on my own the recipient hit big time and I started focusing on my energy and my own business first."</p>	<p>I-10&P-5</p>	<p>Comment [FA141]: Focusing is one of the main reasons for SMEs success</p>
<p>13. "My partner Mr. Khalid Abd El Ghafour who has masters in marketing, He proposed the detailed plan and I helped and we did it together."</p>	<p>I-12&P-8</p>	<p>Comment [FA142]: Professionalism in marketing</p>
<p>14. "Look at this time; it's hard to find somebody without Twitter or Facebook account, so if you want to be update with them it's necessary to have account on Twitter and Facebook." "</p>	<p>I-11&P-3</p>	<p>Comment [FA143]: Being in SM for SMEs is not a form of luxury</p>
<p>15. "For example, I isolated myself from all the market here. I put my goal and I worked on it. You will say "Mohamed why the market is important with all due respect for them."</p>	<p>I-15&P-12</p>	<p>Comment [FA144]: Having vision and mission</p>
<p>16. "Just because he did not change, he will think that everyone else has not changed. So this is all about the newspapers and it joining the social media, it did not succeed because the representatives are not..."</p>	<p>I-18&P-9</p>	<p>Comment [FA145]: Constant change is important</p>

<p>17. <i>“It’s not only in journalism, in any project you want to open here in Kuwait like a restaurant for an example, if the general manager wasn’t aware of the field and the accounting and the administration.”</i></p>	<p>I-18&P-7</p>	<p>Comment [FA146]: Right man in the right place</p>
<p>18. <i>“So the same they have people that take cares from the student in general so they take this information and start to communicate with them after first year. Contrary, sometimes we take from them people who help our group in some information, if there is a specific problem we talk to the union to communicate with them and solve these problems. So there is coordination, yes.”</i></p>	<p>I-12&P-11</p>	<p>Comment [FA147]: Exchanging information</p>
<p>19. <i>Sometimes there is something like on Twitter I don't say anything about my own business but I can talk about my feed for example I can talk about something special in the media or special in the marketing.”</i></p>	<p>I-13&P-6</p>	<p>Comment [FA148]: Indirect marketing powerful tool for SMEs in SM</p>
<p>20. <i>“The 10 will come and receive the gifts. They saw it interest thing and not any gifts, you have a Coupon purchases with 50 K.D so choose whatever you want, pick the perfume that you like so he is comfortable and if he want to buy more,”</i></p>	<p>I-13&P-6</p>	<p>Comment [FA149]: Right promotion</p>
<p>21. <i>“Who ever wanted to register online from our clients they used to suffer from the complications, and too much required details with information...”</i></p>	<p>I-9&P-9</p>	<p>Comment [FA150]: Simplicity is key to SM success</p>
<p>In this table *The letter “I” represents interview & The letter “P” represents page</p>		

Interview statements for the Open Coding Categories for Axial Code No.10

Axial Code No.10	Reference
Interview statements 1 statement for each open code	Interview and page number
1. <i>"No he didn't he didn't either make a following for us actually he is not the owner of the idea his son is the owner of the idea but the good thing is we met him in "Salam for reading " club so I asked the prime of the clubs to meet the doctor "Rashed Al Rashid " to discuss a book with him so the doctor agreed and this is very good."</i>	I-6&P-10
2. <i>"some that follow anyone who has a large number of followers and celebrities do have large number of followers, so when a celebrity says something the followers will directly believe him and that's what I have observed."</i>	I-13&P-8
3. <i>"in that case; it's a phenomenon that should be studied. How social media made me (not me, I meant Abu-rashid) made him number one even though he was not on the list. "</i>	I-7&P-9
4. <i>"gets the money, divides it on them and then takes his piece. So he basically made a different type of business, he did not only depend on his page, he also made a business of it. Twitter made a transformation in Kuwait and particularly in social media."</i>	I-19&P-4
In this table *The letter "I" represents interview & The letter "P" represents page	

Comment [FA151]: When MVC SME's must choose the right celebrities

Comment [FA152]: Marketing via celebrities

Comment [FA153]: Some unknown people became famous public figure from SM

Comment [FA154]: Some public figures make money from advertising

Interview Statements for the Open Coding Categories for Axial Code No.10

Interview statements for the Open Coding Categories for Axial Code No.11

Axial Code No.11	Reference
Interview statements 1 statement for each open code	Interview and page number
<p>1. <i>"And I will remove 40 or 50 or even 60 % from that significant calls and I will send it to the supporting plus the support company is offering a lot of things like technical and as for our stuff they might not understand it as good as thy know well I think if someone get in the webpage and something it show up I don't know they don't have any idea! They are not a programmers and the programmer he has an idea and he can do it and the company they created it and they create the all programs."</i></p>	I-1&P-15
<p>2. <i>"I am thinking that in loud voice the profit might increase because the work will be better and stronger so the order will be increasing so I can use a lot of sources not only one designer I can use 1000 designer well! I think in the future I will use it for sure."</i></p>	I-13&P-8
<p>3. <i>"I'll set up a meeting to explain everything to him, listen to him while he's talking to the customers several times for a week or a month till they get the ability of it by their own. I am not responsible for their residency and sponsorship. They just come to finish the work given, receive money in return and leave."</i></p>	I-7&P-9
<p>4. <i>"Yes because they provided me a secretary with his</i></p>	I-7&P-10

Comment [FA155]: Outsourcing is attractive to SME's

Comment [FA156]: Outsourcing improves SMEs' performance

Comment [FA157]: Outsourcing takes out some of the management responsibility

<p>equipment's, e.g.: mobile phone, e-mail etc... So for me the cost is zero. I don't have profit and loss or sell till I reach a certain amount because banks imposes you to sell 2,000 KD a month, if you didn't sell, you have to pay a certain fee. Instead the customer can go to the company and pay his dues. Once the receipt is registered! I will receive the receipt with the voucher and this service is in return of an amount."</p>	
<p>5. "and since then, I wanted to involve them in a partnership with us and when I gave them the idea of the partnership."</p>	I-9&P-4
<p>6."In the beginning we took them outsourcing, we went to Mr. Delivery a company that delivers and we made a deal that was not satisfying and we saw it will be very costly compared to doing it in –house,</p>	I-11&P-13
<p>7. "If I thought of doing something. For example, delivery I have a lot of FedEx. I go to names that already finished. I don't bring to myself a headache. I mean if you want to work good go to the top, don't take risk for things you don't know what you will have after it. I mean I wanted to be famous; I went to biggest magazine, delivery FedEx why? Because I am watching what he has, locally we can do it."</p>	I-15&P-11
<p>8. "second thing we made our design on their Brochure, they print about 60,000 copies which delivers all over the Country, the third thing is the LCD's screen we put our design on the LCD's all over the country, everything we do is all over the country or most of it. The fourth thing is we showed our movie inside Cinemas scape, which began from one day for a week</p>	I-14&P-8

Comment [FA158]: Outsourcing can help SMEs in many ways'

Comment [FA159]: Outsourcing could lead to partnership

Comment [FA160]: Some SME's prefer doing some of their activities in house

Comment [FA161]: Outsourcing companies must be chosen carefully by SMEs

<p>every day.”</p>		<p>Comment [FA162]: Partnership with a strong strategic partner</p>
<p>9. “Yes actually we added a new service it will be included with the marketing the (T-V) we will broadcast it again from the (E-T-V) so what we are going to do? And I told them that you all will pay sponsorship including the club and they announcing and they have to response their customers.”</p>	<p>I-1&P-25</p>	<p>Comment [FA163]: SME’s use sponsorship to market their Products/services</p>
<p>10. “They offer us two things, first thing financial support, second thing social media support and this what we want. It’s the same the sponsor itself when support your social media not because you’re project he is supporting you because he is sponsor.”</p>	<p>I-14&P-11</p>	<p>Comment [FA164]: Having a media sponsor can benefit SMEs a lot in SM</p>
<p>11. “and since then, I wanted to involve them in a partnership with us and when I gave them the idea of the partnership, I said everything that I was imagining even in the future about having a Samsung application and a Sal125 software that is a developing software for the academy, I want to be able to download on the mobile and I want to reach to a point where the need of customer service turns to 0 in the website,”</p>	<p>I-9&P-4</p>	<p>Comment [FA165]: Partnership is attractive to SMEs</p>
<p>12. “Mainly in partnership the N.G.O in there is a good term companies need to look good and N.G.O’s need to survive. There is synergy between them that you could find through partnership. In partnership, N.G.O does not become a financial burden on the contributor or partner. How can you create a tool or a product for the partner to promote, collect the amount from his client base and divide the amount between the N.G.O and him?”</p>	<p>I-8&P-3</p>	<p>Comment [FA166]: Having partnership & build good relation with partner can improve SMEs marketing</p>

<p>13. <i>"It's a handicapped but for me I can't have a partner because I don't want to come back to anyone and I want to do my own business by myself so I could have a financial partner but I would have it in a certain point."</i></p>	<p>I-10&P-7</p>
<p>In this table *The letter "I" represents interview & The letter "P" represents page</p>	

Comment [FA167]: Some SMEs have limited payment methods

Interview Statements for the Open Coding Categories for Axial Code No.11

Interview statements for the Open Coding Categories for Axial Code No.12

Axial Code No.12	Reference
Interview statements 1 statement for each open code	Interview and page number
1. “and how many did it through the e-mail list or through a friend. Now we only have those 5 ways to ask about, we don't have newspapers anymore but there are still friends, one person will tell his friend and they would both register, we would also have the choice (other) in the survey.”	I-1&P-9
2. “This is it our beginning was on What's App so it made it very easy to people and us when they know about the restaurant's number they became little bit knowing about the restaurant.”	I-4&P-6
3. “Ever since, the number was increasing but I didn't count that, I just counted when I left the conference, went home, slept and when I woke up the number of followers reached 500 people.”	I-7&P-14
4. “Word of mouth look I'm not in charge what happened is someone talked about it and I am not even a part of it not really and if you are a costumer and you buy a dress and your sister likes it I have no participation whether if your sister likes it or not.”	I-10&P-5
5. “Of course it effects, but it depends on the personality, maybe it doesn't have powerful effect. For example, if it's well	I-12&P-13

Comment [FA168]: WOM is affective for SME's marketing

Comment [FA169]: What's App' is great way to spread WOM and marketing messages

Comment [FA170]: Being in conference is good way to spread WOM

Comment [FA171]: SME has no control on WOM

<p><i>known personality it will effect whether it was positive or negative. So of course it do effect and powerful effect too. People believe in the word of mouth more then the tweet. The percent of believing in it is more, so it's sensitive and if you want to deal with it you have to be careful."</i></p>	
<p><i>6."How much you throw the same you will get. Why they say 99.9 is marketing. The marketing as much as you throw in it, it comes back to you. Ok there is a risk but when the risk increases the profit increases too and the success will increases too because if I didn't take the risk I will never take the experience."</i></p>	<p>I-15&P-10</p>
<p>In this table *The letter "I" represents interview & The letter "P" represents page</p>	

Comment [FA172]: Trust worthy figures have more powerful WOM

Comment [FA173]: Giving free items to the right people can help in WOM

Interview statements for the Open Coding Categories for Axial Code No.12

Interview statements for the Open Coding Categories for Axial Code No.13

Axial Code No.13	Reference
Interview statements 1 statement for each open code	Interview and page number
1. "Yes you know, We called them and we asked them what's made you upset? For example the replay like the order has a shortage and exhale kind of these stuff so we are trying to make them satisfy them as much as we can ."	I-4&P-12
2. "Yes that's right even last time someone his title is (Al mutairy) he wrote for me on tweeter that can you proof that there is no rotten meet and can you put cameras in the restaurant ? So I started imagining and I went to the restaurant and I told them what is the order for to day? So I told him first of all I don't have any rotten meet and all the meet I use it is Australian and fresh."	I-4&P-11
3. "but there is another goal too that is humanitarian. You want people to benefit. The centre doesn't only aim for profit making, but it also a humanitarian message that aims for benefiting more people."	I-3&P-7
4. "The associations it must be an influence I mean you have to have some influences that the restaurants and the canteens only for their friends because there rents like 200 KD."	I-4&P-19
5. "Well most of them disagree with the time or the weather is not proper for them and there is some people they like we	I-5&P-5

Comment [FA174]: Some managers realize the important of customer service

Comment [FA175]: SM can improve customer service

Comment [FA176]: Having the right message can build customer trust to SME's

Comment [FA177]: Business contacts are very important to SMES

<p>stop in the hot weather so we are continuing non stop if anyone wants to come then welcome we are putting the time to vote we take the majority opinion and in case of he agree with us as a leader then we put him so here are the people whom opposed.”</p>	
<p>6.” Old days are gone now, then we started getting into the coverage of sports events and Mr. Mubarak handled this and was responsible of that fully and the marketing of the events and champions as a media center and Mr. Mubarak was the leader and he had other young journalists, this is all about sports, then we turned towards political or to the parliament so we did this with many parliaments like Mr.Abdel Aziz Al Shaygy and I handled this and was the leader of his media centre and it was a successful and unique coverage for his campaign,</p>	I-18&P-5
<p>7. “Yes, this one has a long process and we talk to the embassy about that and they said Insha’Allah we will see it so Insha’Allah soon it will be, its plan now but it didn’t applied till now because there is a specific process for it, by the embassy and it have to be approval by the embassy and the ministry of the higher education, but the most of our sponsors sometimes things happen in the organization they give it to us but it’s almost simple. For example, the Kuwait Airlines in Britain give them, it’s for Kuwait but its Britain branch, for example the banks in Britain, it’s also Kuwaiti banks but a Britain branch and they give us. But the British people they don’t give them.”</p>	I-12&P-4
<p>In this table *The letter “I” represents interview & The letter “P” represents page</p>	

Comment [FA178]: Being open and listening to customers feedback is a strength SME’s

Comment [FA179]: Good relationships are the base of any successful business

Comment [FA180]: Some SMEs lack global relationships

Interview statements for the Open Coding Categories for Axial Code No.13

Interview statements for the Open Coding Categories for Axial Code No.14

Axial Code No.14	Reference
Interview statements 1 statement for each open code	Interview and page number
<p>1. “Our vision is to raise our community, country and the neighbouring countries to the next level of marketing, the new way of marketing, the new media. We want to benefit the whole world from those tools themselves, the media with all its aspects in a clear way. Through this field, you can change so many things, you can inter peoples’ minds, move their feelings. When you use it in the right way, a professional way, you can contribute to change lots of people and so many things in the world.”</p>	I-3&P-11
<p>2. “But with telephone how? With fax how? You can’t.”</p>	I-12&P-15
<p>3. “Now there are more than one method to communicate with the students. There is a program called Skype, we use it to communicate with them through the phone, communicate with them via e-mails, communicate with them via twitter, communicate with them via Facebook and we even communicate with them via YouTube, communicate with them via ...These are the tools we use.”</p>	I-16&P-16
<p>4. “It’s going to be living; it is interactive (Live) which makes it faster for the people to communicate with you.”</p>	I-16&P-2

Comment [FA181]: SMEs can influence people behavior using SM integrated with other media

Comment [FA182]: Old ways of communication are not affective to SMEs marketing today

Comment [FA183]: Some SMEs communication with their clients via multiple communication tools

Comment [FA184]: SME’s uses integration between SM & other media to drive traffic

<p>5. "Yes, we unified it. We kept the club alone, but all the other companies together, like in Facebook, I have them all in one page, including the club. All under one page (Salah Al Rashed) and that's it."</p>	<p>I-2&P-7</p>	<p>Comment [FA185]: SME's like integration between their businesses</p>
<p>6." if I made an ad on the T.V it will be integral part for the campaign, marketing campaign. But I think newspapers. Social media is not an integral part it's an essential part, today it's an essential part for any cause, for any field, product or invoice. Even in a lot of, for example: what happened in the Middle East area.</p>	<p>I-8&P-10</p>	<p>Comment [FA186]: Integration between SM sites</p>
<p>7.but there is an issue in explaining using 140 characters sometimes when shared some characters are missing on twitter, but integration is not complete,</p>		<p>Comment [FA187]: Integration must be used carefully depending on the marketing message & targeted audience</p>
<p>8.The new social network is linked to each other all of them. Instagram linked to Facebook, to flicker and the website. So any pictures you post on Instagram it will be shown on twitter and Facebook and so on. So they're linked together all of them with tools. At the end it will benefit you not harm you when you use it right.</p>	<p>I-12&P-14</p>	<p>Comment [FA188]: One of the most important aspect of SM is integration</p>
<p>9."She gives us a report, with pictures, we asked all the groups to take pictures for their activities so we can announce them and advertise for them in Facebook and all."</p>	<p>I-5&P-14</p>	<p>Comment [FA189]: SM has improved marketing communication</p>
<p>10."Its going to be so costly because you will send SMS not</p>	<p>I-6&P-5</p>	

<p><i>less than 10 persons.”</i></p>	
<p>11. <i>“A year arrangement for the conference, but we didn’t begin as an account, the arrangement came before the account.”</i></p>	<p>I-14&P-9</p>
<p>In this table *The letter “I” represents interview & The letter “P” represents page</p>	

Comment [FA190]: Without SM SMEs will spend more money on marketing communication

Comment [FA191]: Being connected to the public is a good way for marketing SMEs

Interview statements for the Open Coding Categories for Axial Code No.14

Interview Statements for the Open Coding Categories for Axial Code No.15

Axial Code No.15	Reference	
Interview statements 1 statement for each open code	Interview and page number	
1. <i>“Those that I want their e-mails, I want them to register with me on Facebook and twitter and I want to send them some things, before I would want to get their phone numbers and their e-mail and all that.”</i>	I-1&P-4	Comment [FA192]: SME's use SM to collect TC
2. <i>“We started exactly before one year, in 2011. We purchased the premises, changed the theme, the logo and the entire design to fit market segmentation. We were targeting the low to mid income in a way so they continue ordering from us throughout the month, not in the beginning of the month or at the end of it.”</i>	I-4&P-1	Comment [FA193]: Right segmentation & targeting can improve SMEs marketing
3. <i>“Yes it is lets say what makes it different is the average of the family but for Al jahra has a different market because its people are not like the other cities.”</i>	I-4&P-18	Comment [FA194]: SMEs like to save time, money & energy via TS
4. <i>“because we want the same goals and the same targets and the same ideas the same thoughts the same peoples and no deference between the point of views so we figured this group.”</i>	I-4&P-16	Comment [FA195]: When SME's establish new business
5. <i>“Because my products are expensive that's why particular people should show up. I can't market for young students unless I have a special product for them.”</i>	I-7&P-16	Comment [FA196]: Knowing the TS
6. <i>“Those that I want their e-mails, I want them to register with me on Facebook and twitter and I want to send them some things, before I would want to get their phone numbers and their e-mail and all that.”</i>	I-1&P-4	Comment [FA197]: SME's are attracted to TM & SM marketing

<p>7. <i>“Wednesday is for Al Rashid centre and Thursday Is for The Doc. Again so we scheduled it since all of the above are going for the same target that the doctor has in his page.”</i></p>	<p>I-2&P-9</p>
<p>8. <i>“If I check the spams! Because he put them always in the spams basket you can see them like (2500) though of course all of them need to be deleted! And (2500) by 10 days that means (250) massages per day.”</i></p>	<p>I-2&P-16</p>
<p>In this table *the letter “I” represents interview & the letter “P” represents page</p>	

Comment [FA198]: SME's can specify special days

Comment [FA199]: Sending targeted emails attractive to SME's marketing

Interview Statements for the Open Coding Categories for Axial Code No.15

Interview statements for the Open Coding Categories for Axial Code No.16

Axial Code No.16	Reference
Interview statements 1 statement for each open code	Interview and page number
<p>1. "I will be outside the country, and my credit finished, I have certain amount of credit, 1000 KD, 2000 or 3000 KD around that amount, I already spent that amount, my maximum which is 3000 KD, so I call the bank and tell the employee remove from my saving account certain amount of money and add it to my credit account, because I need to finish my work, the trip, the lunch and dinner are all paid for by the credit, and we exceeded the 3000 KD. We actually put around 5000 KD; I called them before I travelled. This is 5000 KD above the 3000 KD; this is 8000 KD that we can spend from it while we are in the trip as much as we want since we pay everything through the credit. But we exceeded the 8000 KD,"</p>	I-1&P-18
<p>2. "Yes the main company or the parent company it has some of the names in the group they are letting them monthly pay,"</p>	I-1&P-25
<p>3. "No because the companies I mean the (Knet)"</p>	I-4&P-15
<p>4. "Yes that's it! And it will bring you costumers let me tell you a personal experience I order from orders .com before I buy the restaurant well for example it was like you know I have in my account something and 4 KD for example so the 4 KD it won't be withdraw! Why? Because I can pay it online and it's going to be done right? So the amount it was going to be remained on the account already! So it will bring me costumers."</p>	I-4&P-16

Comment [FA200]: SME's owners use their credit card to pay for expenses

Comment [FA201]: SME's work with each other with fixable payment system

Comment [FA202]: Some SMES have limited payment methods

Comment [FA203]: SMES owners prefer to have multiple ways of payments

<p>5. <i>its very regular it takes from you the commission to the open an account in the exist amount so why you are paying? It takes 7.5 percent from the.</i></p>	<p>I-4&P-15</p>	<p>Comment [FA204]: SMEs owners prefer payment to be made in cash to save money</p>
<p>6. <i>But now almost no one does that. You will rarely have a problem that you will have to call the client to get his credit card number. But almost everybody nowadays pay through the net, you will get a page with the application form where you have to register and you can choose the method to pay through PayPal, your own credit or whatever.</i></p>	<p>I-1&P-7</p>	<p>Comment [FA205]: SME's prefer payment to be made through Internet</p>
<p>7. <i>First of all there are no posters and then its ok we are not going to print brochures only advertising newspaper and then ok there is no newspaper only calls and SMS and then there is no SMS and calls and then that's enough no calls it going to be only SMS and then no SMS so they became must.</i></p>	<p>I-1&P-7</p>	<p>Comment [FA206]: SME's have limited budget and like to utilize it</p>
<p>8. <i>But the Knet was a lot of trouble for us and took time and percentage and it was negative much more than easy going.</i></p>	<p>I-10&P-10</p>	<p>Comment [FA207]: Payments sometime is a big problem to SMEs</p>
<p>In this table *The letter "I" represents interview & The letter "P" represents page</p>		

Interview Statements for the Open Coding Categories for Axial Code No.16

Interview Statements for the Open Coding Categories for Axial Code No.17

Axial Code No.17	Reference
Interview statements 1 statement for each open code	Interview and page number
1. "Yes he is smart and he is interested in computers and all but generally speaking, anyone can do that, but if I employed someone that is 30 years old or 35 years old, he won't know twitter, so how will I benefit from that? He won't even have the concept of it."	I-2&P-6
2. "But you don't answer it by yourself, because he doesn't have the profession to do that but now he has the way to do it."	I-2&P-5
3. "In Turkey yes, the language barrier. I suffer a lot from that, because they don't really deal with people whom don't speak Turkish!"	I-10&P-10
4. Not only the salaries, if it was only for salaries then it would have been fine, you would manage to provide the salaries. Even in Kuwait now, we are having the same system, you don't pay for the employee one whole year, you pay him for 10 months, even in Kuwait, because this one year that you are paying him for includes 1 month of paid leave which is the employee's holiday, and one month is end of service. So, every year he has one month of paid leave and another that is end of service, what is left is 10 months, he works for 10 months but you pay him the salary of one year."	I-2&P-1

Comment [FA208]: Teenagers can be good staff for SME's in SMM

Comment [FA209]: Teenagers have low experience

Comment [FA210]: Producing in cheap labour countries

Comment [FA211]: Employees, employment & managing staff

<p>5. "So my cost is low I had an accountant on permanent bases for example I have a person assistant that is on add hook bases if I need her for a month so far she's been in there I mean certain month pay her and I say I don't need to pay her whatever and I travel a lot."</p>	<p>I-10&P-1</p>
<p>6. "but let me tell you this we might need the cash because of sales and purchases so lets say that but you need the cash immediate."</p>	<p>I-5&P-6</p>
<p>In this table *The letter "I" represents interview & The letter "P" represents page.</p>	

Comment [FA212]: Instead of having to pay employees

Comment [FA213]: SMES have limited budgets

Interview Statements for the Open Coding Categories for Axial Code No.17

Appendix 5

Axial Code No.1 with Constituent Open Codes and Frequencies

Axial Code No.1	Axial Code Group	Total statements	Percentage
***The importance of information & marketing decisions & planning	1	280	10%
1. Expecting SN booming in 2009 & shifting to SM marketing	1	15	5%
2. Acting fast & critical decisions can benefit SME's marketing	1	15	5%
3. Moving fast with change in SM can help SME's marketing	1	2	1%
4. SME's have little information or no clue about big companies	1	3	1%
5. Being a pioneer in business creates Economy of scale SMEs	1	4	1%
6. SME's must keep close look at the market changes	1	2	1%
7. Lack of information updates affect marketing decisions	1	25	9%
8. Being up to date & having a system is very important to SME's	1	9	3%

9. SME's give priority for their best products/services	1	3	1%
10. SME's like utilization	1	4	1%
11. SMEs have limited staffs and resources	1	8	3%
12. Having the right system can make SMEs marketing easier	1	5	2%
13. Some business lack marketing	1	4	1%
14. SME's help each other	1	14	5%
15. Some SMEs Owners/managers	1	3	1%
16. Some SMEs like to serve people with special needs	1	4	1%
17. SM has helped SME's information gathering	1	19	7%
18. SME can have direct access to customer information	1	14	5%
19. Keeping record is one of the advantage of using SM	1	9	3%
20. SMEs have the advantage of being closer to customers than large organizations	1	3	1%

21. Doing surveys & gathering customers feedback	1	32	11%
22. Right preparation can help in SME's success	1	9	3%
23. Depending on SMEs business they decide how to market in SM	1	9	3%
24. SME's must decide which SM is more effective to them & use it to their advantage	1	21	8%
25. SME's must decide which sponsorship method is more effective to them & use it to their advantage	1	2	1%
26. Focusing on marketing goals is a strength to SME's	1	2	1%
27. SMES like take any opportunity	1	8	3%
28. Good quality or value can be a good marketing strategy	1	20	7%
29. Some SME's lack marketing plan	1	2	1%
30. Looking at competition	1	10	4%

Axial Code No.1 with Constituent Open Codes and Frequencies

Axial Code No.2 with Constituent Open Codes and Frequencies

Axial Code No.2	Axial Code Group	Total statements	Percentage
***Factors related to SMEs traditional marketing	2	199	7%
1. Traditional marketing waste a lot of time	2	43	22%
2. Traditional and Newspapers marketing	2	56	28%
3. Traditional media had a strong power	2	3	2%
4. Some of Twitter writers have more influence	2	8	4%
5. Strong competition closed down	2	25	13%
6. Newspapers can be the last communication option	2	1	1%
7. Newspapers are moving	2	1	1%
8. The young generation can not be reached	2	1	1%
9. SM has opened new ways of marketing	2	2	1%
10. Newspaper ads are not attractive	2	32	16%
11. TV integrated with SM can be powerful	2	27	14%

10.2: Axial Code No.2 with Constituent Open Codes and Frequencies

10.6 Axial Code No.3 with Constituent Open Codes and Frequencies

Axial Code No.3	Axial Code Group	Total statements	Percentage
***Factors related to SMEs social media marketing	3	442	16%
1. Marketing in SM is cost efficient	3	36	8%
2. SM save time, money, energy & bring more customers	3	23	5%
3. SME's marketing via SM has become popular	3	23	5%
4. SM users can access SM from anywhere anytime	3	59	13%
5. SM has help in bring the TC in one place	3	22	5%
6. Marketing via SM has fast respond from customers	3	3	1%
7. SM big numbers, save time money & effort & improve efficiency	3	12	3%

8. SM has impacted negative marketing	3	1	0%
9. SM improves SME's quality control and customer service	3	8	2%
10. SM has improved business process and made monitoring easier	3	4	1%
11. SM helps in growing SME's	3	52	12%
12. SM is effecting other media and has put some out of business	3	1	0%
13. SM has helped in making new business come to existence	3	1	0%
14. SM has helped in making the world globalized	3	10	2%
15. SM is attractive to SME's	3	3	1%
16. Some SME's marketing depend on SM	3	17	4%
17. SM has improved communication process	3	78	18%
18. SM has improved SMEs' marketing	3	1	0%
19. Because SM some	3	3	1%

SME's do not use advertisement			
20. SM ads can unlimited view & interaction	3	7	2%
21. SM is good place for gathering customers info	3	5	1%
22. SM helps SMEs in learning process	3	6	1%
23. SM has helped SMEs to access new markets	3	1	0%
24. Some SMEs marketing depend on SM	3	6	1%
25. In SM news about SMEs travel fast	3	12	3%
26. SM is available to many by smart phone	3	35	8%
27. SM has help SMEs & people	3	2	0%
28. SM has weakened newspapers	3	11	2%

Axial Code No.3 with Constituent Open Codes and Frequencies

Axial Code No.4 with Constituent Open Codes and Frequencies

Axial Code No.4	Axial Code Group	Total statements	Percentage
***Factors related social media pages and sites	4	161	6%
1. SMP is useful when it has large number of users	4	4	2%
2. Monitoring SMP is very important	4	42	26%
3. It's important to benefit customers	4	16	10%
4. There is high competition between SM sites	4	1	1%
5. SME's must choose which SM sites	4	43	27%
6. Being in any media	4	18	11%
7. Some people use SM wrongly	4	2	1%
8. Some SM's sites are more popular than other	4	1	1%
9. Some SMEs use SM sites for customer service	4	11	7%
10. SME's must keep a watch on SM new sites	4	1	1%
11. It is important to have a link	4	7	4%

between SMEs website			
12. Some SMEs like to communicate	4	2	1%
13. SMEs can use SM website to save information	4	6	4%
14. SMEs are following their customers	4	2	1%
15. Emails are losing their market shares	4	1	1%
16. Damage in SM sits	4	4	2%

Axial Code No.4 with Constituent Open Codes and Frequencies

Axial Code No.5 with Constituent Open Codes and Frequencies

Axial Code No.5	Axial Code Group	Total statements	Percentage
***Factors related to using Twitter	5	366	13%
1. SM like Twitter has made marketing easier	5	22	6%
2. In Twitter you can instantly reach almost anyone in the world	5	12	3%
3. In Twitter the more followers	5	41	11%

4. To have good relations with sponsors	5	33	9%
5. Collective work is powerful in Twitter	5	1	0%
6. Retweet helps in spreading messages	5	75	20%
7. Twitter messages spread very fast	5	29	8%
8. Buying followers are not attractive for SMEs	5	6	2%
9. SMEs uses Twitter as customer service median	5	11	3%
10. Twitter helps in defining TC	5	3	1%
11. Twitter is booming	5	5	1%
12. Twitter has improved communication	5	6	2%
13. Twitter page attractive to customer	5	1	0%
14. Time & dates are very important in SMM	5	6	2%
15. Simplicity is the key to twitter success	5	1	0%
16. Mention helps SME's marketing specially in Twitter	5	28	8%

17. FF is great way of marketing in Twitter	5	7	2%
18. In Twitter SME's can Follow potential costumers	5	16	4%
19. Twitter is the most popular website in SM	5	30	8%
20. Twitter can be used to watch competitors closely	5	1	0%
21. SME use Twitter as a marketing tool	5	2	1%
22. SME's must be careful when follow & unfollow	5	9	2%
23. Hash tag is good marketing tool	5	8	2%
24. Favorites in Twitter is very effective	5	4	1%
25. SMEs must be very careful in Twitter	5	3	1%
26. Twitter lists is very useful of SMEs	5	1	0%
27. Follow back is one way of marketing in Twitter	5	3	1%
28. Twitter has improved marketing communication	5	2	1%

Axial Code No.5 with Constituent Open Codes and Frequencies

Axial Code No.6 with Constituent Open Codes and Frequencies

Axial Code No.6	Axial Code Group	Total statements	Percentage
***Factors related to using Facebook	6	54	2%
1. Facebook FOF TM is powerful	6	30	56%
2. Facebook gives users the option to block negative users	6	4	7%
3. Some SME's use Facebook to connect	6	13	24%
4. Facebook can be used to interact with customers	6	2	4%
5. Even though Facebook is older than Twitter	6	5	9%

Axial Code No.6 with Constituent Open Codes and Frequencies

Axial Code No.7 with Constituent Open Codes and Frequencies

Axial Code No.7	Axial Code Group	Total statements	Percentage
***Factors related to using Instagram & YouTube	7	68	3%
1. Instagram is designed for photo sharing	7	52	76%
2. Instagram helps in growing SMEs	7	1	1%
3. Instagram can be used by SMEs	7	4	6%
4. YouTube is a very effective in Video	7	8	12%
5. YouTube is very powerful in spreading SMEs marketing messages	7	3	4%

Axial Code No.7 with Constituent Open Codes and Frequencies

Axial Code No.8 with Constituent Open Codes and Frequencies

Axial Code No.8	Axial Code Group	Total statements	Percentage
***Factors related to using Smart Phones & WhatsApp	8	27	1%
1. WhatsApp application in IPHones can be used to communicate	8	9	33%
2. The more active people you have in WhatsApp	8	3	11%
3. When sending messages in WhatsApp	8	3	11%
4. WhatsApp can be used for short Advertisement	8	1	4%
5. It is not accessible to use SMS	8	10	37%
6. WhatsApp is a messaging system that is personal & direct	8	1	4%

Axial Code No.8 with Constituent Open Codes and Frequencies

Axial Code No.9 with Constituent Open Codes and Frequencies

Axial Code No.9	Axial Code Group	Total statements	Percentage
***Factors related to innovation and success in social media	9	146	5%
1. Changing, innovating and being updated	9	4	3%
2. One of the keys of SMEs' success to generate new ideas	9	6	4%
3. Right branding can play a major role in SMEs' innovation	9	33	23%
4. Good value can be a good marketing strategy to SMEs' success	9	7	5%
5. Time is a very important aspect of innovation marketing	9	13	9%
6. Knowing what customers wants/needs is the key to success	9	4	3%
7. Being open to all people from different background	9	1	1%
8. By having special products/services SMEs	9	1	1%
9. Experience and knowledge are the base of success	9	1	1%

10. Internet is one of the keys to SMEs success	9	2	1%
11. Adding a positive cause	9	3	2%
12. Focusing is one of the main reasons for SMEs success	9	3	2%
13. Professionalism in marketing	9	7	5%
14. Being in SM for SMEs is not a form of luxury	9	5	3%
15. Having vision and mission	9	26	18%
16. Constant change is important	9	5	3%
17. Right man in the right place	9	11	8%
18. Exchanging information	9	4	3%
19. Indirect marketing powerful tool for SMEs in SM	9	3	2%
20. Right promotion	9	3	2%
21. Simplicity is key to SM success	9	4	3%

Axial Code No.9 with Constituent Open Codes and Frequencies

Axial Code No.10 with Constituent Open Codes and Frequencies

Axial Code No.10	Axial Code Group	Total statements	Percentage
***Factors related using celebrities	10	108	4%
1. When MVC SMEs must choose the right celebrities	10	28	26%
2. Marketing via celebrities	10	63	58%
3. Some unknown people became famous public figure from SM	10	8	7%
4. Some public figures make money from advertising	10	9	8%

Axial Code No.10 with Constituent Open Codes and Frequencies

Axial Code No.11 with Constituent Open Codes and Frequencies

Axial Code No.11	Axial Code Group	Total statements	Percentage
***Factors related to using outsourcing sponsorship & partnership	11	209	8%
1. Outsourcing is attractive to SMEs'	11	74	35%
2. Outsourcing improves SMEs' performance	11	6	3%
3. Outsourcing takes out some of the management responsibility	11	3	1%
4. Outsourcing can help SMEs in many ways	11	1	0%
5. Outsourcing could lead to partnership	11	10	5%
6. Outsourcing companies must be chosen carefully by SMEs	11	2	1%
7. Partnership with a strong strategic partner	11	13	6%
8. SME's use sponsorship to market their Products/services	11	22	11%
9. Having a media sponsor can benefit SMEs a lot in SM	11	2	1%
10. Partnership is attractive to SMEs	11	44	21%

11. Having partnership & build good relation with partner can improve SMEs' marketing	11	22	11%
12. Some SMEs do not like to have partner	11	5	2%
13. Some SMEs prefer doing some of their activities in house	11	5	2%

Axial Code No.11 with Constituent Open Codes and Frequencies

Axial Code No.12 with Constituent Open Codes and Frequencies

Axial Code No.12	Axial Code Group	Total statements	Percentage
***Factors related to using word of mouth	12	62	2%
1. WOM is effective for SME's marketing	12	41	66%
2. WhatsApp is great way to spread WOM and marketing messages	12	4	6%
3. Being in conference is good way to spread WOM	12	6	10%
4. SME has no control on WOM	12	2	3%
5. Trust worthy figures have more powerful WOM	12	2	3%
6. Giving free items to the right people can help in WOM	12	7	11%

Axial Code No.12 with Constituent Open Codes and Frequencies

Axial Code No.13 with Constituent Open Codes and Frequencies

Axial Code No.13	Axial Code Group	Total statements	Percentage
Factors related public relation & customer service	13	146	5%
1. Some managers realise the important of customer service	13	64	46%
2. SM can improve customer service	13	22	16%
3. Having the right massage can build customer trust to SME's	13	1	1%
4. Business contacts are very important to SMEs	13	7	5%
5. Being open and listening to customers feedback is a strength SME's	13	1	1%
6. Good relationships are the base of any successful business	13	39	28%
7. Some SMEs lack global relationships	13	5	4%

Axial Code No.13 with Constituent Open Codes and Frequencies

Axial Code No.14 with Constituent Open Codes and Frequencies

Axial Code No.14	Axial Code Group	Total statements	Percentage
Factors related to communication & integration	14	126	5%
1. SMEs can influence people behaviour using SM integrated with other media	14	2	2%
2. Old ways of communication are not affective to SMEs marketing today	14	1	1%
3. Some SMEs communication with their clients via multiple communication tools	14	1	1%
4. SME's uses integration between SM & other media to drive traffic	14	23	18%
5. SME's like integration between their businesses	14	15	12%
6. Integration between SM sites	14	27	21%
7. Integration must be used carefully depending on the marketing message &	14	2	2%

targeted audience			
8. One of the most important aspect of SM is integration	14	2	2%
9. SM has improved marketing communication	14	48	38%
10. Without SM SMEs will spend more money on marketing communication	14	4	3%
11. Being connected to the public	14	1	1%

Axial Code No.14 with Constituent Open Codes and Frequencies

Axial Code No.15 with Constituent Open Codes and Frequencies

Axial Code No.15	Axial Code Group	Total statements	Percentage
***Factors related to using segmentation & targeted marketing	15	138	5%
1. SME's use SM to collect TC	15	8	6%
2. Right segmentation & targeting can improve SMEs marketing	15	7	5%
3. SMEs like to save time, money & energy through TS	15	11	8%
4. When SMEs establish new business	15	5	4%
5. Knowing the TS	15	8	6%
6. SMEs are attracted to TM & SM marketing	15	83	60%
7. SMEs can specify special days	15	4	3%
8. Sending targeted emails attractive to SME's marketing	15	12	9%

Axial Code No.15 with Constituent Open Codes and Frequencies

Axial Code No.16 with Constituent Open Codes and Frequencies

Axial Code No.16	Axial Code Group	Total statements	Percentage
***Factors related to SMEs budget and payment and resources and capability	16	112	4%
1. SME's owners use their credit card to pay for expenses	16	6	5%
2. SME's work with each other with fixable payment system	16	1	1%
3. Some SMEs have limited payment methods	16	43	38%
4. SMEs owners prefer to have multiple ways of payments	16	29	26%
5. SMEs owners prefer payment to be made in cash to save money	16	6	5%
6. SME's prefer payment to be made through Internet	16	11	10%
7. SME's have limited budget and like to utilize them	16	4	4%
8. Payments sometime are a big problem to SMEs	16	2	11%

Axial Code No.16 with Constituent Open Codes and Frequencies

Axial Code No.17 with Constituent Open Codes and Frequencies

Axial Code No.17	Axial Code Group	Total statements	Percentage
***Factors related to employment & labor	17	69	3%
1. Teenagers can be good staff for SME's in SMM	17	37	54%
2. Teenagers have low experience	17	6	9%
3. Producing in cheap labour countries	17	8	12%
4. Employees, employment & managing	17	10	14%
5. Instead of having to pay employees	17	2	3%
6. SMES have limited budgets	17	6	9%

Axial Code No.17 with Constituent Open Codes and Frequencies