SOCIAL MEDIA MARKETING & COMMUNICATION EFFECTIVENESS OF TELECOMMUNICATION FIRMS IN RIVERS STATE

OZURU, HENRY. N., PhD.
Senior Lecturer, Department of Marketing
Faculty of Management Sciences
University of Port Harcourt
Choba, Port Harcourt.
Email: Oscap2003@yahoo.co.uk

NWUJU, LINUS MBAKWE
OJL Research Center
Choba, Port Harcourt
Email: mjamuike@yahoo.com

And

IWUNZE, JOY TREASURE
OJL Research Center
Choba, Port Harcourt
Email: Uggli2001@yahoo.com

Abstract

This paper evaluates the relationship between social media marketing and communication effectiveness of telecommunication firms in Rivers State. It is an empirical work made up of quasi-experimental design, through the use of cross-sectional survey to collect data from different points in order to come to a logical conclusion. The target population include all the four telecom firms in Rivers State (MTN, GLO, Etisalat and Airtel). Forty (40) copies of questionnaire were distributed among the respondents. Upon retrieval and data cleansing, thirty eight (38) copies of the constructed questionnaire were found usable. The findings show that system interactivity and message personalization have significant relationships with customer commitment. Premised upon this, it concludes that social media marketing relate strongly and positively to customer patronage of telecom firms in Rivers State. The paper finally recommends social media marketing strategies should be a thing of necessity for any telecom firms that want to remain competitive in the industry.
Keywords: Social media marketing, communication effectiveness, system interactivity, Message personalization and customer commitment.

Introduction

In recent years, activities of marketers and customers' diverse responses have transformed the manner and methods to which communications are carried out in the business environment of the telecommunication industry in Rivers State Nigeria. This latest transformation is facilitated by the advancement of information technological devices (Phillipa et al., 2011). Social networking sites have becomes the greatest medium in which organisation

can directly relate with their actual and potential customers. The social networking platforms include: face book, twitters, whatsapp, and so many others (Phillipa et al., 2011). Accordingly, these platforms have become an integral platforms for young people across the globe, not only the young people, business organizations who are proactive enough capitalize on these web platforms to deliver information about their existence, products of old and new. Social media can be defined as internet or web platform that permit people (individuals) from all over the globe to be connected and share contents at an efficient and effective manner (Boyd & Ellison, 2007).

Telecommunication industry in Nigeria is one with huge potential, and is capable of improving the revenues of the industry and nation at large. The industry presently records about (216 million) connected subscriber, with active lines totalling about 147 million: out of the active lines, MTN has the largest market share with about 39 percent (57 million subscribers), Glo with 23% (34.6 million), Airtel with 23% (33.9 million), and Etisalat 15% (21.8 million) (NCC, 2016). The industry is now talking of the day, whereby almost everybody in the country desire to be part of them directly or indirectly.

The players in this industry face serious rivalry among each other. In order to remain the leader in this industry (like the MTN), effective and continuous strategies are needed to be deployed, and one of such strategy is for them to leverage on the wealth of access to communication driven technologies to establish and sustain on the existing competitive strengths available to them.

In the other hand, communication effectiveness is based on some specified objectives that the communicator (marketer) is set to achieve. Marketers are always faced with targets to be met; therefore, one of the strategies they can adopt is through the use of effective and modern communication platforms not the traditional medium. Firms and their marketers face these challenge of achieving a stated objective, which may include the establishment of a long-term relationship with customers, it could be to acquire committed customers to the firm's brands, to elicit favourable responses. Effective communication is used by marketers to enhance goal attainment, and can be deployed in promoting a successful message delivery on firms' developmental initiatives (Rasila & Mudau, 2012).

It is noticed that one of the major challenges leading to the failures of some firms who started on a good note, is mostly associated with a gap in the communication process, that is why Lu (2009), argue that whenever a gap is identified in an organization, it leads to negative perception about the firm, and it's capable of impinging on the developmental ideas of the company that are growth orientated.

There are lots of studies that are related to the study on hand, it was observed that there is a gilled knowledge gap towards the problem on ground, the gap include the use of network interactivity and message personalization to measure the predictor variables. Based on this gap, the paper uses these variables to cover the gap as identified, and thus, this forms the papers point of departure.

Statement of Problem

There are numerous challenges that organizations face, such problems need adequate attention and proper coordination/management. Many organizations may have in stock as

much quality offering as possible, but inability to adopt the best means or medium to match them with customers remains an issue of concern. The use of social network in business can be as important as possible; hence organizations use it to establish an emotional and strong relationship between the company and consumers (Labreque et al., 2011). This paper is geared to evaluate the influence of social media on communication effectiveness of telecommunication firms in Rivers State.

Study Objective

Premised upon the identified problem of the study, the following objective precedes:

- To determine the influence of interactivity on communication effectiveness of telecommunication firms in Rivers State.
- To evaluate the impact of personalization on communication effectiveness of telecommunication firms in Rivers State.

Theoretical Foundations

The study which focuses on the influence of social media on communication effectiveness of telecommunication in Rivers State. In this regard, the following theories have been identified and put to use in this paper as regard to social media blending in marketing operation/activities by its actors. The theories include:

Social Network Theory

The assumption of this theory is that individual are seen as a community and actors that are connected by a network, which uses some quantitative models to evaluate human and media structures, developments and evolution (Wasserman & Faust, 1994). They assume individual as actor that are connected together through a network platform, that the communication amongst these persons (actors), are very strong, they depend on each other for accuracy and reliable source of getting the much sought information. They further opine that these networks are capable of connecting individuals, families, communities and different nations together. Contractor (2009) argued that the development and upsurge of the social media is very important hence, it is used to review the interaction among individuals and information flows.

Social Penetration Theory

This is another good theory relative to social media and its usage in business. This theory focuses on how human being use and exchange information through media platforms that enhance one on one interaction (Altman & Taylor, 1973).

Social Exchange Theory

As the name implies, this theory is used to understand how social actors exchange ideas, information, and other media related contents through a networking site that brings people together, this theory originally, was gotten from sociology, which explores the exchanges that normally between individuals and group of people (Emarson, 1976).

This theory assume that cost benefit is the mainstay, which tries to examine how humans communicate with one another, the ways and manner they build relationships, and

means in which communities can be built and communication exchanges that can be witnessed (Homans, 1958). Homans in the course of explaining his assertion, states that:

> *Social behaviour is an exchange of goods, materials goods but also non – material ones such as the symbols of approval or prestige. Persons that give much to others try to get much from them, and persons that get much from others are under pressure to give much to them. The process of influence tends to work out at equilibrium to a balance in the exchanges. For a person in an exchange, what he gives may be a cost to time, just as what he gets may be a reward, and his behaviour changes less as the difference of the two, profit, tends to a maximum*.

The few selected theories, are used to identify the role of social media in our business day-to-day operations, and its developments. Hence, social media is the offer of people through innovation that improves information gathering and brings cost effectiveness to those that use it.

Study Variables

This paper involved two main variables, each with its own dimensions that are used to measure them. The variables include: social media as the predictor variable, and communication effectiveness as the criterion variable. The former is measured with system interactivity and message personalization, while the later is measured with customer commitment.

Thus, these can be functionally represented as shown below:

$$CE = f(SMM) \quad - \quad - \quad - \quad - \quad (1)$$
$$SMM = f(SI, MP) \quad - \quad - \quad - \quad - \quad (2)$$
$$CE = f(CC) \quad - \quad - \quad - \quad - \quad (3)$$

Where:

SMM	=	Social Media marketing
SI	=	System interactivity
MP	=	Message personalization
CE	=	Communication Effectiveness
CC	=	Customer commitment

Social Media: This is seen as a web-based service which facilitates individuals to adequately construct a public or the ones that are semi profit within a bounded system.

Communication Effectiveness: This is described as a means or the extent at which firm's objective for embarking on information dissemination is achieved.

Customer Commitment: This is an act of managers that is geared towards building brand relationship with customers.

Message personalization: This can be referred to as the creation of all sorts or amendment of a service rendered to suit an individual customer's requirement.

System Interactivity: The ability to achieve on the spot message and feedback between organizations and her customers.
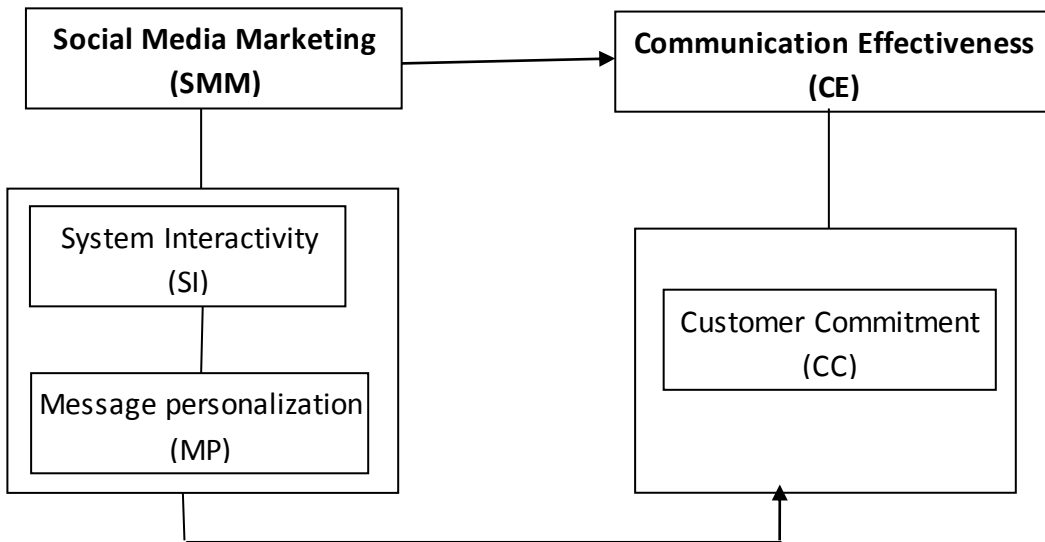
Conceptual Framework

Table 1: Conceptual Framework of the Relationship between Social Media Marketing & Communication Effectiveness of Telecommunication Firms in Rivers State.
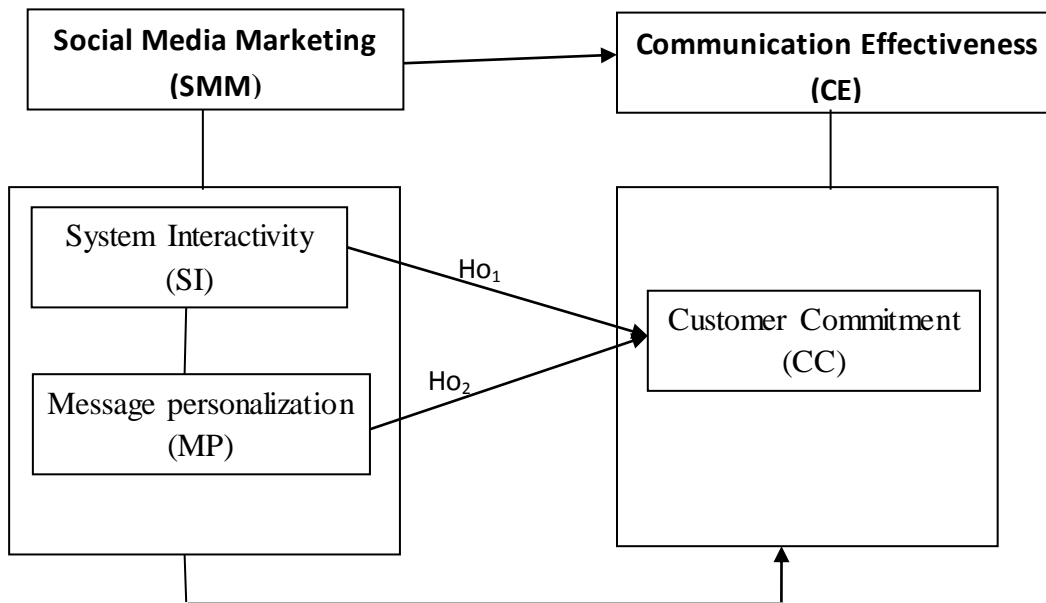
Operational Framework

Table 2: Operational Framework of the Relationship between Social Media Marketing & Communication Effectiveness of Telecommunication Firms in Rivers State.

Study Hypotheses

From the statement of the problem the following hypotheses were formulated as follows:

Ho$_1$: There is no significant relationship between system interactivity and customer commitment at telecommunication firms in Rivers State.

Ho$_2$: There is no significant correlation between message personalization and customer commitment of telecommunication firms in Rivers State.

Review of Related Literature

Social Media Marketing

Honestly, it can be witnessed generally that mostly businesses globally have been changed in their various ways of operations, especially, in the areas of information gathering and dissemination. These rapid changes came up as a result of advanced technological platforms that support such operation (Communication in business). Information sharing is very critical to any organization and its success. Information that is well packaged and presented, must certainly elicits the much needed responses or feedback to the firm. Social media has the ability to make or mare an organizational achievement. Social media is now a strategic tool for communication which markets use of the purpose of promoting their offerings (good and services) in a manner that consumer relationship with the promoted brands and acquired (Ches et al., 2011). Telecommunication firms in Rivers State Nigeria have seen the importance of social media platforms and their benefits to business growth. Such social media platforms which marketers in the telecom industry use include face book twitter, foursquare, and linkedln, and these social communities can be to develop quality relationship with customers. Social media services are known to be:

> *Web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by other within the system. However, its nature varies from site to site (Boyd & Ellison, 2008).*

The use of social media has become increasingly popular and accepted by telecommunication firms in River State to serve as a means to communication with their customers (Phillippa, et al., 2011). According to this, rapid transformation in the manner in which they communicate and interact is enabled by web 2.0 environment.

> *Social media is generally used to describe collaborative media creation and sharing on a family large scale (that can include (SNS) – Social Network Service but also participatory media activities such as news blogs) but can be extended to include smaller user –generated content networks or micro-communities (i.e. the "small media" aspect of the current media environment), and things that sometimes fall outside SNS such as blogs/vlogs, podcasts, wikis, game modding (Australis Bureau of Statistics, 2007 & 2010).*

However, the use of social media is majorly adopted by the young people all over the world (Bruns, 2008). One powerful aspect of social media is that, it is participatory for the parties involved, it enables the parties (marketers and consumers) to come up with creative and ideas that benefit them, it empowers them with latest ways of developing and maintain relationships with each other (Philippa, et al., 2011). It has the power to initiate ideas to be

developed, and ways to promote such ideas which is also known as cyber-citizenship (Bennett, 2003; Celeman & Bowe, 2005).

Allan & Overy (2012) defined social media to include online applications that enable their users to interact with each. According to them, it involves creating and sharing content (text, images and videos), as well as networking and bookmarking. Social media environment is characterized with its nature of interactivity, user-generated contents and multi-directional communication flows (Rebecca et al., 2010). Internet enabled platforms has made conversation to be more easily and in more multi-dimensional ways, by which the user serve as the creators and also the media content users (Hidson, M. 2010 & Turnbull et al., 2009). Social media has enabled information co-creation and usage, in a more dynamic and cost effective ways to the organizations (Turnbull et al., 2009). Various social media platform are used to render personalized messages to its customers, has been used to reach out to new audiences, and can be used to develop infrastructures that facilitate speedy exchange of information (US Center for Disease Control, 2010).

One of the primary objectives of social media marketing is to build customer traffic (Rebecca et al., 2010). Accordingly, strategies adopted by social media usage greatly emphasize on reach, message reinforcement, tailoring messages, engagement and facilitating an open exchange of information with the public. Social media gives the marketers an opportunity, and tools for enhancing user's autonomy, message reliability, and social connectedness (Hesse BW, 2009).

Challenges and Benefits of Social Media

It is obvious that almost everything that has merits is faced with some see-able challenges. Social media usage in marketing is not an exception. There are some traceable drawback which according to Livingston & Helper (2007); Livingstone (2008); and Ybara et al., (2007), include mismanagement of customers' personal details, privacy issues, risk of predation and cyber bullying, others include less confidence of the system and lack of understanding of complex digital practices (The Alannah & Madehine Foundation, 2009), lack of awareness of the public nature of the internet (Acquisti & Gross, 2006; Stutzman, 2006; Barnes, 2006).

However, there are some numerous challenges that can be acquired through the use of social media for marketing activities. According to Philippa et al., (2011), it involves:

- **Media Literacy:** This implies that, the use of social media, help consumers to understand the rudiments of online media usage, its acquisition, the holistic environment and way in which it can be used for advertising. Consumers' learn how to use and interact with the media and how to play safe, and the application of various digital contents (Skaar, 2008).

- **Education:** This medium serves as a platform for e-learning, where lecturers (teachers) and students share contents intermediately, it is used to exchange class ideas which helps to broaden ones knowledge.

- **It is used for creature ideas:** Both marketers and customers use this platform to learn, create and distribute contents (Burgess, 2006) such that the media users have now become co-creators of contents and value driven services (Brun, 2008).

- **It helps for self-expression:** Social media help consumers to fully express themselves; they (customers) use this medium to make complaint of unsatisfied transaction, and socialize (Boyd, 2007). Other benefits include cost efficiency, rate of reach, and so on. The remaining part of this section will discuss on system interactivity and message personalization.

- **System Interactivity:** The most powerful characteristic of internet based marketing (especially for communication) is its interactive nature (Gulnara, 2011). This is based on continuous exchange of information and ideas. The ability of the both marketers and their audiences to interact intermittently is major factor that distinguishes web based marketing from that of the traditional information dissemination platforms, where interactivity is found to be absent in the traditional (such as Tv ads) as against the web (Miles, 2007). Interactivity is seen as two-way communication between the firm and her consumers; (Gulnara, 2011), it has an absolute power of engagement, and this is one of the main features of interactive advertising (Pramataris, 2001). He argued further to say that, firms use this medium to get instant feedback from customers which happen to be one its dimensions.

  Interactivity have been defined by various scholars to mean a paid and unpaid presentation and promotion of products, services and ideas by an identified sponsor through mediated means involving mutual action between consumers and producers (Buchanam-Oliver and Chan, 2004; Bucy, 2004; Ko, Cho and Roberts, 2005; Li and Leckenby, 2000).

  Hospitality industry like the hotels in Rivers State need to develop and sustain system that enable interactivity among the marketers and the consumers hence, it has the ability to get customers strongly committed to what is been communicated. Such interaction brings about positive flows of communication, and eradicates the much stress involved in a one way communication. It can benefit both the firm and customers in diver's ways.

- **Message personalization:** Blon (2000) defined message or content personalization as a process that "change the functionality, interface, information content, or distinctiveness of a system to increase a personal relevance to an individual. For the purpose of this paper, the author defined message personalization as a "present the message as it is needed". This implies that telecom firms, first understand the behaviour of the consumer and what he/she exactly wants and then, present the message in a way that the customer will ract positively. The message is designed and tailored according based on the customers' information request, use, and demand patterns (Mostafa, 2002). Ho and Tam (2005) argued that marketers must use the web contents and layout to create and send the right content to the actual system based on specification and at the right period of time. Personalization is about using customer's personal details to provide or offer a toiled service to the user (Serino, Furner & Smatt, 2005).

  Message personalization in the telecommunication industry is about using the total knowledge about a consumer to offer him the right communication as his desire that can best stimulate action. Message about the web content must appear as it can encourage customer response to that which was communicated. It's about gathering consumers

information for creating products and making recommendations to the consumer (Serino et al., 2005).

According to them, personalization should be defined as "tailoring product or service to a buyer's preferences". Message and product personalization is very beneficial to the firm, whereby, the customers' attention is captured permanently unless; there is shift in what is needed by the audience/receivers.

- **Communication Effectiveness:** Effective communication is very important to any organization hence; its relevance cannot be overemphasized, once a message is seen to be effective, the needed responses are achieved. For the purpose of this paper, communication effectiveness is the process where organizations aim for communicating in attained. Any gap in firm communication process leads to some sort of failure, which in return impact negatively to the organization in achievement of its state objectives (Lu, 2009).

  Communication is the process of designing and dissemination of information from the sender to receiver where effectiveness of firm communication is the ability for a message to attract customers' attention and action towards what is communicated. Communication is carried out in an organization to create solid relationship between organization and its customer as well as their internal workforce; it enhances the wellbeing of both company and its customers (www.solari.net). Effectiveness of firm's communication ascertains the rate of acceptance by the target audience. Communication that captures customers' attention is capable to the position of the firm forever. Telecommunication firms are set out to provide services to the consumers; hence, its aim of communicating is to sell its offerings. The rate at which customers respond to the message ascertains its penetration and rate of acceptance, which goes a long way to define its state of performance.

- **Customer Commitment:** The uniqueness of a message and what is communicated about has unique way of getting consumers' connection and relationship about the offer (Anna et al., 2013). It is now certain that marketers presently use the web to get consumers committed with the brand (Chen, et al., 2011). Getting committed is very crucial to the organization and its growth.

  However, it very difficult and more complex process to establish and get customers committed to a brand. Therefore, getting customers committed involves series of marketing functions which involves making available resources that help consumers to make their purchase decisions, meeting their needs and encourage them (Ann, et al., 2013). Customer relationship or commitment may be emotional or cognitive based and habitual (MacInnis et al., 2009). Committed customers may be emotionally tied to a brand, and/or may intimately bind which customers' can form or develop around a brand whether online or offline (Muniz & Schau, 2005; Thomson et al., 2005). There is an argument by some literatures which argue that commitment/relationships involve emotional connectivity which is formed on the basis of identification and shared values (Evanschitzky, 2006).

  Individuals are most times, unconsciously motivated to be associated with a firm, which become attached to, or get committed to their brand (Part et al., 2009). Brand/ customer commitment can be defined as an enduring desire to maintain a valued relationship with a

brand (Lacy, 2007), it can also be referred to as economic, emotional and psychological attachments that the consumer may have toward a brand (Evanschitzky et al., 2006).

It is noteworthy that committed customers are less expensive to keep, difficult to switch to competing firms, due to some common mistakes, are willing, ready to pay some premium price, and he serves as an advocate to the firm (Botton et al., 2000; Grisaffe & Nguyen, 2011). Firms blend their competitive strategies in order to acquire committed customers, which are difficult to loose in a short run, who in return, serve as a long term asset to the organization.

Methodology

This is an empirical paper, which seeks to evaluate the influence of social media marketing and communication effectiveness of telecommunication firms in Rivers State. The paper adopts quasi-experimental design, whereby cross-sectional survey was used to gather data from different point in order to draw a logical conclusion. The population include all the telecommunication firms in Rivers State (MTN, Glo, Etisalat and Airtel). The paper adopts non-probabilistic sampling; through the use of judgemental sampling method to sample (40) senior staff of the above mentioned firms. The paper used constructed questionnaire to generate data among the sample elements. The instrument adopted a five-point scale which includes: SA = Strongly Agree (5), A = Agree (4), U = Undecided (3), D = Disagree (2) and SD = Strongly Disagree (1). Kendall's tau analytical tool to analyze and test the hypotheses formulated earlier.

Data Analysis and Presentation

Decision rule: Reject null hypothesis if PV<0.05

0.1 and above = Positive relationship

-0.1 and above = Negative relationship

Table 3: Test of Hypotheses 1 and 2

Correlations

			System interactivity	Message Personalization	Customer Commitment
Kendall's tau_b	System Interactivity	Correlation Coefficient	1000.	.	.721
		Sig. (2-tailed)	.	.	000.
		N	35	35	35
	Message Personalization	Correlation Coefficient	.	1000.	.823
		Sig. (2-tailed)	.	.	.000
		N	35	38	38
	Customer Commitment	Correlation Coefficient	.721	.823	1000.
		Sig. (2-tailed)	.000	.000	.
		N	35	38	38

**. Correlation is significant at the 0.05 level (1-tailed).

Source: Research data, 2016

Discussion of findings

Table 3 above shows:

Tau_b = 0.721 and   0.832 for the relationship between system interactivity, message personalization and customer commitment. The results shows that system interactivity has less relationship with customer commitment in comparison to the relationship that exist between message personalization and customer commitment with coefficient of 0.721 and 0.823 respectively where P-value = 0.00 (PV<0.05).

Following the decision rule above, the study rejects the null hypotheses and accepts the alternative which states that system interactivity and message personalization has significant relationship with customer commitment of telecommunication firms in Rivers state.

Conclusion

Based on the findings, the study concludes that social media marketing relates strongly and positively to customer commitment of telecommunication firms in Rivers state.

Recommendations

- Social media marketing principles should be compulsorily implemented on overall policy of telecom firms in Nigeria.
- Telecom firms in Nigeria should continuously invest in message personalization strategy as increase on it results to increase customer commitment.

References

Allen & Overy (2012). The Impact of Social media on your business.

Altman, I, & DA Taylor (1973). Social Penetration: The development of Interpersonal relationship: HOH, Rinehart and Winston New York.

Australia Bureau of Statistics (2007). Household use of Information Technology, Australia 2005 – 06. Canberra:

Australia Bureau of Statistics (2010). 4102 -O-Australia Social Trends 2008, Australia: Camberra.

Bennett, L. W. (1998). "The Unaric culture: communication, identify, and the rise of lifestyle politics: PS Political Science and Politices, 31(4) 740 – 761.

Blom, J. (2000). Personalization – A taxonomy. Extended abstracts of the CHI2000 Conference on Human factor in computing system. New York: ACM.

Bolton, R. P. K. Kannan, & M. D. Bramlett (2000). "Implication of Loyalty Programs and Service Experiences for Customer Retention and Value," Journal of the Academy of Marketing Science, 28(1): pp. 95 - 108

Boyd & Ellison (2008). "Social Network Sites: Definition, History & Scholarship in Journal of Computer-mediated communication 13: p. 10 – 230.

Bruns, A. (2008). Blogs, Wikipedia, Second life, and Beyond; from production to produsage, Peter Lang, New York.

Buchanan-Oliver M, Chan N. (2004). Defining Interactivity: Building relations Online. Working paper. Retrieved January 12, 2010, from http://www.impgroup.org/uploads/papers/4514.pdf.

Bucy EP (2004). Interactivity in society: Localing an Elusive Concept. Inf.soc., 20; 373 – 383.

Cdeman, S. & Rowe, C. (2005). Remixing citizenship democracy and young people's use of the internet a report for the Camegie Young People's Initiate.

Chen, Y. S. Fay, & Q. Wang (2011). "The Role of Marketing in Social media: How Online Consumers Reviews Evolve," Journal of Interactive Marketing, Vol. 25(2), pp. 85 – 94. Madnnis, D. J., C. W. Park, & J. Priester (2009). "Why Brand Relationships", in Maclnnis, D. (Ed.), Handbook of Brand Relationships, NY: ME. Sharpe, pp. 9 – 20.

Contractor, N. (2009). "The emergence of multidimensional network," Journal of Computer Mediated Communication, 14: pp. 743 – 747.

Emerson, RM (1976). "Social exchange," Annual review of sociology: pp. 335 – 362.

Evanschitzky, H., G. R. Lyer, H. Plasmann, J. Niessiang & H. Meffert (2006). "The Relative Strength of Affective Commitment in Securing Loyalty in Service Relationship", Journal of Business Research, 59: 1207 – 1213.

Grisaffe, D. B. & H. P. Nguyen (2011). "Antecedents of Emotional Attachment to Brands," Journal of Business Research, 64: pp. 1052 – 1059.

Gulnarn, Z. Karimova (2011). Interactivity and advertising communication, Journal of Media and Communication Studies, 3(5): pp. 160 – 169.

Hesse BW (2009). Enhancing Consumer Involvement in health care. In Parker J, Thomson, E., Editors. Health Communication in the new media landscape springe publishing, Pp. 119 – 141.

Ho, S. Y., & Tam, Y. K. (2005). An empirical examination of the effects of web personalization at different stages of decision making. International Journal of Human Computer Interaction, 19(1), Pp. 95 – 112.

Hudson, M. (2010). Web 2.0 & Social Media; Lessons Learned IPAC June 17, 2010. (Internet) 2010 (Cited 2010 Augt. 13). Available from: http://www.google.ca/#hl=en&q=hudson+social+media+lessons+learned+ppt&aq=f&aqi=&aoq=&fp=152ff60f580dc26.

Humans, GC (1958). "Social behaviour as exchange," American Journal of Sociology, 63: pp. 597 – 606.

Ko, H., Cho, C., Roberts M. S. (2005). Internet uses and gratifications. A structural equation model of interactive advertising J. Advert., 34(2): pp. 57 – 70.

Lacy, R. (2007). "Relationship Drivers of Customer Commitment," Journal of Marketing Theory & Practice, 15(4): pp. 315 - 333

Leckenby J. D., Li H. (2000). From the editors: Why we need the Journal of interactive Advertising. J. Interact. Advert, Retrieved March 20, 2008, from http://www.jiad.org.

Lu, Y. (2009). Challenges for China's International Communication: university of Nottingham, UK.

Mile, C. (2007). A Cybernetic communication model for advertising mark. Theory 7(4): 307 – 334.

Mostafa, J. (2002). Information Customization Intelligent System IEEE, 17(6) pp. 8 – 11.

Muniz Jr., A. M. & H. J. Schau (2005). "Religiosity in the Abandoned Apple Newton Brand Community". Journal of Consumer Research, 31(4): Pp. 737 – 747.

Philippa, Collin, Kitty, Rahilly, Ingrid, Rechendson & Amanda, Third (2011). The benefits of social networking services.

Pramataris, K. C. (2001). Personal Interactive Tv advertising: The Imedia business model. Elect.

Rebecca, Schein, Kumanan, Wilson & Jennifa, Keelan (2010). Literature review on effectiveness of the use of social media: A Report for Peel Public Health.

Serion, C. M. Furner, C. P., & Smatt, C. (2005). Making it personal: How personalization affects trust over time. Paper presented at the 38th Hawaii International Conference on systems Sciences.

Thomson, M., D. J. MacInnis, & C. W. Park (2005). "The Ties that Bind: measuring the Strenght of Consumers' Emotional Attachments to Brands," Journal of Consumer Psychology, 15(1): Pp. 77 – 91.

Turnbull, A. Summa J., Gotta G., Beauchamp D. Klein, S. Kyzar, K., Turnbull, R., Zuna N. Fostering Wisdom-Based Action Through Web 2.0 Communities of Practice. An example of the Early Childhood Family Support Communities of Practice. Infants & Young Children, 22(1): 54 – 62.

US Center for Disease Control (2010). Social Media Tools. (Internet) (Cited 2010, August 13). Available from: http://www.cdc.gov/socialmedia/tools.

Wasserman, S., & K. Faust (1994). Social Network Analysis. Cambridge: Cambridge University Press.