Social Media Marketing Strategy Framework of SMEs Using Customer Knowledge Management

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Abstract—**Social media has been taken as an important marketing tool for business today and it has also become increasingly imperative for marketers of SMEs to strategically utilize to attain competitive advantage and excellent performance. However, scholarly research on the social media marketing strategy of SMEs is still scant. To fill this research gap, this study proposes a social media marketing strategy framework for SMEs using customer knowledge management. The research captures the knowledge about customer by text mining and knowledge from customer by the Kano model revealing the critical requirements that will be used for the development of the social media marketing strategy framework, referred to as knowledge for customer. The strategy framework consists of the five common components for SMEs to conduct social media marketing which are Context, Channel, Content, Communication and Continuity. The study offers valuable insight into social media marketing improvement and customer knowledge management in enterprises.**

Keywords—social media, social media marketing, marketing strategy, SMEs, customer knowledge management

I. INTRODUCTION

Social media provides opportunities for businesses to improve their competitive position through interactive and co-creative ways [1], and this has made social media widely adopted as a business tool [2]. Social media has been playing a significant role in marketing strategy nowadays [3]. Despite the high adoption rate of social media, the actual usage in enterprises often seems to be improvised and lacks a clear strategy [4]. And enterprises apply their social media marketing strategies guided by only intuition or trial and scant research has systematically integrated and expanded knowledge on social media marketing strategies [5] [6]. Especially in Small and Medium-sized Enterprises (SMEs), due to relatively insufficient human or financial resources compared to large companies [7], the social media workers with relatively lower competency lack the strategy to conduct work, leading to poor performance of social media marketing. SMEs' usual lack of human capital restrains their internal drive of knowledge, Customer Knowledge Management (CKM) becomes a strategic approach in order to create customer value [8]. This study proposes a strategy framework that identifies and classifies the components of social media marketing to guide SMEs' marketing activities by using customer knowledge management.

The key objective of this research is to develop a social media marketing strategy framework for SMEs. The structure of this research is as follows: Section I devoted to research problem and objective. Then, section II reviews the literature about social media strategy, SMEs and customer knowledge management. Section III summarizes and presents the methodology in the framework of customer knowledge management with details. Section IV analyzes the findings of the research. Finally, Section V makes a conclusion of the paper and discusses the future work.

II. LITERATURE REVIEW

A. Social Media Marketing Strategy

Social media is computer-mediated technology that allows the creation and sharing of information, ideas, and other forms of expression via virtual communities and networks [9]. Today more than 4.5 billion people use the internet, while social media users have passed the 3.8-billion mark [10]. The increase in digital activity has promoted interaction between enterprises and customers, also enhanced the marketer's ability to create value for business via social media.

Social media marketing strategy is an organization's comprehensive activity model, based on a careful evaluation of customers' motivations for brand-related social media utilization, transforming social media connectedness (networks) and interactions (influences) into valuable strategic means to achieve ideal marketing results [6]. Simply put, it is the integration of strategic activities using social media to achieve marketing purposes.

B. SMEs and Social Media Marketing

There is no agreement in the definition of SMEs globally and in this study it will take the definition of Thailand OSMEP (the Office of SME Promotion) in 2019. The term SMEs refers to the enterprises in manufacturing, trade and service sectors whose annual revenue ranges from 1.8 million baht to 500 million baht with 6 to 200 employees [11]. SMEs account for the vast majority of global enterprises and are important contributors to employment and global economic development [7].

Social media marketing is particularly important for SMEs to develop marketing capabilities [12]. The common social media marketing practices among SMEs involve creating and managing fan pages, promoting, maintaining public relations, conducting market research and so on [13].

C. Customer Knowledge Management

Customer knowledge is the value, experience, and perception of the customers from the interaction between the enterprises and customers [14]. There are three types of customer knowledge: a) Knowledge from customers that the customers have about an enterprise, its products and services, suppliers and markets; b) Knowledge about customers that exists objectively about customer behaviour, obtained from customer profiling, customer histories, connections, requirements, and buying trends; and c) Knowledge for customers that enterprise shares with customers about its products and services, prices, suppliers, distribution channels and developments that customers may be interested in [15]. The implementation of CKM demands enterprises change their customers from passive product receivers to active knowledge partners and generate co-created knowledge [14].

III. METHODOLOGY

A mixed-method approach is used in the research, aiming to develop the social media marketing strategy framework for SMEs. In order to understand the research process of customer knowledge management, the research framework is presented in Fig. 1.
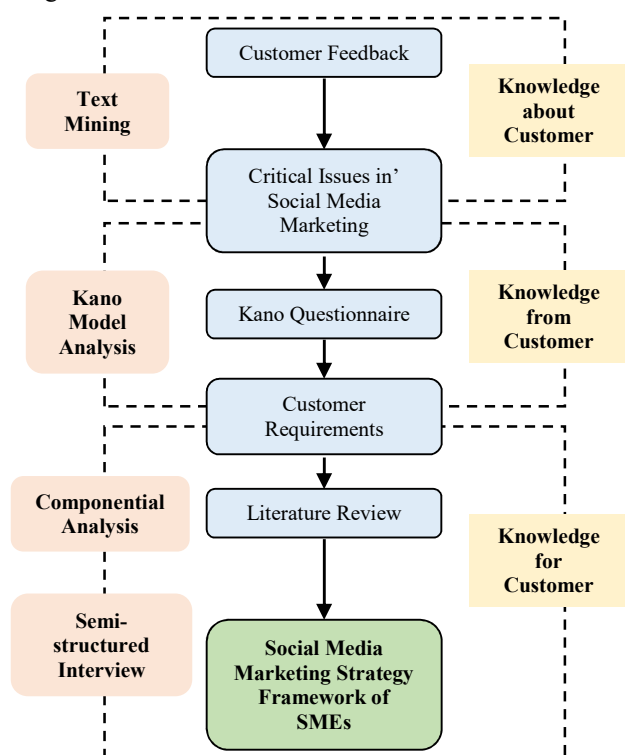

Fig. 1. Research Framework

There are three phases aligned with the three types of customer knowledge. Using the text mining approach to analyze customer feedback, the output, referred to as knowledge about customer, is the critical issues of SMEs' social medial marketing. These concerned issues would then be used to design the Kano questionnaire to capture knowledge from customer, and the output in this step would be the customer requirements. Finally, the knowledge for customer is the social media marketing strategy framework of SMEs developed by componential analysis integrated with the customer requirements. A semi-structured interview with an expert is also conducted to validate the framework.

A. Text Mining

Text mining, also known as Text Data Mining (TDM) or Knowledge Discovery in Textual Databases (KDT), is the process of seeking or extracting useful information and knowledge from unstructured textual data [16] [17]. It is used to extract the critical issues of social media marketing from customer feedbacks in the step.

1) Data Collection

Collected from the social media sites, the textual data used in the text mining was the customer feedback about the SMEs' social media marketing. The samples were selected purposively from the enterprises in Chiang Mai province, Thailand that meet the SME criteria to provide feedback related to social media marketing. In total, 59 customer feedback on social media marketing were collected from 7 SMEs.

2) Data Analysis

Based on the descriptive analysis, there are 28 positive reviews from customer while another 31 are negative. All the customer feedback were analyzed using the bags-of-words method so that the polar words that describe the features and sub-features of social media marketing in SMEs were extracted. As Table I demonstrated, the two features that customers concern about social media marketing of SMEs are "Channel", "Content and Communication". The sub-features of Channel are four social media platforms: Instagram, Youtube, Line and Facebook. The sub-features of Content and Communication are mass posting and content creation. Moreover, the total number of each polar word accumulated from all the customer feedback would reveal the critical terms that customers concern about and would be used in the Kano questionnaire design step.

TABLE I. FREQUENT-TERMS ANALYSIS FROM TEXT MINING

Feature	Sub-feature	Polar Words	Frequency
Channel	Instagram	Contactable [+]	9
	YouTube	Informative [+]	1
	Line	Contactable [+]	1
	Facebook	Informative [+]	2
Content and Communication	Mass Posting	Popular [+]	22
		Overmarketing [-]	17
	Content Creation	Misleading [-]	11
		Confused [-]	2

B. Kano Model Analysis

The Kano model analysis aims to get the customer requirements about SMEs' social media marketing. The Kano process is constructed through three steps: Kano questionnaire, evaluation table, and result [18].

1) Data Collection

The Kano questionnaire contains a set of paired questions for each attribute. In this research, the Kano questionnaire attribute is developed based on the knowledge about customer from text mining which are the critical issues of SMEs' social media marketing. The Kano questions are designed to extract the customer requirements of Monsiri Mulberry, one of the SMEs in Chiangmai province, Thailand. The question set includes a functional and a dysfunctional form to get customers' responses regarding the significance of certain attributes of social media marketing in case that the SME has provided or not. The designed questions are shown in Table II. In total, there are six Kano questions to measure the customer requirements about social media marketing related to critical issues as analyzed in the text mining steps. The customers will select the best answer that would describe their preferences from the following list: 1) I like it that way; 2) It must be that way; 3) I am neutral; 4) I can live with it that way; and 5) I dislike it that way.

Then the Kano questionnaire is posted on social media sites to collect the requirements about social media marketing of SMEs from customers. It is translated into both Thai and English versions. All thirty-six respondents were collected from Thai customers and will be used in the Kano model analysis.

TABLE II. KANO QUESTIONS

No	Functional Question [+]	Dysfunctional Question [-]
1	If Monsiri Mulberry shares products and communicates with customers on Instagram, how would you feel?	If Monsiri Mulberry doesn't share products and communicate with customers on Instagram, how would you feel?
2	If Monsiri Mulberry shares products and communicates with customers on YouTube, how would you feel?	If Monsiri Mulberry doesn't share products and communicate with customers on YouTube, how would you feel?
3	If Monsiri Mulberry shares products and communicates with customers on Line, how would you feel?	If Monsiri Mulberry doesn't share products and communicate with customers on Line, how would you feel?
4	If Monsiri Mulberry shares products and communicates with customers on Facebook, how would you feel?	If Monsiri Mulberry doesn't share products and communicate with customers on Facebook, how would you feel?
5	If many people tell you about Monsiri Mulberry is healthy and delicious on social media, how would you feel?	If no one tells you about Monsiri Mulberry is healthy and delicious on social media, how would you feel?
6	If the information of the effects and taste of Monsiri Mulberry products on social media is consistent with the product, how would you feel?	If the information of the effects and taste of Monsiri Mulberry products on social media is not consistent with the product, how would you feel?

2) Data Analysis

Each answer pair of the questionnaire from the customer is aligned with the evaluation table, highlighting the customer's opinion on an attribute of social media marketing. The attribute is classified according to a statistical analysis of the questionnaire results of all respondents (the frequency). According to the Kano model, quality attributes can be classified into five categories (M-Must-be, O-One-dimensional, A-Attractive, I-Indifference, and R-Reverse) on the basis of the level of impact of a single attribute on overall customer satisfaction, as shown in Table III.

TABLE III. FIVE ATTRIBUTES FOR CUSTOMER SATISFACTION

Attributes	Definitions	Recommendations	Customer's knowledge
Must-be	Absence of must-be elements creates high dissatisfaction and presence does not matter	Continue Must-be attributes	Customers take these elements for granted when they are fulfilled
One-dimensional	The higher the level of fulfilment of need, the higher will be the degree of customer satisfaction or vice-versa	Includes a high number of One-dimensional attributes	Customers view them as basic elements
Attractive	Fulfilment of attractive attributes will lead to greater than proportional satisfaction whereas the absence of these attributes does not result in dissatisfaction	Includes a high number of attractive attributes	Customers are not aware of these elements
Indifferent	These elements are not customer requirements; therefore, their presence or absence does not disturb satisfaction	Avoid Indifferent attributes as many as possible	Customers do not bother about these elements
Reverse	Satisfaction created when these elements are insufficient or vice-versa	Avoid as much as possible	Consumers consider these services which really do not matter to them for the level of satisfaction

The coefficient of satisfaction is calculated as follows:

SI (Satisfaction index) = $(A + O) /(A+O+M+I)$

DI (Dissatisfaction index) = $(O+M) /(A+O+M+I)$

The Kano model analysis would provide the customer requirements of SMEs' social media which are "Knowledge from customer". If the customer requirements cannot be unambiguously assigned to the dimensions, the evaluation rule should be "M>O>A>I". More details of the result will be explained in the finding section.

C. Componential Analysis

Componential analysis is one of the data analysis techniques in the qualitative research method, using matrices and/or tables to discover the differences among the subcomponents of domains [19]. It extracts and compares the components of social media marketing strategies from the literature, supporting the strategy framework development.

1) Data Collection

The samples of componential analysis are the secondary data of the literature about the social media marketing strategy. It would be collected purposely from journals, conference papers and books published between 2011 and 2021. After reviewing and screening of 150 papers, six social media marketing strategies particularly relevant to strategy development with clear social media marketing process are included for the componential analysis, three of which are from books and the other three are from journal articles.

2) Data Analysis

After the literature review, the development of the social media marketing strategy framework demands a second refinement of results. In order to obtain the main components of the social media marketing strategy of SMEs, the six strategies are integrated, analyzed and compared with consideration of the customer requirements. A componential analysis of the social media marketing strategy would be conducted to compare the contrast components, processes, and procedures of the different strategies.

Table IV. demonstrates, there are five strategies in which it identifies the goal, objective or purpose of social media marketing for enterprises [9] [21] [22] [23] [25]. And in five strategies the customers are analysed [9] [21] [22] [23] [24]. The number of strategies including competition research [9] [22] [23] [24] and market research [9] [22] [24] [25] are both four. All the social media marketing strategies emphasize social media channel or platform selection [9] [21] [22] [23] [24] [25]. The content creation [22] [23], work timeline [22] [23] [24] and action plan [21] [9] [24] [25] in these strategies are indeed interconnected and interrelated. For enterprises, content creation would be the core of workflow and cost the longest time. Two strategies included mention the test or pilot campaign [22] [25]. And the strategy measurement and improvement should be paid attention to after strategy implementation [22] [23] [24] [25].

No digital marketing strategy can work independently of the organization it is built within [20] so the strategy development for SMEs would also take the customer requirements from the Kano model analysis into consideration. For ease of understanding and practice, these components of social media marketing strategy are grouped into five categories. "Context" refers to the background and infrastructure of enterprises' social media marketing including the objective, customer, competitor, marketing environment, etc. "Channel" refers to the social media platform selection and choosing. "Content" represents the social media marketing creation, publication, management of social media content while "Communication" emphasizes the interactivity between enterprises and customers. The "Channel", "Content and Communication" are also customer requirements.

"Continuity" refers to the sustainability of the social media marketing strategy including implementation, monitoring, performance indicators, measurement, and optimization, etc.

TABLE IV.   COMPONENTIAL ANALYSIS OF SOCIAL MEDIA MARKETING STRATEGIES

Components		[9]	[21]	[22]	[23]	[24]	[25]
Context	Goal/ Objective/ Purpose	X	X	X	X		X
	Customer Analysis	X	X	X	X	X	
	Competition Research	X		X	X	X	
	Market Research	X		X		X	X
Channel	Channel/ Platform	X	X	X	X	X	X
Content and Communication	Content Creation			X	X		
	Timeline			X	X	X	
	Action Plan	X	X			X	X
Continuity	Test			X			X
	Measurement/ Evaluation			X	X	X	X
	Optimization/ Improvement/ Adjustment/ Modification			X	X	X	X

D. Semi-structured Interview

The developed strategy would be validated and improved by expert. An expert interview is a qualitative semi-structured or open interview with an individual who has "expert knowledge" [26]. The purpose of the interview is to validate and improve the strategy framework of SME's social media marketing with expert knowledge. The interview questions would all be open-ended, making the interviewee to clarify and contend their answers, which frequently gives valuable additional information. By conversation with the expert interviewee, the strength and shortcomings of the strategy framework would be found, then it would be improved by the expert suggestions.

Position and expert knowledge are at the center of expert interviews. Expert knowledge can be the result of three forms, which are the result of experience, education and grant, the result of the responsibility or 'power' an individual has and the result of a particular position or status an individual holds in certain processes or in a group [26]. In this research, the expert knowledge is identified as the knowledge about social media marketing therefore the expert could be someone who has experience in digital marketing. In the study, an expert is selected based on her full-time of five-year experience in digital marketing at Amazon company in China. A snowball technique was used to list the names of all known experts in the field of digital marketing until the suitable expert is identified.

IV. FINDINGS

The study develops a social media marketing strategy framework using customer knowledge management. The results would be organized into the three types of customer knowledge.

A. Knowledge about Customer

The knowledge about customer is the critical issues extracted by text mining from customer feedback of SMEs social media marketing, as shown in Table V.

TABLE V.   LEXICON OF CRITICAL ISSUES ABOUT SMEs' SOCIAL MEDIA MARKETING

Lexicons	Example
Features (FEA)	Channel, Content and Communication
Sub-features (FEA)	Channel: Instagram, YouTube, Line, Facebook Content and Communication: Mass Posting, Content Creation

The feature Channel and its sub-features reveal that the social media channel or platform plays an important role in the social media marketing of SMEs and the platforms such as Instagram, YouTube, Line, Facebook are customer using nowadays. The feature of content and communication illustrated that the customer concern about enterprises posting on social media in mass and their content creation.

B. Knowledge from Customer

As shown in Table VI, the frequency is the accumulated value of the answers based on 5 categories of each sub-feature. According to the Kano model analysis, the coefficient of SI and DI were calculated.

TABLE VI.   KANO QUESTIONNAIRE EVALUATION

Feature	Sub-feature	A	O	M	I	R	Total	Better /SI	Worse /DI
Channel	Instagram	5	2	5	23	1	36	0.20	0.20
	YouTube	6	4	1	23	1	36	0.29	0.15
	Line	4	4	2	20	4	36	0.27	0.20
	Facebook	4	4	0	25	1	36	0.24	0.12
Content and Communication	Mass Posting	1	6	8	18	0	36	0.21	0.42
	Content Creation	1	5	11	14	2	36	0.19	0.52

Fig. 2 below is the result of scattered chart analysis to clearly illustrate the customer requirements of the concerned attributes in SMEs' social media marketing. As Fig. 2 shows, all the dots which represent the questions about social media channel are in the dimension of "Indifferent". The customers don't bother if the sample SMEs Monsiri Mulberry uses these social media channels. All these reveal that the customers are not yet aware of using social media to communicate with SMEs and have no clear preference for the marketing functions of each social platform.
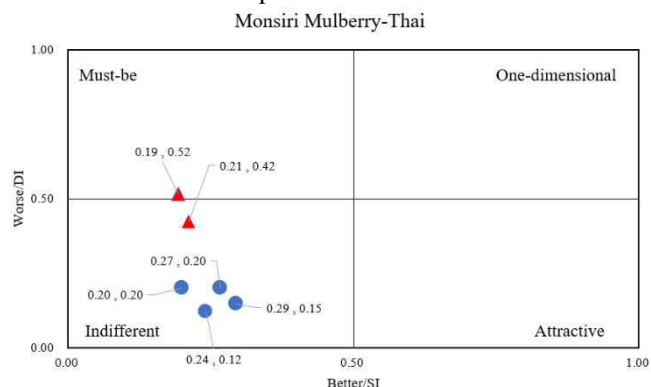

Fig. 2.   Customer Requirements

The only dot in the "Must-be" dimension is Question No.6 that the content posted on social media about SMEs' products must be consistent with the real terms. Considered the Must-be dimension in Kano analysis, if the SMEs' posting on social media is not true, it will create high dissatisfaction of customer. Therefore, when SMEs create social media content, it must be authentic to the real situation.

C. Knowledge for Customer

The componential analysis of social media marketing strategies reveals the five components (Context, Channel, Content, Communication and Continuity) that enterprises should consider in the development of their social media marketing strategy. The study conceptualizes the social media marketing strategy framework of SMEs as shown in Fig. 3, which is also knowledge for customer in the CKM framework.
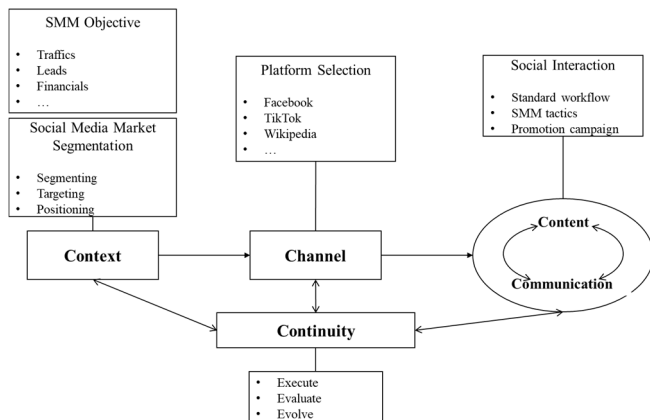

Fig. 3. Social media marketing strategy framework (5Cs)

There are five main components of social media marketing strategy as follows.

1) Context: The context in social media marketing strategy is the fundament and infrastructure of the strategy which should be considered at the beginning. It includes marketing objective identification and customer analysis. The social media marketing objectives would align with the business goal, vision and mission and the objectives can be the reason and motivation for enterprises to adopt social media. The objectives could be to achieve the certain traffic of visitors, leads to offline, financials like products sales, etc. The customer on social media could be analyzed by the STP method that includes customer segmenting, customer targeting and customer positioning.

2) Channel: The "Channel" actually refers to the social media platform. Social media is taking as the channel to meet the marketing objectives so in the strategy the social media platform choosing is critical. It is better to be a master of one channel than dilute efforts across multiple channels [24]. In SMEs with limited resources, the social media platforms should be selected carefully and maximize the role of the channel in achieving the marketing objectives after careful consideration of the marketing context. The strategic approach should be allowed to add new channels that make sense for the content and consumer as they emerge [9]. Facebook, Instagram, YouTube and Line mentioned in knowledge about and from customer could be taken adopted by SMEs.

3) Content and Communication: Content and communication in social media marketing strategy constitute social interaction. Social interaction in a social media context is complex, because it represents a multidirectional and interconnected flow of information, rather than a monologue of an enterprise. [6]. On the one hand, a social media marketing plan should include a content marketing plan for content creation, and an editorial calendar (time plan) for when the content should be displayed online [9]. Everything

the customers see online is content, whatever the written word, images, radio or video. The SMEs should effectively manage the content creation and publication to better engage customers. In knowledge from customer, it emphasized the importance of reality. On the other hand, the interactive nature of social media distinguishes it from traditional one-way advertising. Customers can communicate with SMEs conveniently on social media. The SMEs should consciously develop and guide communication with customers and achieve marketing goals through skillful communication methods. Marketers integrate social media channels and strategy into traditional marketing, the three elements of interactivity which are the direction of communication, user control, and time should be considered [9]. The interactivity of marketing must enable two-way communication that provides mutual conversation and offers feedback. Social media marketing should give users control through more content and navigation options and the shorter time the consumer waits for a response the more interactive the communication is perceived to be.

In the content and communication of the social media marketing strategy, the enterprises should develop a standard workflow about content creation, publication and response to customers. The development and implementation of the workflow demand some social media marketing tactics and social media technical knowledge. The promotion campaign is relatively independent of the daily workflow but under the action plan and in line with the social media marketing objectives.

4) Continuity: Continuity is the overall control of the social media marketing strategy which is related to context, channel, content and communication. Continuity includes strategy execution, evaluation and evolution. The measurement of performance according to social media marketing objectives ensures continuity. And the indicators of quantitative performance data are composed of internal performance measurements and business measurements [25]. The internal performance parameters could be web traffics, likes, social share, comments and followers' growth. The financial performance indicators could be customer conversion rates, sales, profits, etc. Mature social media marketing should self-optimize not only from measurement but also the industry trend and social media marketing trend.

V. DISCUSSION AND CONCLUSION

This paper contributes to social media marketing for SMEs. It developed a social media marketing strategy framework (5Cs), extending prior literature on SMEs context by using customer knowledge management. The proposal of the strategy framework takes into account the breakdown of customers in marketing strategies, eliciting and absorbing the customer knowledge into strategy development. The adoption and implementation of the strategy framework would benefit SMEs and improve their social media marketing competency and performance.

However, limited by the research time and sample size, the analysis of customer requirements is relatively general and does not drive enough innovation in marketing strategies. The proposed strategy framework is only applicable to SMEs in the product or service industries. In future work, more sample

data should be collected. And it is demanding the studies about the learning approach more targeted for social media workers in SMEs to assist them to learn and apply the social media marketing strategy successfully. The researchers should pay attention to the specified context of SMEs and social media marketing to develop and optimize competency improvement activities.

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