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# Enhancing the Consumers' Satisfaction using Social Media Analytics within the Financial Industry of South Africa

By

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A dissertation submitted in fulfilment of the requirements

For the

Degree of Masters in Commerce in Information Management

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Date: May 2016

## Abstract

Due to the pressures of increased competition from different banks, both globally and internationally, financial institutions have made a strategic decision to incorporate Social Media (SM) and subsequently Social Media Analytics (SMA) in the daily operations of their business.

In recent years Social Media and especially SMA gained an immense amount of credibility and, as studies suggested, thousands of organisations were transformed, allowing them to become more client centric and to further increase their profits.

There is currently not a clear and specific framework providing evidence that SMA can assist in enhancing consumer satisfaction; this study aims to create a framework detailing the consumer satisfaction factors and linking these factors to SMA, specifically in a financial institution within South Africa. Additionally, since SMA has not been given the acknowledgement it well deserves, this thesis will be investigating the impact of SMA on the financial industry, as well as how SMA transformed a South African bank and allowed it to enhance its consumer satisfaction and fundamentally change the manner in which the organisation operates.

This thesis will be based on an extensive amount of literature and an empirical study using Case Study methodology, which is expected to add new knowledge on this fairly unfamiliar topic. A qualitative research method will be utilised, which will use in-depth interviews for the data collection. The main target group for this research comes from the Digital and Social Departments, as well as from the consumers of one particular bank in South Africa. In addition, a cross sector verification study pertaining to an insurance company in South Africa will be analysed to increase generalisation, and lastly the data analysis will be conducted using the Content Analysis technique.

The literature findings of this thesis reveal that, while SMA and consumer satisfaction models exist, these models could ultimately not provide evidence that SMA can assist in enhancing consumer satisfaction. Therefore, a framework called “*Enhancing consumer satisfaction through SMA model*” was created. This model, the empirical research and

the literature review assisted in answering the primary research question. The findings ultimately suggest that SMA has the ability to enhance consumer satisfaction.

The main conclusion drawn from this study provides evidence that there is a correlation between SMA and consumer satisfaction within the financial industry of South Africa. The empirical results of this study indicated that the current state of SMA in South Africa is at an infancy level. It also confirmed the link between SMA and enhancing consumer satisfaction.

This thesis provides an approach to increasing SMA awareness within organisations, specifically the financial industry, which facilitates in benefiting from SMA, particularly from a consumer satisfaction perspective.

This thesis will contribute to the current body of knowledge by providing both academics and practitioners' insight into the consumer satisfaction factors, and how it relates to SMA. It may well assist in improving the practical operations of an organisation, both in the financial industry and possibly within other industries as well.

### **Keywords**

*Social Media (SM), Social Media Analytics (SMA), Social Media Analytics (SMA) Tools, Consumer Satisfaction, South Africa, Financial Industry, Consumer Experience, Client Centric*

## Declaration

I, Solayla Solomon, declare that the dissertation entitled **Enhancing the Consumer Satisfaction using SMA within the Financial Industry of South Africa** is my own work, that it has not been submitted for any degree or examination in any other university, and that all the sources I have used or quoted have been indicated and acknowledged by complete references.



## Acknowledgements

*All praise is due to Allah*

My sincere thanks goes to my Supervisor Dr Zoran Mitrovic as well as my Co-Supervisor Johan Breytenbach for their continuous support through my thesis, I am grateful for their aspiring guidance and advice.

I would also like to thank my family, especially my sister for supporting me throughout my thesis journey and always encouraging me towards excellence.



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# **1. Introduction**

## **1.1 Rationale**

Twenty percent of internet users spend their time on Social Media (SM) (Fan and Gordon, 2014); consequently, the need to monitor SM is growing. Social Media Analytics (SMA) can assist in ensuring that consumers remain happy by determining and attending to their needs. This phenomenon supports organisations by allowing them to develop consumer relationships through improved engagement on a real time basis (Bekmamedova and Shakes, 2014). The main purpose of this study was to provide knowledge to organisations and individuals alike by detailing how a South African financial institution can transform itself into a more client centric organisation by using SMA to enhance its consumer satisfaction. SMA tools have the ability to provide an organisation with a competitive edge by using data as a means of establishing patterns and relationships, and then to use those results to forecast trends. Fan and Gordon (2014) stated that tools like real time sentiment analysis assist in providing consumer knowledge, e.g. how the consumer perceives a certain product.

SMA provides visual data and statistics and leaves little room for human error, which allows organisations to use the available SM data to their advantage. For instance, providing a better understanding of consumer needs and wants, as well as studying reactions towards a new product (Sharma, 2013). However, despite the potential of these tools, currently little research has been done to provide a holistic view on how SMA can enhance consumer satisfaction within a financial institution in South Africa. The rationale of this study was to provide an in-depth understanding of how SMA can enhance consumer satisfaction by performing an analysis on an organisation, as well as the organisation's consumers within the financial industry of South Africa, followed by a cross sector verification study to validate the findings.

## 1.2 Research Problem Statement

SMA has impacted society immensely over the last few years, due to the launch of SM early in the millennium (Mitic and Kapoulas, 2012). Bekmamedova and Shakes (2014) argued that previous studies provided some insights into the SMA phenomenon, yet they have not provided a systematic and theoretically-based explanation of how and why SMA adds value and a competitive advantage to organisations. According to Stieglitz et al., (2014) SM is still a new phenomenon and the industry is in the early stages of establishing a SM presence and using Web 2.0 tools for relationship marketing. Although examples of SM implementation in banking are emerging, especially in the USA and Western Europe (Bielski, 2008; Cocheo, 2009; Hardey, 2009; Klimis, 2010, cited in Mitic and Kapoulas, 2012), SMA is still developing and therefore faces a number of research challenges.

To increase their competitive advantage and effectively assess the competitive business environment, organisations not only need to monitor and analyse the customer-generated opinions about their businesses, but also need to track opinions about their competitors (He et al., 2015). He et al., (2015) noted the value that SMA has for both organisations and consumer satisfaction. However, there are no studies that explain how to use SMA and its tools to satisfy a financial organisation's consumers in the South African context. As a result, this research expanded on current knowledge, as well as filling in the gaps not highlighted in research to date.

### 1.3 Research Questions

Defining the research question is in all probability the most important stage in a research study (Yin, 1993 p.7). In order to address the problem statement, this research study seeks to answer the following question:

*How can the introduction of Social Media Analytics (SMA) assist in enhancing the consumer satisfaction in a financial institution of South Africa?*

#### Sub-questions

The following sub-questions were established with the purpose of answering the main research question:

- What is SM?
- What are the consumer satisfaction benefits of SM?
- What is SMA?
- What are SMA tools and how are they used?
- What are the benefits of SMA and associated tools?
- What are the risks of SMA and associated tools?
- What is the role of SMA in the financial industry?
- What is the current state of SMA within the financial industry of South Africa?
- What is consumer satisfaction?
- How can the introduction of SMA tools help to enhance the consumer satisfaction?
- How to measure the consumer satisfaction and how it is linked to SM tools?
- How can SMA tools help enhance consumer satisfaction within the financial industry?

### 1.4 Research Objectives

In accordance with the established main research question, the primary objective of this study was to understand and explain how the introduction of SMA can enhance the consumer satisfaction in a financial institution within South Africa.

In this regard, the following sub-objectives were established:

- To define SM
- To explain the consumer satisfaction benefits of SM
- To define SMA
- To describe the different types of SM tools and how these tools are used
- To describe the benefits of SMA and associated tools
- To describe the risks involving SMA and associated tools
- To assess the role SMA plays in the financial industry
- To assess the current state of SMA in the financial industry of South Africa
- To define consumer satisfaction
- To explain how the introduction of SMA tools can assist in enhancing consumer satisfaction
- To measure consumer satisfaction and how it is linked to SMA tools
- To determine how the introduction of SMA tools can assist in enhancing the consumer satisfaction within the financial industry

## **1.5 Research Design and Methodology**

The interpretivist paradigm was adopted in this study. It employs a qualitative, exploratory analysis in the form of a case study due to the infancy level of this phenomenon, as well as SMA being a fairly new topic. The data collection consisted of interviews - the participant sample size was 47 in total, with 33 from Organisation A and 14 from Organisation B.

## **1.6 Delineation of the research**

This thesis is contextually confined to a single bank in South Africa due to time constraints, with the result that this will inevitably limit the generalisation of the research findings. This was mitigated by adding a cross sector verification study to increase the generalisation of this research study.

## 1.7 Contribution of the Research

It is envisaged that the body of evidence identified within this study will assist not only the financial industry, but possibly other industries as well. The outcome of this research generated new knowledge and understanding in this field and is anticipated to assist future research on this topic. It is envisaged that this study will assist the financial industry in making an informed decision on whether or not to adopt Social Media and Social Media Analytics (SMA), and has provided evidence that by effectively using SMA, an organisation would be able to develop a respectable consumer relationship in the financial industry.

From the academic viewpoint, this study will contribute to a better understanding of the researched phenomenon and will thus add to the existing body of knowledge of Information Systems.

## 1.8 Chapter Outline

Chapter one: Introduction

Chapter two: Literature Review

Chapter three: Research design and methodology

Chapter four: Empirical research findings: Presentation

Chapter five: Synthesis between empirical findings and literature

Chapter six: Research objectives: Summary of findings and conclusions



## 1.9 Research Summary

The literature review found in Chapter 2, represents an extensive amount of research on SMA, SM as well as consumer satisfaction. The empirical findings of this study was presented in Chapter 4 and Chapter 5, where each consumer satisfaction factor was examined and evidently provided a relationship between SMA and consumer satisfaction. The outcomes of this research study revealed that there is a correlation

between SMA and consumer satisfaction and suggested the importance of SMA in assisting consumer satisfaction with the financial industry of South Africa.



## **2 Literature Review**

### **2.1 Introduction**

A literature review is a written manuscript that provides a logically argued case founded on a comprehensive understanding of the current state of knowledge regarding an area of study (Machi and McEvoy, 2012). The purpose of a literature review is to justify the need to research the topic, and to provide a general overview on the topic being researched, as well as to reveal the current understanding of the topic (Thody, 2006). Furthermore, it provides a framework for establishing the significance of the study (Creswell, 2009, p.25).

This chapter will focus on the discussion of literature that defines SM, SMA and consumer satisfaction, as well as providing examples of SM tools. Furthermore, in order to provide a comprehensive theoretical and contextual framework for this study, the literature review includes a number of theories and theoretical frameworks, such as the SMA process, consumer satisfaction model and SMA and consumer satisfaction framework. It will also highlight the benefits of SMA within financial organisations and lastly, this literature will be establishing the link between SMA and consumer satisfaction.

### **2.2 Social Media**

#### **2.2.1 Definition**

Social Media (SM) has rapidly become a popular field of study over the last few years (Mitic and Kapoulas, 2012 and Gu and Ye, 2013), and thus drawn significant amounts of attention. SM is known as the “*real voice*” of the consumer and the ability to immediately share your thoughts is one of its greatest powers (Ganis and Kohirkar, 2015, p.47). Kaplan and Haenlein (2010) stated that “*SM is a group of internet-based applications that build on the ideological and technological foundations of Web 2.0, and these allow the creation and exchange of user generated content*”. SM combines features of one-way media and two-way media. With one-way media, information is broadcast from one source to a (potentially unknown) audience, but with two-way

media, individuals can react and respond to this communication through the same channels (Hogan and Haase, 2010).

Osterrieder (2013) classifies the ability to share content with others as the core principle of SM. According to Safko (2010, p.4) and Berthon et al., (2012), “*Social*” refers to the instinctual needs humans have to connect and communicate with other humans and involves the power of collective. The second part refers to the “*Media*” we use, and assists in creating the connection with other humans and how new media integrates with traditional media. Consequently, Bielski (2008) stated that SM platforms are becoming an integral part of consumers’ lives and can enhance understanding of consumer needs and preferences based on the information shared in Web 2.0 channels. This opens new opportunities for market segmentation and niche targeting (Kapoulas, 2012). Sinha et al., (2012) also described SM as any online media platform that provides content for users and which allows users to participate in the creation or development of the content in some way - examples includes Facebook, YouTube and Twitter.

SM is also seen as a “*game changer*” as it is an evolving phenomenon grounded on digital infrastructures that has the potential to change “*the rules of the game*” by facilitating real time many to many interactions between consumers who can share their experiences using the products and services of the bank (Busquets et al., 2012). Consumer engagement via SM turns consumers into fans, SM allows them to connect and interact with other fans, thereby increasing mutual satisfaction and advocacy (Sashi, 2012). Although using SM doesn’t require a big budget, success on SM can only be attained through a lot of time commitments (Joly, 2009).

SM uses internet and web-based technologies to transform broadcast media monologues (one to many) into SM dialogues (many to many). It supports the democratisation of knowledge and information, transforming individuals from mere content consumers into content producers (Botha et al., 2010). Furthermore, SM involves (potential) customers talking to one another, sharing both positive and negative views (Pauwels, 2014).

SM is also seen as an enabler, and enables organisations to engage consumers at a level beyond that of other traditional marketing channels, including giving the organisation permission to connect with their own SM environment as SM can also be the final



trigger to buy (Finger and Dutter, 2014, p.19). Additionally SM marketing enables banks to regain trust from customers, which has been lost due to the past economic crisis and the increased use of e-banking (Chikandiwa et al., 2013).

Analysing the above definitions found in the reviewed literature, this study adopted the following definition of SM:

SM as a group of internet-based applications that build on the ideological and technological foundations of Web 2.0 that provides content for users and enables them to participate in real time with many to many interactions, hence forming an integral part of consumers' lives, while potentially regaining trust from these consumers.

### **2.2.2 Social Media History**

Social media was launched in the early millennium (Mitic and Kapoulas, 2012 and van Dijck, 2013, p.4). The first documented use of the term SM occurred in 2004, according to Merriam Webster online dictionary (Berthon et al., 2012) and Matthew (2010) the term "SM" became popular after a publishing company known as O'Reilly Media organized the first Web 2.0 conference in 2004. Furthermore, text was the first type of SM, which was initially primarily in the form of blogs (short for 'web logs') (Berthon et al., 2012).

According to Mitic and Kapoulas, (2012) at the time SM was developed as a new communication platform. Web 2.0 progressed rapidly into a phenomenon moving online communications to the next level. According to Kim et al., (2013), IBM revealed that there are more than two billion internet users and 4.6 billion mobile phones in the world. Facebook has more than 500 million users and creates 30 billion pieces of content every month. About 340 million pieces of data are exchanged in Twitter every day. In addition to these statistics, more recent statistics are provided further in this chapter.

## Social Media Use Over Time

As of January 2014, 74% of online adults use a social networking site of some kind. In September 2013, we found 42% use multiple social networking sites. For more detailed information from the September 2013 survey, refer to our [recent report](#).

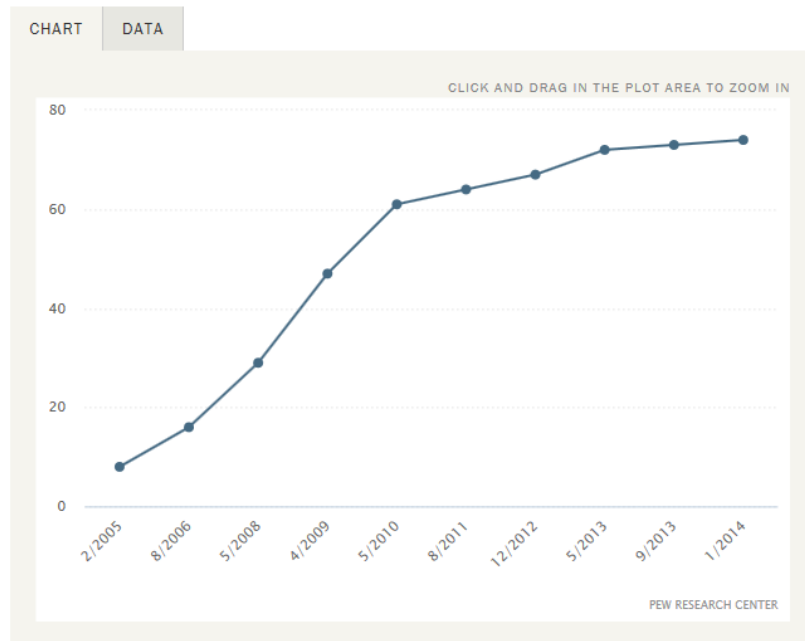


Figure 1 SM use over time (Source: Perrin, 2015)

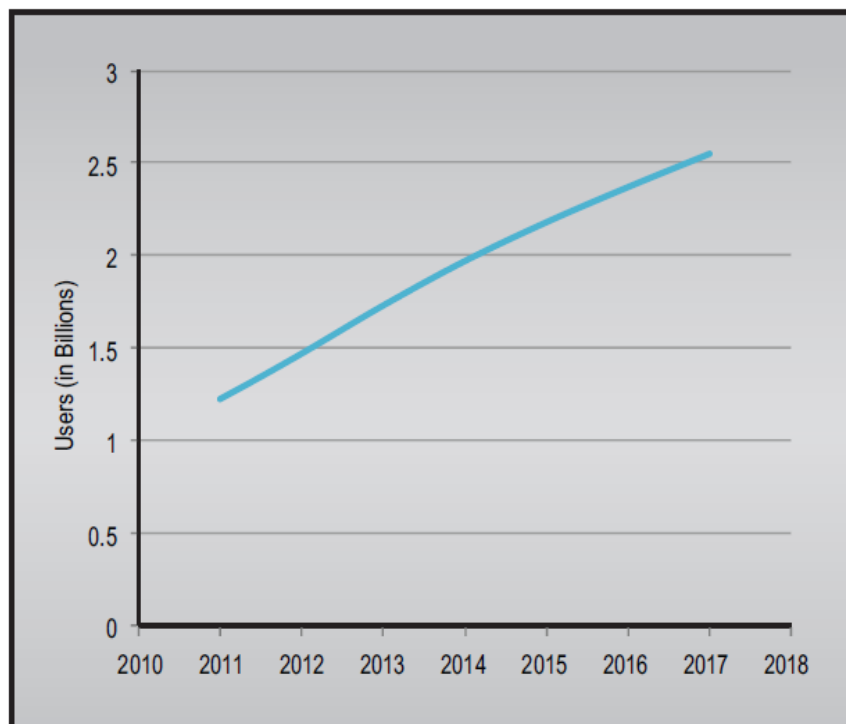


Figure 2 Growth of SM (Source: Hazarika and Nag, 2014)

As visible in Figure 1, SM has gained momentum from 2005 to 2014, clearly showing the immense growth of SM and how it has expanded over a few short years. Figure 2 represents the growth trend over the next few years, visually showing that SM will continue to have a strong presence in the next few years. This has been confirmed by Sinha (2012), who found in a recent global CMO survey that over 90% of companies confirmed they allocate over 25% of their marketing mix budgets to SM and digital marketing initiatives. These organisations understand the need to participate in SM, as well as the importance of engaging with their consumers.

### **2.2.3 Types and examples of Social Media**

SM can take many forms, such as weblogs, pictures, wikis, podcasts and videos. As their use increase, many organisations and government organisations are using SM as a communication tool (Kim and Ko, 2012). Chow and Shi (2015) stated that numerous organisations are also using SM platforms such as Facebook, YouTube and Twitter to influence customers as they are an easy and cost efficient way of allowing customers to spread the word of their brand.

Organisations use SM as a media channel, this is due to availability as well as the little cost involved in setting up a social network account. Blogs and platforms like Facebook, Twitter, Myspace and LinkedIn are some of the popular social networking channels which allow users to put enormous amount of information that can be easily shared, explored and endorsed (Sinha, 2012). Facebook, YouTube, and Twitter are the second, third, and eighth greatest trafficked sites on the internet, as of April 2014 (Fan and Gordon, 2014). Twitter, along with Facebook and YouTube, represents the rapid growth of Web 2.0, or SM applications in recent years.

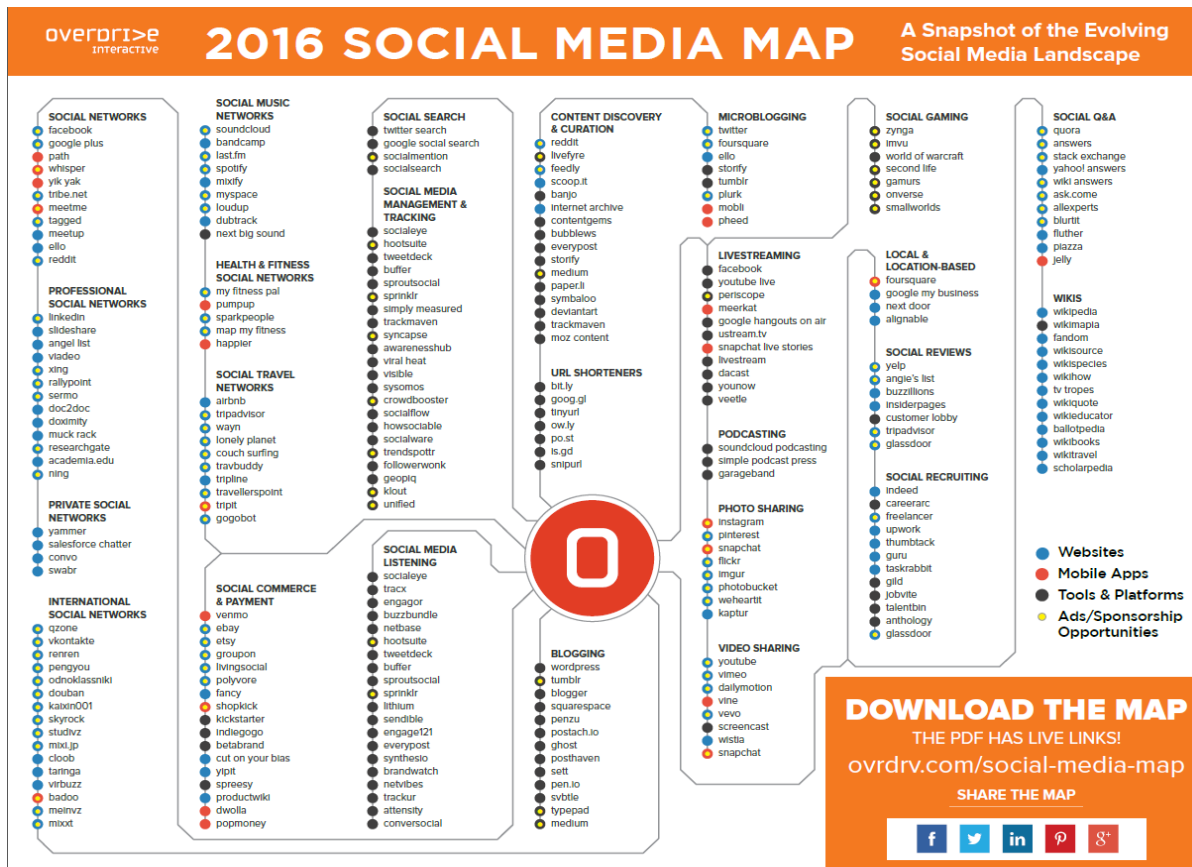


Figure 3 Social Media Map (source: Overdrive Interactive, 2016)

As indicated in Figure 3 the amount of SM Platforms has evolved and increased substantially over the years. World Wide Worx (2014) reported that there has been an increase in usage of SM by South Africans, identifying that 93% of major brands use Facebook, 79% use Twitter, 58% use YouTube, 46% use LinkedIn and 28% use Pinterest. Below are three of the most popular SM examples:

### 2.2.3.1 Facebook

Facebook is the “King” of SM sites, with the largest figure of registered and active users (Ganis and Kohirkar, 2015, p.77). Facebook has become the biggest social network in South Africa, with its highest growth in the past year, in 2014 Facebook had 9,4 million active users in South Africa, significantly up from 6.8 million the previous year (World Wide Worx, 2014) and in 2015 there was a reported total of 11,8 million South African users, 22% of the total population of South Africa (World Wide Worx,

2015) additionally, Facebook has approximately 1.5 billion worldwide active users each posting approximately 90 pieces of content per month (Ganis and Kohirkar, 2015, p.10).

Founded in 2004 by Harvard University classmates Mark Zuckerberg, Dustin Moskovitz, Eduardo Saverin and Chris Huges. Facebook originated from the dorm rooms of Harvard and was initially called “The Facebook” but was renamed “Facebook” and quickly gained momentum beyond schools (Waters, 2010).

Berthon et al., (2012) considers networks (e.g. Facebook) as services on which users can find and add friends as well as contacts, send messages to friends, and update personal profiles. Facebook is free and all that is required is an email address, and to be at least thirteen years old. It is also known as the cheapest solution for small businesses and firms who would like to promote their services or products without the risk of spending a lot of expenses on advertising (Dehghani et al., 2012). According to Gorhar (2015, p.26) Facebook, apart from its main function as an online social network, has also become a significant marketing tool and outreach as well as an excellent networking channel for consumers.

Facebook’s analytics department is called Facebook Insights, which includes an extensive set of insights for Facebook page owners and administrators (King, 2015). This tool is crucial as it provides the consumer with valuable data such as which posts are successful for the organisation and which posts are ineffective.

### **2.2.3.2 Twitter**

Founded by Jack Dorsey and associates in San Francisco in 2006 (Rogers, 2013), Twitter is also known as a micro-blogging service and is the second most popular social networking site, internationally (Hemalatha et al., 2013). In 2014, World Wide Worx (2014) reported that Twitter saw the maximum growth among all major social networks, from 2,4 million to 5.5 million, displaying a growth of 129% in 12 months. However, according to South African Media Landscape (2015) in 2015 Twitter’s previous massive rise has decreased, although still growing by 20% in the last year (World Wide Worx, 2015). Twitter has 255 million active monthly users and 500 million tweets per day. Thus, it serves as a good resource to extract heterogeneous opinions published by

people from diverse societies for different purposes, for example enhancement of quality of products and services, prediction of customer's demand (Ravi and Ravi, 2015). Furgeson et al., (2014) and Ganis and Kohirkar (2015, p.80) both agree that Twitter is also being used progressively more during scientific conferences to allow for 'real-time' parallel conversations, and professional networking.

Micro-blogs (e.g., Twitter) are social networking services that enable users to send and read very short messages, restricted by the number of characters in the message of up to a 140 characters (Berthon et al., 2012; Chae, 2015 and Ganis and Kohirkar, 2015, p.80).

There are three types of tweets found in Twitter: original tweets, replies, and retweets. Original tweets appear in the sender's profile page and home timeline. Such an original tweet can be retweeted by other users. (Chae, 2015). Swartz (2009) noted that more than half of the Fortune 100 use Twitter for a variety of tasks, including consumer service and according to Khan (2015, p.30) is an excellent tool to keep customers informed by publicising news in almost real time. Twitter is used by millions of people around the world to be connected with their friends, family and colleagues through their computers and mobile phones (Hemalatha et al., 2013) and unlike Facebook data, Twitter data could be considered "*open*".

Twitter provides their consumers with free Twitter Analytics, all data found on Twitter Analytics can be exported to an Excel spread sheet where the data can be manipulated into the companies own analysis report. The analysis of this massive amount of data may provide a valuable opportunity for an organisation to draw brand information directly from the consumer (Lipizzi, 2015).

According to King (2015) Twitter provides two sections of analytics and an export function that provides the same set of analytics in a spread sheet format:

- Tweet Activity: This section includes an overview graph of Tweet impressions over the last twenty-eight days
- Followers: This page provides some insight into your Twitter followers. It indicates how many followers a user has.

Finger and Dutter (2014, p.35) also mentioned that you will also be able to find SMA tools that restrict themselves to one media type, such as Twitter. Twitter offers a structure which enables assessing a network easily, Twitter has provided users with a Twitter Data Grants program, where researchers apply to get access to Twitter's public tweets and historical data allowing the users to gain valuable information from its massive amounts of data (Twitter has more than 500 million tweets a day) (Batinca, 2014), furthermore services like Tweet Level, Tweet Reach, Twitalyzer, and TwitterGrade have good reputations.

### **2.2.3.3 YouTube**

YouTube is described as a free video sharing website (Jang et al., 2013 and Ganis and Kohirkar, 2015, p.78) and was created in February 2005 (Khan, 2015 p .26). YouTube has many common characteristics with other SM platforms, but what distinguishes YouTube from the rest is the concept of "Channels". As of 2012, it was operating in 54 languages across the world (Jang et al., 2013).

The amount of YouTube users in South Africa increased by 53% in 2014. By August 2014 YouTube had 7.2 million active users within South Africa; therefore only second to Facebook's 11,8 million in Social Network use in South Africa (World Wide Worx, 2015). According to (Ganis and Kohirkar, 2015, p.76) YouTube has over a billion users internationally, which uploads more video content in a 60-day period than three US Television networks has in 60 years (Ganis and Kohirkar, 2015, p.10).

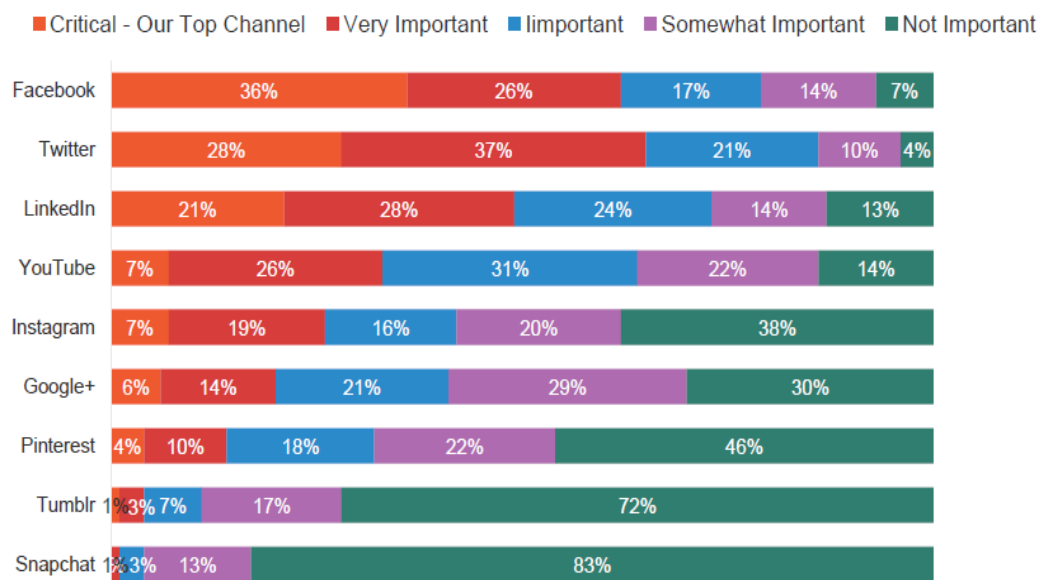
YouTube provides many benefits for an organisation, e.g. brand awareness and educating the public with regards to financial matters (Chikandiwa et al., 2013 and Khan, 2015, p.27). This SM platform also provides digital space for a bank's video advertisements without media regulations and overheads (Dehghani et al., 2012). YouTube is also used by banks to market their organisation to a wider audience, as bank management has acknowledged that when consumers need information they turn to SM. It is becoming vital for a financial institution to understand their consumers' online needs and provide a user friendly experience for their customers as trust and commitment leads to consumer satisfaction (Moliner et al., 2007 and Dehghani et al.,



2012). Similarly, IT companies use YouTube for communicating with consumers, marketing and predicting the consumer's response by launching IT products in advance on YouTube (Jang et al., 2013).

The YouTube Analytics page offers an overview of the status of a YouTube channel i.e. how many views, minutes watched as well as earnings if connected to your YouTube channel. YouTube Analytics also provides basic demographic information as well as minutes watched on the top ten videos (King, 2015).

### How Important are these social media networks?



**Figure 4 : How important are these SM networks (Source: Rival IQ, 2015)**

As established by Rival IQ (2015) there are many types of SM platforms, but as proven in Figure 4 and in this literature, the most popular both in South Africa and internationally is Facebook. The reason for this is the amount of people actively posting and due to the huge amount of users, naturally organisations will be able to receive the most exposure from using this SM platform. In South Africa 75 percent of managers stated that Facebook is the most used SM platform as Facebook is more effective than all other tools. LinkedIn and Blogs had the lowest usage - this could be due to the time and effort required to administer. Experts also highlighted that SM should be used for relationship building (Chikandiwa et al., 2013). Both Rival IQ (2015) and Chikandiwa et al., (2013) concur that Twitter and Facebook are the most used SM platforms



internationally and this has been proven throughout this literature as well. Although this is the case, SM Analysts should not ignore the rest of the SM platforms, as the organisations need a diverse and well-rounded set of data in order to properly reap the benefits of SM (Ganis and Kohirkar, 2015).

#### **2.2.4 Benefits of Social Media**

*We don't have a choice on whether we do SM; the question is how well we do it (Erik Qualman)*

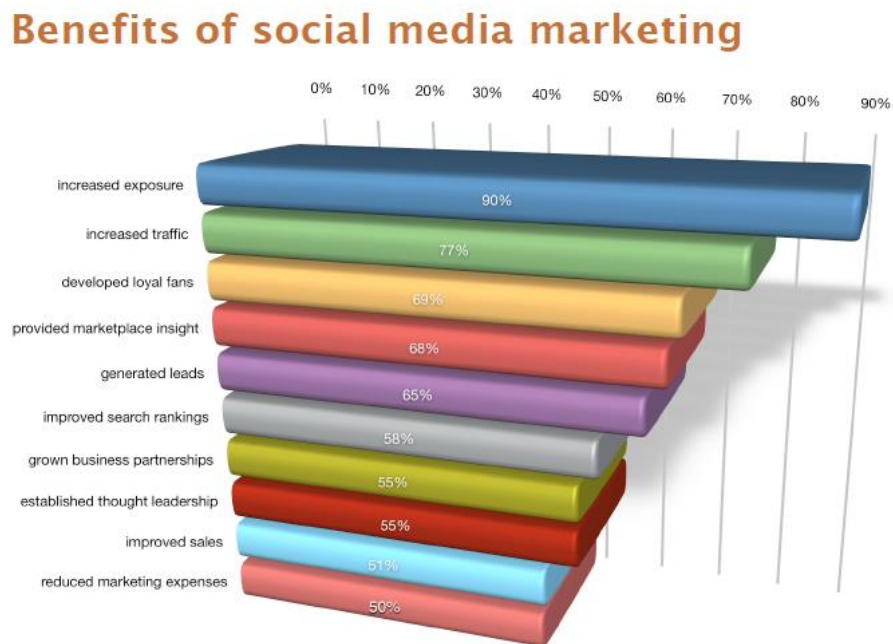
Social Media has evolved over the years and with that came numerous benefits (Mosley, 2012). SM has given consumers the ability to connect and interact as well as influence others (Sashi, 2012). In addition to assisting in building a respectable reputation for the organisation, it has furthermore aided in enhancing the brand experience which will in return assist with building a respectable brand (Edosomwan et al., 2011). SM tools also has the ability to afford many opportunities to the advertising industry as it is free and easily accessible (Chikandiwa et al., 2013) with considerably less effort (Kim and Ko, 2012).

Facebook, blogs, YouTube can assist with recruiting employees. LinkedIn is another SM platform used by recruiters, and according to Edosomwan et al., (2011), 80 percent of organisations use it for their recruiting process. Another advantage with regards to recruiting is that it can assist with the selection process without any cost involved to the organisation (Kluemper et al., 2009), therefore providing employers with additional information, which can be used to screen the applicants before progressing with any interviews (Sinha ,2012). Using SM, companies can also track the employee's creativity and enthusiasm. It became one of the easiest ways to improve productivity and generate interest in work completed by employees (Edosomwan et al., 2011). SM has brought a new way of effectively conducting business and dealing with its consumers and employees.

SM allows for growth possibilities within the organisation, using innovative ways to acquire prospective new consumers by seeing opportunities inside and outside the organisations existing consumer base (Smith et al., 2011, p.10). SM is also being used

to increase profit as organisations are using SM as a source of information as well as for innovation and marketing (Zeng et al., 2010).

Fourie-Colman (2015) stated that SM often assists insurance organisations with fraudulent claims by providing details found on SM, and then using this as evidence when an individual's insurance claim is suspicious.



**Figure 5 Primary Benefits of SM (Odden, 2014)**

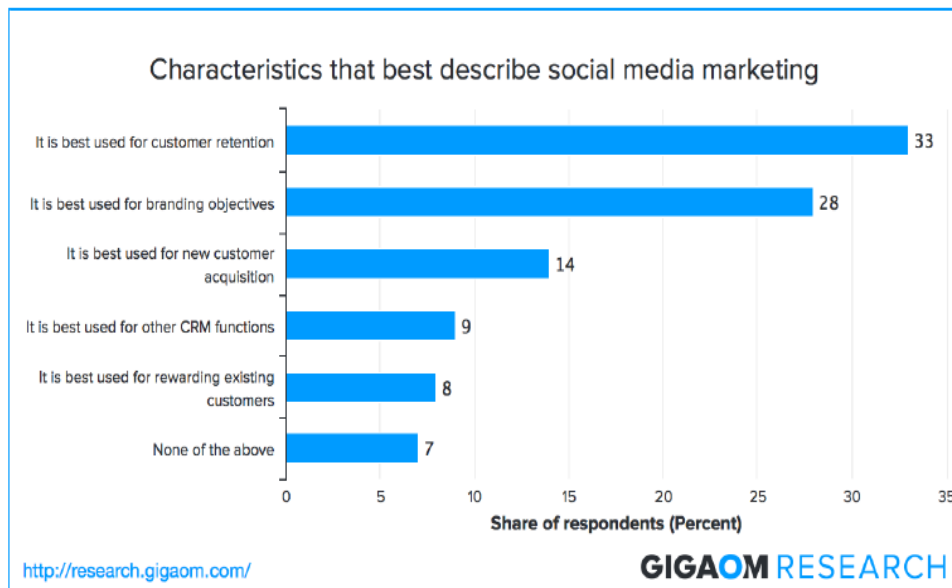
Figure 5 represents the benefits of SM marketing. In this study 3700 marketers were surveyed and 90 percent agreed that SM improved the organisation exposure. 69 Percent of them directly linked consumer satisfaction to “*developed loyal fans*”. The benefits of SM as proven in Figure 5 and this literature, far outweigh the risks involved. Nevertheless, in order for an organisation to excel they will need to adapt to change in many ways. As SM deals with real-time, the organisation needs to provide feedback timeously, as this will show dedication and great consumer service. Constant engagement with the consumer will also provide the organisation with valuable feedback to increase and enhance their sales and products, which will in return increase the organisation's revenue. As indicated in this literature, SM is a cost effective way of promoting a brand without a big budget, as all major SM platforms, for example Facebook, LinkedIn and Twitter are free. The organisation will not only be saving huge

amounts on their marketing budget, but will also be able to increase their brand exposure and awareness and develop loyal fans.

#### ***2.2.4.1 Benefit of Consumer Satisfaction from the use of SM***

SM is not only used for marketing and advertising purposes, but also to interact with consumers and to assist in solving consumer related issues (Edosomwan et al., 2011). Consequently increased engagement with the consumer assists the organisations, not only with product development and brand awareness, but also with consumer relationship marketing (Oni et al., 2014). Chow and Shi (2015), also mentioned that with SM comes many other opportunities as well such as increasing business opportunities and maintaining more profitable consumer relationships. By connecting users, brand pages can also provide an opportunity for the organisation to encourage consumers' positive word of mouth. In addition Ruhi, (2014) conducted a study noting that all applications relating to the consumer should have a SM component allowing the organisation to act upon consumer needs more comprehensively. The use of SM platforms provides a complementary channel to the existing traditional ways consumers communicate. Instead of calling, the consumer can post for example, on Facebook, making it more convenient and cost efficient for both the organisation and consumer (Finger and Dutter, 2015, p.112).

Ganis and Kohirkar (2015, p.38) mentioned consumers are likewise using SM platforms such as Twitter, to ask questions regarding the organisation, and any service related issues. A study by Sprout Social stated that SM messages (such as Facebook posts), providing a direct response from organisations, have risen by 178 percent from 2012 to 2013. In order to remain competitive, organisations are choosing to view negative comments surrounding their brand, and act upon them before a consumer satisfaction problem occurs later. By listening to SM consumer opinion on SM platforms such as Twitter, organisations can build their reputation as being a responsive consumer satisfaction organisation, therefore increasing consumer satisfaction within the organisation.



**Figure 6 Characteristics that best describe SM marketing (Source: Deal, 2014)**

The direct and interactive nature of SM explains why consumer retention is first on Figure 6 above. SM provides many benefits for the organisation from a consumer perspective, hence showing the need as well as advantages of having SM as a marketing tool.

With all benefits come risks as well, but the risks are minor enough to go ahead with this SM phenomenon. An organisation must be truly dedicated towards conversation through SM, as much as the consumers are. The organisation must take time to review the conversation posted and must dedicate time and effort to respond to its consumers (Edosomwan et al., 2011). The organisation should also keep in mind that posting wrong or unauthorised information can also lead to reputation damage as well regulatory penalties (Kumar and Dave, 2014). In order to succeed in SM, an organisation needs to ensure its SM strategy is established. Employees must be committed to the strategy in order to mitigate any risks. SM provides two-way communication between brands and the consumers. It allows the organisation the ability to respond to the concerns of the consumers and if there is no response from the organisation regarding the consumers concerns, the consumers would consider the company as unreliable. Furthermore, the organisation would lose the brand loyalty and credibility (Edosomwan et al., 2011). The risk is eminent and without a proper strategy it could cause a whole organisation to collapse. It is therefore imperative that the

organisation is well equipped to handle any situation, as SM pertains to real time tools and anything can go wrong at any moment.

This literature suggests that in order to achieve these benefits the organisation will need to effectively implement SM and consequently SMA tools.

### **2.2.5 Top SM Platform Statistics in the Financial Industry within South Africa**

The below tables describe the statistics of the top SM platforms in the financial industry of South Africa as of May 2016. These statistics prove the theory within this literature, stating that SM, and especially SM within the financial industry of South Africa, is still at an infancy level.

The latest statistics according to Blue magnet (personal communication, 29<sup>th</sup> May 2016), Facebook is at 13 million active users (24% of the South African population) of which 12 million are above the age of 18. (10 million of these users access Facebook from mobile). YouTube had a 15% increase in growth (in 2015), up to 8,28 million active users. This has slowed down as the increase in users in 2014 was 53%. Lastly Twitter is at around 7,4 million active users, however, the growth of Twitter is slowing down.

#### ***2.2.5.1 SM Platform Statistics for South African Banks***

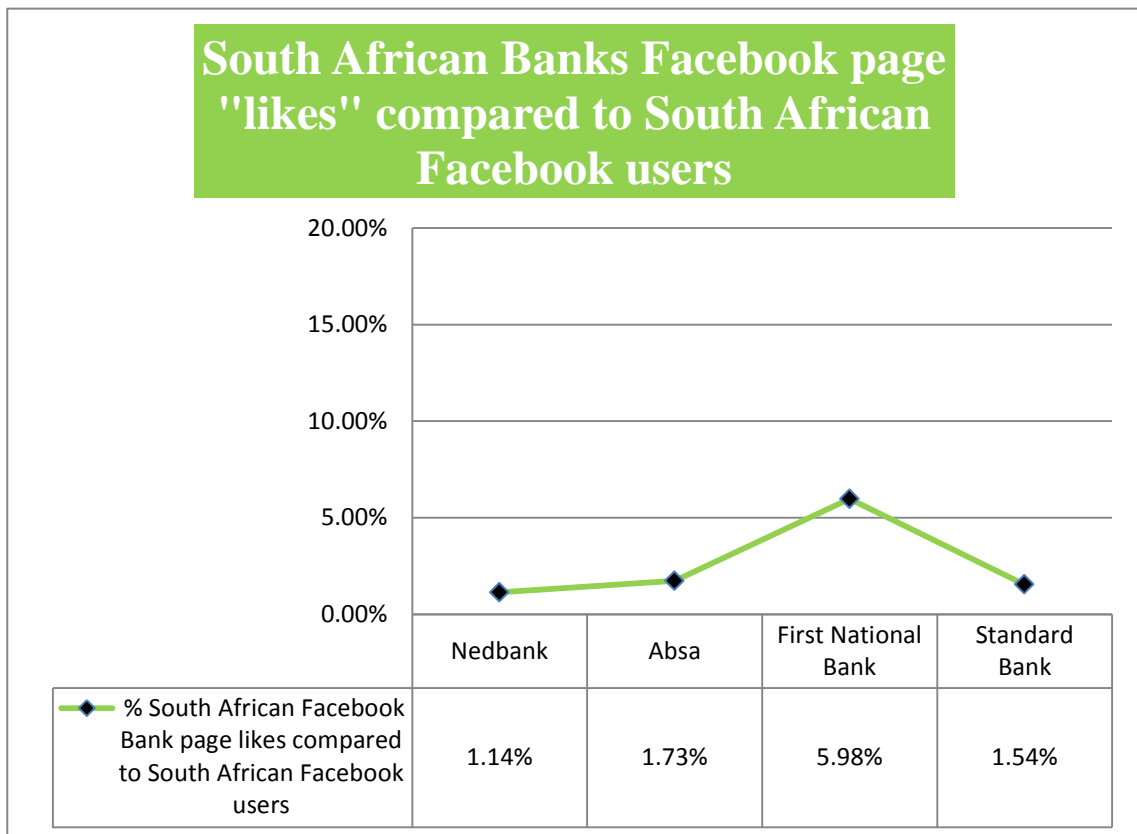
To provide an overview of the current state of SM in the South African banking industry, only the top 4 banks in South Africa SM Platforms were explored, therefore Capital was omitted from this study, the top 4 banks in South Africa SM Platforms is illustrated below:

**Table 1 South African Banking consumers - December 2015 (source: BusinessTech, 2016a)**

<b>Top 4 South African Banks</b>	<b>FY 2014/15 consumers</b>	<b>FY 2015/16 consumers</b>	<b>Change</b>
<b>Nedbank</b>	7.1 million	7.4 million	+4.2%
<b>Absa Bank</b>	9.2 million	9.4 million	+2.2%
<b>First National Bank</b>	7.3 million	7.2 million	-1.4%
<b>Standard Bank</b>	11.1 million	11.6 million	+4.5%

**Table 2 Number of Facebook “likes” per South African Bank (Source: Author)**

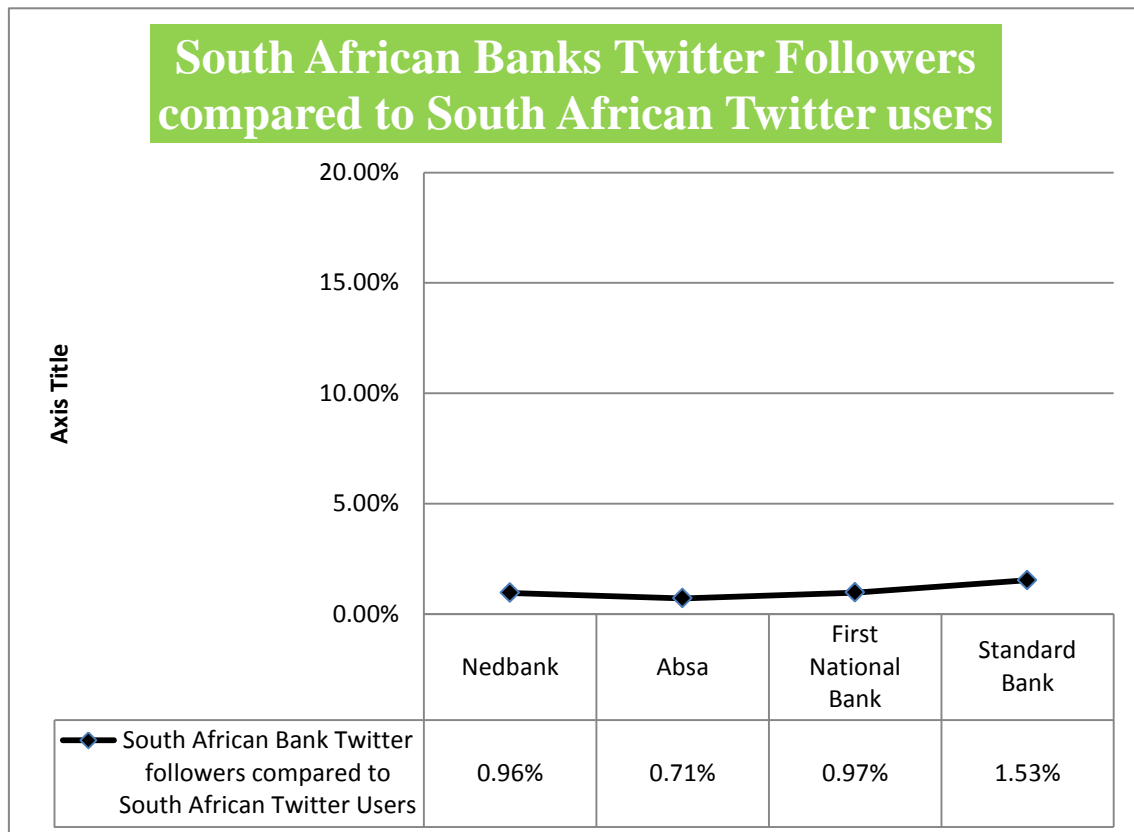
Top 4 South African Banks	Number of Facebook page “likes”	% South African Facebook Bank page likes compared to South African Facebook users
<b>Nedbank</b>	148180 (Facebook, 2016)	1.14%
<b>Absa</b>	224494 (Facebook, 2016)	1.73%
<b>First National Bank</b>	777079 (Facebook, 2016)	5.98%
<b>Standard Bank</b>	200344 (Facebook, 2016)	1.54%



**Figure 7 South African Banks Facebook page “likes” compared to South African Facebook users (Source: Author)**

**Table 3 Number of Twitter followers per South African Bank (Source: Author)**

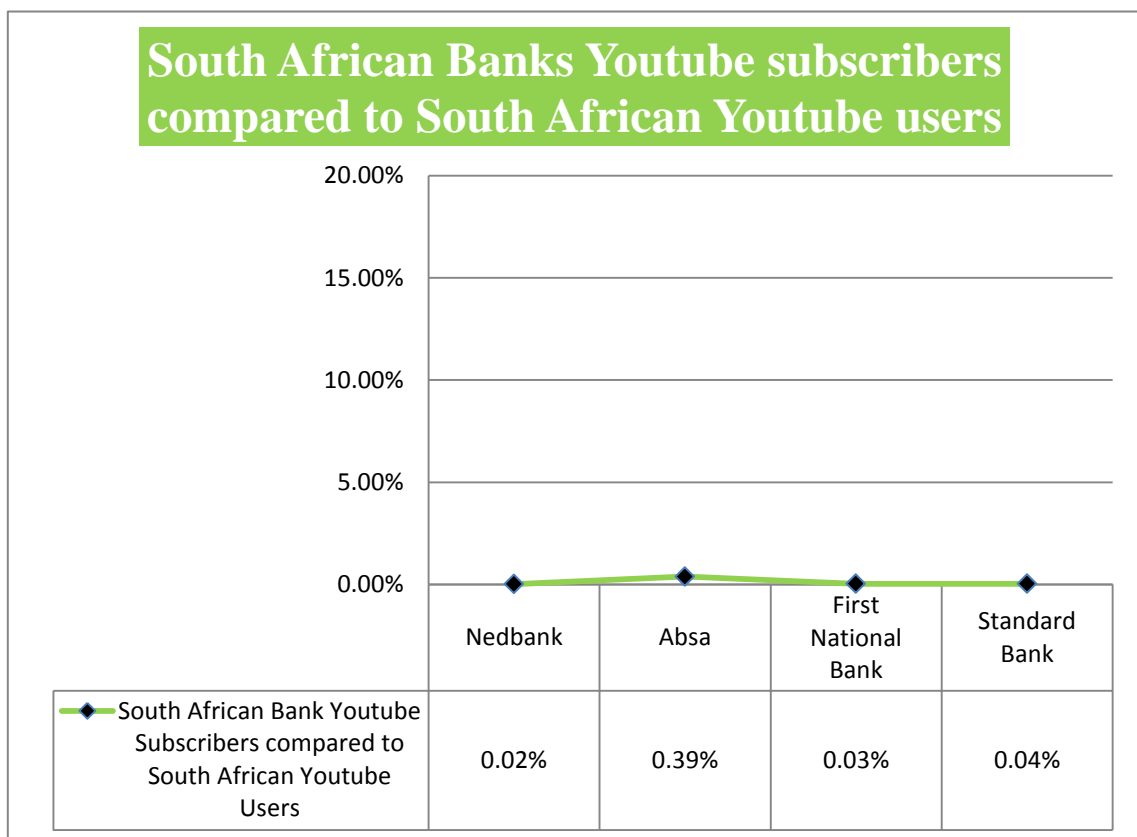
Top 4 South African Banks	Number of Twitter followers	South African Bank Twitter followers compared to South African Twitter Users
<b>Nedbank</b>	70800 (Twitter, 2016)	0.96%
<b>Absa</b>	52200 (Twitter, 2016)	0.71%
<b>First National Bank</b>	71800 (Twitter, 2016)	0.97%
<b>Standard Bank</b>	113400 (Twitter, 2016)	1.53%



**Figure 8 South African Banks Twitter Followers compared to South African Twitter users (Source: Author)**

**Table 4 Number of YouTube Subscriptions per South African Bank (Source: Author)**

Top 4 South African Banks	Number of YouTube subscribers	South African Bank YouTube Subscribers compared to South African YouTube Users
<b>Nedbank</b>	1936 (YouTube, 2016)	0.023%
<b>Absa</b>	3186 (YouTube, 2016)	0.39%
<b>First National Bank</b>	2775 (YouTube, 2016)	0.034%
<b>Standard Bank</b>	3409 (YouTube, 2016)	0.041%



**Figure 9 South African Banks YouTube subscribers compared to South African YouTube users (Source: Author)**

The data above provides evidence that SM usage amongst all platforms, within the banking industry, is extremely low compared to the rest of South Africa's SM usage.

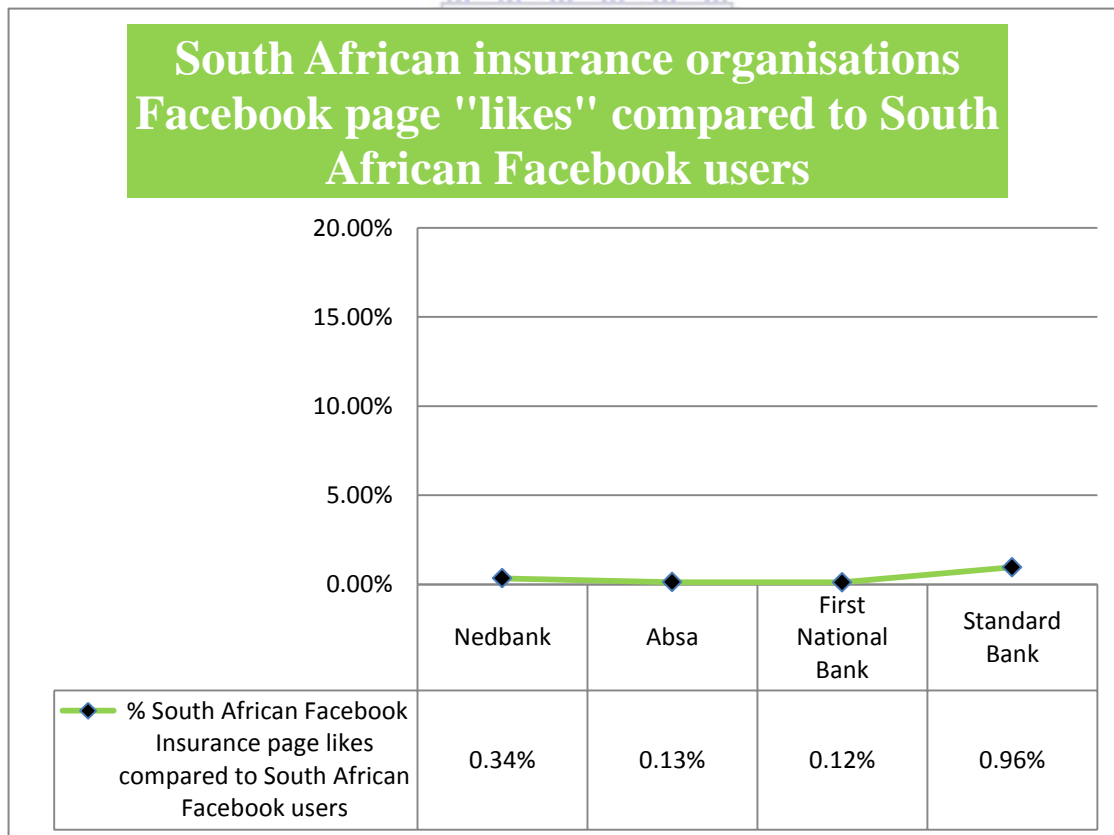


### 2.2.5.2 SM Platform Statistics for South African Insurance Organisations

To provide an overview of the current state of SM in the South African insurance industry, the top 4 South African insurance organisations' SM Platforms were explored. According to PWC (2014), below represents the four major insurance organisations within South Africa.

**Table 5 Number of Facebook fans per South African Insurance Organisation (Source: Author)**

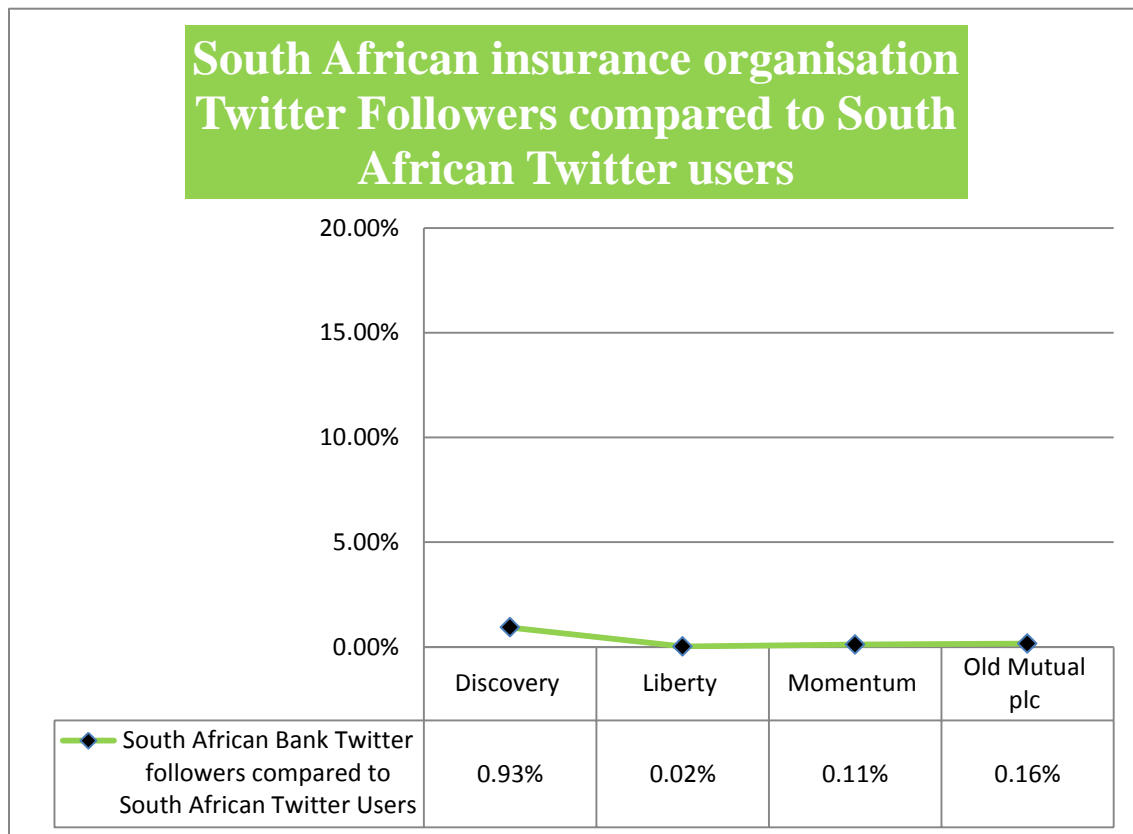
Top 4 South African Insurance Organisations	Number of Facebook page "likes"	% South African Facebook Insurance Organisation page "likes" compared to South African Facebook users
<b>Discovery</b>	44282 (Facebook, 2016)	0.34%
<b>Liberty</b>	16318 (Facebook, 2016)	0.13%
<b>Momentum</b>	16207 (Facebook, 2016)	0.12%
<b>Old Mutual plc.</b>	125390 (Facebook, 2016)	0.96%



**Figure 10 South African Organisations' Facebook page likes compared to South African Facebook users (Source: Author)**

**Table 6 Number of Twitter followers per South African Insurance Organisation (Source: Author)**

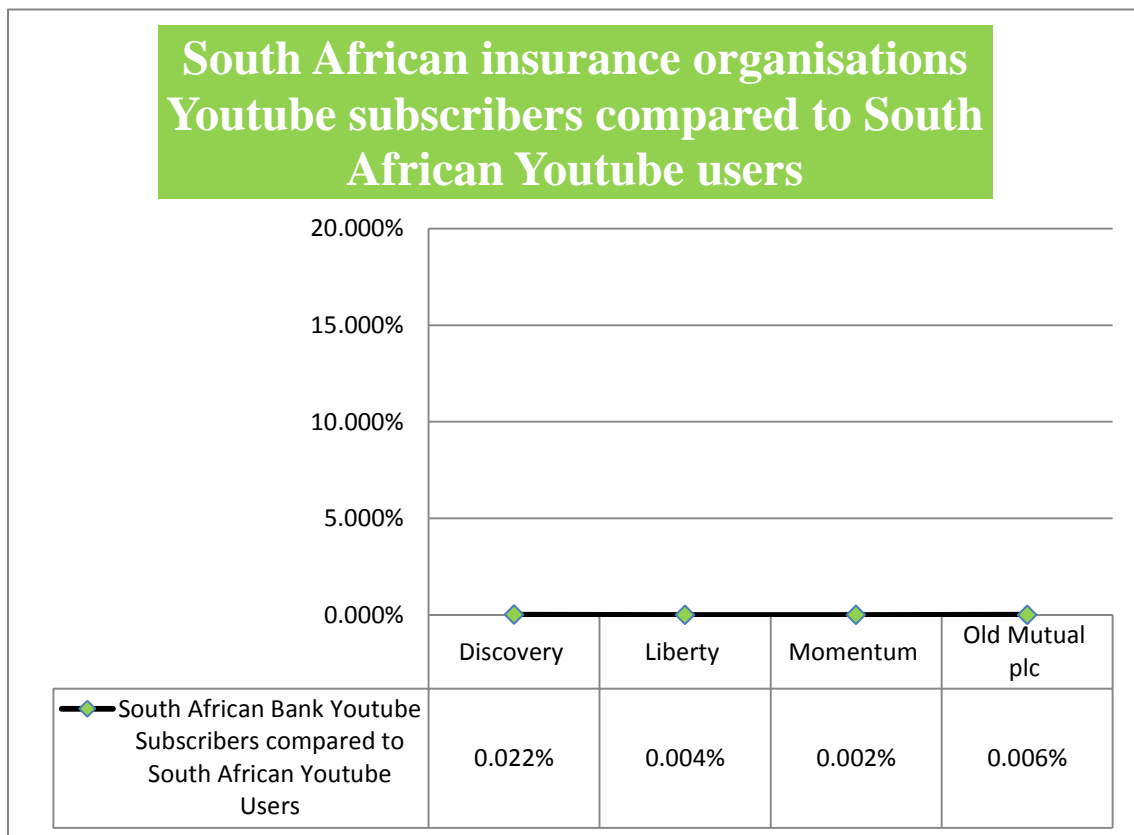
Top 4 South African Insurance Organisation	Number of Twitter followers	% South African Insurance Organisation Twitter followers compared to South African Twitter Users
<b>Discovery</b>	70100 (Twitter, 2016)	0.93%
<b>Liberty</b>	1238(Twitter, 2016)	0.017%
<b>Momentum</b>	8170 (Twitter, 2016)	0.11%
<b>Old Mutual plc.</b>	11700(Twitter, 2016)	0.16%



**Figure 11 South African Financial Industry Twitter Followers compared to South African Twitter users (Source: Author)**

**Table 7 Number of YouTube Subscriptions per South African Insurance Organisation (Source: Author)**

Top 4 South African Insurance Organisation	Number of YouTube subscribers	% South African Insurance Organisation YouTube Subscribers compared to South African YouTube Users
<b>Discovery</b>	1800(YouTube, 2016)	0.022%
<b>Liberty</b>	333(YouTube, 2016)	0.004%
<b>Momentum</b>	157(YouTube, 2016)	0.0019%
<b>Old Mutual plc.</b>	513(YouTube, 2016)	0.0062%

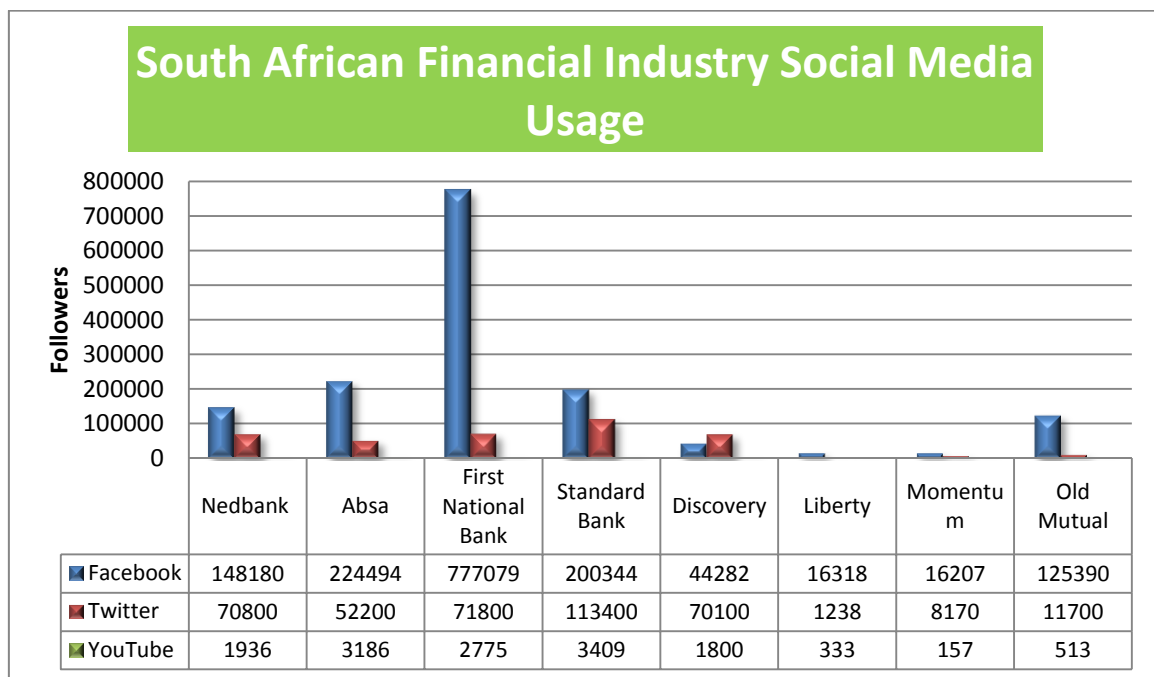


**Figure 12 South African Financial Industry Twitter Followers compared to South African Twitter users (Source Author)**

Similar to the banking industry, the data above shows that SM within the insurance industry is very small compared to the rest of South Africa's SM platform usage, confirming that both the banking industry and the insurance industry have very low SM usage compared to the rest of South Africa. This is discussed in more detail in the subsequent section.

### 2.2.5.3 SM Platform Statistics for South African Insurance Companies versus South African Banks

The data above provides evidence that SM pertaining to the top four South African banks and the top four insurance companies compared to the rest of SM users of South African are alarmingly low, therefore the financial industry is still at the early stages with SM and consequently SMA.



**Figure 13 South African financial industry Social Media usage (Source: Author)**

A graph comparing the SM usage for both the banking industry as well as the insurance industry is illustrated in figure 13. The results demonstrate that usage in both sectors are low compared to the rest of South Africa's SM usage. Not Surprisingly Facebook takes the lead in the insurance industry and banking industry, this could be due to many reasons, such as the quantity of South African Facebook users. Twitter has the second highest followers within both the banking and insurance industries, but unexpectedly the insurance industry's Twitter followers are very low, while YouTube subscribers are non-existent compared to other SM platforms. As established in this study the SM usage from the banking sector is more than the insurance sector, and although both these

sectors need to increase their consumer SM usage, the insurance sector would need to pay more attention to this phenomenon in order to acquire the benefits.

Due to the statistics in figure 13, it is subsequently imperative that the financial industry advance in SM and subsequently SMA, therefore providing a motive to conduct this research study as it provides more awareness and knowledge regarding SM and SMA within the financial sector and specifically concentrating on South Africa. As proven in the section above, there are many benefits and as demonstrated by the statistics in the financial industry, South Africa are not reaping these benefits adequately.

## 2.3 Social Media Analytics

### 2.3.1 Definition

SMA is an emerging field (Sponder, 2011, p.11, Stieglitz et al., 2014 and Khan, 2015 p.1). As one consequence of SM expansion, SMA has emerged as an important area of study (He et al., 2015).

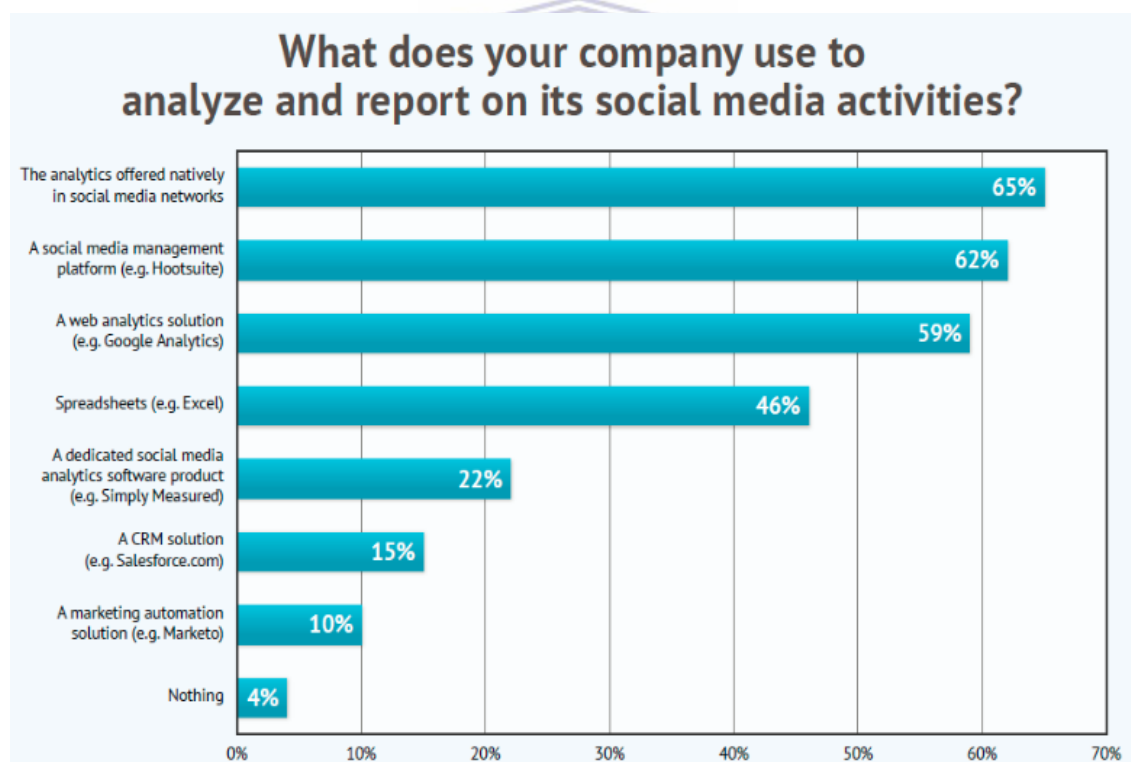
One of the earliest definitions of SMA is described by Zeng et al., (2010) “*SMA is concerned with developing and evaluating informatics tools and frameworks to collect, monitor, analyse, summarise, and visualise SM data, usually driven by specific requirements from a target application. SMA research serves several purposes:*

- *facilitating conversations and interaction between online communities and*
- *extracting useful patterns and intelligence to serve entities that include, but are not limited to, active contributors in on-going dialogues”*

In the last few years, due to advances in SM technology, the amount of online SM data has grown explosively (He et al., 2015), originating from the boom of connecting and interactive tools and sites associated with lifestyles and the activities in the digital realm (Sponder, 2011, p.11). SMA’s primary goal is to develop and evaluate scientific methods as well as technical frameworks and software tools for tracking, modelling, analysing, and mining large-scale SM data for various purposes (Stieglitz et al., 2014). Additionally SMA is a field to collect, analyse and report SM for better decision-making (Kim et al., 2013 and Bekmamedova and Shanks, 2014). For example, the organisation will capture consumer data from SM to understand trends, to predict

consumer behaviour, and to identify the primary influencers within specific social network channels (Kim et al., 2013). Interpretation and use of insights from SM data is used to achieve organisational benefits, SMA makes use of advanced techniques to analyse patterns in semi-structured and unstructured SM data, to enable informed and insightful decision making (Bekmamedova and Shanks, 2014).

SMA is concerned with developing and evaluating informatics tools and frameworks to collect, monitor, analyse, summarise, and visualise SM data, usually driven by specific requirements from a target application. SMA uses different techniques to analyse and interpret unstructured data (which often includes text but can contain additional multimedia content such as pictures) (Ganis and Kohirkar, 2015, p.64). For example, text-based SM data can be used to gain insight into contemporary, rather than historical phenomena (Bekmamedova and Shanks, 2014).



**Figure 14** What companies use to analyse SM Activities (Source: Headly, 2015)

Figure 14 describes the different methods of analysing SM activities currently being implemented by organisations. It visually explains that there are many organisations that are in agreement that SMA is needed in order to gain exposure and increase their profitability while increasing consumer satisfaction. As indicated in the diagram above,

only 4 percent of the organisations are using nothing. All organisations who participated in the survey understands that SMA is the future, and that in both long and short term it will not be replaced but instead will only grow from strength to strength. It clearly establishes that SM, along with SMA, is needed in today's technology driven world and therefore providing evidence that this phenomenon is impacting organisations significantly. SMA provides a new strategic approach towards business decision-making resulting in new ways to create value (Bekmamedova and Shanks, 2014). SMA uses SM data for multiple purposes, such as predicting elections or stock market developments, product design and brand communication. Organisations use SM, and micro blogging in particular, for different purposes such as market research, recruiting, public relations, and reputation management (Goethe and Beck, 2015).

SMA generates user-related data from numerous SM Platforms: blogs (site blog), micro-blogs (Twitter, Tumblr), social networking (Facebook), wikis (Wikipedia, Wetpaint), reviews (TripAdvisor), and multimedia sharing (Pinterest, YouTube). SMA tools are then used in analysing such data and extracting actionable analytics (Sinha et al., 2012) to generate a real time understanding of how people, products, brands and trends are mentioned in those SM sites (Bekmamedova and Shanks, 2014). SMA is also a vital tool for any SM promotion or SM users (Sinha et al., 2012). It similarly provides organisations with an “intimate” platform to connect and relate to consumers and contour their perceptions, through market campaigns and approachable consumer service to name a few (Bekmamedova and Shanks, 2014).

With regards to human resources, organisations are now using SMA by exploiting Web 2.0 technologies, and according to IBM, SMA allows organisations to gain a deeper insight not only with consumers, but with employee sentiments as well (Sinha et al., 2012).

Analysing the above definitions found in the reviewed literature, this study adopted the following definition of SMA as it is most comprehensive and reflects all elements of study.

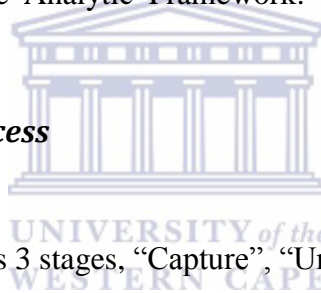
SMA develops and evaluate scientific methods as well as technical frameworks and software tools for tracking, modelling, analysing, and mining large-scale SM data with real-time analysis to achieve organisational benefits resulting in:

- New ways to create value
- Better understanding their consumers and perceptions of their market positions
- Insight into employee sentiments
- Resulting in better decision-making within the organisation

### 2.3.2 Social Media Analytics Models

This study chose three SMA models to discuss, namely: The SMA process, the SM Platform and SM Competitive Analytic Framework. These models are discussed in detail below:

#### 2.3.2.1 *The SMA process*



The SMA process encompasses 3 stages, “Capture”, “Understand” and “Present”.

The information below provides further detail describing the 3 stages:

1. **Capture:** Comprises of attaining related SM data by monitoring various SM sources such as Facebook, Twitter, Instagram and YouTube. This serves as the tool for archiving relevant data and extracting information. This stage assists a business by identifying conversations on SM applications relating to its activities and interests such as product reviews, complaints and compliments. This stage can be completed through the organisation or outsourced, by collecting huge amounts of relevant data across thousands of SM platforms using tools such as Application Programming Interfaces (API's) or through crawling.
2. **Understand:** In this stage data is assessed in order to find useful and relevant data. This stage is used to perform advanced analytics such sentiment analysis and trend analysis. It provides useful information, such as how a consumer feels



about a product or the organisation itself. This stage is most fundamental stage in the entire process.

3. **Present:** This is the final stage of the SMA Process - the outcomes of different analytics which was found in the “*Understand*” stage, are summarised and evaluated in a user friendly layout, such as a visual dash board. (Fan and Gordon, 2014).

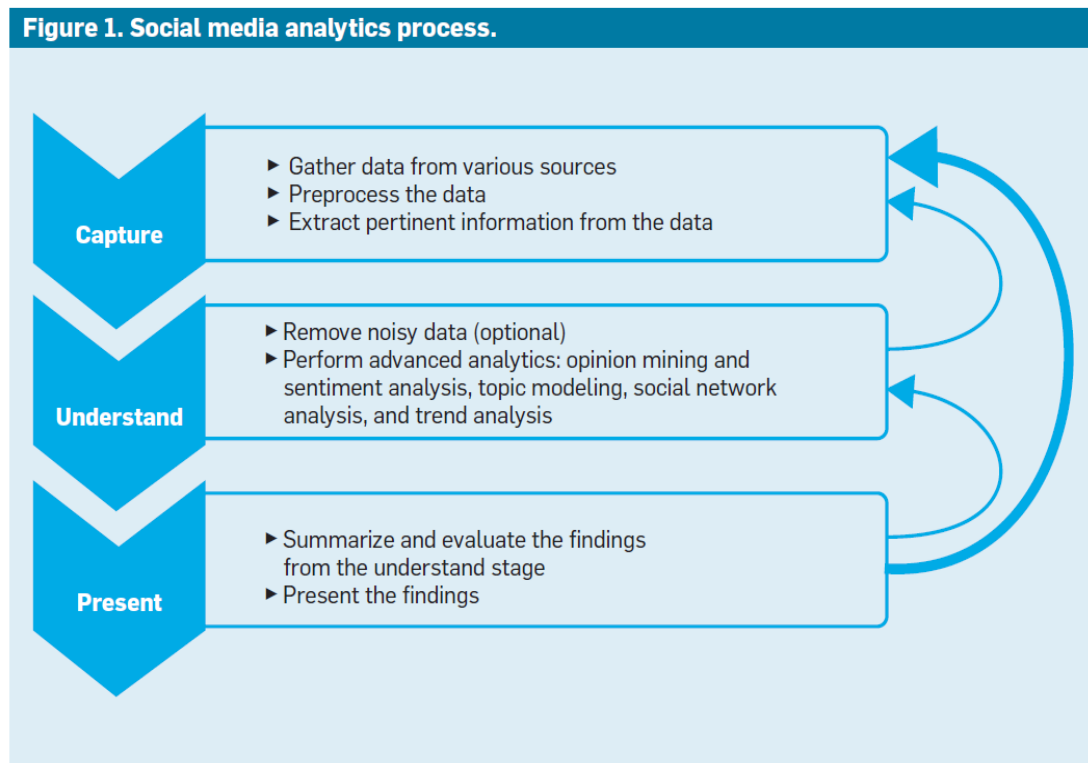


Figure 15 SMA Process (Source: Fan and Gordon, 2014)

### 2.3.2.2 SMA Platform

Kim et al., (2013), created a platform for analysing SM. There are 4 layers within this framework:

- A data collection layer (i.e. Social media source and data grabber).
- A database layer (i.e. Data warehouse),
- An analytic layer (i.e. Analytic tools)
- Viewer (i.e. Presentation layer).

The SMA Platform system will capture information from various SM sources such as Facebook, Twitter and will store them in a data base. Once all information is collected the portal will present the information on a user friendly dashboard.

**A data collection layer (i.e. Social media source and data grabber).**

The process of this framework is as follows: Individual data from posts, likes and any other interaction are collected.

**A database layer (i.e. Data warehouse),**

The system collects data using a pre build code in C# and records all findings in an open source database such as MYSQL,

**An analytic layer (i.e. Analytic tools)**

An organisation is able to query data for a more detailed analysis and import all information into a statistical package such as SAP BI System.

**Viewer (i.e. Presentation layer)**

By using this method an organisation will be able to have a visual view of their dashboard which will entail time based analysis in addition the organisation will also be able to perform textual and sentiment analysis of the content posted (Kim et al., 2013).

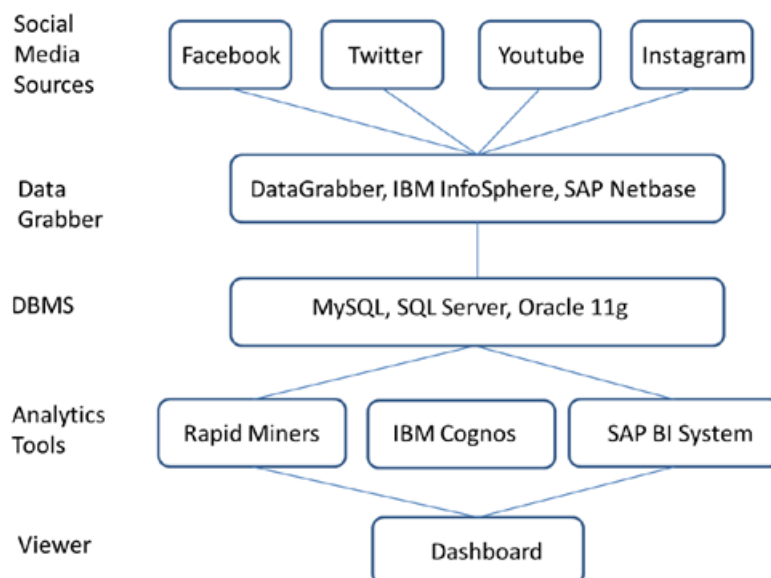


Figure 16 SMA Platform (Source: Kim et al., 2013)

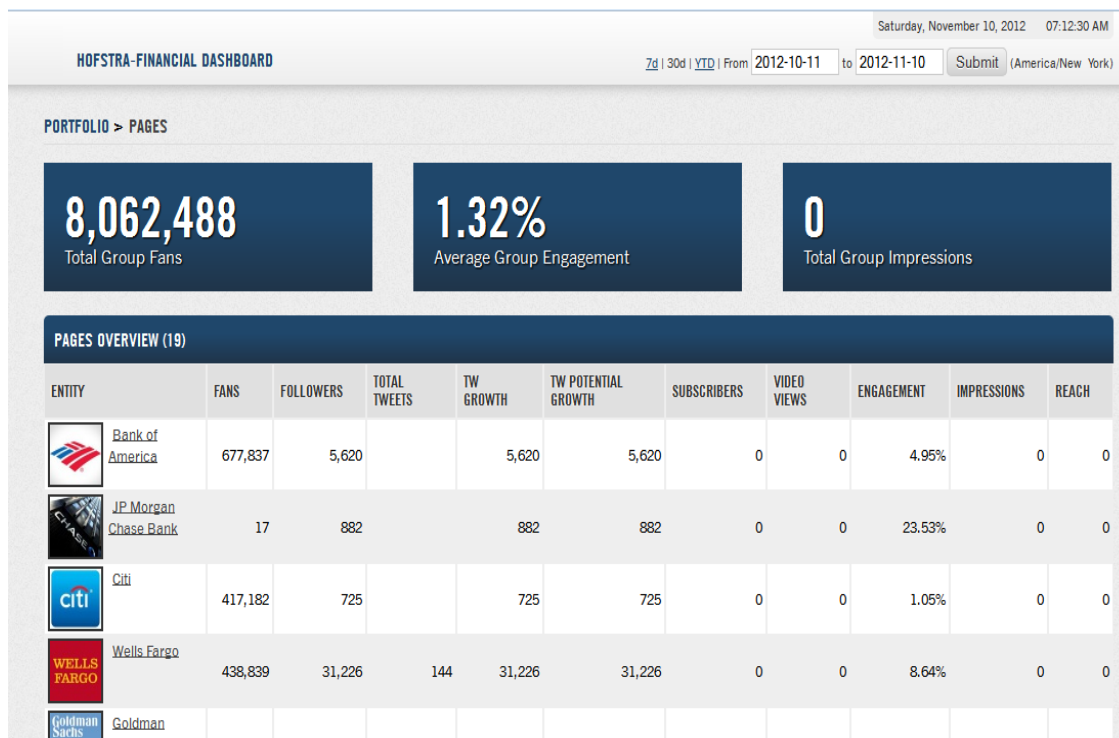


Figure 17 Example of the daily monitoring of financial companies within the USA (Source: Kim et al., 2013)

### 2.3.2.3 SM Competitive Analytics Framework

He et al., (2015), developed a competitive analytics framework with sentiment benchmarks for industry specific market intelligence - this framework focuses on leading companies in a particular industry such as banking, and compares their SM interaction for a competitive analysis as well as generates industry sentiment benchmarks for making decisions and marketing intelligence. This framework will make use of public APIs, if not available, crawling websites, parsing HTML can also be used. The results of the report can be used to show where a company is excelling or where there is a possible issue, this will ensure the company can improve on its general performance.

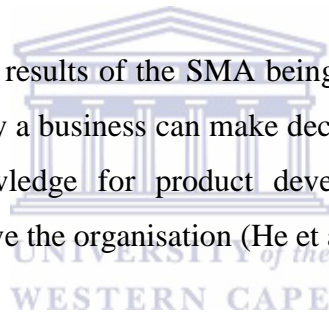
To begin the process, the organisation will need to select a few top performing companies in their specific industry and detect their SM sites or platforms for their competitive analysis. Due to the various SM sites the organisation would have to decide which sites they will be conducting their analysis on, e.g. of SM sites would be Facebook, YouTube, and Twitter. The organisation would need to decide which measurements would be best and most effective for the organisation, examples include

posting, likes, turnaround time in responding. An organisation can in return use this information in order to make improvements within the organisation.

Secondly the organisation will constantly need to monitor the selected sites such as Hoot Suit; Google Mention. The organisation would need to constantly monitor their SM presence as well as those of their competitors.

Thirdly the raw data needs to be transformed into a user friendly format, primarily through data cleaning. Combination of various text mining, sentiment analysis, and traditional social network analysis techniques can be used to study the data and to gain insight into the SM sentiments and actions. This method can be used to identify risk and issues for the brand, organisation or a particular campaign or promotion. Examples of tools available are Lexalytics and SentiStrength to help assist with the sentiment and social network analysis.

The final stage consists of the results of the SMA being reviewed thoroughly and then used to create a report whereby a business can make decisions and view risks as well as create insight for new knowledge for product development and insight to their competitors and how to improve the organisation (He et al., 2015).



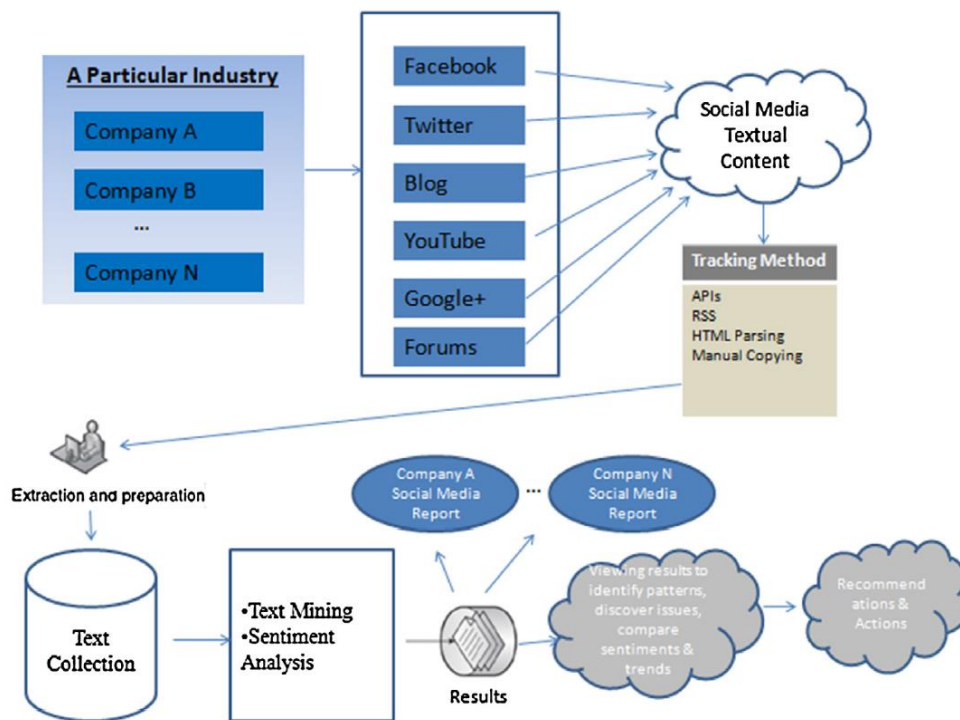


Figure 18 A SM competitive analytics framework with sentiment benchmarks for industry-specific marketing intelligence (Source: He et al., 2015)

From the three SMA models discussed in this literature, He et al., (2015) provided the most comprehensive framework called SM Competitive Analytics framework. This Framework provides a step by step analysis, drilling down to a specific industry, making it easier to focus solely on the financial industry. This framework also focuses mainly on the Competitive Analytics framework which could be beneficial for an organisation who would like to benchmark themselves against other organisations. Alternatively, if an organisation would like to focus exclusively on their own analytics the SM Platform will be the best option, as this provides the organisation step by step analysis as well as examples making it easier for the organisation to understand. It also presents a visual user friendly dashboard, assisting the organisations to make decisions faster and more productively. Lastly, the SM Process model, while easy to understand, is very basic with not much detail and no practical examples.

### 2.3.3 SMA Tools

*“The SMA tools can be used to measure behaviour, conversation, engagement, sentiment, influence, consumer needs and other SM particular elements as well as used*

to monitor exchange of information on social networking sites” (Sinha et al., 2012). SMA can be considered a subcategory of business intelligence as it converts raw data from SM platforms such as Facebook into meaningful and valuable information for business purposes (Stieglitz et al., 2013). Additionally, it provides tracking and measuring what people are saying about an organisation or its products, or any topic across the web’s SM landscape (Batinca and Treleaven, 2014).

The section below describes open source as well as proprietary SMA tools:

### 2.3.3.1 Open Source SMA Tools

There are both propriety and open source SMA Tool software available. Open source software is provided to users free of charge. Providers of this free software, profit not by selling the software enhancements, but by providing, for example, consulting services (Lemley and Shafir, 2009). Money should not be a deciding factor on whether or not emerging organisations should use SMA tools, as there are many tools freely available that can assist companies until they decide to take the next step in purchasing a SMA Tool.

What tools do you use to help with social media content, analytics or publishing? (check all that apply)

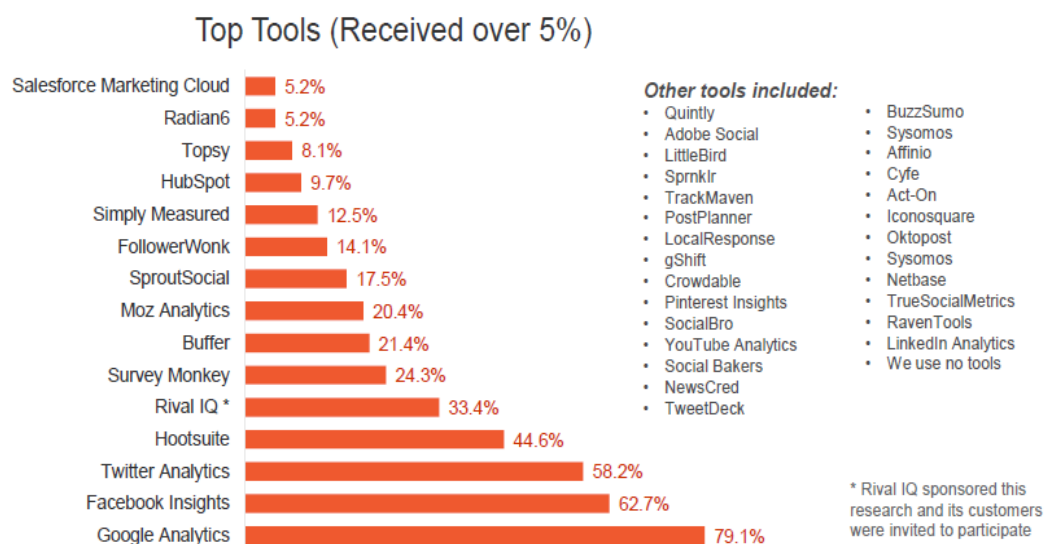


Figure 19 What tools do you use to help with SM content, analytics or publishing? (Source: Rival IQ, 2015)

As demonstrated in Figure 19, Google Analytics as well as Facebook Insight is being used extensively, in the section below we discuss these open source SMA tool examples:

- Google Analytics

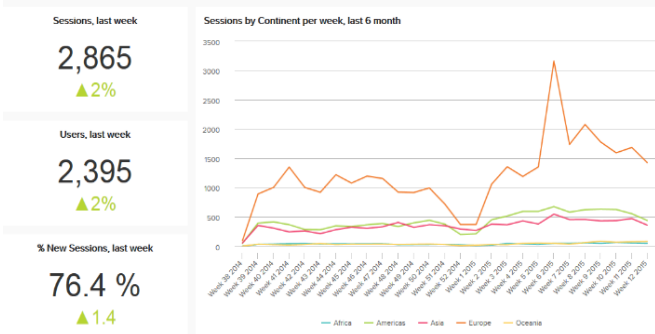
Google Analytics is the easiest and most cost effective way to monitor every webpage in the world (Safko, 2010, p.720). Google Analytics also consists of sentiment and semantic analysis of Web and Web 2.0 (Batrincea and Treleaven, 2014).

Google Analytics is described by Botha et al., (2010) and Smedescu (2013) as an analysis and statistics tool provided by Google regarding the visitors of a website, analysing and processing the data with the results being used towards marketing, Google Analytics provides an extensive range of data as well as a user friendly interface. The basic version of Google Analytics is the free version which is suitable for most organisations, however there is a premium version for more corporate clients.

There are many advantages with regards to having Google Analytics within the organisation, such as highlighting which pages are the most popular on the organisations website or most accessed, what type of information the consumer is interested in, including time spent on the website, also another advantage is analytic data does not store any personal information, which allows the end user to feel more at ease (Kent et al., 2011).

## GOOGLE ANALYTICS AUDIENCE OVERVIEW

### VISITOR STATISTICS



### USER DEMOGRAPHICS

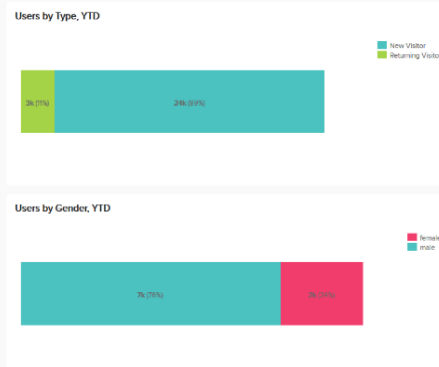
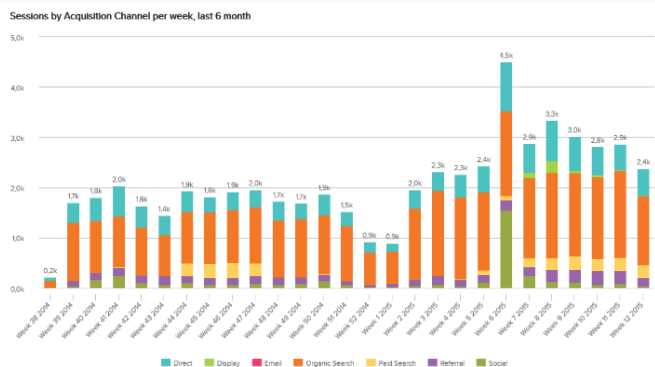
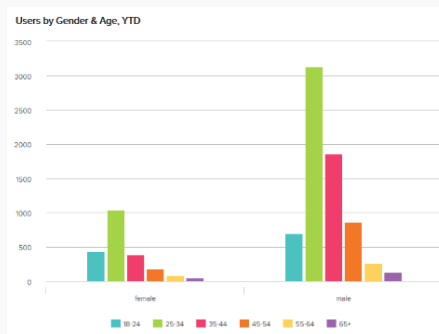


Figure 20 Google Analytics audience overview (Source: Moore, 2015)

### Facebook Insights

This tool was developed in late 2011, Facebook Insights is supplied to all page owners/administrators free of charge and is used by organisation to understand how users interact and communicate with their Facebook page content (Adams, 2012).

This SMA Tool was created to assist page owners/administrators in determining what impact their content has by providing numerous sets of data:

- “total likes” (Fans), this is the amount of Facebook users who clicked the “like” button
- “friends of fans”, the amount of Facebook users who could potentially see your page if your fans shared it
- “People talking about this, this is any Facebook user who interacted on the organisations page, by liking, sharing a post etc.



- “weekly total reach” This is the total amount of users who viewed content created on the organisations page which could include “fans” or “fans of friends” (Nation, 2012).

Figure 21, illustrates an example of Facebook Insights, providing an overview of total page likes and growth over time.

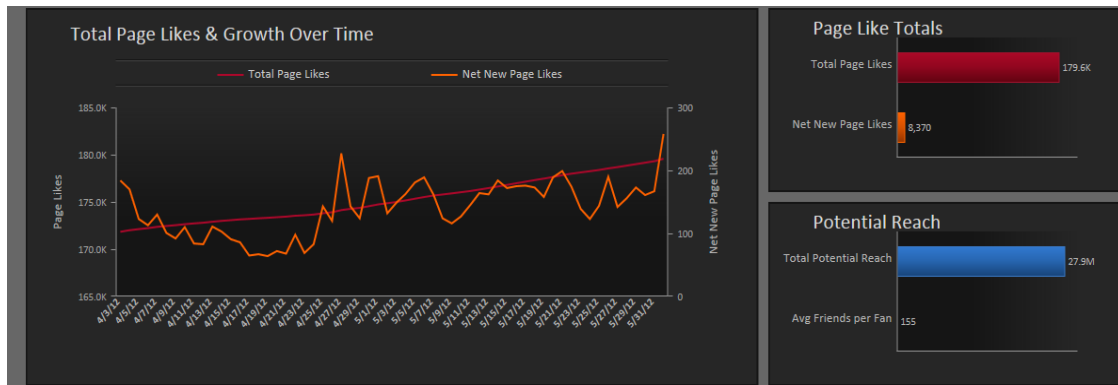


Figure 21 Facebook Insight (Source: Simply Measured, no date)

### 2.3.3.2 SMA Tools in the Financial Industry

If an organisation would like more sophisticated analysis, the organisation can opt for a pay service (Safko, 2010, p.725). Below is an example of the current propriety SM tool that is used within the financial industry.

- IBM Predictive Modelling Solution

IBM and business partner OLRAC SPS created a predictive modelling solution that integrates SMA into the bank’s systems allowing decision makers across the bank to have access to near real time analysis of SM data via flexible dashboards, this provides insight to satisfaction, sentiment and preference which could assist in delivering more effective promotions as well as consumer messages, with the use of consumer built dashboards as well as a dedicated SM consumer response team, this analytics is assisting the bank in not only improving the consumer experience, but provides the bank the ability to response in real time, therefore allowing the bank not only to understand their consumer individually but demographically as well, facilitating the bank to better serve their consumer (Garriock, 2014).

### 2.3.4 Benefits and Risks of SMA and tools

The use of SMA tools can benefit many aspects of the organisation - this is discussed below:

SMA tools' *"primary goal is to develop and evaluate scientific methods as well as technical frameworks and software tools for tracking, modelling, analysing, and mining large-scale SM data for various purposes"* (Stieglitz et al., 2013). SMA is also used to monitor the exchange of conversation on SM sites and can also be used to measure conversation, behaviour, sentiment and consumer needs (Sinha et al., 2012). The decision makers of the organisation can use the findings from the SMA tools to cultivate and improve products or services as well as assist in making strategic and operational decisions for the organisation (He et al., 2015).

According to Hoffman and Fodor (2010), SMA is also commonly used for product utilisation life-cycle stage and involves three important SM Objectives: brand awareness, brand engagement and word of mouth:

- **Brand awareness:** Introduces consumers to an organisation, or increase consumer's knowledge regarding the brand or organisation
- **Brand engagement:** This involves increasing the consumer's connection with the organisation or brand
- **Word of mouth:** Assist the organisation by encouraging current users to positively influence the other users purchasing behaviour (Fan and Gordon, 2014).

Organisations also seek to invest in SMA as a way of measuring the cost and value of their SM Campaigns (Aquino, 2012). He et al., (2015) mentioned that SMA can also provide insight into how an organisation performs compared to their competitors, as well as assist with competitive intelligence and understanding their businesses environment, suppliers and competitors (Fan and Gordon, 2014). From a business perspective, SMA tools can be used for fast analysis using public information before spending huge sums of money in focus groups and other traditional marketing campaigns (Ganis and Kohirkar, 2015, p.113).

As revealed by Sinha (2012) behavioural assessments centred on SMA allows the organisation to develop predictive intelligence which can improve the quality of recruitment, it can also be used by employees to nurture collaboration resulting in productivity enhancements as well as knowledge sharing and creating.

SMA Dashboards, allows the organisation to visualise the information, allowing the organisation to see results which would have otherwise gone unnoticed. Raw data can convey information, but without visualisation trends, patterns and dependencies could be missed (Ganis and Kohirkar, 2015, p.211). Alternatively for the consumer, using measures of relevance, authority and sentiment assists in directing attention to the posts that are most significant for the consumer such as what is trending (Melville et al., 2009).

If we knew what the future held we could change our present, this is the concept of SMA, it provides a platform for organisations to understand their client's needs as well as a way to identify potential customers (Stieglitz et al., 2013) and assist in realizing consumers future wants before they even comprehend it themselves, therefore ensuring a company will always be ahead and in most cases first to market with many products, the power of SMA has gained an immense amount of interest as proven throughout this literature, According to He et al., (2015) SMA creates new value, assists with the decision making process as well as increases competitive advantage another useful benefit to the organisation is the ability to learn from other organisations, the information gained from SMA furthermore provides awareness of issues as well as assists in helping the organisation avoid the same issue another organisation experienced (Fan and Gordon, 2014).

Figure 22 summarises potential SMA benefits:

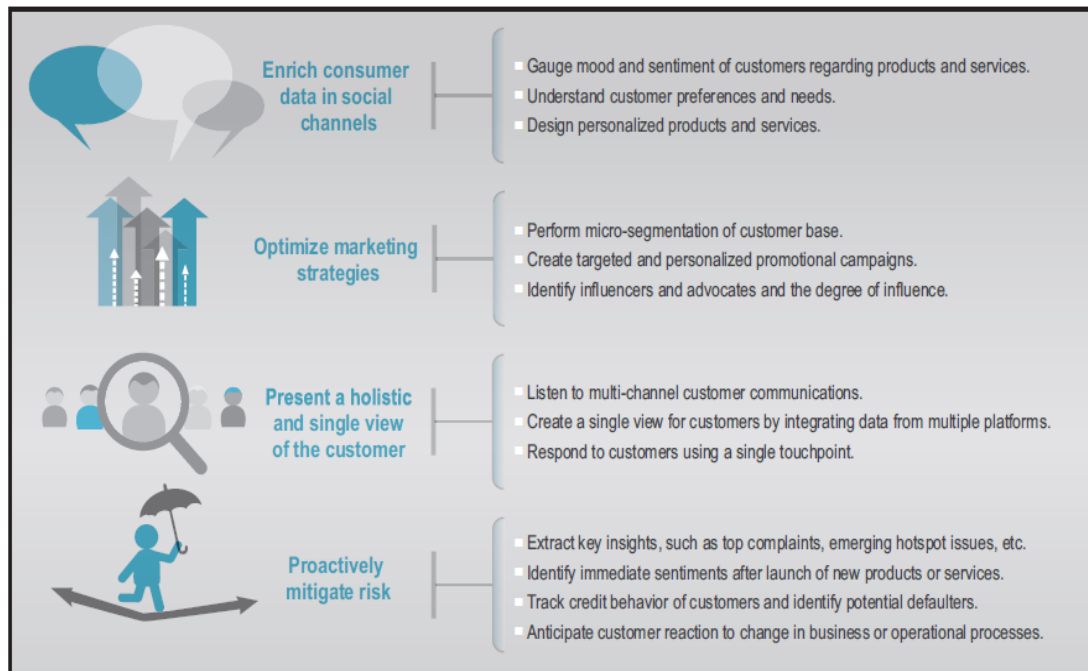


Figure 22 Potential SMA Benefits (Source: Hazarika and Nag, 2014)

As with any benefits, some risks exist - one of the main risks is data collection. Khan (2015, p.13) mentioned that analysing and capturing huge amounts of data is challenging. If data collection is done wrong, or encounter any errors or quality issues such as spam, any conclusions drawn from SMA, containing incorrect data, could cause huge repercussions (Chai et al, 2013 and Ganis and Kohirkar, 2015, p.18).

A Deloitte LLP (2009) study established that 74% of employees claimed that it is easy to damage an organisation's reputation on SM, yet 17% of organisations have programs to monitor and mitigate the possible risk related to the use of SM (Berthon et al., 2012). It is therefore vital that an organisation has well trained employees with regards to the correct use of SM as well as SMA, in order for an organisation to be prosperous.

Vendor provided tools are related to high data charges and could be limited in analytical capability and are frequently tied to a single data set (Batinca and Treleaven, 2014). Furthermore *"While software analytics are useful they don't carry through the context and nuances of how people feel and the dynamic in a conversation"* (Aquino, 2012). Another huge factor is the proper interpretation of positive and negative sentiments regarding consumer opinions on SM (He et al., 2015).

Many financial firms resist SM due to the safety in communications between the bank and their clients (Dehghani et al., 2012). There are also fears over how trustworthy SM platforms are for supporting relationships between banks and their consumers, as well as how compliant SM are against the industries safety standard standards (Jaser, 2010 and Scarborough, 2010 cited in Kapoulas, 2012). There are numerous risks involved within SM and SMA, but it has been proven in this literature that the benefits far overshadow the risks. Human beings often struggle with change, but to be client centric and to gain market revenue and growth, organisations will need to adapt to change, in order to benefit from this cutting-edge technology, as SMA technology is here to stay.

### **2.3.5 SMA Analysis Methods**

Data mining, text analysis, and sentiment analysis techniques are frequently implemented to conduct SMA (He et al., 2015).

Some of the most important tools are listed below:

- Text mining: QDA Miner Lite
- Opinion mining/sentiment analysis: GATE
- Social network analysis: Gephi

As SM continues to grow, there is an increasing interest in using text mining, sentiment analysis and social network analysis approaches to process huge amounts of user-generated data such as text and video post to extract useful and important knowledge and insights (He et al., 2015).

Further information regarding Text Mining, Social Network Analysis / Competitive Intelligence and Analytics, Trend Analysis are discussed in the following section.

### 2.3.5.1 Text Mining

Text mining is a research technique in the field of content analysis (Krippendorff, 2004), which is “*focused on finding useful models, trends, patterns, or rules from unstructured textual data*” (He et al., 2015). He et al., (2015) also stated that text mining is different from traditional content analysis, and that the main purpose of text mining is to automatically extract knowledge, insights, useful patterns or trends from a given set of textual documents.

The importance of Text Mining is converting textual data into sentiment, in a controlled process that highlight words and expressions in a given context (Thiel et al., 2012). According to Khan (2015, p.33) organisations use text analytical techniques to mine hidden valuable meanings and patterns, from user-created SM text for business intelligence purposes. One of the challenges facing Text Mining is online content tends to be informal in nature, such as emoticons and sarcasm which magnifies the challenges of effective text mining (Stieglitz, 2014). However, the benefits of Text Mining is the ability to increase the organisation’s knowledge regarding the public, at a reduced cost and, can also be used to predict the organisation’s financial performance to a certain degree. Examples of Text Mining is IBM SPSS Modeler - this software provides powerful text analytic capabilities, which swiftly processes a huge selection of unstructured data, extracts it and organises the key concepts (He et al., 2015).

- Sentiment Analysis

As an important application of Text Mining (He et al., 2015), which as mentioned by Khan, (2015, p.36) focuses typically on dynamic text. Sentiment Analysis, also known as Opinion Mining, is the primary technique behind several monitoring systems as well as trend-analysis applications (Fan and Gordon, 2014). This type of analysis is aimed at analysing consumer opinions, sentiments, attitudes as well as emotions towards an organisation’s products, service or individual (Lui, 2012, p.8). It is both context and language specific, it understands the positive, neutral or negative context of a word or an expression (Thiel et al., 2012) and categorises it (Frick et al., 2014). With automatic extraction it primarily uses machine learning techniques such as Maximum Entropy and

Matrix Factorisation to organise texts into negative or positive categories (He et al., 2015). Sentiment Analysis would be a brilliant tool for conducting many business intelligence jobs (Jiang et al., 2014), as well as becoming more popular due to the growing interest in e-commerce, which is a noticeable source of expressing and examining opinions (Ravi and Ravi, 2015).

Sentiment Analysis can be executed with search engines and analytics tools such as Facebook Insights, Twitter Analytics and YouTube Analytics. Proprietary software is also available as discussed within this chapter. These platforms automatically collect the data effectively and efficiently (Smedescu, 2013). Figure 23, provides an example of Sentiment Analysis. Uses for Sentiment Analysis include defining the attitudes of customers and online users on particular topics such as service and product reviews, i.e. airline services reviews as well as assisting the organisation with the ability to realise the causes as well as drivers for positive and negative sentiments (He et al., 2015). It analyses huge amounts of reviews contributing to consumer satisfaction as well as providing consumer satisfaction information regarding different qualities of the service or product (Kang and Park, 2014).

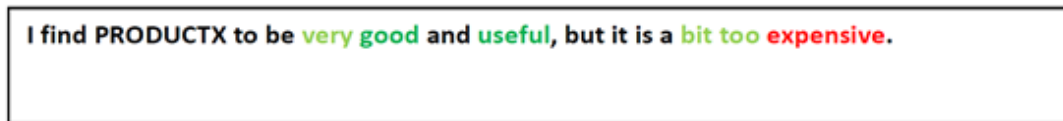


Figure 23 Example of Sentiment Analysis (Source: He et al., 2015)

Sentiment Analysis is a growing field, and despite its many advantages, it has certain setbacks with regarding to accuracy (Smedescu, 2013). Another challenge is proper



interpretation of the meaning of positive and negative opinions on SM (He et al., 2015), as well as the informal nature of SM content, which frequently contains slang, irony and sarcasm (Stieglitz et al., 2013). Below is an example of text interpretation from sentiment analysis.



I find PRODUCTX to be very good and useful, but it is a bit too expensive.

Figure 24 Example of text interpretation from Sentiment Analysis (Source: Thiel et al., 2012)

### ***2.3.5.2 Social Network Analysis/Competitive Intelligence Analytics***

This is a fairly new predictive analytic technique and is the second main analysis method, which puts emphasis on the relationships between individual and organisations etc. by using their communication regarding a particular subject as a connector (Scott and Carrington 2011, Thiel et al., 2012 and Stieglitz et al., 2014), Social Network Analysis could assist in identifying users or opinion leaders (Dang-Xuan, 2014), assists with monitoring business activity, as well as identifying key influences in marketing campaigns on Facebook, YouTube and Twitter etc. (Fan and Gordon, 2014). One of the challenges facing Social Network Analysis is discovering changing clusters on a larger scale (Stieglitz et al., 2014) as well as the limited amount of research regarding Social Network Analysis in business (He et al., 2015).

### ***2.3.5.3 Trend Analysis***

Trend analysis is the third core analysis method (Stieglitz et al., 2014 and Batrinca and Treleaven, 2014) and is used to predict emerging topics by means of computer science and statistics (Batrinca and Treleaven, 2014). It is also used to predict future outcomes and behaviour based on historical data collected over a period of time. Uses include forecast of customer sales numbers as well as predicting the success of marketing campaigns (Fan and Gordon, 2014).



## 2.4 Use of SMA in the financial Industry

In 2009 the financial service industry was at the beginning stages of Web 2.0 (Stone, 2009) and research pertaining to SM in the financial industry was limited (Stone, 2009 and Klimis, 2010). The financial services industry has lagged behind other sectors in SM, but in 2013 the financial industry jumped forward (Kumar and Devi, 2014), although (Batinca and Treleaven, 2014), disagreed with this statement as they identified organisations in retail and finance as early adopters of SMA.

The use of SMA in the financial industry is increasing rapidly. Figure 25 provides a visual overview showing that although SMA is evolving, it is evolving three years later as opposed to brand analytics.

*SOCIAL MEDIA DATA ANALYTICS  
ADOPTION BY INDUSTRY (THE "S-CURVE")*

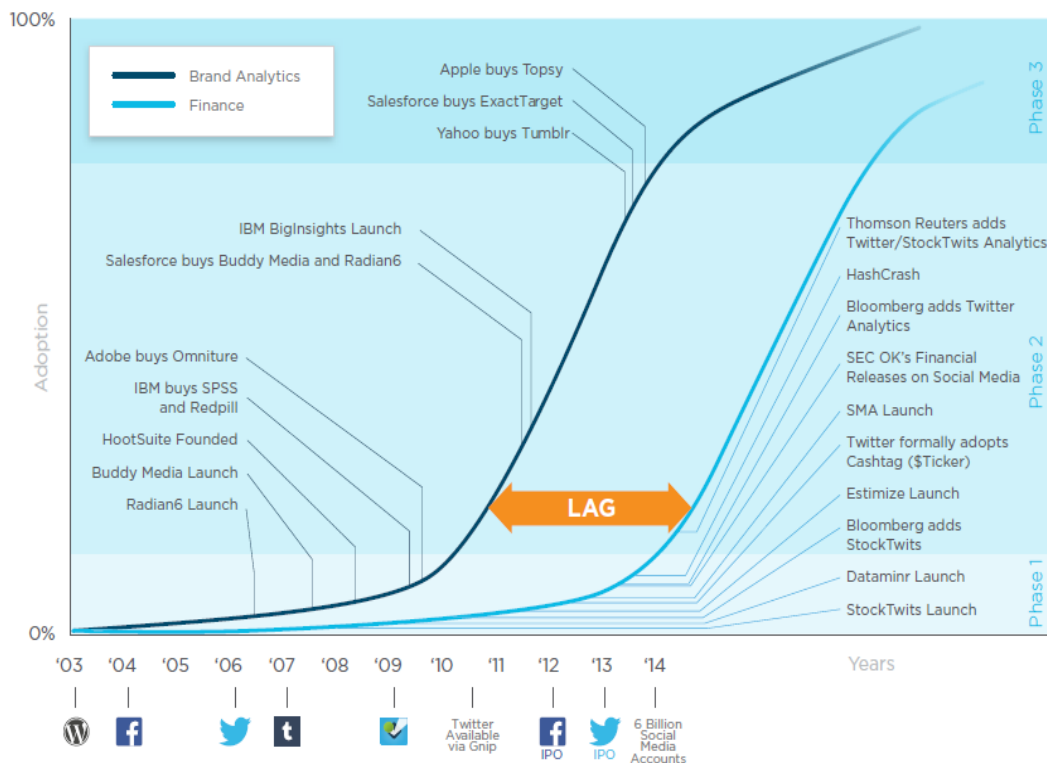


Figure 25 SM Data Analytics adoption by the financial industry (Source: Greenfield, 2014)

As displayed in Figure 25, currently SMA is expanding. One of the uses includes measuring market opinion as well as using data from the news for trading (Batrinca and Treleven, 2014). Organisations in the financial industry are using dashboards to assist with decision making as well as marketing. Examples include Ameritrade and Morgan Stanley (Pauwels, 2014, p.4). As written by Kapoulas (2012) case studies also revealed insights on the possible uses for SM engagement for banks: firstly, providing relevant real time interactive content, secondly encouraging consumers to assist with recommendations as well as improvements which will assist in enhancing the banks offerings, benefiting both the bank and the consumer, and lastly assisting with brand awareness regarding the different SM programs available.

According to Mosley (2012), SMA can also provide competitive intelligence with regards to insurance organisations i.e. *“if consumer sentiment begins to build for or against the company or competitor”*. These trends can be identified and monitored using SMA and potentially provide insight into competitor issues.

While there are many advantages to incorporating SM and particularly SMA there are some risks involved. Conservative banks remain cynical towards SM due to lack of control over brand image as well as the potential negativity towards the bank (Klimis, 2010). Online security is also another issue as SM platforms are open to the public and have low security standards in comparison with the banks (Dehghani et al., 2012), therefore the financial industry could be more at risk than any other industry using SM. The question of why certain banks opt to pioneer SM marketing while others resist the trend remains open (Kapoulas, 2012). Due to the huge security risks involved in changing and updating their systems and strategies, the financial industry is always conscious of the risk involved as they are dealing with huge sums of money as well as their reputation could be at jeopardy, if there are any financial and reputation issues.

Although literature warns banks about the risks of opening gates of communication to wide audiences (Stone, 2009), as even large banks face possible negative exposure, but the industry needs to learn to use SM to their advantage (Kapoulas, 2012). Although banks are different in terms of traditional selling of products and services, SM can still be utilised to promote and market new services as well as online manuals assisting customers in the correct usage of the services the bank provides. According to Dehghani

et al., (2012) consumer satisfaction can also be described as having active interaction between the consumer and the bank, and therefore their SM engagement will assist with satisfaction. Due to the advancement of analytics, organisations and banks in particular will be able to offer customised offers to their clients. Financial industries will be able to take consumer satisfaction to higher levels, by not only responding to consumer feedback and opinions better than before but also to assist in understanding the consumer experience (Kumar and Devi, 2014).

## **2.5 Use of SMA in the financial Industry in South Africa**

South Africa's economy has continued to decline as a result of many factors, i.e. rising interest rates, droughts influencing food prices and further weakening of the rand in December 2015. This impacted the financial industry negatively (PWC, 2014). Additionally there are many legal and other issues regarding SM in South Africa, and therefore there has not been considerable amount of effort regarding the adoption of SM in the banking sector. Chikandiwa et al., (2013), described South Africa at an infancy level regarding SM, but also mentioned that SM is needed not only to assist with marketing but to promote engagement between the organisation and the consumer (Parent et al., 2011 and Chikandiwa et al., 2013).

Below are two examples illustrating the 90-day SM progress concerning two of the top banks within South Africa using a SMA tracking tool:



We track a number of social media websites to get an idea of how different brands perform on social media across South Africa. We are currently tracking statistics for First National Bank (FNB) activity on Facebook, Twitter, Instagram and YouTube.

[Website](#) | [Facebook](#) | [Twitter](#) | [Instagram](#) | [YouTube](#)

## SOCIAL MEDIA 90 DAY PROGRESS

Track the social media growth over the last 90 days



## SOCIAL MEDIA AUDIENCE DISTRIBUTION

**Figure 26 FNB SM 90 Day progress (Source: Semzoom, 2016)**

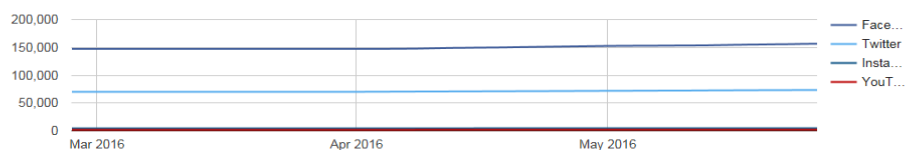


We track a number of social media websites to get an idea of how different brands perform on social media across South Africa. We are currently tracking statistics for Nedbank activity on Facebook, Twitter, Instagram and YouTube.

[Website](#) | [Facebook](#) | [Twitter](#) | [Instagram](#) | [YouTube](#)

## SOCIAL MEDIA 90 DAY PROGRESS

Track the social media growth over the last 90 days



## SOCIAL MEDIA AUDIENCE DISTRIBUTION

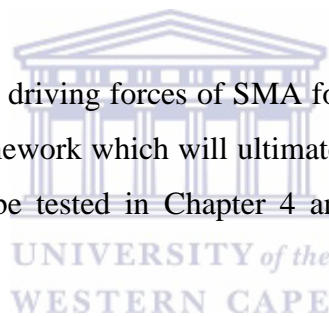
**Figure 27 Nedbank SM 90 Day progress (Source: Semzoom, 2016)**

SemZoom is a tool company within South Africa providing a SM tracker, where organisations can track the SM performance of the top South African banks, and able to view which organisation is leading as well as gain insight into the best performing organisation (Semzoom, 2016), therefore assisting the organisation by allowing them to view who the competition is as well as where the organisation stands with regards to its current SM status.

SMA is a fairly new topic, but in South Africa even more so, due to South Africa being a 3rd world country it is unfortunately not always first to market when it comes to different marketing strategies, SMA adoption is slow as mentioned throughout this literature. Slow adoption is never ideal as this leaves no room for first to market products. However, this also provides South African organisations an insight into what has assisted, and what was detrimental to overseas organisations in the past. It will ensure South African organisations do not follow the same route. It was also advised by Parent et al., (2011), that SM should not be about the bank but about the consumers. For a South African financial organisation it will be beneficial to look at overseas markets and gain experience as it will always benefit a bank to be first to market in their own country.

## 2.6 Addressing the identified SMA driving forces

The table below represents the driving forces of SMA found in this literature; this table will form part of the final framework which will ultimately represent the framework for this research study and will be tested in Chapter 4 and Chapter 5, in the empirical findings.



**Table 8 Driving forces of SMA as per literature reviewed (Source: Author)**

Forces driving SMA	References
Tools help banks in service delivery, by having a positive influence throughout their consumer base	(Dehghani et al., 2012 and Finger and Dutter, 2014, p.123)
Through SMA, consumers can be heard and through SM immediately share thoughts	(Ganis and Kohirkar, 2015, p.47)
Real-time sentiment analysis provides the organisation the ability to know how the consumer feels about a product and respond quickly	(Fan and Gordon, 2014)
SMA highlights troublesome areas and weaknesses in the organisation and allows the organisation to make modifications to enhance the organisation	(Bera and Goel, 2013 and Fan and Gordon, 2014)
SM marketing enables banks to regain trust from consumers	(Chikandiwa et al., 2013)

SM data brings a new era of putting the customer first resulting in consumer trust	(Finger and Dutter, 2014, p.134)
Monitoring of SM is used to observe any reputational issues, mitigating any issue that could arise resulting in consumer trust	(Finger and Dutter, 2014, p.41)
SMA helps to understand the action that needs to happen to convert fans into advocates for the organisation, subsequently making consumers loyal	(Hazarika and Nag, 2014)
By organisations listening to the correct SM content it can create consumer loyalty	(Ganis and Kohirkar, 2015, p.38)
SM is used to create a link between the organisation and the consumer	(Dehghani et al., 2012)
Interactive content is effective in supporting relationships between the customer and organisation	(Gallaughar and Ransbotham, 2010 cited in Kapoulas, 2012)
Organisations use SM successfully to obtain consumer feedback, this data can create or enhance products as well as increases consumer loyalty	(Gallaughar and Ransbotham, 2010 cited in Kapoulas, 2012)
SMA provides crucial data that will assist the organisation to enhance product, service development and customer service	(Hazarika and Nag, 2014)
SMA provides new opportunities, paving way for innovations	(Dehghani et al., 2012)
Summarising the locations where the conversation takes place, is an important SMA tool for marketing and career building. Demographics plays a huge role in providing customer satisfaction, as one region will need a product suited for them, while another region might need a product completely different	(Fan and Gordon, 2014 and Ganis and Kohirkar, 2015, p.39-40)
SMA Analytics breaks down the different components in order to make better decisions for the future of the organisation	(Dehghani et al., 2012)
SMA discovers insights into behaviour that organisations were previously unaware of	(Hazarika and Nag, 2014)
SMA assist to understand consumers' special and unique needs	(Finger and Dutter, 2014, p.20)
Cookies are effectively used to analyse what people look at and draw conclusions	(Finger and Dutter, 2014, p.20)

Tools search through huge amounts of unstructured comments in order to find out what the customer thinks about the organisation's product or service as well as the organisations competitors	(Finger and Dutter, 2014, p.109)
By using SMA, organisations are able to predict the future, therefore fulfilling desires and goals	(Finger and Dutter, 2014, p.187)
SMA provides insight into how competitors perform	(He et al., 2014)
User-generated content (from SM) can significantly enhance consumer satisfaction particularly as the consumers' needs change over time	(Sashi, 2012)

## 2.7 Analytic Viewpoint based on SMA and Consumer Satisfaction

The aim of this section of the literature review will be to discuss consumer satisfaction as well as the link between SMA and consumer satisfaction, which will ultimately assist in answering the sub questions as well as the primary research question.

### 2.7.1 Define Consumer Satisfaction

There have been many scholars with various definitions, but for this study the definition proposed is by Oliver (1999): consumer satisfaction is defined as *“pleasurable fulfilment that is, the consumer senses that consumption fulfils some need, desire, goal, or so forth and that this fulfilment is pleasurable”*. (Spreng et al., 1996) agrees with this statement by claiming that consumer satisfaction is the extent to which a service or product fulfils a person's desires and plays an significant part in shaping the consumer's feeling of satisfaction, thus *“satisfaction is the consumer's sense that consumption provides outcomes against a standard of pleasure versus displeasure”* (Oliver, 1999 and Gerpott et al., 2001 as found in Hansemark and Albinsson, 2004).

Consumer Satisfaction is the foundation of any profitable organisation as it leads to brand loyalty as well as repeat purchases (Angelova and Zekiri, 2011). A satisfied consumer is also important for consumer retention (Kotler, 1994, p.20 and Rust and Subrammanian, 1992 as found in Hansemark and Albinsson, 2004), and is also



considered a noteworthy factor in increasing consumer satisfaction (Oliver, 1999). Product quality also assists the organisation with a competitive advantage as well as loyalty (Chai et al., 2009, Hwang, 2010 and Jahanshahi, et al., 2011). Service quality can be defined as the conformance to consumer requirements in the delivery of a service (Chakrabarty et al., 2007) and according to Hanif et al., (2010) price fairness is another important issue which results in consumer satisfaction, charging a fair price assists in the development of consumer satisfaction and loyalty, which will lead to an increase in both brand awareness as well as profitability (Anderson et al., 1997 and Hanif et al., 2010). Alternatively, a dissatisfied consumer is more likely to search for information regarding alternatives through the organisation's competitors (Anderson et al., 2003). Also, the price of losing a dissatisfied consumer will not only affect the organisation's income but will have a ripple effect on potential as well as current customers which could also notice issues within the organisation (Murphy et al., 2006). On the other hand, listening to the correct content even in some cases consumer dissatisfaction, can also be used as added value in an organisation leading to consumer loyalty (Ganis and Kohirkar, 2015, p.38), therefore focusing on consumer satisfaction will allow the organisation to not only improve from a consumer perspective but from a business as well (Naumann and Giel, 1995. 238).

This study adopted the following definition of SMA as it is most comprehensive and reflects all elements of the research study.

*“Pleasurable fulfilment that is, the consumer senses that consumption fulfils some need, desire, goal, or so forth and that this fulfilment is pleasurable”* (Oliver, 1999)

### **2.7.2 Addressing the identified consumer satisfaction factors**

As stated above, all factors provided, affect consumer satisfaction to a certain degree. These factors result in brand loyalty and repeated purchases (Angelova and Zekiri, 2011), consumer retention (Kotler, 1994, p.20 and Hansemark and Albinsson, 2004), increase awareness as well as profitability (Anderson et al., 1997, Hanif et al., 2010 and Jahanshahi, et al., 2011), market share (Rust and Subrammanian, 1992 as found in Hansemark and Albinsson, 2004) and lowers cost (Sterne, 2010, p.7).



As confirmed in the literature above, Table 9 provides a summary of factors affecting consumer satisfaction - this table will form part of the final framework which will ultimately represent the framework for this research study and will be tested in Chapter 4 and Chapter 5, in the empirical findings.



**Table 9 Factors affecting consumer satisfaction as per literature reviewed (Source: Author)**

<b>Consumer Satisfaction Factors</b>	<b>Literature</b>	<b>References</b>
<b>Service and Product quality</b>	Product quality also assists the organisation with a competitive advantage	(Chai et al., 2009, Hwang, 2010 and Jahanshahi et al., 2011)
	Defined as the conformance to customer requirements in the delivery of a service	(Chakrabarty et al., 2007)
<b>Trust</b>	Good service can enhance a consumer's trust in the service provider and can therefore enhance the consumer's opinion of what they have received	(Fornell et al., 1996 and Hsu, 2008)
	Perceived trust can also impact the consumer's general satisfaction	(Chiou, 2004 and Hsu, 2008)
	Trust and commitment are leads to consumer's satisfaction	(Moliner et al., 2007, Geyskens and Steenkamp, 1998 cited in Dehghani et al., 2012)
<b>Complaints Acknowledgment</b>	When the relationship between consumer satisfaction has turned positive the organisation effectively turned a complaining consumer into a loyal consumer	(Fornell et al., 1996)
	Customer complaints is seen as valued information and should be used as a strategic and free marketing tool for the organisation to understand what the client needs and wants are	(Murphy et al., 2006)
	Customer satisfaction has a negative relationship with customer complaints as the higher customer satisfaction is, the less a customer would complain	(Angelova and Zekiri, 2011)

<b>Loyalty</b>	Consumer Satisfaction is the foundation of any profitable organisation as it leads to brand loyalty	(Angelova and Zekiri, 2011)
	An increase in overall consumer satisfaction should subsequently increase the total number of customer loyalty	(Fornell et al., 1996)
<b>Pleasurable fulfilment</b>	Satisfaction is the consumer's sense that consumption provides outcomes against a standard of pleasure versus displeasure	(Oliver, 1999)
	Pleasurable fulfilment that is, the consumer senses that consumption fulfils some need, desire, goal, or so forth and that this fulfilment is pleasurable	Oliver, 1999 and Gerpott et al., 2001 as found in Hansemark and Albinsson, 2004)
<b>Desires and Goals met</b>	The consumer senses that consumption fulfils some need, desire, goal provides consumer satisfaction	(Oliver, 1999)
	The extent to which a service or product fulfils a person's desires plays a significant part in shaping the consumers feeling of satisfaction	(Spreng et al., 1996)
<b>Price satisfaction</b>	Price fairness is another important issue which results in customer satisfaction, charging a fair prices assists in the development of customer satisfaction	(Hanif et al., 2010)

### 2.7.3 Consumer Satisfaction Model

In the section below four consumer satisfaction models are described, namely: ASCI (American Consumer Satisfaction Index), E-CSI (Electronic Consumer Satisfaction Index), Making consumer satisfaction happen model and The service star model.

#### ***2.7.3.1 ACSI (American Consumer Satisfaction Index)***

The American Consumer Satisfaction Index (ACSI) was established in the autumn of 1994. ACSI is the national indicator of consumer evaluations of the quality of goods and services available in America (Angelova and Zekiri, 2011). This model evolved from the original Swedish model called SCSB (Swedish Consumer Satisfaction Barometer) which was the original national consumer satisfaction index (Fornell, et al., 1996 and Hsu, 2008). The ACSI model was expanded in 1996 to allow two types of perceived quality, namely product (physical good) quality and service quality (Terblanche, 2006). ACSI assists organisations and countries in search of retaining and strengthening their positions in the increasingly competitive economic environment of the new millennium (Angelova and Zekiri, 2011).

Fornell et al., (1996) stated that ACSI is a customer-based measurement system for evaluating and improving the performance of firms, industries, economic sectors, and national economies as well as measures the quality of the goods and services as experienced by the consumers and is the only uniform, cross-industry and government measure of consumer satisfaction (Angelova and Zekiri, 2011).

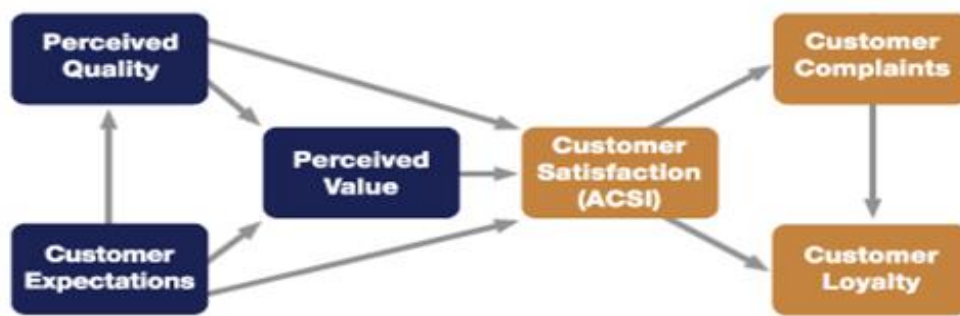


Figure 28 ACSI model (Source: [www.acsi.org](http://www.acsi.org) as cited in Angelova and Zekiri, 2011)

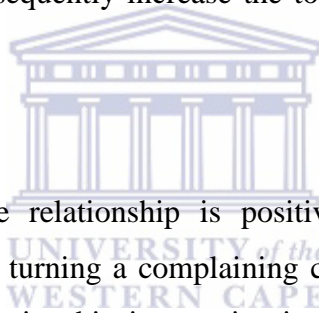
Consumer satisfaction is the pivotal point in the series of relationships in ACSI. This model measures the cause-and-effect relationship that extends from the experiences of consumer satisfaction (perceived quality, perceived value and consumer expectations) to the consequences of consumer satisfaction (consumer loyalty and complains) (Fornell, et al., 1996 and Hsu, 2008).

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#### ACSI Antecedents

- **Perceived Quality:** These antecedents involve the market assessment of consumption experience (Fornell et al., 1996, Tian and Zhang, 2009 and Angelova and Zekiri, 2011) and results of how the consumer experience product or service performance (Terblanche, 2006) and should have a direct and positive effect on consumer satisfaction (Tian and Zhang, 2009). Perceived is also shown in the ACSI to have an effect on perceived value (Terblanche, 2006).
- **Perceived Value:** This antecedent is the perceived product quality comparative to the price paid for the product (Tian and Zhang, 2009). Prior research concurs that perceived quality identified at the time of purchase impacts perceived value (Terblanche, 2006), The ACSI model envisages that as perceived value and perceived quality increases so should consumer satisfaction (Fornell, et al., 1996).

- **Consumer Expectation:** This antecedent measures the quality of an organisation's products or services that the consumer anticipates and expects to obtain (Terblanche, 2006 and Angelova and Zekiri, 2011), as well as a projection of the supplier's ability to provide quality in the future (Fornell et al., 1996). This will be primarily through broadcasting media, campaigns, advertisings (Tian and Zhang, 2009). The customer's expectations should be positively related to perceived quality and subsequently, to perceived value (Fornell et al., 1996).
- **Overall Consumer Satisfaction:** This antecedent refers to outcomes of the comparison between products and services performance and expectations (Tian and Zhang, 2009). An increase in overall consumer satisfaction should decrease the total number of consumer complaints, and an increase in overall consumer satisfaction should subsequently increase the total amount of consumer loyalty (Fornell et al., 1996).



### ACSI Consequences

When the ACSI consequence relationship is positive, the suggestion is that the organisation was successful in turning a complaining consumer into a loyal consumer and when the consequence relationship is negative it caused the relationship between the consumer and the organisation to deteriorate further (Fornell et al., 1996).

- **Consumer Complaints:** This is measured as a percentage of customers complain activity at a specific time (Tian and Zhang, 2009). Consumer Complaints is seen as valued information and should be used as a strategic tool for the organisation as well as free market research for the organisation to understand what the client needs and wants are (Murphy et al., 2006). Consumer satisfaction has a negative relationship with consumer complaints as the higher consumer satisfaction is, the less a consumer would complain (Angelova and Zekiri, 2011). Well-handled complaints could significantly increase the amount of loyalty a consumer has for the organisation (Murphy et al., 2006) and therefore a company should use this to their advantage.
- **Consumer loyalty:** This represents the rate a consumer would repurchase from the organisation (Tian and Zhang, 2009). It is a crucial component within the

ACSI and symbolises profitability and organisational growth (Angelova and Zekiri, 2011). Murphy et al., (2006) stated that consumers who are very satisfied is expected to be six times more loyal than a consumer who is only satisfied and also mentioned that over 65% of satisfied customers are not essentially loyal.

Some major criticism regarding ACSI, included the weak linkages between consumer expectations and the other components, another issue involved how consumer loyalty was measured (Terblanche, 2006). Although this model has been criticised, The ACSI model has the potential to be a valuable tool for improving and assessing the health of the country's economy in terms of competitiveness and the welfare of the population. For key stakeholders ACSI provides a measure of the organisation's current, past and future financial health (Fornell et al., 1996).

### ***2.7.3.2 e-CSI (Electronic Consumer Satisfaction Index)***

The concept of e-CSI is to aid as a national industry and company measurement for consumer satisfaction and according to Hsu (2008), an index for online customer's satisfaction has not been validated and tested.

#### **e-CSI antecedents**

- **e-SQ:** According to Zeithaml et al., (2000) e-SQ could be defined as the degree a website enables effective and efficient shopping, buying and delivering of their product and services. e-SQ should have a positive outcome on perceived value and trust, as good service can enhance a consumer's trust in the service provider and can therefore enhance the consumer's opinion of what they have received (Fornell et al., 1996 and Hsu, 2008).
- **Trust:** Chen and Hung (2010), described trust as a vital factor in motivating one party to support another, therefore assisting to nurture a successful relationship and minimise any insecurity (Chen & Hung, 2010 and Hung et al., 2012). Lack of trust is the main cause for consumers not purchasing online (Lee and Turban, 2001 and Hsu, 2008) and therefore perceived trust can also impact the consumer general satisfaction (Chiou, 2004 and Hsu, 2008).

- **Perceived Value:** Fornell et al., (1996) defined perceived value as quality given price and price given quality. Due to the ability to easily compare product features and prices online perceived value in e-commerce is of high importance (Anderson and Srinivasan, 2003 and Hsu, 2008).

#### **e-CSI consequences**

- **Loyalty:** According to Kheng et al., 2010, in order for banks to be profitable, consumer loyalty will continue to be an important factor. Good consumer loyalty assists organisations by ensuring they have the competitive advantage and is always one step ahead of their competitors (Topcu and Duygun, 2015). Oliver (1999) has described loyalty as “*a deeply held commitment to rebuy or repurchase a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behaviour*”. According to Hsu (2008), a positive relationship between consumer satisfaction and consumer loyalty is anticipated, as satisfied customers are more likely to engage with others regarding their positive experience and therefore will provide positive word of mouth advertising (Hsu, 2008).
- **Complaints:** Hsu (2008) defined a complaint as “*a conflict between the consumer and the organisation*”. Fornell et al., (1996), has described the relationship between consumer satisfaction and consumer complaints as negative, when the relationship between consumer satisfaction is positive the organisation effectively turned a complaining consumer into a loyal consumer (Fornell et al., 1996). Consumer complaints should be handled promptly but the organisation can also use the consumer complaint to their advantage by using the consumer’s feedback for market strategies and product developments.

e-CSI provides the online retailer the ability to recognise the factors which has an influence on the overall satisfaction by interpreting the fundamental relationship between the management’s strategy and the e-CSI model (Hsu, 2008).



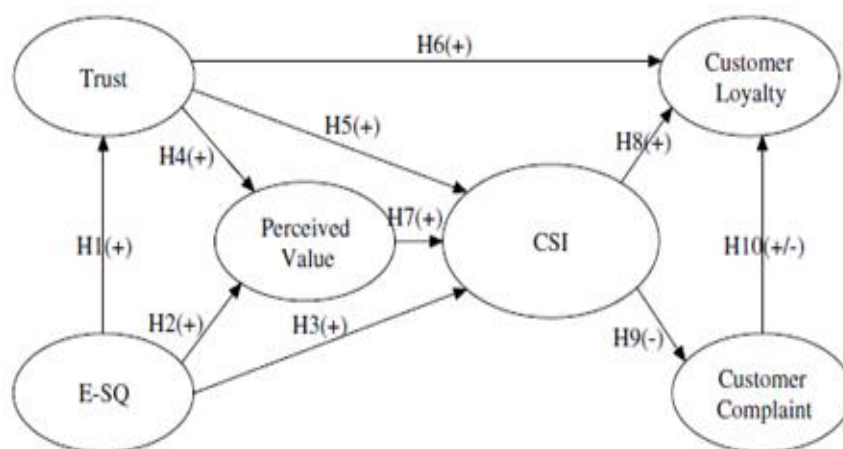


Figure 29 The e-CSI model (Source: Hsu, 2008)

### 2.7.3.3 Making consumer satisfaction happen Model

According to McNealy (1996, p.77) this four-part consumer satisfaction model is a simple yet comprehensive tool. This circular model was designed as a continuous process, as the organisation needs to revisit each segment on a regular basis explaining that consumer satisfaction is not a singular event but needs to be constantly evaluated for organisational success.

#### Identify customers

This is the first stage of the “*Making consumer satisfaction happen*” model, and McNealy (1996, p.77) states that an organisation has multiple customers, thus in order to understand consumer satisfaction the organisation needs to identify all their customers and prioritise them in order of importance (McNealy, 1996, p.77).

#### Identify consumer needs and expectations

This stage will be from the consumer’s perspective - the organisation needs to understand what its consumer’s priorities are. In order for an organisation to have decent consumer satisfaction the organisation will need to rank their consumers’ needs

and expectations in order to focus on what is critical to the consumer and what is unimportant. This stage will not be provided by the organisation, instead the organisation will look towards the consumers as being the “voice” by telling the organisation what their expectations are regarding products and services (McNealy, 1996, p.77).

### **Measure consumer’s perceptions**

*“There is no sense in winning an argument if we lose a client. Our customer’s perspective must be our reality”* (McNealy, 1996, p.77).

This stage should be completed as regularly as possible, as the more information the organisation has, the more proactive the organisation can be. This stage involves asking the consumer how they perceive the organisation is doing against their expectations. The organisation can take it a step further by asking how the consumer compares their perception of performance against their competitors, once an organisation has this knowledge, it can easily view vital gaps and prioritise these gaps.

### **Develop action plans**

The final stage of “*Making consumer satisfaction happen model*” involves developing an action plan based on the “*measure consumer’s perceptions*” stage (McNealy, 1996, p.77). This analysis should clearly identify where the organisation should concentrate their effort on and turn stage 3’s data into action and therefore identify gaps and improve the organisations performance.

This consumer satisfaction model moves in a circular manner, as this is not a once off occurrence, but a continuous process and an organisation should measure their results on a regular basis. This model provides the organisation with clear objectives as well as assists the organisation in closing important gaps, hence ensuring the organisation keeps their consumers’ satisfied (McNealy, 1996, p.77).

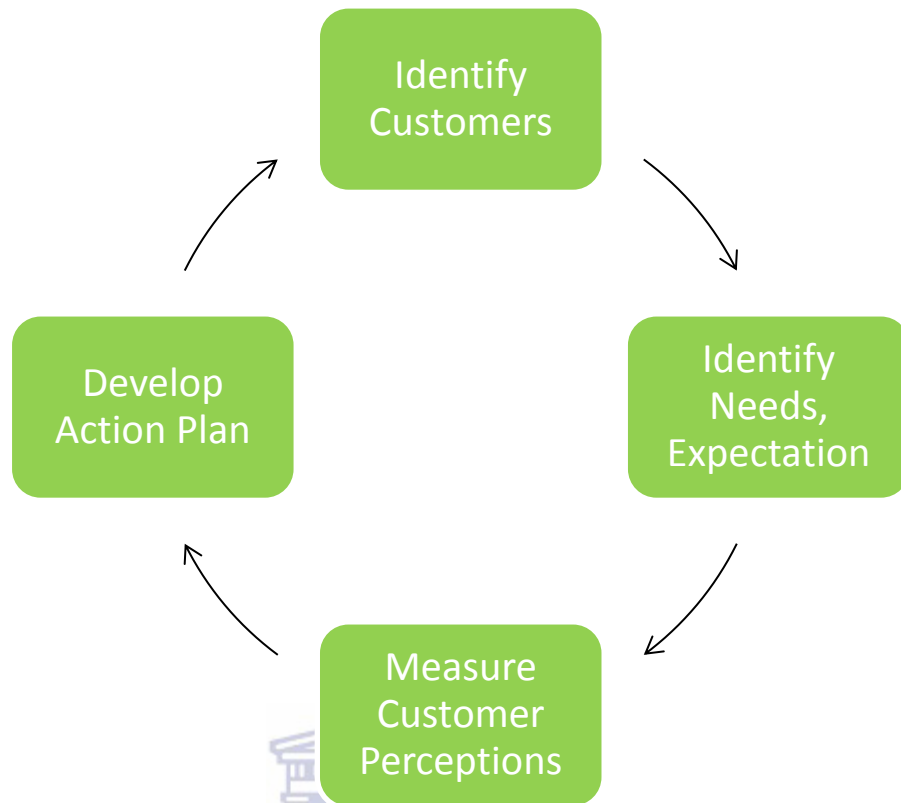


Figure 30 Making consumer satisfaction happen model (Source: McNealy, 1996, p.77)

#### 2.7.3.4 *The service star model*

Heppell (2006, p.6), developed this simple model to visually evaluate how an organisation is performing on a month to month basis.

This model is a simple diagnostic tool to measure monthly how well your organisation is performing. The organisation needs to rate itself honestly in order for the model to work effectively; the rating is out of 10.

The model starts with today's date (Heppell, 2006, p.6)

- **WOW Factor**

Is the organisation able to turn a complaint into a compliment? Or does the organisation do the basic in order to keep the business afloat? 10 being the most and 1 the least (Heppell, 2006, p.7).

- **Complaints**

Are there many complaints in your organisation, then the rating will be high (i.e. 9-10) or does the organisation hardly get any complaints? Then the rating will be low (Heppell, 2006, p.8)

- **Written Testimonial**

How much recognition has your company received? If the organisation has been recognised by its customers in forms of emails, SM mentions, the rating will be high, if not, the rating will be low (Heppell, 2006, p.8)

- **Recurring problems** Does the organisation solve issues timeously, if so the organisation will score a low figure? Or are the same issues coming up but not being addressed, and then the organisations rating will be high (Heppell, 2006, p.8)

- **Repeat sales or referrals**

Is the organisation's consumers loyal - then the rating will be high, or do they struggle to get consumers to return, or to recommend your organisation, then the rating will be low (Heppell, 2006, p.9).

- **Delays**

How is your consumer's experience, how long does it take to resolve issues etc., if the process of resolving issues is slow then the organisation's rating will be high, if the organisation's response rate is fast, then the delayed rate is low (Heppell, 2006, p.9).

- **Service Training**

How much time and effort does the organisation spend on service training, if the organisation is committed to teaching the mark out of ten will be high, but if there is no commitment regarding service training within the organisation, the rating will be low (Heppell, 2006, p.9).

- **System Failure**

How well does the organisations current system work, if the system is complicated or ambiguous, the organisation will rate a high score, or if the organisation's current system works smoothly the score will be low (Heppell 2006, p.10)

- **Service PR**

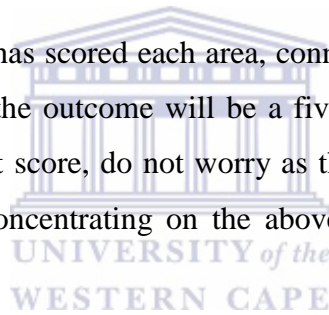
This portion is related to reputation, if your organisation is well known for quality service and is acknowledged for consumer service the organisation's score will be high, alternatively if you either have no reputation or your organisation's reputation is bad the score will be low (Heppell, 2006, p.10).

- **Attrition**

This component applies to both staff and consumers, how well the company is able to maintain its staff and consumers, if the organisation has low retention the organisation will contribute a low mark to retention. Alternatively, if the organisation has high retention, a high score will be provided (Heppell, 2006, p.11).

- **Finally**

After the organisation has scored each area, connect the dots with straight lines, if the score is perfect the outcome will be a five-point star, if the organisation does not have a perfect score, do not worry as there are many ways to turn the pointed star around, concentrating on the above areas to assist you (Heppell, 2006, p.11).



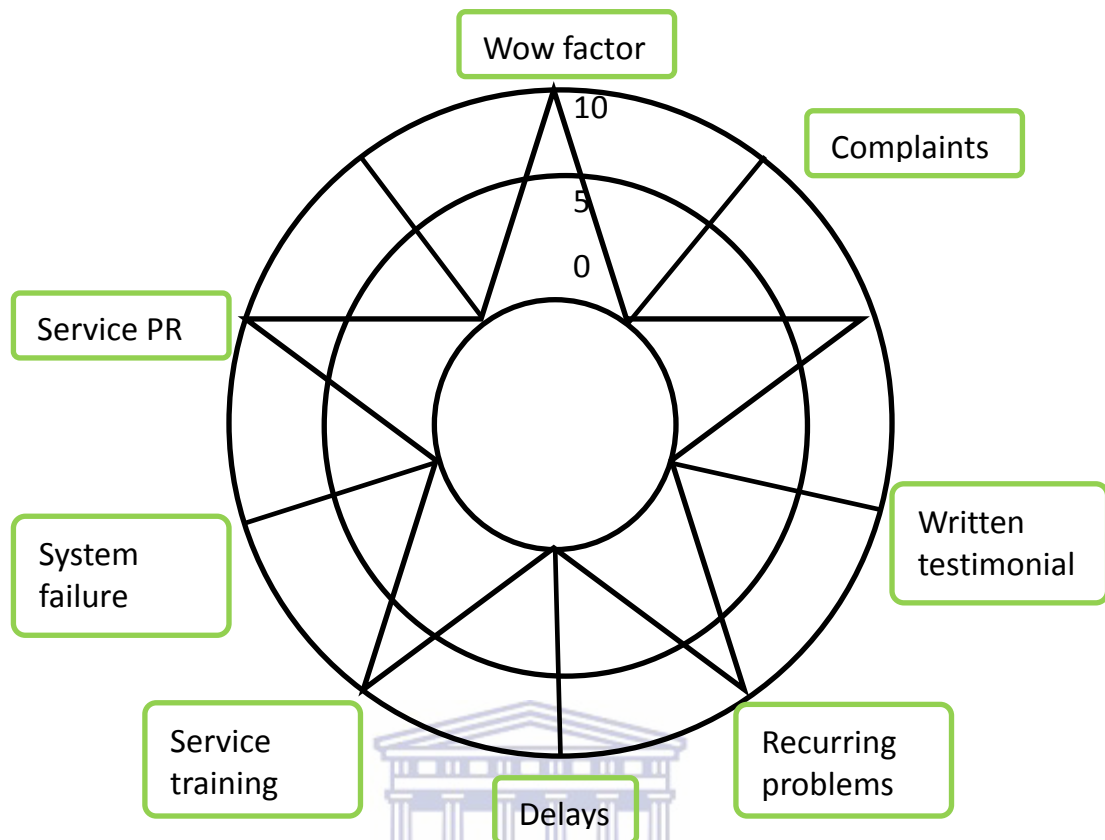


Figure 31 The service star model (Source: Heppell, 2006, p.7)

#### 2.7.4 Addressing the identified consumer satisfaction factors linked with consumer satisfaction models

The table below represents the consumer satisfaction factors found in this literature that are linked to the consumer satisfaction models. Only 3 of the 4 models has at least one factor linking both literature and the models. Table 10 provides a summary of the consumer satisfaction factors linked to the consumer satisfaction models - this table will form part of the final framework which will ultimately represent the framework for this research study and will be tested in Chapter 4 and Chapter 5, in the empirical findings. In the subsequent section the link between SMA and Consumer Satisfaction will be discussed.

**Table 10 Consumer Satisfaction factors found in the literature linked to the Consumer Satisfaction Models (Source: Author)**

Consumer Satisfaction Factors	Literature	References	Component with Models found in literature	References
<b>Service and Product quality</b>	Product quality also assists the organisation with a competitive advantage	(Chai et al., 2009, Hwang, 2010 and Jahanshahi et al., 2011)	Perceived Value	ASCI model and e-CSI model
	Defined as the conformance to consumer requirements in the delivery of a service	(Chakrabarty et al., 2007)		
<b>Trust</b>	Good service can enhance a consumer's trust in the service provider and can therefore enhance the consumer's opinion of what they have received	(Fornell et al., 1996, Hsu, 2008)	Trust	e-CSCI model
	Perceived trust can also impact the consumer's general satisfaction	(Chiou, 2004 and Hsu, 2008)		
	Trust and commitment are leads to consumer satisfaction	(Moliner et al., 2007, Geyskens and Steenkamp, 1998 cited in Dehghani et al., 2012)		

<b>Complaints Acknowledgment</b>	When the relationship between consumer satisfaction has turned positive the organisation effectively turned a complaining consumer into a loyal consumer	(Fornell et al., 1996)	Customer Complaints	The Service Star Model, ACSI model and e-CSI model
	Customer Complaints are seen as valued information and should be used as a strategic and free marketing tool for the organisation to understand what the client needs and wants are	(Murphy et al., 2006)		
	Consumer satisfaction has a negative relationship with customer complaints as the higher consumer satisfaction is, the less a customer would complain	(Angelova and Zekiri, 2011)		
<b>Loyalty</b>	Customer Satisfaction is the foundation of any profitable organisation as it leads to brand loyalty	(Angelova and Zekiri, 2011)	Customer Loyalty	ACSI Model and e-CSI model
	An increase in overall customer satisfaction should subsequently increase the total amount of customer loyalty	(Fornell et al., 1996)		
<b>Pleasurable fulfilment</b>	Satisfaction is the consumer's sense that consumption provides outcomes against a standard of pleasure versus displeasure	(Oliver, 1999)	Customer Expectation	ACSI model



	Pleasurable fulfilment that is, the consumer senses that consumption fulfils some need, desire, goal, or so forth and that this fulfilment is pleasurable	Oliver, 1999 and Gerpott et al., 2001 as found in Hansemark and Albinsson, 2004)		
<b>Desires and Goals met</b>	The consumer senses that consumption fulfils some need, desire, goal provides consumer satisfaction	(Oliver, 1999)	Perceived Quality	ACSI model
	The extent to which a service or product fulfils a person's desires plays a significant part in shaping the consumers feeling of satisfaction	(Spreng et al., 1996)		
<b>Price satisfaction</b>	Price fairness is another important issue which results in customer satisfaction, charging a fair prices assists in the development of customer satisfaction	(Hanif et al., 2010)		Not found in Literature

### **2.7.5 SMA for enhancing Consumer Satisfaction**

Tools and software search through huge amounts of unstructured comments and filters through millions of SM opinions in order to find out what the consumer thinks about the organisation's product or service, as this is done by improving visibility of the consumers' opinions (Finger and Dutter, 2014, p.109). SMA can assist an organisation with the strengths and weaknesses of a product or service as well as enhanced business value and enhance consumer satisfaction (Chen et al., 2012 and He et al., 2015). SMA has the ability to gather insights regarding the consumer's needs and preferences and has the potential to provide useful information to various departments within the organisations such as product development and marketing (Ruhi, 2014).

User-generated content can significantly enhance consumer satisfaction, particularly as the consumer's needs change over time, e.g. applications for the Apple Ipad (Sashi, 2012). According to Chow and Shi (2015) satisfied consumers are more inclined to spread positive word of mouth and using SM platforms assists in making it easier for consumers to communicate. Therefore, mining this data from the platforms will assist in providing more satisfied consumers.

It was first predicted that SM could act negatively against a brand's reputation, but this did not seem to be the case as Kim and Ko (2012) mentioned that interaction via consumers on SM sites such as YouTube and Facebook builds welcoming attention towards brands. Its interactive content is also effective in supporting relationships between the consumer and organisation (Nair, 2009) - examples are Coca-Cola and Dell, which use SM successfully to obtain consumer feedback, create or enhance products, as well as increasing consumer loyalty (Gallaughier and Ransbotham, 2010 cited in Kapoulas, 2012).

Summarising the locations where the conversation takes place, is an important tool for marketing and career building (Ganis and Kohirkar, 2015, p.39-40). Demographics plays a huge role in providing consumer satisfaction, as one region will need a product suited for them and another region might need a completely different product. This is where SMA plays a significant part, as organisations will be able to analyse demographics by using SMA tools and will therefore be able to strategically know which products suit which demographics.

Monitoring of SM is used to observe any reputational issues which could occur on SM, as the arrival of SM has made it easy to spread not only a positive word of mouth but a negative one as well, which then could possibly damage the organisation's brand (Finger and Dutter, 2014, p.95). Finger and Dutter (2014, p.41) briefly mentioned while monitoring can also be used to observe reputable issues, it also has the ability to outline these issues and allows the organisation to address them, resulting in trust amongst the consumer and organisation.

Lastly, Smith et al., (2011, p.70-71) identified SM as a powerful voice for understanding the voice of the consumer for four reasons:

- SM provides the organisation with valuable consumer feedback
- Input is cost effective
- Feedback received from consumers is in the form of qualitative data, similar to data derived from focus groups
- It is in digital format, making it easy to analyse.

#### **2.7.6 Measuring consumer satisfaction and how it is linked to SM Tools**

Michael Buck, global executive director for online marketing at Dell, twisted the meaning of ROI of SM into “*ROnI*”, it should not be called ROI, but *ROnI* = Risk of not investing (Finger and Dutter, 2014, p.70).

It was stated by in 2009 by Murdough (2009) that SM measurement is rather immature, just as web analytics was back in the mid-1990s. Total success will not be measured overnight and like all marketing, SM marketing is a long-term strategy that needs to be coupled with a conventional long-term marketing strategy (Safko, 2010, p727-728).

According to Ruhi, (2014) “*SMA comprises the practice of defining and adopting the right metrics for measuring the success of SM initiatives in organisations.*” Things happened rapidly regarding the social web, so fast that only a minority of institutions took the time to set proper measurement systems to assess the results of their new communication tool set (Joly, 2011). SM is not one type of media, but rather a class of media with different mechanical goals, and thus it needs a very different kind of measurement (Finger and Dutter, 2014, p.113). Weinberg and Pehlivan (2011) argued

that there is a need for organisations to develop strategies on how to measure the return of investment of SM. This is supported by the scepticism among management on the benefits of adopting SM especially related to promotion (Chikandiwa et al., 2013).

Ruhi (2014), also stated one of the main drivers of SMA is measuring brand reputation as well as effectiveness of marketing, as discussed in this study. Brand reputation is one of the results of the influences affecting consumer satisfaction, and therefore SMA will be able to assist in measuring consumer satisfaction. SMA tools can assist in measuring many aspects of SM and as a result of SM, even the humblest consumers can now be heard, although there are individuals who complain for no reason - these types of clients are known as trolls. According to Finger and Dutter (2014, p.120) trolls are described as an individual maliciously trying to sabotage an organisation and is not an actual client, therefore consumer care teams should select messages by analysing the level of unhappiness of a comment and the risk of the message spreading to a larger audience. This assessment needs to be done automatically so that the consumer service team replies to the most urgent ones first (Finger and Dutter, 2014, p.116).

Another attribute of SMA is behavioural targeting, which can be defined as trying to infer purchase intent based on a consumer's online behaviour. For example, "*Browsing the Web*" can be monitored. With every page the user calls up, a cookie can be placed to see what the user is reading. Cookies are effectively used to analyse what people look at and draw conclusions that people exhibiting similar reading behaviour have a high chance of buying a certain product or reacting positively to a certain advertisement (Finger and Dutter, 2014, p.20). Some banks believe that using SM extensively would cheapen the way banks provide services and businesses, because of its serious nature in financial firms, but evidence provided by the bank's SM pages, blogs and forums the organisation can understand that consumer satisfaction has been increased in a way that while these networks are not the back bone of bank's service providers, organisations received better feedback regarding the use of these networks and media's (Dehghani et al., 2012).

There are many metrics available from many tools. Most of those tools analyse the influence of the person. Many other tools also have some form of "*importance*" measurement as part of their offering, such as Fisheye Analytics, Radian6 and Sysomos.

The best way to measure centrality is to use the software tools like Pajek. Alternatively, if you are looking for pre-packaged measurements, there are several tools, like Klout, Kred, or Peer index that wrap several measures into a single number. The downside of those pre-packed measurements is that the more common they are, the more people will try to deliberately influence them (Finger and Dutter, 2014, p.74).

There are many tools that track engagement - most of the SM measurement tools utilise the first three metrics (clicking, sharing, and commenting) (Finger and Dutter, 2014, p.89).

There are two main measurements to assess the ability to spread a message:

- **Reach:** Who and how many people can this person (or brand or institution) reach? what is the size of his network?
- **Context:** What is the network interested in? In what context does the network believe the person (or brand or institution)? In what area does the person have the authority? (Finger and Dutter, 2014, p.73).

Critics argue that metrics measuring the effectiveness of SM engagement and its impact on consumer relationships are still vague, as there is no hard evidence proving the benefits of SM for the relationship marketing (Jaser, 2010; Pry, 2010 and Vemuri, 2010 cited in Kapoulas, 2012). Another challenge has been to quantify performance measures, due to a broad spectrum of different SM applications. The consequence of this measurement problem is the difficulty for enterprises to determine SM return on investment (Stieglitz et al. ,2014).

As discussed in this literature above, although SMA is a new phenomenon, measurement of consumer satisfaction with the use of SMA will assist the financial industry by understanding the consumer's desires and frustrations, resulting in improved organisational performance.

### **2.7.7 SMA tools for enhancing Consumer Satisfaction within the financial industry**

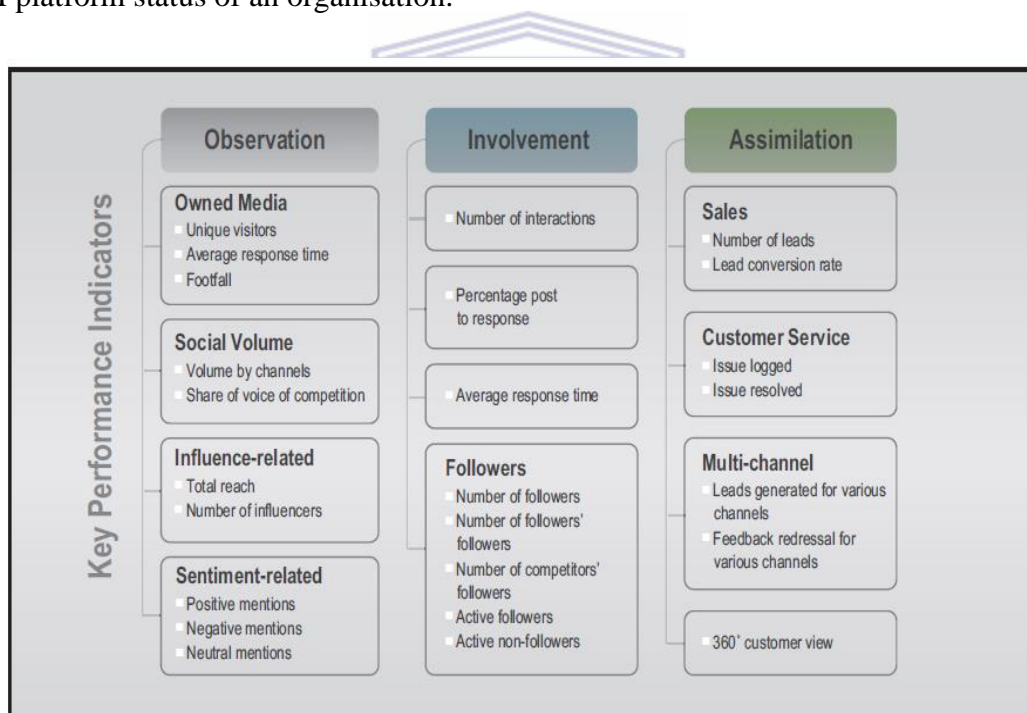
In today's environment high consumer satisfaction is not a competitive asset for a bank - it is simply a hygiene factor that is expected in the market place (Finger and Dutter, 2014, p.122). According to Dehghani et al., (2012) consumer satisfaction can be described as having active interactions between banks and clients and this engagement will define satisfaction.

Many organisations make the mistake by not learning from their data, it's not enough to just collect the data, organisations need to understand and be able to read it correctly in order to enhance their consumer satisfaction and in return increase their revenue. As discussed by Dehghani et al., (2012), new banks can use SM to improve their competitiveness, by using SM to create a link between the organisation and the consumer and in turn increasing consumer satisfaction within the financial institution. Another factor adding to consumer satisfaction is SM tools, helping in service delivery, which has a ripple effect causing a positive influence all the way through to the organisations consumers. Also leading to a more satisfied customer, Hazarika and Nag, (2014) also mentioned that by analysing large volumes of data made available through SM, banks can mine crucial data that will assist the organisation to enhance product and service development and consumer service.

Analytical tools are important to understand a business and what is needed to generate revenue. Analytics break down the different components to make better decisions for the future of a business. It is important to take into consideration ROI (Return on Investment) when dedicating resources and money to analytics - organisations will need the correct tool for the correct task. These tools also help banks in service delivery, by having a positive influence throughout their customers (Dehghani et al., 2012). Hazarika and Nag (2014, p.123) are in accord with this statement as they state that, by using text and sentiment analytics, banks could discover insights to behaviour that they were previously unaware of.

With the bank's management explaining that even with difficulties the people turn to online channels to manage their financial accounts at an increasing rate and it is

becoming more important for any financial institutions to understand their consumers' online needs and provide a user friendly experience, as trust and commitment are leads to customer satisfaction (Moliner et al., 2007 and Geyskens and Steenkamp, 1998 cited in Dehghani et al., 2012). According to Bera and Goel, (2013), this can be done through a SMA dashboard which could inform senior management on progress, strengths and weaknesses and ways to improve the organisation. The below figure provides an overview of KPIs specifically for banking. KPIs can be described as “*Key Performance Indicators, also known as primary performance indicators, critical performance indicators and performance assessment indicators, are important indicators for assessing the outcome of management*” (Wu and Chen, 2012). One of the benefits of KPIs is the fact that it identifies existing performance gaps (Weber and Thomas, 2005) as Figure 32 illustrates. KPIs can provide an overview as well as details of the current SM platform status of an organisation.



**Figure 32 SM KPI's for banking (Source: Hazarika and Nag, 2014)**

With the consumer satisfaction being the main goal of every bank, the situation of improving and innovating through social networks is much needed deliberation. SM provides new opportunities, paving way for innovations. Through the use of SM, banks could easily reach the user-friendly interactive system, and understand consumers' special and unique needs (Dehghani et al., 2012). Hazarika and Nag (2014) adds that



through deeper analysis of SM data organisations can better understand the action that needs to happen to convert fans into advocates for the organisation's products and services, subsequently making consumers loyal.

SMA in the financial industry is far different than any other industry as the financial and reputable risks involved are far greater, as stated within this literature and therefore, organisations would need to pay extra attention to their SM performance. Organisations cannot follow a one-size-fits-all or standardised approach when it comes to SM usage. A organisation will need to customise the SM aspects of its global marketing strategy to fit and accommodate national differences (Berthon et al., 2012), ensuring a competitive advantage as well as ensuring they are bringing products or services different to their competitors. Another risk mentioned by Jaser, (2010); Pry, (2010); Scarborough, (2010); Vemuri, (2010); Garret, (2011) as cited in Dehghani et al., (2012) is the entertaining aspect of online SM which often clashes with the serious nature of banking business, and thus marketing via SM could be a risky strategy in the efforts to establish relationships with clients.

#### **2.7.8 SMA tools for enhancing Consumer Satisfaction within the financial industry of South Africa**

As stated by Garriock (2014), many South African organisations are still experimenting with SMA. Nedbank, one of the major banks in South Africa, is currently integrating SMA into the bank's system, providing significant insight into preference, sentiment as well as satisfaction, assisting the organisation to deliver more consumer messages and more effective sales promotions.



Below is an example detailing how SMA is used to provide information in the banking industry of South Africa.

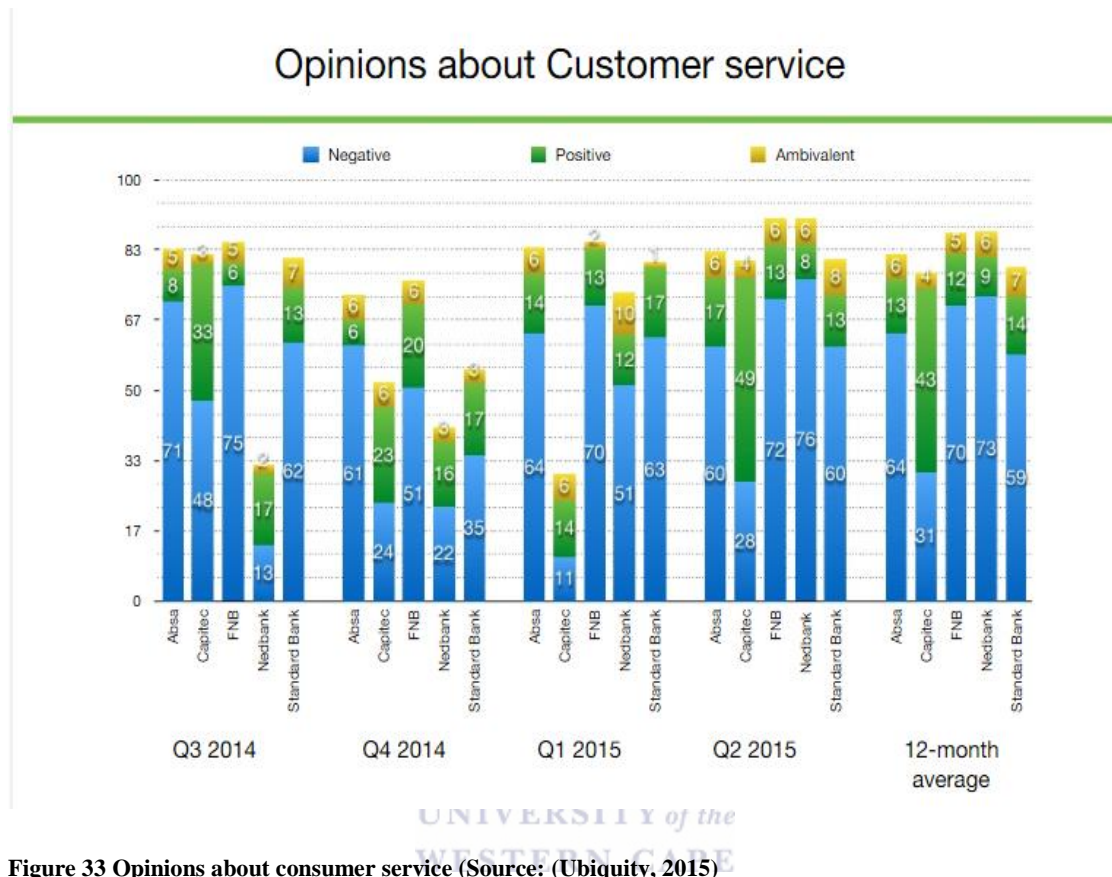


Figure 33 Opinions about consumer service (Source: (Ubiquity, 2015))

Figure 33 provides an overview regarding the opinions about consumer satisfaction within the banks in South Africa, providing sentiment regarding consumer service, allowing the banks to view both themselves and competitors, consequently providing knowledge through the assistance of SMA. Sacsi mentions that level of consumer complaints has declined considerably over the last three years (BusinessTech, 2016), interestingly just as SM and SMA became more popular - this provides the assumption that SM as well as SMA could provide consumer satisfaction.

There is an inadequate amount of information regarding SMA in the financial industry of South Africa and therefore not an extensive amount of literature can be reviewed. As stated many times within this research, South Africa's adoption of SM has been slow and therefore SMA knowledge is lacking as well, which it is a huge disadvantage. Although there has been research on SMA, little research has been compiled regarding

how SMA can assist in enhancing consumer satisfaction within the financial industry of South Africa - this research will attempt to fill this void.

### 2.7.9 Addressing the identified consumer benefits of SMA

Table 11 represents a summary of the consumer satisfaction benefits using SMA as found within this literature. Table 11 will form part of the final framework which will ultimately represent the framework for this research study and will be tested in Chapter 4 and Chapter 5. It will be subsequently tested by consumers of the financial industry using SM.

**Table 11 Summary of the Consumer benefits using SMA (Source: Author)**

Consumer Satisfaction Factors	SMA benefits for Consumer	References
<b>Service and Product quality</b>	Easy to reach and is interactive	(Dehghani et al., 2012)
<b>Trust</b>	SMA is used to observe possible reputable concerns and any consumer concerns	(Finger and Dutter, 2014, p.41)
<b>Complaints Acknowledgment</b>	No evidence within literature review	
<b>Loyalty</b>	Creates a relationship between the consumer and organisation	(Dehghani et al., 2012)
<b>Pleasurable fulfilment</b>	Assist the organisation to enhance product, service development and customer service	(Hazarika and Nag, 2014)
<b>Desires and Goals met</b>	Assists in discovering insights to behaviour that the organisation was previously unaware of	(Hazarika and Nag, 2014)
<b>Price satisfaction</b>	No evidence within literature review	

### 2.7.10 SMA and Consumer Satisfaction models

There are 3 models containing both SMA and consumer satisfaction elements - these are discussed below, namely: The Consumer Value Theory (CVT), CARESOME and VIKOR.

#### 2.7.10.1 The Consumer Value Theory (CVT)

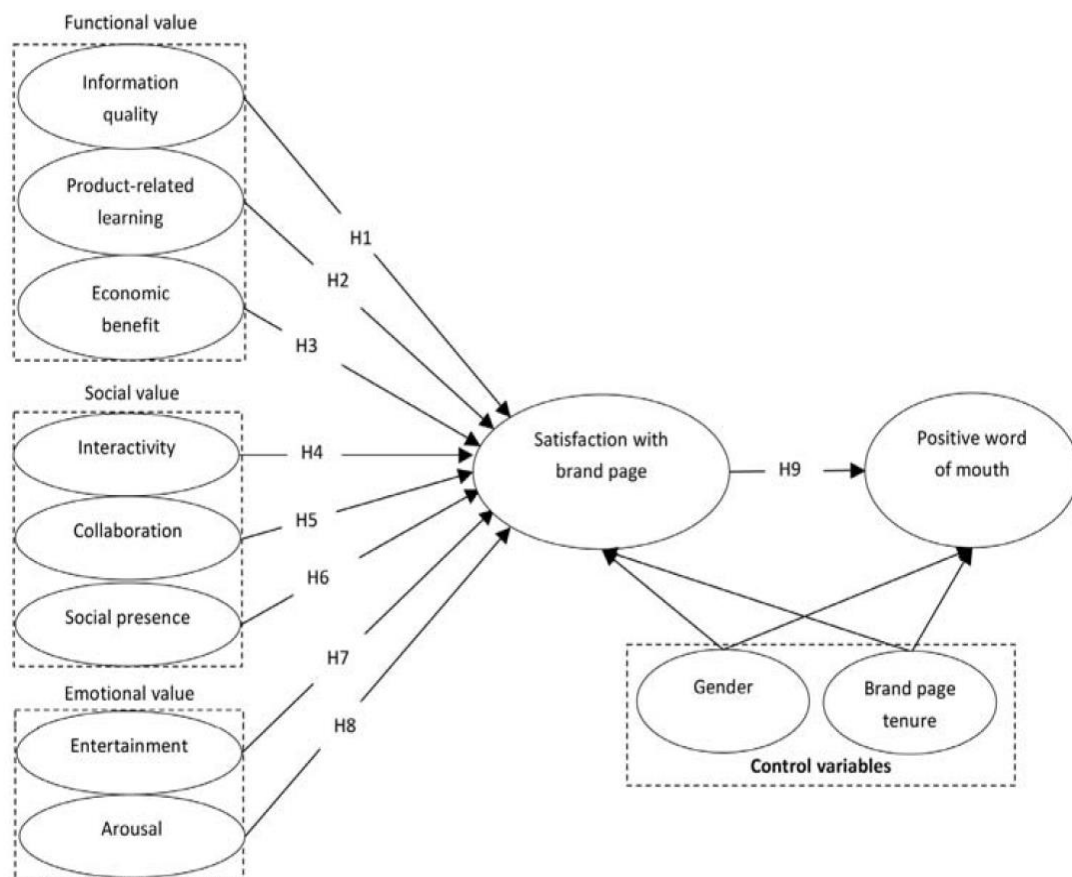


Figure 34 The Consumer Value Theory (Source: Chow and Shi, 2015)

The Consumer Value Theory model examines the key factors influencing consumer satisfaction with a brand proceeding to the contribution of their intention to spread WOM (word of mouth) regarding the organisation's services and products. Understanding what the consumer values are, is the first and most important step in an organisation's use of social network sites.

The Consumer Value Theory is used to assess the experiences of brand page satisfaction by measuring the organisation's brand page elements based on consumer perceptions. There are three components to functional value namely; information quality, product related learning and economic benefit - this component has been known in the past as the principle driver of consumer value perception.

**Information quality** is defined by Chow and Shi (2015) as the perceived overall value and excellence of the information posted on the brand page. This can also be measured by many factors such as accuracy, diversity and validity. A page with high quality information can be regarded as a valuable resource for a consumer, hence brand pages with higher levels of perceived quality information could result in greater perceived value, therefore strengthening consumer satisfaction.

**Product related learning** is used by both customers and organisations - the customers use this to become familiar with the brand's products and services as well as to resolve queries, whereas organisations use this to post information regarding their products and services. Using it for promotional purposes, hence brand pages with more detail regarding their products and services, should have more satisfied customers.

**Economic Benefit** is regarded as monetary rewards, such as sales and coupons that customers could earn by participating with the organisation. According to Gummerus et al., (2012) and Chow and Shi (2015), the greater the economic benefit, the better the consumer satisfaction and loyalty will be, since they are perceived as valuable rewards gained by following the brand, and the consumer will likely continue following the brand page due to it, therefore economic benefit positively impacts consumer satisfaction.

Social Value comprises of three components namely; Interactivity, Collaboration and Social Presence:

**Interactivity** relates to the consumer interaction with each other, which allows the consumer to exchange opinions and share experiences relating to the brand, enhancing activity between consumers on the brand page. It may strengthen their social identity with the consumers, which will in return increase consumer satisfaction.

**The Collaboration** area of Social Value describes the interchange of support from the brand followers of the organisation, according to Zhao and Lu, (2012), the connection and collaboration among users of social network sites positively contributes to satisfaction, hence Chow and Shi (2015) argues that if brand pages are acknowledged as maintaining collaborative relationships, consumers will remain following the brand and will be satisfied.

**Social Presences** is thought to be one of the important factors of social network sites - this could be done by creating a sense of community as well as providing a sense of human contact and a way to interact, and therefore social presence has a positive impact of consumer satisfaction

Emotional Value comprises of two components: Entertainment and Arousal.

**Entertainment:** Enjoyment and fun or a sense of relaxation generated by following the organisation's brand page could lead to consumer satisfaction - this perceived entertainment induced by the organisation's brand page should enhance the customer's feelings regarding the brand and therefore increase the customer satisfaction.

**Arousal** is known as the perceived interest the consumer has in the brand page of the organisation - arousal is an important factor that encourages continued participation, if a consumer feels fascinated or excited about the content the organisation posts on its brand page, the consumer will feel more connected and therefore more satisfied.

And lastly satisfaction and positive word of mouth.

#### **Satisfaction and positive word of mouth**

According to Chow and Shi (2015), studies show that satisfied customers are more willing to spread positive WOM (Word of Mouth). The more loyal the consumer is to the brand, the more the consumer is satisfied, hence satisfaction with an organisation's brand page positively influences consumers' positive word of mouth intention.

This framework proposes that an increase in consumer satisfaction with a brand page will increase word of mouth which will therefore increase sales and brand awareness.

### 2.7.10.2 CARESOME

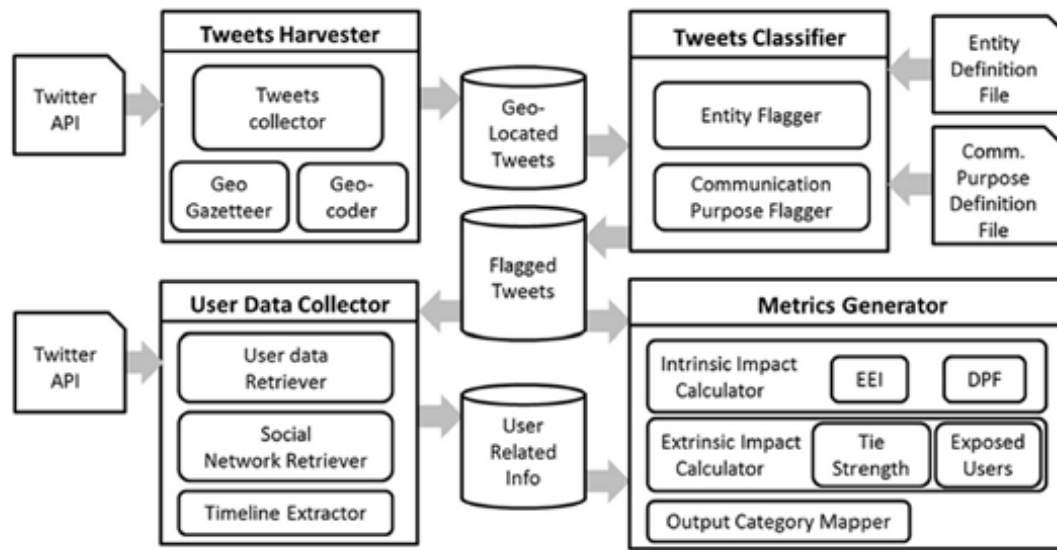


Figure 35 CARESOME system modular architecture (Source: Bernabé-Moreno et al., 2015)

This framework converts information extracted from different SM platforms into insight, allowing the organisation to navigate their loyalty and acquisition campaigns based on the opinions of their customers. Defined by Bernabé-Moreno et al., (2015) “CARESOME is designed to pull the SM content generated for a set of predefined locations over time and measure the impact of all SM interaction on a defined entity (company, institution, brand, etc.)”, and can be used when an organisation’s image is damaged in a certain location or when a retention campaign is required.

#### Tweets Harvester

This component relies on Twitter search application program interface (API). Tweet Collectors sporadically extracts all SM generated in the SM location and stores the information into a database for additional processing, The Geo-Gazetteer and Geo-Coder components assists with allocating SM interaction by mapping GPS coordinates to the correct area.

#### Tweets Classifier

This component flags previous gathered tweets relating to the entity and allocating a communication purpose category to the tweets. The Entity Flagger is configured by the entity definition, all terms directing at the relationship between the entity and the tweet content will be included in this file. Examples or terms include brand accounts, entity

specific accounts i.e. @SouthAfricanAirways. The Communication Purpose Flagger - this component *“works according to a similar input source (a definition file containing the terms for identifying a communication purpose category) but however applies a more complex process”*. The Classifier also provides a disambiguation mechanism which relies on the existence of more than one term relating to the entity as well as part of speech tagging, there are also cases where ambiguity impacts the name of the entity, for example Apple company and apple, the fruit. A trained Naïve-Bayesian classifier will then assist in order to flag only tweets relating to the entity.

### **User Data Collector**

- User Data Retriever

This component provides all information regarding the user, this is provided by Twitter API, the information provided includes number of followers, retweets, tweets etc. - this system allows for filtering on certain accounts i.e. organisation's employee accounts.

- Network Data Retriever

This component mines the entire SM framework for the identified SM author in the previous component and adds a timestamp - this component also allows for changes overtime, i.e. new followers.

- Timeline Extractor

Extracts latest X tweets created by the author and created by each user in the social network of the author enable the computing of Tie-Strength and the exposure window.

### **Metrics Generator**

After the essential data has been gathered, processed and stored, the impact matrix is then computed and transformed to be usable in the decision making scenarios. This model relies on three components namely:



- Intrinsic Impact Calculator

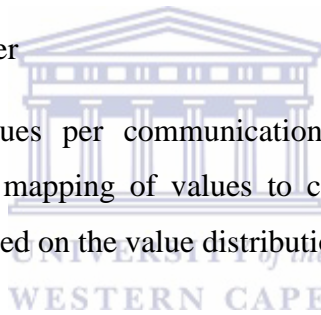
This component is further divided into two areas: Entity Engagement Index (EEI), and the differential Perception Factor (DPF). For all authors of flagged tweets, EEI is computed applying a formula as well as DPF, which will later be combined for the results as defined by the Intrinsic Impact Eq.

- Extrinsic Metric Calculator

This component consists of two areas namely Number of Exposed Users Tie Strength. Tie Strengths can be set by figures (e.g. Latest 100), or can be a timely factor (E.g. All interaction in the last 3 months). The larger the interactions the more accurate the Tie Strength, but also the higher the risk of neglecting decaying Tie Strengths (known as close relationships in the past, but not currently).

- Output Category Mapper

In order for the impact values per communication purpose category actionable, CARESOME offers dynamic mapping of values to categories, whose max and min values automatically adjust based on the value distribution.





### 2.7.10.3 VIKOR

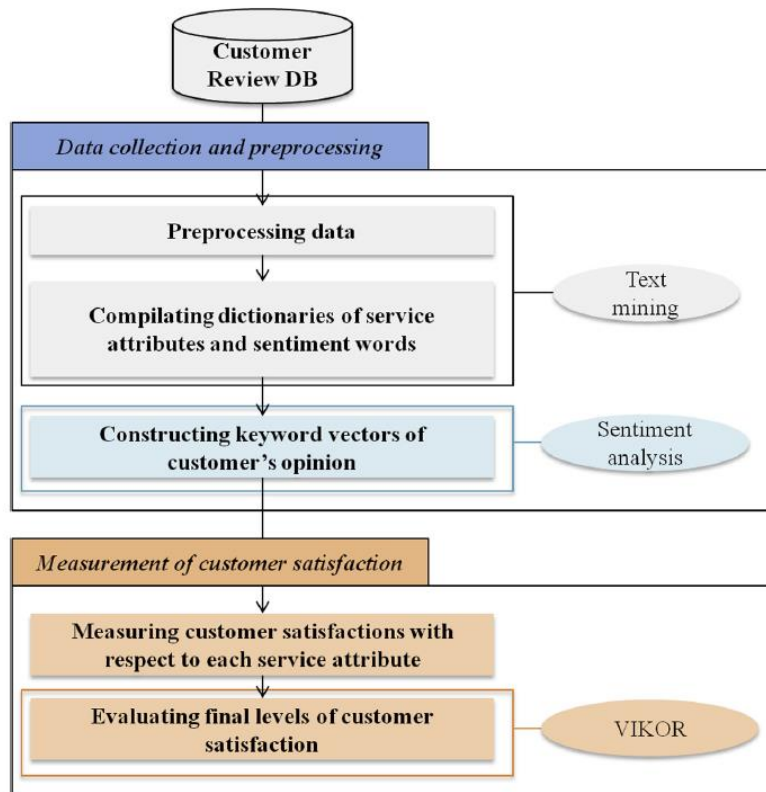


Figure 36 VIKOR Model (Source: Kang and Park, 2013)

According to Kang and Park (2013), this process comprises of two areas, namely data collection and pre-processing and measurement of consumer satisfaction.

#### Data Collection and Pre-Processing Stage

During the data collection and pre-processing stage, the consumer reviews are collected on the internet, and based on the data received, text mining is conducted to collect the two dictionaries namely sentiment and attribute words. Once completed, the review data is transformed into keyword vectors of customer's opinions. The keyword vector consists of the sentiment rating scores for each important attribute.

#### The measurement of consumer satisfaction stage

A consumer satisfaction matrix is created by integrating the keyword vectors and then calculating each attribute's weight, the final levels of consumer satisfaction are

evaluated by bearing in mind the consumer satisfaction with the attributes and the weights of the attributes concurrently with VIKOR.

This model uses the strength of both VIKOR and sentiment analysis. This framework measures consumer satisfaction using genuine reviews.

#### **2.7.11 Summary of SMA and Consumer Satisfaction Models**

The three consumer satisfaction models are summarised as follows: The Consumer Value Model - while it provides many key factors regarding satisfaction, it is restricted to a specific brand page, limiting the amount of data that can be extracted. CARESOME model also uses both consumer satisfaction elements as well as SMA but it is restricted to Twitter as its SMA platform, and is therefore not providing an overview of other SM platforms, restricting the data collection and limiting the knowledge other platforms can provide. Lastly, VIKOR Model deals with both consumer satisfaction as well as SMA, clearly showing the link between the two components. As proven in this literature, VIKOR has been used for many years and therefore it is safe to assume the outcome should be accurate. While this model assists in measuring consumer satisfaction and SMA, it does not answer the primary research question.

Although the three models presented in the previous section, represents both SMA and consumer satisfaction elements, it was discovered, as formerly mentioned, that these models will not provide any benefit to this study nor will it assist in answering the primary research question for this study “*How can the introduction of Social Media Analytics (SMA) assist in enhancing the consumer satisfaction in a financial institution of South Africa?*”, therefore a new model was developed, this is discussed in-depth below.

#### **2.7.12 Addressing the link between SMA and Consumer Satisfaction Factors**

This research study endeavour is based around two core components, SMA and consumer satisfaction. The theories and models discussed in the preceding section provided a beneficial summary of all the factors.

The components can be individually viewed within this chapter. Provided below are the table numbers associated with description for reference.

**Table 12 Each component of the empirical framework per table number (Source: Author)**

Table Number	Table description
Table 8	Driving forces of SMA as per literature reviewed
Table 9	Factors affecting consumer satisfaction as per literature reviewed
Table 10	Consumer Satisfaction factors found in the literature linked to the Consumer Satisfaction Models
Table 11	Summary of the Consumer benefits using SMA

These theories and framework explain the factors representing both SMA as well as consumer satisfaction. The challenge stemming from this literature is the fact that there is no single framework or theory including all the factors from both the SMA framework and theory as well as the consumer satisfaction framework and theory. As a result no single framework or theory can be followed to complete this study and answer the primary research question.

Consequently, the below interrelated theoretical framework has been developed which stems from existing literature and it includes all above mentioned factors from both core components, namely SMA and consumer satisfaction. Table 13 represents a summary of the factors linking consumer satisfaction and SMA as per literature review.

**Table 13 Factors linking consumer satisfaction and SMA as per literature review (Source: Author)**

Forces driving SMA	References	SMA benefits for Consumer	References	Consumer Satisfaction Factors	Literature	References	Component with Models found in literature	References
SMA assists with service delivery and provides a positive influence towards the consumer resulting in service quality	(Dehghani et al., 2012)			<b>Service and Product quality</b>	Product quality also assists the organisation with a competitive advantage	(Chai et al., 2009, Hwang, 2010 and Jahanshahi et al., 2011)	Perceived Value	ASCI model and e-CSI model
Tools help banks in service delivery, by having a positive influence throughout their consumer base	(Dehghani et al., 2012 and Finger and Dutter, 2014, p.123)				Defined as the conformance to customer requirements in the delivery of a service	(Chakrabarty et al., 2007)		
Through SMA, consumers can be heard and through SM immediately share thoughts	(Ganis and Kohirkar, 2015, p.47)							
Real-time sentiment analysis provides the organisation the ability to know how the consumer feels about a product and respond quickly	(Fan and Gordon, 2014)	Easy to reach and is interactive	(Dehghani et al., 2012)					
SMA, highlight troublesome areas and weaknesses in the organisation and allows the organisation to make modifications to enhance the organisation	(Bera and Goel, 2013 and Fan and Gordon, 2014)							
SM marketing enables banks to regain trust from consumers	(Chikandiwa et al., 2013)			<b>Trust</b>	Good service can enhance a consumer's trust in the service provider and can therefore enhance the consumer's opinion of what they have received	(Fornell et al., 1996 and Hsu, 2008)	Trust	e-CSCI model

SM data brings a new era of putting the customer first resulting in consumer trust	(Finger and Dutter, 2014, p.134)				Perceived trust can also impact the consumer's general satisfaction	(Chiou, 2004 and Hsu, 2008)		
Monitoring of SM is used to observe any reputational issues, mitigating any issue that could arise resulting in consumer trust	(Finger and Dutter, 2014, p.41)	SMA is used to observe possible reputable concerns and any consumer concerns	(Finger and Dutter, 2014, p.41)		Trust and commitment are leads to consumer's satisfaction	(Moliner et al., 2007, Geyskens and Steenkamp, 1998 cited in Dehghani et al., 2012)		
Not found in Literature	Not found in Literature	Not found in Literature	Not found in Literature	<b>Complaints Acknowledgment</b>	When the relationship between consumer satisfaction has turned positive the organisation effectively turned a complaining consumer into a loyal consumer	(Fornell et al., 1996)	Customer Complains	The Service Star Model, ACSI model and e-CSI model
					Customer Complaints is seen as valued information and should be used as a strategic and free marketing tool for the organisation to understand what the client needs and wants are	(Murphy et al., 2006)		
					Customer satisfaction has a negative relationship with customer complaints as the higher customer satisfaction is, the less a customer would complain	(Angelova and Zekiri, 2011)		
SMA helps to understand the action that needs to happen to convert fans into advocates for the organisation, subsequently	(Hazarika and Nag, 2014)			<b>Loyalty</b>	Customer Satisfaction is the foundation of any profitable organisation as it leads to brand loyalty	(Angelova and Zekiri, 2011)	Customer Loyalty	ACSI Model and e-CSI model

making consumers loyal								
By organisations listening to the correct SM content it can create consumer loyalty	(Ganis and Kohirkar, 2015, p.38)				An increase in overall customer satisfaction should subsequently increase the total number of customer loyalty	(Fornell et al., 1996)		
SM is used to create a link between the organisation and the consumer	(Dehghani et al., 2012)							
Interactive content is effective in supporting relationships between the customer and organisation	(Gallaughar and Ransbotham, 2010, cited in Kapoulas, 2012)	Creates a relationship between the consumer and organisation	(Dehghani et al., 2012)					
Organisations use SM successfully to obtain consumer feedback, this data can create or enhance products as well as increases customer loyalty	(Gallaughar and Ransbotham, 2010, cited in Kapoulas, 2012)							
SMA provides crucial data that will assist the organisation to enhance product, service development and customer service	(Hazarika and Nag, 2014)	Assist the organisation to enhance product, service development and customer service	(Hazarika and Nag, 2014)	<b>Pleasurable fulfilment</b>	Satisfaction is the consumer's sense that consumption provides outcomes against a standard of pleasure versus displeasure	(Oliver, 1999)	Customer Expectation	ACSI model
SMA provides new opportunities, paving way for innovations	(Dehghani et al., 2012)				Pleasurable fulfilment that is, the consumer senses that consumption fulfils some need, desire, goal, or so forth and that this fulfilment is pleasurable	Oliver, 1999 and Gerpott et al., 2001 as found in Hansemark and Albinsson, 2004)		
Summarising the locations where the conversation takes place, is an important	(Fan and Gordon, 2014 and Ganis and Kohirkar, 2015, p.39-							

SMA tool for marketing and career building. Demographics plays a huge role in providing customer satisfaction, as one region will need a product suited for them, while another region might need a product completely different	40)							
SMA Analytics breaks down the different components in order to make better decisions for the future of an organisation	(Dehghani et al., 2012)			<b>Desires and Goals met</b>	The consumer senses that consumption fulfils some need, desire, goal provides consumer satisfaction	(Oliver, 1999)	Perceived Quality	ACSI model
SMA discovers insights into behaviour that organisations were previously unaware of	(Hazarika and Nag, 2014)	Assists in discovering insights to behaviour that the organisation was previously unaware of	(Hazarika and Nag, 2014)		The extent to which a service or product fulfils a person’s desires plays a significant part in shaping the consumers feeling of satisfaction	(Spreng et al., 1996)		
SMA assist to understand customers’ special and unique needs	(Finger and Dutter, 2014, p.20)							
Cookies are effectively used to analyse what people look at and draw conclusions	(Finger and Dutter, 2014, p.20)							
Tools search through huge amounts of unstructured comments in order to find out what the customer thinks about the organisations product or service as well as the organisations competitors	(Finger and Dutter, 2014, p.109)							
By using SMA, organisations are able to predict the future, therefore	(Finger and Dutter, 2014, p.187)							

fulfilling desires and goals								
SMA provides insight into how competitors perform	(He et al., 2014)							
User- generated content (from SM) can significantly enhance consumer satisfaction particularly as the consumers' needs change over time	(Sashi, 2012)							
Not found in Literature	Not found in Literature	Not found in Literature	Not found in Literature	<b>Price satisfaction</b>	Price fairness is another important issue which results in customer satisfaction, charging a fair prices assists in the development of customer satisfaction	(Hanif et al., 2010)		



Table Legend

Consumer Satisfaction Factors based on colour	Service and Product quality	Trust	Complaints Acknowledgment	Loyalty	Pleasurable Fulfilment	Desires and Goals met	Price Satisfaction
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The framework titled “*Enhancing consumer satisfaction through SMA model*” is therefore introduced, which is a compilation of all framework and theories discussed within this chapter. This model will look at all factors from the previous three Consumer Satisfaction models (found in chapter 2.14) as well as existing literature, in addition, this model will look at the SMA aspect of consumer satisfaction, although there is no framework (as established in this literature) to assist in answering this primary research question, the existing literature assisted in providing the factors which links both SMA and consumer satisfaction and will ultimately assist us in answering the research question: “*How can the introduction of SMA assist to increase the consumer satisfaction in a financial institution of South Africa?*”

All the above described factors are illustrated below in Figure 37. This model (containing factors from Table 13) is subsequently tested in a financial organisation in South Africa.



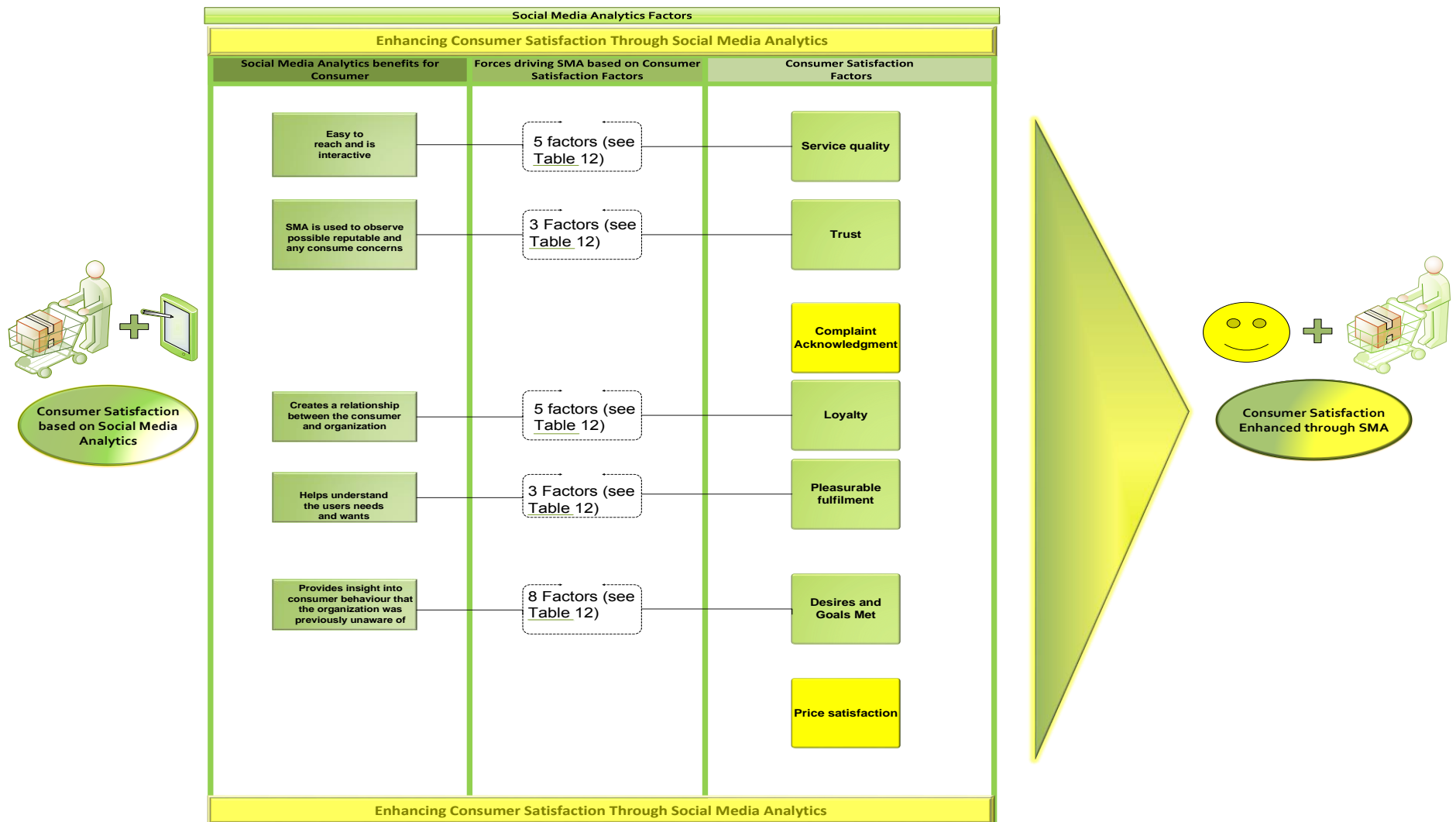


Figure 37 Enhancing consumer satisfaction through SMA model (Source: Author)

### 2.7.13 Conclusion

SMA is still at the early development stages (Ruhi, 2014), and it was raised that banks should not rush into adopting SM before they are sure of what it holds as well as the capability to sustain it (Chikandiwa et al., 2013). South Africa is a developing country (Casale and Posel, 2011) and South African organisations can also use the fact that adoption is slow, to their advantage. This helps to have a better understanding regarding what will succeed and what will ultimately fail, by examining other international companies and using their mistakes as a learning curve.

In addition, it is important to note that SMA is just a tool. To be effective, it needs to be customised to the overall people strategy and culture of the organisation (Sinha et al., 2012). Despite the challenges organisations face measuring the return on consumer investments, organisations that can harness this new interactive channel can gain a far more complete picture regarding how their consumers feel about the organisation. According to Smith et al., (2011, p.42) SMA in particular is a great source of information that will enable any organisation to strategically plan ahead, and will ensure an organisation is more client centric. If an organisation knows what a consumer needs, the organisation will be able to provide this and in return keep their consumer satisfied.

Although the benefit of knowing what your consumer wants and how they want it, is much needed in order for any organisation to survive this technology driven world, as conversed in this literature before adapting to any change within an organisation, the organisations will need to ensure that it is financially and structurally ready to adopt to SM and SMA. An organisation will need to ensure all their employees are up skilled in order to know exactly what information to communicate on SM and in what manner and tone to do this. SM is an excellent tool to increase brand awareness as proven within this research, but also has the potential to cause reputable damage to an organisation that is at times difficult to recover from, therefore the use of SMA is of huge importance as it allows the organisation to analyse information on a real time basis.

This chapter discussed literature by different authors, describing the link between SMA and consumer satisfaction within the financial industry. This literature assisted in answering the primary question “*How can the introduction of SMA assist to increase the*

*consumer satisfaction in a financial institution of South Africa?”* through answering the sub questions. SMA tools is a new phenomenon but this literature provided enough evidence via literature and theoretical models, demonstrating that in order for a financial organisation to succeed it will need to adapt to change and realise the future of SM and the great impact it has on society, therefore this study is well supported.

In conclusion Table 14 and Table 15 summarizes the degree in which the literature review has addressed both the primary question as well as the sub-questions.

**Table 14** Extend to which the research primary question has been addressed (Source: Author)

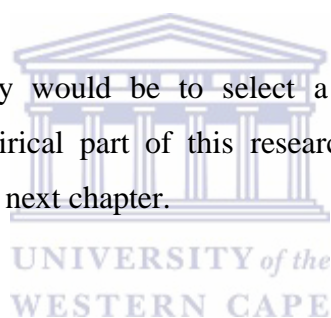
Primary Research Question	Has the question been answered within the study
How can the introduction of Social Media Analytics (SMA) assist in enhancing the consumer satisfaction in a financial institution of South Africa?	Literature review: 2.7.8 and empirical findings: Chapter 4 and 5

**Table 15** Extend to which the research sub-questions have been addressed (Source: Author)

Research Sub- Questions	Degree the research questions was addressed in the literature review
What is Social Media?	2.2.1
What are the consumer satisfaction benefits of SM?	2.2.4.1
What is Social Media Analytics?	2.3.1
What are SMA tools and how are they used?	2.3.3
What are the benefits of SMA and associated tools?	2.3.4
What are the risks of SMA and associated tools?	2.3.4
What is the role of SMA in the financial industry?	2.4
What is the current state of SMA	2.5

within the financial industry of South Africa?	
What is consumer satisfaction?	2.7.1
How can the introduction of SMA tools help to enhance the consumer satisfaction?	2.7.5
How to measure the consumer satisfaction and how it is linked to SM tools?	2.7.6
How can SMA tools help enhance consumer satisfaction within the financial industry?	2.7.7

The next phase in this study would be to select a research methodology which subsequently guided the empirical part of this research. The research methodology particulars are explained in the next chapter.



### 3 Research Design and Methodology

#### 3.1 Introduction

Research can be described as a systematic inquiry into an issue to investigate or resolve a problem (Martin and Guerin, 2006). Graziano and Raulin (2010, p.26) agrees with this definition, and defines research as “*a systematic search for information*”. Presented in this chapter is the research methodology and design. Research Methodology, according to Walman et al., (2005, p.2) “*considers and explains the logic behind research methods and techniques*” and research design, as cited by Yin (1994, p.18), is the logic that links the data collected as well as the conclusions drawn from the data to the primary questions of the study. Maree (2012, p.81) describes design as a plan of the manner one intends to achieve a certain task with regards to research. This plan delivers a structure informing the researcher as to which theories, methods and instruments the research study will be based on. The research design of this study stems from the principal research question “*How can the introduction of SMA assist to increase the consumer satisfaction in a financial institution of South Africa?*”.

The research objective for this study was to provide evidence and explain how the introduction of SMA can assist to enhance the consumer satisfaction in a financial institution of South Africa. The intention of this chapter is to provide a blueprint of the research design process that was used, including the sampling strategy used to acquire participants, as well as information on the nominated participants. It is followed by a discussion of the research instruments used to gather the data and the process that was used. Furthermore, this chapter explores the data collection technique used, validity and reliability of the research study and the chapter concludes with a discussion regarding the ethical procedures followed in this study.

#### 3.2 Research Design

Research Design means “*the plan for conducting the study*” (Creswell, 2013, p.49) and commonly represents research phases, in essence getting from here to there (Yin, 1994, p.20).

According to Yin (1994, p.20), there are five important research design components for Case Studies, namely:

- A study's questions
- Its propositions, if any
- The unit(s) of analysis
- The logical linking the data to the propositions, and
- The criteria for interpreting the finding.

Below provides a framework for design, presented by Creswell (2009, p.5) and will form the foundation of this research study. The different elements are explained in-depth in the sections below.

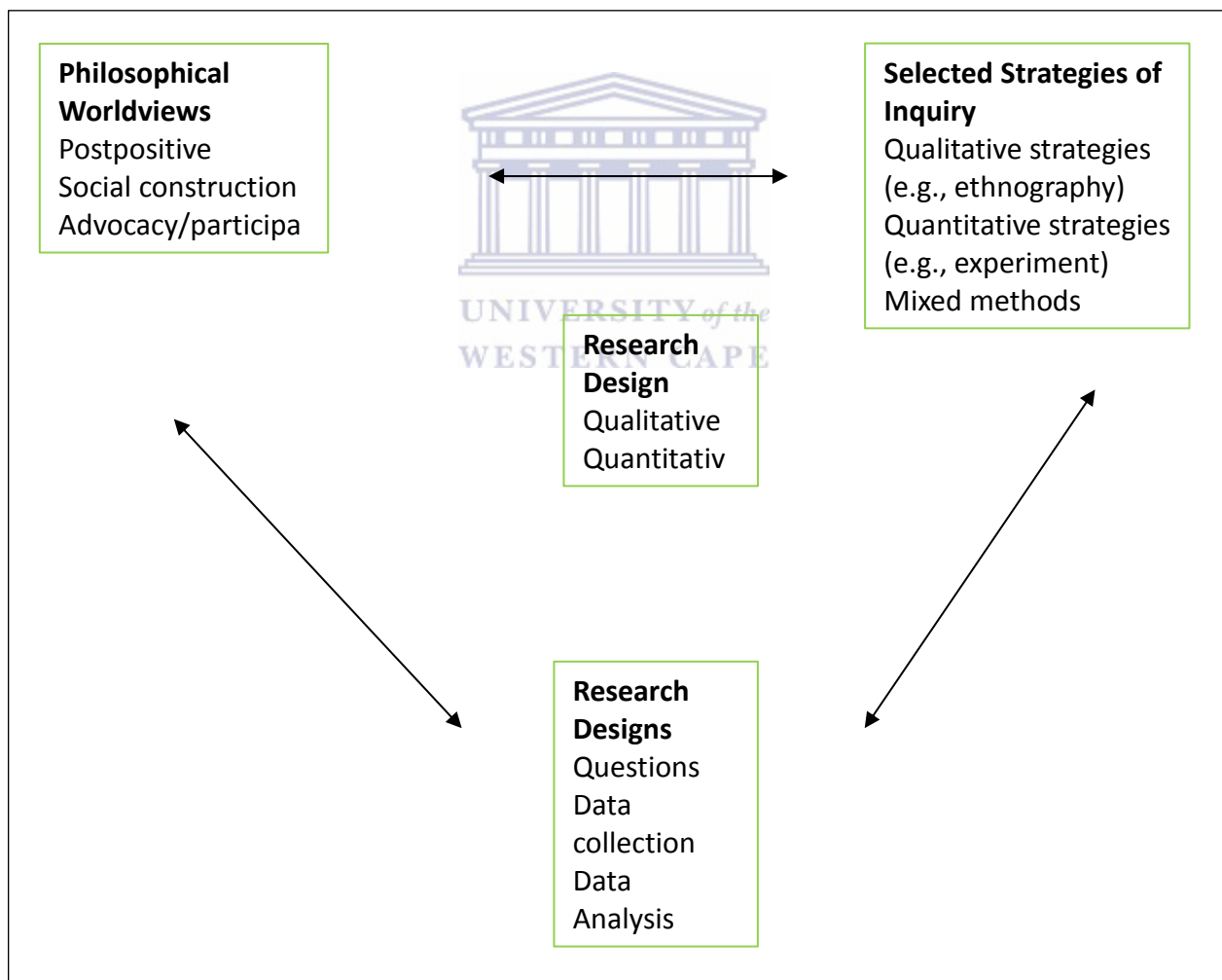


Figure 38 A Framework for Design (Source: Creswell, 2009, p.5)

### 3.3 Research Methodology

Research Methodology entails the form of data collection, analysis and interpretation that researchers intend for the research study (Creswell, 2009, p.15).





### 3.3.1 Research Methodology Framework

The Framework for this study's research methodology is described below:

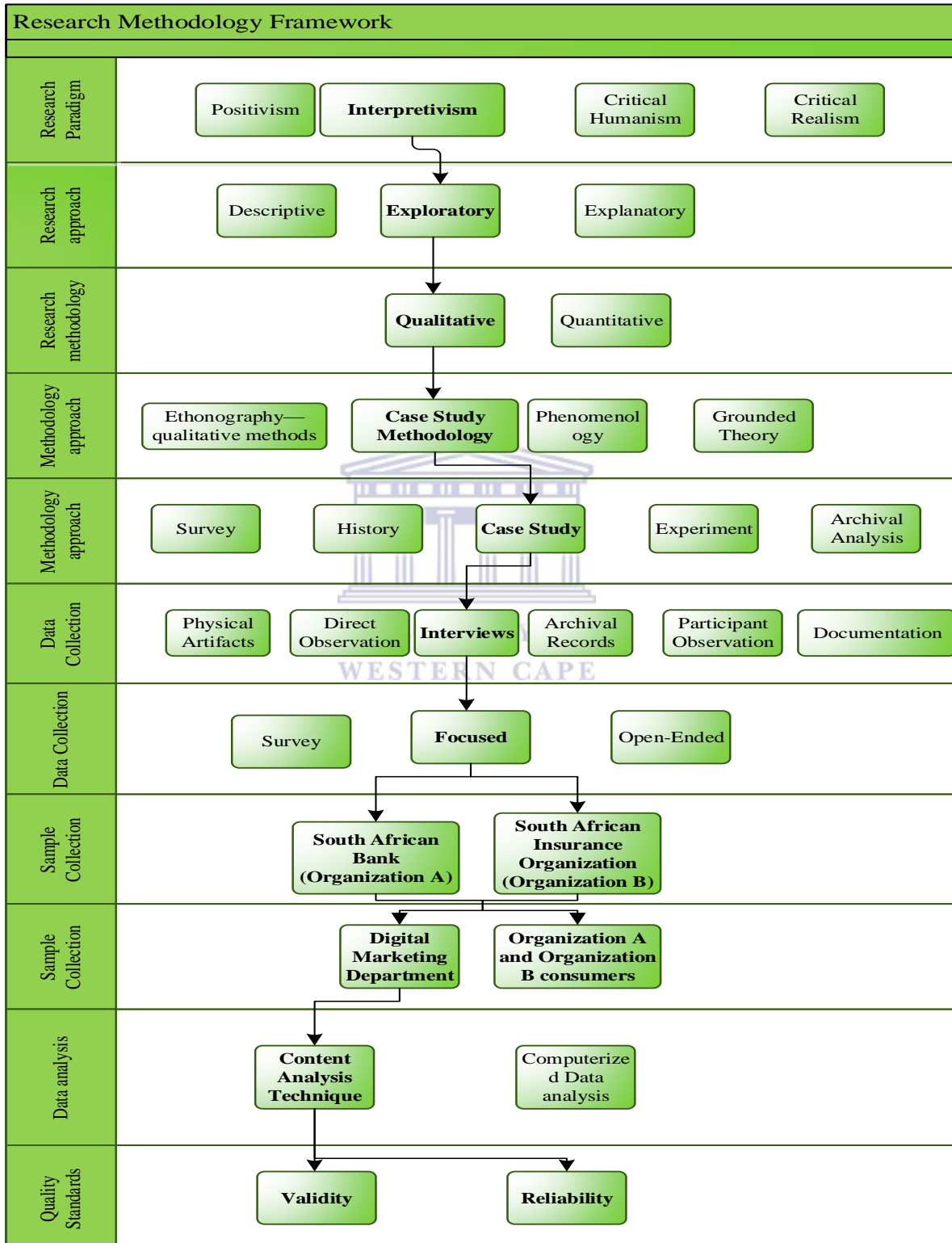


Figure 39 Research Methodology framework (Source: Author)

### 3.3.2 Philosophical Assumptions

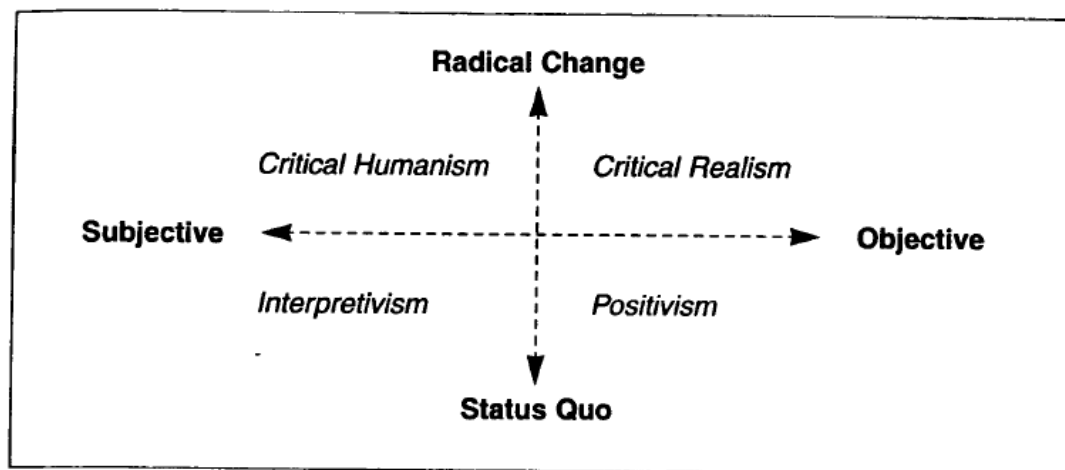
Philosophy according to Creswell (2013, p.16) means “*the use of abstract ideas and beliefs that inform our research*”. A literature review regarding philosophy is a significant part of the research methodology and design, as it allows the researcher to view other research as well as provide assurance that the research methodology and design chosen is most appropriate. Creswell (2009, p.5) also revealed that philosophical ideas influence the research practise and needs to be acknowledged.

In literature there are many philosophical assumptions found, according to Bloomberg and Volpe (2012, p.28), Ontology is what knowledge is, while Creswell (2013, p.20) and Walsham (1995) relates Ontology to the nature of reality and its characteristics. Bloomberg and Volpe (2012, p.28) described Epistemology as how we know what we know and Creswell (2013, p.20) states that Epistemology occurs when the research attempts to get as close as possible to the participants being studied. Axiology, on the other hand, refers to what values go into what we know, and lastly Methodology is described as the processes of studying knowledge (Bloomberg and Volpe, 2012, p.28).

#### 3.3.2.1 The research Paradigms

The term Paradigm can be referred to as either an approach or design (Atieno, 2009), also known as Epistemologies (Muijs, 2004, p.4). The concept of Paradigm is defined by Bloomberg and Volpe (2012, p.28) as a “*basic set of beliefs and assumptions that guide action*”. Research Paradigm can therefore be described as an overview of the world, or as described by Hennink et al., (2011, p.11), ways of looking at reality.

According to Rossman and Rallis (2003, p.45) each paradigm provides a set of assumptions about the nature of social science and about the nature of society. According to Ross and Rallis (2003, p.45) and Bloomberg and Volpe (2012, p.28) there are four paradigms namely Positivism, Interpretivism, Critical Humanism and Critical Realism. This study will be discussing the two dominant paradigms - Positivist and Interpretive paradigms (Hennink et al., 2011, p.9) in depth below and also briefly discuss Critical Humanism and Critical Realism.



**FIGURE 2.1** Four Paradigms

Figure 40 Four Paradigms (Source: Rossman and Rallis, 2003, p.45)

- Positivism

Positivism is known as the most extreme form of this world's view (Muijs, 2004, p.4) and according to Creswell (2009, p.6), can also be known as positivist/post positivist research, empirical science, and postpositive. Furthermore, Bloomberg and Volpe (2012, p.28) refers to Positivism as "*the scientific method*" or "*empirical science*" and is the foundation for experimental research (Hennink et al., 2011, p.11). The primary method used is quantitative (Rossman and Rallis, 2003, p.46 and Hennink et al., 2011, p.11) and the problem statement usually examines causes that affect, or influence outcomes and knowledge is based from careful observation and measurement (Bloomberg and Volpe, 2012, p.28). Positivism also adopts an epistemological approach, and in contrast to interpretivism neglects to acknowledge the interactive nature of data collection with humans (Hennink et al., 2011, p.14) and only concentrates on facts.

- Interpretivism

The Interpretive paradigm is said to have emerged during the 1970s as a reaction to positivism (Hennink et al., 2011, p.14). The main assumption of this paradigm is "*that reality is socially constructed*" (Bloomberg and Volpe, 2012, p.29). Interpretive

research usually attempts to understand the social world as it is, from an outlook of an individual's experience (Rossman and Rallis, 2003, p.46) and means that "*the approach seeks to understand people's lived experience from the perspective of people themselves*" (Hennink et al., 2011, p.14). According to Rossman and Rallis (2003, p.46) interpretivism research methods are usually in human form, such as face to face interactions, for example in-depth interviews, observation or both and therefore makes it qualitative (Hennink et al., 2011, p.16). In contrast to positivism which starts with a theory, this research will propose research questions and developed meaning from the data collected (Bloomberg and Volpe, 2012, p.29), therefore instead of relying on facts, such as positivism, interpretivism strives to understand the experience from a human's perspective. It should also be noted that although interpretivism and positivism seems to be opposite there are some incidences where quantitative research has interpretive elements and vice versa (Hennink et al., 2011, p.15).

- Critical Humanism

According to Rossman and Rallis (2003, p.46) Critical humanist "*view individual consciousness as the agent to empower, transform, and liberate groups from dominating and imprisoning social processes*". Research is normally conducted using human methodology found in interpretive paradigm, but one of the main differences in this research's stance, is the fact that the critical humanist research is explicitly participatory in the research study sharing the initiation, conduct, analysis and wright with those studied (Rossman and Rallis, 2003, p.46-47).

- Critical Realism

According to Rossman and Rallis (2003, p.47) the critical realism paradigm "*analyses the power relations embedded in political and economic structures*". This type of paradigm has a tendency to depend on large-scale data collection usually in quantitative form (Rossman and Rallis, 2003, p.47).

### **3.3.2.2 Locating the study within the interpretive paradigm**

The overall philosophical assumptions of this study suits the interpretivism paradigm as expressed by Rossman and Rallis (2003, p.45), Atieno (2009) and Boeije (2010, p.7), this is the paradigm qualitative researchers primarily use. Additionally, interpretive studies has become more significant in the Information System's field than it was in the early 1990s (Walsham, 2005). Thus, the interpretive paradigm suits this qualitative research for data collection in the form of interviews.

### **3.3.3 Quantitative**

In Contrast to Qualitative, Quantitative Research studies cause and effect phenomena (Bloomberg and Volpe, 2012, p.27) and is of an empirical nature, which typically consists of numbers (Atieno, 2009) and therefore essentially consists of collecting numerical data to explain a particular phenomenon (Muijs, 2004, p.2). Its empiricist and positivist foundations propose that there is one reality (Cutcliffe and McKenna, 1998) and provides a more extensive picture of a larger group of people (Griffin, 2004). As a result, the measure of the accuracy of this reality is its validity (Cutcliffe and McKenna, 1998).

### **3.3.4 Qualitative**

Creswell (2009, p.4) described “*qualitative research as exploring and understanding the meaning individuals or groups ascribe to a social or human problem*” and based on people's live experiences (Bloomberg and Volpe, 2012, p.31). It is associated with interpretation and is founded on the belief that there is no singular universal truth (Cutcliffe and McKenna, 1998). Atieno, (2009) also mentions this research approach has a certain way of viewing data and uses techniques as tools to manipulate the data in order to achieve a certain goal and typically consists of words. Below is a literature review consisting of the advantages as well as the limitations to Qualitative research:

**Table 16 Advantages and Disadvantages of Qualitative Research as found in literature (Source: Author)**

Qualitative Research			
Advantages	References	Disadvantages	References
Simplifies data without destroying complexity	(Atieno, 2009)	Ambiguity	(Atieno, 2009)
Generates new ways of seeing existing data	(Atieno, 2009)	Requires training and experience	(Griffin, 2004 and Hennink, et al., 2011, p.9)
Allows researchers a degree of flexibility in the conduct of a particular study	(Griffin, 2004)	Small number of participations	(Boxill, et al., 1997, p.46 and Griffin, 2004)
Provides in-depth analysis of the participants experiences	(Griffin, 2004 and Bloomberg and Volpe, 2012, p.27)	Relies primarily on subjective assessments un the data collection phase	(Boxill et al., 1997, p.46)

The different types of approaches with regards to qualitative methodology according to Bloomberg and Volpe (2012, p.27) are exploration, discovery and lastly descriptive. However, Yin (1994, p.4) mentions that the Case Study method can be exploratory, descriptive or explanatory.

Exploratory - this type of approach is employed when there is there is barely any information or much known regarding a particular situation, this type of approach is usually undertaken to better comprehend the nature of the problem as there are a limited amount of studies been conducted in this area (Sekaran, 2003, p.119).

Descriptive - this type of approach *“is undertaken in order to ascertain and be able to describe the characteristics of the variables of interest in a situation”*

(Sekaran, 2003, p.121). And the main goal is providing the researcher profile, or to describe appropriate aspects of a certain phenomenon (Sekaran, 2003, p.122).

Explanatory-search for explanations regarding the nature of certain relationships (Pojasek, 2005), and concentrates on observing data on both a deep and surface level, in order to describe the phenomenon within data (Zainal, 2007). This approach is also focused on the question “Why” (Halperin and Heath, 2012, p.117).

Creswell (2009, p.13) identifies five primary qualitative strategies, namely ethnography, grounded theory, case studies, phenomenological research and lastly narrative research. Bloomberg and Volpe (2012, p.31) agree but added hermeneutics, action research and postmodernism/poststructuralism. Hancock (1998) claims there are four major types of qualitative research strategies, namely phenomenology, ethnography, grounded theory and lastly case study. For this research study we will follow Creswell’s qualitative strategies. Below is a short description regarding each of them.

Ethnography - this involves an extended observation of an entire cultural or social group and usually the researcher becomes engrossed in the daily lives of the participants (Bloomberg and Volpe, 2012, p.32).

Narrative Research - *“begins with experiences as expressed in lived and told stories of individuals or cultures”* (Bloomberg and Volpe, 2012, p.34).

Phenomenology - *“investigates the meaning of lived experience of people to identify the core essence of human experience or phenomena as described by research participants”* (Bloomberg and Volpe, 2012, p.32), in other words, the phenomenologist wishes to comprehend how the world appears to other individuals (Trochim, 2005, p.124).

Grounded Theory - the main objective is to produce theory from the data or alter or extend existing theory (Bloomberg and Volpe, 2012, p.33) and to develop a theory regarding a phenomenon of interest (Trochim, 2005, p.124).



Case Study Methodology - is defined as an “*intensive, in-depth study of a single individual or a few individuals, usually without manipulation of any variables to see how changes affect the person’s behaviour*” (Beins, 2008, p.102).

This study chose a Qualitative, Exploratory research design and a Case Study approach - more information regarding this approach is provided in the subsequent section.

The selection of research methodology is discussed in detail below, detailing the methodology used in this research study.

### **3.3.5 Selection of research methodology**

Research methods refer to techniques of data gathering (Martin and Guerin, 2006). The nature of the question suggested a qualitative research strategy. It was stated by Martin and Guerin (2006) that qualitative research can be used to identify the parameters of the research question. It is also used to develop in-depth information about the nature of interactions. Bloomberg and Volpe (2012, p.27) agreed with this statement and therefore qualitative research was used in this study in order to answer the research question.

This study employs a Qualitative, Exploratory analysis as this is a fairly new topic and due to the infancy level of this phenomenon this analysis will be most appropriate and by applying this research method this study’s primary question “*How can the introduction of SMA assist to increase the consumer satisfaction in a financial institution of South Africa?*” can be positively answered and analysed.

One of the primary reasons for conducting qualitative research is the fact that the study is of an exploratory nature (Creswell, 2009, p.26). An exploratory research strategy usually means that not a considerable amount has been written about this topic (Creswell, 2009, p.26). As per the literature review of this study, SMA is an emerging field (Sponder, 2011, p.11, Stieglietz et al., 2014 and Khan, 2015, p.1), therefore this method is best suited. Exploratory research involves qualitative studies (Creswell, 2009, p.26), such as observation and interviews and as stated by Sekaran (2003, p.120) this approach is necessary when some facts are known but additional information is needed to develop a feasible theoretical framework. Since the two variables, namely SMA and



consumer satisfaction in the financial industry of South Africa has not been completely defined through literature, this study will be exploring the relationship between the two concepts, therefore the study can only be fulfilled by using an exploratory study.

One of the criticisms facing qualitative research strategy, and this study in particular, is that the sample size might not relate to the population as a whole or that the sample size is too small (Hancock, 1998). This case study research will be primarily based on one South Africa financial institution, with a cross sector verification study added to increase generalisation as well as sample size. This strategy is most suitable for this research study due to its emphasis on peoples lived experiences as well as due to quantitative not being the correct method as it will not easily answer the research question.

As suggested within the previous section, qualitative research methodology may take various forms - for this study the Case Study approach has been chosen. This approach is discussed comprehensively in the section below.

### 3.3.6 Case Study Approach

The Case Study approach is described as one of the oldest qualitative research methods (Yin, 1994, p.13 and Jackson, 2011, p.87). Yin and Campell (2003, p.13) defines a case study as “*an empirical inquiry that investigates a contemporary phenomenon with its real-life context, especially when the boundaries between phenomenon and context are not clearly evident*”. Gerring (2007, p.21) defines case study research as “*the intensive study of a single case where the purpose of this study is – at least in part – to shed light on a larger class of cases (a population)*”. Alternatively Creswell (2013, p.97) views case study as a methodology (a design in qualitative research) as well as a product of inquiry.

The research question corresponds well with both Yin, Gerring’s and Creswell’s criteria of the case study approach and will assist to better understand how SMA can enhance the consumer satisfaction within the financial industry of South Africa.

Below summarises the disadvantages as well as the advantages of the Case Study approach:

**Table 17 Literature review on the advantages and disadvantages of Case Study approach (Source: Author)**

Case Study Approach			
Advantages	References	Disadvantages	References
Suggest hypotheses for future studies	(Jackson, 2011, p.87)	Researchers could show bias towards their own study	(Jackson, 2011, p.87)
Method to study a rare phenomenon	(Jackson, 2011, p.87)	Small number of participants	(Yin, 1984, p.21)
Gain tremendous insight into a phenomenon	(Baxter and Jack, 2008)	Difficult to conduct and large amount of documentation	(Yin, 1984, p.10)
Provides the exploration and understanding on intricate issues	(Zainal, 2007)	Single Case makes it difficult to generalize	(Yin, 1994, p.41)

The case study was conducted at Organisation A as well as the consumers of Organisation A. In addition, a cross sector verification study was established to test if Organisation A's answers are only valid in a niche market, or if these answers can be generalised.

The purpose for conducting the case study is to provide an in-depth understanding of how SMA can enhance consumer satisfaction primarily using one organisation within the financial industry in South Africa and the reason for choosing this method is the fact that the

- Research questions asked How and Why
- It focuses on contemporary events and
- Requires no control of behavioural events.

As described by Yin (2009, p. 8) because of these conditions the Case Study method will be best suited for this research. The purpose of this observation to analyse deeply and intensely this phenomenon.

Case studies can be classified as either single or multiple case studies (Yin, 1994, p.38), but according to Creswell (2013, p.99), three variations exist in terms of intent, namely; the single instrumental case study, the collective or multiple case study and lastly the intrinsic case study. Single case study can represent a substantial contribution to knowledge and theory building, and according to Yin (2009, p.47) can assist in refocusing future investigations in a field. The rationale for selecting a single case study as opposed to a multiple case theory is due to the fact that it represents a critical case in testing a well-formulated theory. According to Yin (2009, p.47), a single case can be used to establish if a theory's propositions are accurate or if another set of explanations are more relevant, therefore this research will be based on a single case study. The single case study is an appropriate design under several circumstances. Firstly, a single-case study is analogous to a single experiment, and many of the same conditions that justify a single experiment also justify a single case study (Yin and Campell, 2003, p.38). The single case can also represent a significant contribution to knowledge and theory building (Yin, 1994, p.38-39). While this research chose a single case study, a cross sector verification study was added as mentioned before, to increase generalisation.

Gerring (2007, p.26) stated that if there is only one country or a few countries and the inference as before pertains to multiple countries and also offers richness and in-depth information not offered by other methods, then this study is properly classified as a Case Study (Hancock, 1998). Creswell (2013, p.98) also states that Case Study research may be a tangible entity, namely an organisation, and individual or a small group, therefore suits this research study. Another characteristic describing both Case Study research and this research study is the fact that it provides an in-depth understanding of the case and supporting this statement is Creswell (2013, p.98) as he stated that a good qualitative study provides an in-depth understanding of the case in form of interviews, observations and audio-visual material.

Data collection, as mentioned by Bloomberg and Volpe (2012, p.31), is usually comprehensive, and has many methods, i.e. documentation review, observation, interviews, focus groups, surveys and critical incidences. This study selected the interview method and will be discussed in the next section.

### **3.3.7 Data Collection**

#### **3.3.7.1 Research instruments**

There are many sources of evidence for data collection with regards to the case study approach. Yin (1994, p.78) mentions the six important ones, namely: documentation, archival records, interviews, direct observations, participant-observation and physical artefacts.

For the purpose of this research study the data collection source chosen are interviews (found in Appendix C and Appendix D). Yin (1994, p.84) mentioned that the interview is one of the most significant sources of Case Study information, and its main aim is to gain insight into a certain phenomenon (Hennink et al., 2011, p.109). Interviews can take various forms, such as open-ended nature, focused and lastly survey (Yin, 1994, p.84-85). Alternatively known as unstructured interviews, semi-structured interviews and individual in-depth interviews (DiCicco-Bloom and Crabtree, 2006). According to DiCicco-Bloom and Crabtree (2006), *“The purpose of the qualitative research interviews is to contribute to a body of knowledge that is conceptual and theoretical and is based on the meanings that life experiences hold for the interviewees”*. For this research study the type of interview used will be focused, this type of in-depth interviews can be described as *“a meaning-making partnership between interviewers and their respondents”* (Hennink et al., 2011, p.109). The reason for this choice is due to the fact that the researcher wanted to capture the individual’s experience about this specific study.

The process of data collection took place for a period of three months and in four phases:

1. Organisation A
2. Consumers of Organisation A
3. Organisation B

#### 4. Organisation B consumers.

As stated by (Hennink et al., 2011, p.120) it is often challenging to predict how participants will react to the interview questions, therefore a pilot study for the organisation's interview was held. A pilot study is when the researcher tests out his measurement on a small number of participants (Devlin, 2006, p.75). In this study the author conducted the interview with someone within the financial department but completely out of the Information Systems field to ensure the correct interpretation of the interview questions. There were some issues found when conducting the pilot study and the author altered a few questions to ensure that the participants will be able to comprehend the interview question.

The data collection pertaining to Organisation A, consisted of telephonic interviews to the department of Digital and Social marketing which is situated in Johannesburg, South Africa. Due to the infancy of SMA in South Africa this unit it was quite small and therefore the sample size was a group of 3 people. The data collection process regarding the consumers of Organisation A consisted of face to face interviews. This sample size consisted of 30 participants and consisted of all consumers interacting on Organisation A's SM platform.

The cross sector verification study pertaining to Organisation B, consisted of face to face interviews with the department of Digital and Social marketing which is situated in Cape Town, South Africa. Once again due to the early stages of SMA in South Africa, this unit was quite small and therefore the sample size was a group of 3 people. The data collection process regarding the consumers of Organisation B consisted of face to face interviews. This sample size consisted of 11 participants and all consumers interacting on Organisation B's SM platform. According to Hennink et al., (2011, p.17), due to the in-depth nature of this qualitative research, only a few participants are needed as the purpose of this study is to achieve a depth of information by mining the research participants deeply regarding their experiences on the topic of study.

This data collection method was best suited for this research as there are many strengths but also many limitations, this is summarised below:

**Table 18 A summary of the strengths and limitations with in In-depth interviews (Source: (Hennink et al., 2011 p.131))**

In-Depth Interviews	
Strengths	Limitations
Gain information on people's personal experiences, life stories, feeling etc.	One-on-one interview, no feedback from others
Useful for sensitive topics, gain in-depth information	Need skill to establish rapport, use motivation probes, listen and react to interviewees
Get contextual information about react to interviews	Flexibility needed to change topic order in interview guide following interviewee's story
Get personal stories, experiences of people	A lot of transcription needed

### 3.4 Sample Selection

It is impossible to observe or survey a full population, therefore researchers select a sample to represent a group or population. A population is known as the group the author would like to generalise (Trochim, 2005, p.30), and therefore should be well defined prior to participant recruitment (Hennink et al., 2011, p.86). Martin and Guerin (2006) defined a sample as “A *subgroup of a population that is measured in some way*”. Boeije (2010) is in agreement with this definition as he states “*a sample consists of the cases (units or elements) that will be examined and are selected from a defined research population*”, and therefore sampling is the process of drawing the sample (Trochim, 2005, p.30). Martin and Guerin (2006) described a subject as a singular member of a sample.

The success of a research study often depends on the participants selected, therefore it is vital to select the correct participants to answer the research question. According to U.S General Accounting Office (1996) sampling is essential when a document population is too large to be analysed in its totality. Participants in qualitative research are selected

due to their experiences that could essentially contribute the understanding of phenomenon being studied (Hennink et al., 2011, p.84).

The purposeful sampling method, also known as non-random (Hennink et al., 2011, p.85), was used to select the research study sample as interviewees were intentionally selected according to the needs of the research study (Boeije 2010), and is both deliberate and flexible (Hennink et al., 2011, p.85). Therefore, these participants will assist the researcher in both understanding the problem and research design (Creswell, 2009, p.178). Its main objective is providing insight and understanding into the phenomenon under investigation (Bloomberg and Volpe, 2012, p.104). In order to produce the most significant information regarding this phenomenon being studied, two financial institutions will be analysed, which will be known as Organisation A (bank) and Organisation B (insurance organisation) both situated in South Africa. These organisations served as the data collection sites, with the research sample selected from the head of Digital and Social marketing department as well as the organisation's consumers. Figure 41 visually illustrates the sample participants. The reason for selecting Organisation A was based on the fact that this organisation is one of the top 4 banks in South Africa. The sample size of 3 SMA specialist as well as 30 consumers from Organisation A, in addition this study included a cross sector verification study to increase the generalisation of the study, Organisation B was selected as it is one of the subsidiaries of the one of the largest insurance organisations within South Africa with a sample size of 3 SMA specialists and 11 consumers from Organisation B. This was declared adequate as qualitative studies are usually small in size, due to the depth of information and variation in experience and therefore a huge number of participants will not be practical for this particular study (Hennink et al., 2011, p.88).



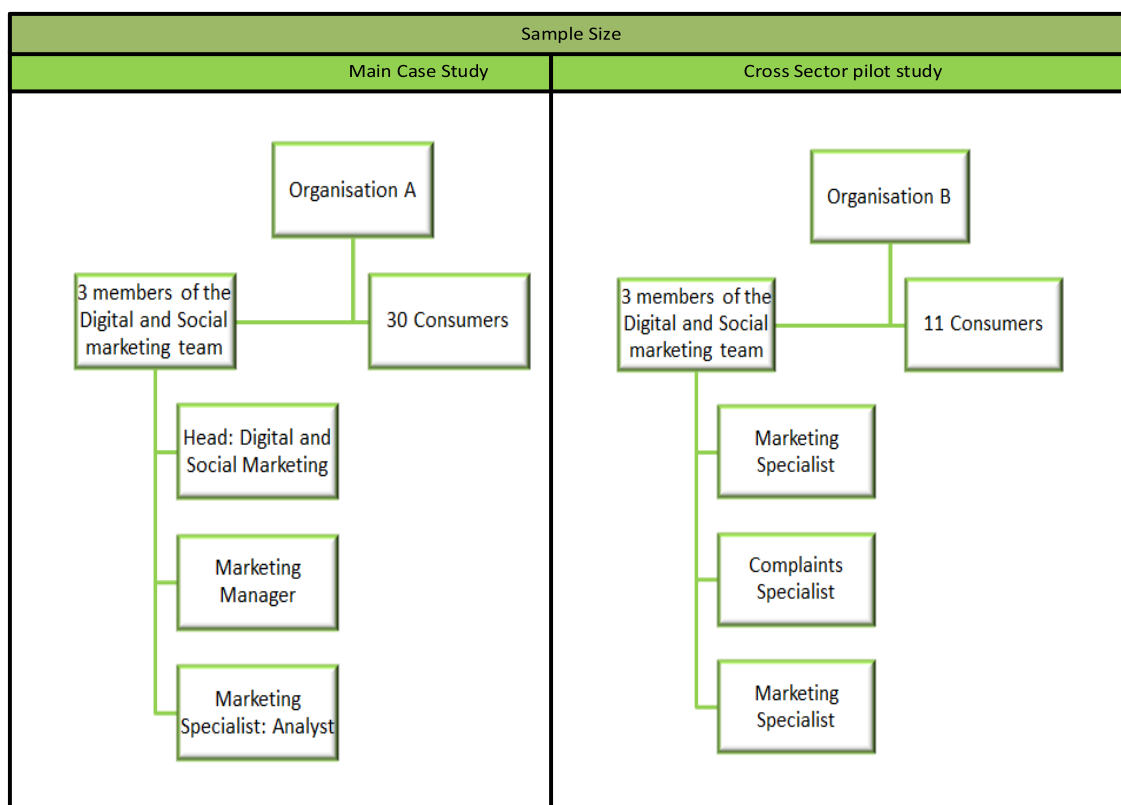


Figure 41 Research sample size (Source: Author)

### 3.5 Data analysis

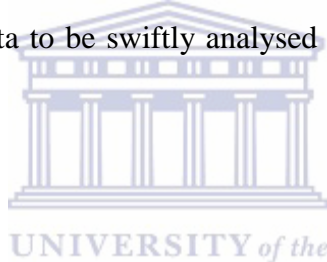
Case study analysis consists of making a detailed description of the case and its setting (Creswell, 2013, p.199). Krippendorff (1989) and Downe-Wamboldt, (1992) advised that text are the most apparent sources of data suitable for Content Analysis therefore the data analysis approach used for this study will be Content Analysis. Downe-Wamboldt, (1992) mentions that “*Content Analysis can be traced to the beginning of conscious use of symbols and languages*”. This type of analysis enriches the understanding of data by allowing the researcher to test theoretical issues (Elo and Kyngas, 2008). Krippendorff (1989), defined Content Analysis as “*a research technique for making replicable and valid inferences from data to their text*” and encompasses coding and classifying data (Hancock, 1998). Downe-Wamboldt (1992) defined it as “*research method that provides a systematic and objective means to make valid inferences from verbal, visual, or written data in order to describe and quantify specific phenomena*”. The advantages of Content Analysis according to Trochim (2005, p.128) is the fact that data can be rapidly analysed as well as be unobtrusive. On the other



hand, the disadvantages associated with this type of analysis are limitation to recorded material (Downe-Wamboldt, 1992) as well as biased behaviour (Trochim, 2005, p.129).

The main purpose of Content Analysis is to identify patterns in text (Trochim, 2005, p.128) and to improve the quality of the results of the data, by linking the categories to context or the environment that produced the data (Downe-Wamboldt, 1992).

For the purpose of this research study, the data was evaluated and categorised according to predetermined themes found in the literature - these themes correlate to the central theme of the study as well as expand on the central theme. In addition, verbatim responses from the participants of the research study will be provided in Chapter 4 and Chapter 5, illustrating the significance of each theme and how it relates to the primary research question. Therefore, this method was chosen as this research study explores themes in order to answer the research question and, as previously mentioned, this data analysis method allows the data to be swiftly analysed and due to the time constraints this method is best suited.



### 3.6 Validity

Graziano and Raulin (2010, p.81) states that *“A measure cannot be valid unless it is reliable, but a measure can be reliable without being a valid measure of the variable of interest”*.

Graziano and Raulin (2010, p.59) refers to validity as one of the significant concepts with in a research study. According to Creswell (2009, p.190), qualitative validity means that the research checks for accuracy, while Jackson (2011, p.71) defines validity as whether a measure is genuine or honest and is concerned with what is being measured and how well it is being measured (Downe-Wamboldt, 1992).

Discussed below are the five types of validity, namely; internal validity, content validity, criterion-related validity, construct validity and lastly external validity.

### 3.6.1 Internal validity

*“In relation to questionnaires (internal validity) refers to the ability of your questionnaire to measure what you intend it to measure”* (Saunders et al., 2009, p.372).

The deployment of open-ended interview questions attempted to identify and isolate any potential outside perplexing variables. The identical process has been used constantly throughout all four phases (Organisation A, Organisation B, Organisation A consumer and Organisation B consumer), of the empirical finding processes. For this research study all interviews have been recorded and transcribed, in order to increase validity and decrease the probability of using the researchers own analysis of the data, due to the fact that one of the fundamental issues regarding validity is biased behaviour within research studies.

### 3.6.2 Content validity

Introduced as the extent to which the measurement device provides acceptable coverage of the investigative questions (Saunders et al., 2009, p.373). In this study all questions have been derived from the literature review and were pertaining to the primary research questions therefore, the questions were valid and considered suitable to this research study. A pilot study, which assisted in the suitability of the question, was added to this research study, which according to Saunders et al., (2009, p.394), will also assist in establishing content validity.

### 3.6.3 Criterion-related validity

Also known to as predictive validity, and is related to the ability of the measures (interview questions) to make accurate predictions (Saunders et al., 2009, p.373). Due to the small sample size concerning the SMA specialist, it may potentially impact the criterion-related validity. This was mitigated by adding a cross sector verification study, which therefore improved the validity, although a recommendation for future studies could be done to increase the sample size which could potentially yield greater results.

### 3.6.4 Construct validity

Refers to “*the extent to which your measurement questions actually measure the presence of those constructs you intended them to measure*” (Saunders et al., 2009, p.373). All factors empirically analysed is ultimately related to the literature review, therefore providing evidence that the test is measuring what is purported to measure. It is agreed that these relationships show convergent validity in that empirical research and literature are all interrelated.

### 3.6.5 External validity

External validity is defined as “*The extent to which the research results from a particular study are generalisable to all relevant contexts*” (Saunders et al., 2009, p.592). This research study provides a limited external validity as the size of the SMA specialists in this particular study was relatively small. This was mitigated by adding a cross sector verification study in an effort to increase generalisation, subsequently increasing the external validity of this research study. The findings of this study can therefore be useful in organisations from both the banking and insurance industries.

## 3.7 Reliability

In addition to being valid the measures must be reliable as well. To determine whether the measurement the researcher is using, is effective the research will need to assess the reliability (Jackson, 2011, p.66). If a measurement is reliable, repeated measurement of the same person should result in the outcome being similar each time (Beins, 2008, p.132). Due to the Social and Digital marketing department being situated in Johannesburg, the interviews were conducted telephonically. According to Saunders et al., (2009, p.349), seeking to conduct qualitative interviews by telephone may lead to issues of (reduced) reliability. This was mitigated by allowing the pace of the interview to be dictated by the interviewee as well as recording the interviews in order to ensure reliability.

### 3.8 Ethical considerations

Research ethics pertains “to the application of a moral code of conduct when human participants are the focus of empirical research” (Biggam, 2011, p.249). Mantzorou and Fouka (2011) described ethics as an area of philosophy dealing with decision making concerning what is wrong and what is right.

The Belmont Report identifies three core principles for ethical conduct of research

*Respect of persons- Participant’s welfare should always take precedence over the interests of science and society. Participants should be treated with courtesy and respect, and they should enter research voluntarily and with adequate information*

*Benefits- Researchers should strive to maximise the benefits of the research for wider society, and to minimise the potential risks to research participants.*

*Justice- Researchers should ensure that research procedures are administered in a fair, non-exploitative, and well-considered manner (Hennink et al., 2011, p.63).*

Approval for this study was provided by the University of the Western Cape ethics committee and the Department of Information Systems. While it anticipated that no severe ethical risks were posed to any of the participants, this study employed various safety precautions to ensure the protection of the participants. Firstly, an information sheet as well as a participant’s invitation was provided to all participants prior to the study being conducted. The participant information sheet (found in Appendix A) contained all the necessary information such as the title of the study, purpose of study as well as the contact details of the researcher, and most importantly gave an assurance of anonymity and confidentiality. Secondly, a research ethics consent form (found in Appendix B) for interviews was also provided to all participants detailing their role as well as their rights as participants. Participants were also advised that they have the right to withdraw from the research study at any stage without any adverse consequences. The researcher was dedicated to keeping the identity and organisation

confidential, cautionary measures were taken to secure research related data which entailed password protection, ensuring anonymity and confidentiality at all times.

### 3.9 Conclusion

This chapter provided a comprehensive account of the research methodology and design used for this research study. The background to two main research paradigms were presented, namely interpretivism and positivism. Based on the nature of research question, it was determined that the interpretivist paradigm will be adopted within this study. This research makes use of qualitative, exploratory approach in the form of case study methodology which was employed to illustrate the phenomenon regarding “*How can the introduction of Social Media Analytics (SMA) assist in enhancing the consumer satisfaction in a financial institution of South Africa?*”. The data collection employed consisted of interviews. The participant sample size was 47 in total, with 33 from Organisation A and 14 from Organisation B. The empirical findings are presented in the next chapter.



## 4 Empirical Research Findings: Presentation

This chapter represents the discussion of the research case study findings described in Chapter 3. This chapter will provide a description regarding the results found within the study from Organisation A, followed by a comprehensive discussion presented theme by theme regarding the findings of the study.

This Chapter employs to answer this research study's primary question "*How can the introduction of SMA assist to increase the consumer satisfaction in a financial institution of South Africa?*".

The following sub-questions were established with the purpose of answering the primary research question:

- What is SM?
- What are the benefits of SM?
- What is SMA?
- What are SMA tools and how are they used?
- What are the benefits of SMA and associated tools?
- What are the risks of SMA and associated tools?
- What is the role of SMA in the financial industry?
- What is the current state of SMA within the financial industry of South Africa?
- What is consumer satisfaction?
- How can the introduction of SMA tools help to enhance the consumer's satisfaction?
- How can SMA tools help to enhance consumer satisfaction within the financial industry?
- How to measure the consumer's satisfaction and how it is linked to SM tools?

The sub questions were answered by reviewing related literature in order to classify SM, SMA and consumer satisfaction, as well as its benefits and characteristics.

Additionally, finding a link between consumer satisfaction factors and SMA was also discussed within this studies literature, found in Chapter 2.

Secondly, the empirical findings were tested in the specific empirical field. This theoretical assumption was tested against two financial institutions within South Africa, namely Organisation A and Consumers from Organisation A, as well as Organisation B and Consumers from Organisation B which will be further discussed in Chapter 5.

#### 4.1 Organisation Observation

The information below was made available through market research pertaining to Organisation A and B, Market research emerged in the late 1930s and was used in addition to advertising (Hopwood, 1966). Marketing research is defined as the scientific and controlled gathering of non-routine marketing information undertaken to help management solve marketing problems (Burnett, 2003, p.55). The main aim of market research according to Proctor and Jamieson (2004) is to alleviate some of the risks regarding marketing decisions by providing information than can provide a complete or portion of the foundation of decision making.

Secondary market research, which can be labelled as information, previously published Burnett (2003, p.60), is represented in Table 19 and Table 20 below. The data was collected through Organisation A's and Organisation's B's SM platforms. Table 19, represents the number of SM followers on the top 3 SM Platforms whereas Table 20 provides the top 4 uses of SM as found by the researcher.

**Table 19 The number of users found on SM Platforms based on the organisation under study (Source: Author)**

Organisation	SM Platform		
	Twitter	YouTube	Facebook
Organisation A	70800	1936	148180
Organisation B	196	56	10596

**Table 20 Organisation's uses for SM (Source: Author)**

Organisation	Innovation <sup>1</sup>	CRM (Consumer Relationship management)	Consumer Feedback	Brand Awareness
Organisation A	YES	YES	YES	YES
Organisation B	YES	YES	YES	YES

The above secondary data found on the organisations' SM platforms, provides an overview of the organisations' SM state as of May 2016, and while the SM "*following*" for both organisations are low compared to the total South African SM following, both organisations are still ultimately reaping the benefits of SM.

This research concentrates on two categories, namely two financial organisations using SMA within South Africa as well as the consumers of these two financial organisations, the primary case study known as Organisation A is discussed in detail below, while the cross sector verification study known as Organisation B will be discussed in Chapter 5.

## **4.2 Case Subjects**

### **4.2.1 Organisation A**

This organisation is a banking institution based in South Africa and was founded in 1888 and became 100% South African owned in 1969, with head offices in Cape Town and Johannesburg, and currently has 30,739 employees.

This organisation was chosen as it known as one of the top 4 banks within South Africa and can provide in depth knowledge due to not only its size but due to its SM presence. The sample size for this organisation was 3. The interviews were held telephonically as this department is based in Johannesburg. The sample size for this organisation was low due to the fact that the SMA department is still fairly new and due to the processes

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<sup>1</sup> Organisation's uses for SM was established by viewing trending topics found on Organisation A and Organisation B's Facebook page 30 May 2016



involved i.e. software tools, can therefore be accomplished with a small department, but will continue to grow in the next few years.

#### **4.2.2 Organisation A consumers**

In order to explain how SMA enhances the consumer satisfaction, interviews were held from a consumer perspective as well. The sample size for this study consisted of 30 participants actively using Organisation A's SM platforms.

#### **4.2.3 SMA background in Organisation A**

The SM presence in Organisation A, is very low compared to the SM usage within South Africa. As discussed within the interviews with the Digital and Social marketing department. The marketing team anticipated starting a campaign to gain more followers but due to team capacity issues it was not advised. They realised that if the team cannot keep up with the magnitude of users the users will ultimately complain and therefore cause a reputable risk to the organisation. Another reason for the low SM followers could be due to the fact that historically the people that bank within the organisation are older and wealthier and might not necessary have SM, while another reason is the amount of clients Organisation A has compared to other banks within South Africa, for example First National Bank has been the leader in digital marketing therefore will have more followers, also stated by Organisation A's specialists is the fact that *"the amount of followers should not be the judge if you are doing well on SM platforms, what is important is the content the organisation provides"*.

One of the SMA tools currently used by Organisation A is Brandseye, this tool provides real time information as well as supports Organisation A in making better decisions. This tool also assists if there is a SM crisis within the organisation, for example internet trolls. Through Brandseye the organisation is able to monitor in real time as well as rectify any issues which may occur, also in real time.

### 4.3 Presentation of Empirical Findings

In chapter two (2.7.12), the SMA based on Consumer Satisfaction model was created, which was derived from the literature review. This model epitomizes 7 factors as illustrated in Table 13.

The 7 Factors are discussed below, introducing each factor and illustrating the significance of each of the factors as well as the supporting literature.



**Table 21 Factors affecting consumer satisfaction as per literature reviewed (Source: Author)**

<b>Consumer Satisfaction Factors</b>	<b>Literature</b>	<b>References</b>
<b>Service and Product quality</b>	Product quality also assists the organisation with a competitive advantage	(Chai et al., 2009, Hwang, 2010 and Jahanshahi et al., 2011)
	Defined as the conformance to consumer requirements in the delivery of a service	(Chakrabarty et al., 2007)
<b>Trust</b>	Good service can enhance a consumer's trust in the service provider and can therefore enhance the consumer's opinion of what they have received	(Fornell et al., 1996 and Hsu, 2008)
	Perceived trust can also impact the consumer's general satisfaction	(Chiou, 2004 and Hsu, 2008)
	Trust and commitment are leads to consumer's satisfaction	(Moliner et al., 2007, Geyskens and Steenkamp, 1998 cited in Dehghani et al., 2012)
<b>Complaints Acknowledgment</b>	When the relationship between consumer satisfaction has turned positive the organisation effectively turned a complaining consumer into a loyal consumer	(Fornell et al., 1996)
	Customer complaints is seen as valued information and should be used as a strategic and free marketing tool for the organisation to understand what the client needs and wants are	(Murphy et al., 2006)
	Customer satisfaction has a negative relationship with customer complaints as the higher customer satisfaction is, the less a customer would complain	(Angelova and Zekiri, 2011)

<b>Loyalty</b>	Consumer satisfaction is the foundation of any profitable organisation as it leads to brand loyalty	(Angelova and Zekiri, 2011)
	An increase in overall customer satisfaction should subsequently increase the total number of customer loyalty	(Fornell et al., 1996)
<b>Pleasurable fulfilment</b>	Satisfaction is the consumer's sense that consumption provides outcomes against a standard of pleasure versus displeasure	(Oliver, 1999)
	Pleasurable fulfilment that is, the consumer senses that consumption fulfils some need, desire, goal, or so forth and that this fulfilment is pleasurable	(Oliver, 1999 and Gerpott et al., 2001 as found in Hansemark and Albinsson, 2004)
<b>Desires and Goals met</b>	The consumer senses that consumption fulfils some need, desire, goal provides consumer satisfaction	(Oliver, 1999)
	The extent to which a service or product fulfils a person's desires plays a significant part in shaping the consumers feeling of satisfaction	(Spreng et al., 1996)
<b>Price satisfaction</b>	Price fairness is another important issue which results in customer satisfaction, charging a fair prices assists in the development of customer satisfaction	(Hanif et al., 2010)

The empirical findings will be represented below through the discussion of each factor, firstly through the SMA expert's point of view, followed by the consumers using SM in the organisation.

#### **4.3.1 Consumer Satisfaction Factors based on SMA**

The 7 consumer factors found within literature is presented below, interviews were held as described in Chapter 3, and an example of this can be found in Appendix C.

For the purpose of analysing the information, the factors identified within this literature will be analysed in order of importance, the level of importance was derived from the information gathered for the SMA specialists, therefore the higher the ranking the more effect and weight it carries regarding the enhancement of consumer satisfaction in SMA in a financial institution within South Africa.

#### **4.4 SMA specialists within the organisation**

##### **1. How is SMA used as a means to increase Consumer Satisfaction in the organisation?**

SMA is described by one of the participants as an “*integral part of our online conversation monitoring*”, all three participants agree that SMA increases consumer satisfaction, as it provides real-time information, which particularly assists the organisation in a crisis. All SMA participants stated the fact that SMA assists the organisation to make better decisions as well as mitigates risks associated with any online conversation. For example, there are many internet trolls online and by monitoring conversations the bank is able to rectify any issue in real time. The term “*real-time*” was highlighted amongst all participants as an integral benefit of SMA, one of the participants also mentioned that they see consumer satisfaction as a positive response towards a new product, and based on the positive responses the organisation receives, it therefore provides a linkage between consumer satisfaction and SMA.

#### **4.4.1 Service and Product quality**

This study established that service quality had the most influence on SMA for enhancing consumer satisfaction, the findings below illustrates the significance of this consumer satisfaction factor and how it relates to SMA.

##### **2. How does SMA help with better financial service delivery?**

One participant has a neutral sentiment to this question, *“You can use data from the analytics tool to target a particular person, but we can only recommend, there is information about clients we have on a daily basis, maybe other organisations are using it better but I don’t think we are there as a bank yet”*, while the other 2 participants agreed that SMA can assist in providing better service delivery. For example - there were many consumer complaints regarding slow card delivery, the information gathered through SMA was sent through to the consumer experience department where they in turn informed the bank’s branches resulting in a better process. This is one of the many ways SMA assists Organisation A, additionally *“using the real-time capabilities of our tool, and having worked closely with the respective teams”*, the SMA team has built up a robust keyword list where they are able to get alerts on key topics and themes coming though, this information then gets escalated for action.

##### **3. How can SMA inform management on the strength and weakness of a product or service in order to improve the organisational performance?**

SMA assists Organisation A to *“make better decisions”*, another participant mentioned *“We have general dashboards, in addition we have highly targeted product dashboards that we have developed with the team in order to provide real-time insight around their particular product, service or launches”*, while another participant tersely mentioned that the SM team can only provide the SM data it is up to bank to use this information, *“there are so many members in the hierarchy, the interest is not that great”*, while the data is provided to the bank, the SMA data can only provide recommendations.

#### **4. How does SMA highlight critical areas in order to make service and product enhancements?**

*“We have a dedicated dashboard that aggregates critical conversations. Our tool also allows the bank to setup alerts to key stakeholders in the business so that they are immediately notified should a mention be made”.* This information is provided on a monthly basis, in addition the bank usually runs 4 or 5 campaigns per month. This information is reported and the SM team then provides recommendations on the data analysed. However, one participant suggested that *“maybe what we need to do as a team is to ensure that the recommendations are taken forward”.*

#### **4.4.2 Trust**

Trust is rated 2nd by the Digital and Social marketing department, showing that trust is an important factor when creating SMA based on consumer satisfaction, a discussion regarding these findings is provided below.

#### **5. How can SMA assist in providing trust between the consumer and organisation?**

One participant confidently mentioned trust is formed by the bank being *“transparent”*, while another participant mentioned, *“it is essentially about integrity and responding timeously”*, furthermore there is a lot of good work the bank does in form of philanthropy, *“depending on what post you upload on Facebook you can gain trust”*, the SM team also noticed that the consumers care more about the *“good”* the bank does rather than products on SM, this type of information can only be found through the mining of SM data.

#### **6. How can SMA assist the organisation in gaining the trust of its consumers?**

Trust is gained by being honest with consumers and providing the client with what they want, all of this is done with the assistance of SMA, there is a lot of work the bank does in the community, and one participant mentioned satisfyingly: *“as a bank, we look after the community as opposed to money”.*

#### 4.4.3 Complaint Acknowledgment

Complaint Acknowledgment is ranked 3rd with regards to SMA based consumer satisfaction - the research findings are discussed below:

##### **7. What is the nature of the relationship between SMA and organisation complaints?**

*“People love to complain”*, and more so on SM, the banks ensure that robust searches are in place to ensure that the bank is on top of all these conversations and resolves their concerns as soon as possible. One participant mentions that consumer satisfaction has *“definitely improved”* but also explains that SM is there to *“assist”* the back end and mitigate any issues but should not be the *“ultimate process”* for the bank. Overall all participants are in agreement that SMA assists the organisation with complaint acknowledgement.



#### 4.4.4 Loyalty

Ranked 4<sup>th</sup> by the Digital and Social marketing department. While many underestimate the power of loyalty; the influence it has within consumer satisfaction is significant - the research findings are discussed in more detail below:

##### **8. How can SMA create a relationship with the consumer and organisation, and how can this relationship provide loyalty towards the organisation?**

All participants agree with this statement, as one participant mentioned *“The one thing I believe SM can do well is advocate for the bank”*, through SM the bank will get social advocates, these are consumers who will always support the bank and the brand. This SMA participant also mentioned that an example of this is the fact that because the SM team is able to reply almost immediately it provides the consumer with a sense of pride that *“my bank responded to me”*. Through SM you are able to tap into people’s emotions and therefore acquire loyalty. Another participant claimed: *“The more we put the client first in our business communication, the more the client senses that as an organisation “we get them” and “understand their needs” and ultimately based on the*



*number of SM followers the bank has, provides evidence of consumer loyalty towards the organisation”.*

#### **9. Can the organisation use the information gathered through SMA to provide loyalty, if so, how?**

One participant claimed that *“loyalty cannot be bought”*, all the organisation can do is foster a sense of brand love by ensuring the organisation responds to questions timeously. Consequently all the participants agree that SMA can provide loyalty in some way: *“We need to harness the power that the SM data can give us, and ensure that our clients have a great brand experience”*. Through positive user generated content it can improve loyalty and the bank can get more consumers advocating for the bank’s brand.

#### **4.4.5 Pleasurable fulfilment**

Pleasurable fulfilment is ranked 5th amongst participants, while still important for enhancing consumer satisfaction, it was stressed amongst participants, that SMA can only be used for recommendations and what Organisation’s A decision makers do with these recommendation is out of the Digital and Social marketing departments control.

#### **10. How does SMA enhance product and service development?**

SMA data *“shows what the client wants”*, but when it comes to product development it can be a long tedious process, *“by using the SM data we as a team can only provide recommendations. On the other hand, with sponsorships it is easy for us as a team to see what is working and what is not, for example; if we notice a sponsorship is not working well it will be easy to cancel it and concentrate on development. As with sponsorships, there are no rules to abide by, so by mining information you are able to see troublesome areas, but we can only mitigate to a certain extent”*. Another participant mentioned: *“users can take the information found on SM to make better decisions, i.e. when speaking to the consultants they are now more informed”*. They could find information online instead of standing in a long queue. The organisation is able to use the insights from client conversations to provide real time insight back to the business.

## **11. How can SMA provide new opportunities and innovation for the organisation?**

All participants agreed that by using SMA it can provide opportunities and innovation for the organisation, one participant mentioned that *“through the statistics received from SMA we can use this insight to enhance certain products or services. For example; users enquired or complained about cheaper accounts - the team took this recommendation to the business, and from this recommendation a pay as you go bank account was created for only R5”*. Another participant mentioned stressfully that we do work together on creative ideas, but also mentions that *“as a Digital and Social marketing department there is only so much we can do”*. The organisation perceives itself as the *“most secure bank”* - therefore information has to be as secure as possible. SM is a public network and consequently there is always a risk: *“the bank needs to be careful with information or being hacked, even Mark Zuckerberg’s account was hacked so if the owner of Facebook can be hacked imagine what can be done to the bank”*, with SM there are restrictions as to what the bank can and can’t do, while SMA provides opportunities and innovation the organisation needs to ultimately to be cautious.

## **12. How can SM demographics assist with regards to determining pleasurable fulfilment of consumers?**

One participant declared: *“Yes, absolutely”*, although another participant was apprehensive, *“SM demographics are not completely conclusive but can give an indication of insight as to the demographics of the audience.”* Another participant also mentioned: *“at the end of the day we can only take the information mined and send it to marketing and retail, but if they say the structure is not available there is nothing we can do”*. SMA can only influence but unfortunately does not have the final say: *“we present the SMA in the hope it will influence but it is not up to us to force marketing to use the information”*.

### **4.4.6 Desires and goals met**

This was ranked 6th, and despite the fact that it does perform a huge role it was surprisingly not ranked very high this is discussed below.

### **13. How can SMA assist the organisation in making better decisions?**

With the SMA tool the bank uses, analysis can be completed in real time, therefore if there are any issues it can be rectified immediately, SMA is *“very important to the bank”*, and the *“power of SM provides everyone with a voice”*. Through carefully constructed keyword searches, aligned to the business needs, as well as client insights, the Digital and Social marketing department is able to provide valuable feedback to the business to positively affect business change if there should be a need. Another participant mentioned that through SM and SMA the bank is now in a *“better position to understand the consumer”*. The insight found on the SM platforms can be used to better understand the consumer’s behaviour, i.e. *“trends start through SM therefore enabling the organisation to remain relevant”*.

### **14. How does SMA provide insight into consumer behaviour that the organisation was previously unaware of?**

*“In the past the bank had to rely solely on people engaging with staff to get a sense of feedback”*, according to one participant. SM allows people to post their opinions and by the bank mining this information it provides the bank with valuable feedback which they would not have received any other way. SM as a result also provides a better view of the public’s opinion *“than having to garner feedback face to face as people might provide information they think the bank would like to hear instead of being honest”*. Another participant mentioned that *“by mining SM the bank is able to target certain people, whereas in the past manual surveys were implemented”*. Through SMA the organisation is constantly aware of the consumer sentiments of the bank’s brand, and these analytics *“allow for organisations to act and possibly influence the sentiment in the case where the sentiment is negative”*. Lastly, another participant mentioned once again *“real-time”* as a factor within SMA - if there are questions or queries, the organisation can correct it immediately, for example; if the user complains that they are charging too much regarding a certain product, the organisation can respond by explaining what the product entails, providing information that the user might have been unaware of and justify the cost. Educating the consumer about product and services as well as current competitions, for example *“win your share of 1 million”*, the consumer

will then ask questions regarding this and the Digital and Social marketing department will respond, and provide information to the consumer.

**15. How does SMA assist the organisation in catering to the consumer's special and unique needs?**

The bank has Facebook, Twitter and YouTube and *“by being where the consumers are, it allows us as a bank to reply and be available to the consumers”*. Through effective listening and monitoring the bank is also able to gain valuable insight into the client's world - *“their needs, their gripes and praises”* can now be heard. Another participant mentioned that: *“every consumer is different as much as they may fall within the same segment, analytics provide a deeper understanding of the consumer's interest/hobbies”* - this insight can provide a better understanding with regards to the consumers.

**16. How does SMA assist the organisation in providing feedback as to what service or product the consumer will act positively toward?**

Based on the results provided by SMA the organisation can see which campaigns worked, for example, *“based on last year's results the bank is able to view which SM platform received the better results with regards to the Comrades, if it was Twitter as opposed to Facebook the organisation will concentrate more on Twitter this year”*. The information discovered is based on feedback and analytics, as there is a certain KPI set on each post/campaign. If the bank set a KPI at 50 clicks and they have reached 60 clicks per campaign, they have over achieved on that particular KPI for that campaign. One of the participants mentioned: *“By mining the data, i.e. by the campaigns and sponsorships, we are able to see what the consumer likes”*. Also, through SMA themes and trends become visible, this information could also be used to drive future decisions. Lastly, what was *“surprisingly found through SMA is that sponsorships gain more attention on SM”*.

**17. How does SMA help in determining what the consumer thinks about a certain product or service?**

The bank is very careful not to *“bombard”* its clients with only product information - as a result it provides CSI sponsorship information, partnership information, in addition to

services and products. One participant mentioned that by the bank looking through complaints as well as campaigns they are able to have an overview on what the consumer likes. *“The organisation then uses a SMA tool such a Brandseye to determine the sentiment of a certain product”*, consequently helping the organisation understand what the consumer thinks about a certain product, service or even a sponsorship.

#### **18. How does SMA assist with competition from other organisations?**

*“SMA allows us (organisation) to get a complete view of online conversations surrounding our competitors”* - the bank uses these online conversations to see if they have commonality around topics being discussed online. Another participant revealed that a competitive analysis report is provided every month, regarding how many posts the bank posted for the month, as well as insight into its competitors. This includes what other banks post and the number of views regarding these posts, in addition to this the bank can view the amount of replies for each response, for example, *“2000 comments posted but the bank only responded to 1000”*, a further benefit of SMA is the fact that it provides the average response time, from other banks as well as our own, *“we are then able to see if we are the quickest at responding, or if we as a bank are not and through SMA we are able to do something about it”*. *“We as a bank would like to be seen as reliable and a bank that responds quickly”*. Another participant mentioned that *“we are also able to pick up consumer sentiment towards our competitors and ourselves and we are able to set up benchmarks, which are indicative of how we fare against other banks”*. On the other hand, another participant mentioned that *“although we tend to look at other competitors, at the end of the day each organisation should have their own strategy”*.

#### **19. How does user generated content provided by SMA enhance Consumer Satisfaction?**

*“We are able to take topical conversations, and then overlay tactical executions from ourselves to serve to “answer” the current topics of conversation”*, while another participant mentions that if the SM team notices that users are asking specific questions on a daily basis, this therefore forms user generated content as this is *“what the users want to see”*. It provides insight as to what information the organisation should generate

- an example can be: *“many users asking what the bank’s customer service telephone number is. This provides insight into what the consumer would like to see and consequently the Digital and Social marketing department generates this information on the banks SM platforms”*. Another participant mentioned that they had a neutral sentiment to this question as he felt that while they could try to mitigate any user generated issues or concerns by responding quickly before a conversation goes *“sour”* but they cannot influence, for example how a specific bank branch treats its clients and at the *“end of the day issue lies with client’s service to enhance their consumer service, we can only mitigate to a certain extend”*.

#### **4.4.7 Price satisfaction**

While price satisfaction is ranked number 7, it should not be under estimated, all the participants agree that SMA provides price satisfaction and consequently will enhance consumer satisfaction - this is discussed below.

**20. Price Satisfaction as literature presented, is a factor of consumer satisfaction, but there is no literature linking SMA and price satisfaction, in your opinion, from the knowledge gathered through SMA, what is the relationship between the two?**

*“Yes, there is a linkage”* and *“People always want something cheaper”*, but *“many banks think that they have the cheapest account. However, this bank has one that is the cheapest”*, one participant claimed *“I think the marketing doesn’t believe in shouting about price but more about service, additionally sponsorships help as you will be able to get brand exposure, which will assist, so it’s all relative”*. Another participant mentioned: *“We link the perception of price to client satisfaction”*, although one participant did mention: *“More often than not, the reason for the SM comment isn’t price but something else they may be happy or unhappy about, and price is just a secondary mention”*. All participants concur that price satisfaction is a factor in consumer satisfaction, and the information gathered through SMA is used to tweak accounts, for example R5 account also known as the pay as you go.



Below is a summary of the level of importance consumer satisfaction factors holds in relation to SMA, 1 – most 7 - least

**Table 22 level of importance consumer satisfaction factors holds in relation to SMA (Source: Author)**

Consumer Satisfaction Factors	Level of importance
Service and Product quality	1
Trust	2
Complaints Acknowledgment	3
Loyalty	4
Pleasurable fulfilment	5
Desires and goals met	6
Price satisfaction	7

## 4.5 Consumers of organisation

The 7 consumer factors found within literature is presented below, Interviews were held as described in Chapter 3, and the interview question can be found in Appendix D.

### 4.5.1 Service and Product Quality

- 1. Since SM is easy to reach and an interactive platform, how can this assist with consumer satisfaction? Please explain your viewpoint.**

29 Participants agreed that due to the fact that SM is easy to reach and is interactive it increases consumer satisfaction while, one surprisingly disagreed but made a valid point stating *“I do not agree that SM is within reach of everyone and available to one and all. The poor, disabled and elderly, amongst others, often have trouble accessing this platform, forcing them to make use of other means to communicate with service providers. This often leads to frustration and delayed / no communication”*. 4

Participants stated the fact that SM is cost effective and therefore increases consumer satisfaction, while 13 participants mentioned its convenience as a huge factor for SM increasing their consumer satisfaction. Many participants mentioned that SM is easier than standing in a long queue at the bank or waiting for a consultant to answer the call.

#### **4.5.2 Trust**

- 2. SM is used to assist organisations in observing concerns or risks; in your opinion does this provide trust between the consumer and organisation? Please explain your viewpoint.**

Trust received the lowest positive outcome with only 21 fully agreeing with this statement; as a result, only 70% agree that SM provides trust, with 5 neutral and 4 negative views. With regards to the 4 negative participants, most of the participants stated the fact that SM is open to the public as their reason for finding SM un-trust worthy, *“not everyone tells the truth”* and *“some people have malicious intent”*. Another participant added *“No, because anyone can use SM, that leaves room for an organisations brand to be effected either positively or negatively, so consumers and organisations should not really trust SM”*. With regards to the 70 percent of the participants agreeing to the question, the term *“care”* was declared by 4 participants: *“Yes, as I know they care about what I think”*, while another cheerfully mentioned: *“Yes, additionally when I see their sponsorships on Facebook, I feel like they truly care about the environment, I love that they are protecting our world for both me and my kids”*.

#### **4.5.3 Complaints Acknowledgement**

- 3. How can the use of SM platforms assist the organisation in understanding what the consumer needs? Please explain your viewpoint.**

28 Participants agree that SM platforms assist the organisation in understanding consumer needs, the trend throughout the interviews was *“listening”*. By using SM the consumers feel that the organisation is listening to them, one participant indicated *“SM is a very big platform, as an individual you get to discuss and voice how you feel and*



*what your consumer experience was like, many consumers are able to agree and relate to personal experiences*". Another participant concurred and stated: *"The consumer can post their needs and wants to the organisation, we can give feedback to the organisation or the organisation can look at what the latest trends are through SM"*. However, one participant felt that the organisation needs to *"listen more"*, *"companies need not only to push their products in the faces of the consumers, talk less and listen more that way they are able to provide a service that is needed not what they think people need"*. In general, there was a positive sentiment regarding SM assisting the organisation in understanding the consumer's needs.

#### **4.5.4 Loyalty**

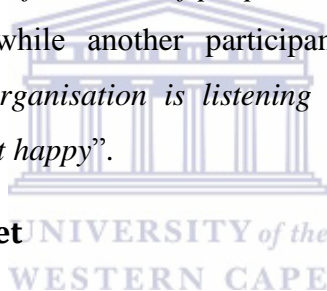
#### **4. How can SM assist in creating a link between consumers and the organisation?, Please explain your viewpoint**

Of the 30 participants, 29 agreed that SM does create a link between consumers and the organisation, the majority of the participants cited *"feedback"* as the main factor contributing to creating a link between the consumers and the organisation. Participants mentioned that when the consumer receives feedback from the organisation, *"I feel special"*, *"it creates a bond"*, *"creates trust"*, and *"shows the organisation cares"*. While other participants mentioned the accessibility of SM, as well as pointed out that communication through SM is much more convenient, while on the other hand one participant disagreed with the statement, as he felt that SM is *"intrusive"*, *stating that he prefers to go to the bank himself and does not want the public to see his private information*". In essence 96.6 % of the participants agreed with this statement as through direct communication, SM forms a link between consumers and the organisation and the overall sentiment is that SM *"is informative, convenient and provides anytime access"*.

#### **4.5.5 Pleasurable Fulfilment**

#### **5. SM platforms are used by organisations as feedback to improve products and services, how will this enhance your consumer experience? Please explain your viewpoint.**

Once again “*feedback*” was a huge trend regarding the answers provided by the participants - the overall sentiment amongst the consumers is that through SM they feel “*heard*” and that through SM Organisation A, is now “*listening*” to what consumers have to say. One participant mentioned “*this will enhance the consumers experience as feedback can be given very quickly and solving of any issue can be completed a lot quicker*”. 26 Participants agreed that SM platforms can be used as a means to improve products and services. There were 4 participants that had neutral views, one participant said apprehensively: “*I can’t really see them changing anything from one suggestion by me but maybe it will allow them to become aware of what I want*”, while another said curtly “*If they actually do use my feedback then I would feel fulfilled but I doubt they would*”. On the other hand, many consumers had a positive view stating, “*the organisation is getting feedback from a lot of people and different points of view about the product through SM*”, while another participant blissfully replied: “*By the organisation using SM the organisation is listening to what we (consumer) want, therefore making me as a client happy*”.



#### 4.5.6 Desires and Goals met

### 6. SM platforms can discover insight into the behaviour of the organisations' consumers - how can this increase consumer satisfaction? Please explain your viewpoint.

28 Participants agree with the question, one participant stating “*our behaviour can be studied and the organisation can change things according to the feedback they were given to enhance consumer satisfaction*”, with 8 participants stating that it allows the organisation “*to understand what I like and what I don’t*”. Another participant says that “*by spotting trends*” through SM it can help organisations increase consumer satisfaction. One participant agreed with this declaration, stating: “*it gives clear trends on the client’s behaviour*”. There were 2 participants who had a neutral sentiment towards this question. “*Depends, an organisation will not always get good reviews and will sometimes receive bad reviews, and users could refrain from using the product/service, on the other hand they will be able to see where they can improve*”.

Another participant added that *“it becomes a bit much when you trying to do something (on SM) and advertisements keep popping up”*. Once again the response was mainly a positive sentiment towards SM and how it discovers insight into the behaviour of consumers.

#### **4.5.7 Price Satisfaction**

**7. In your opinion, how effectively can organisations provide information to their consumer (including price satisfaction) using SM platforms (rather than traditional advertising)? Please explain your viewpoint.**

27 Participants agreed that SM can provide information more effectively than traditional advertising, one participant made an interesting statement mentioning that *“SM targets a specific audience whereas normal marketing is a general target”*. Consequently, through SM the correct people are able view the adverts. Also, *“The information can be very focussed and specific to a certain market making it cost effective”* and *“through targeting the organisation is able to know what I am willing to pay or what item I would like to purchase”*. 3 Participants provided a neutral sentiment to the question - one responded abruptly: *“Not sure”*, while another mentioned: *“The power of SM cannot be underestimated yet, it empowers only those who are privileged enough to have access to it”*.

#### **4.6 Conclusion**

This chapter provided a detail account regarding the empirical research of Organisation A as well as the organisation’s consumers using SM Platforms, therefore assisting in answering the primary research question.

The next chapter focuses on the synthesis between empirical findings and literature, providing a correlation between the literature reviewed as well as the empirical research.

## 5 Synthesis between empirical findings and literature

This chapter reveals the results of the empirical findings and literature. Within this chapter a correlation is made between the findings in the literature and the empirical findings. The empirical research concentrates on four groups namely:

- Organisation A
- Organisation B
- Consumers of Organisation A
- Consumers of Organisation B

The empirical research is approached in a highly structured manner. This chapter will provide a description regarding the results found in the empirical study from both Organisation A and Organisation B as well as a correlation between Organisation A and Organisation B's consumers. It is followed by a comprehensive discussion, presented theme by theme, regarding the findings of the study, including an amalgamated analysis of the empirical data collected against the literature review findings.

### 5.1 Cross Sector Verification Study

An additional cross sector verification study was included to the empirical study to test if the answers provided in Chapter 4 are valid only in a niche market, or if the data collected can be generalised. Below are the findings from an insurance organisation within South Africa known as Organisation B.

#### 5.1.1 Organisation B

This organisation is an insurance institution based in South Africa and was founded in 2010, with currently just over 500 employees. Organisation B is a wholly owned subsidiary by one of the top 4 insurance organisations in South Africa, providing life cover, disability cover, salary protection, serious illness protection and funeral cover.

This organisation was chosen due the fact that it is an insurance organisation, and although fairly new to the market, it has grown immensely in a short space of time.

Therefore, it provided some useful empirical data due to its SM presence, as well as allowing a cross sector comparison within this study. The sample size for this organisation was 3, the interviews were held face to face as this department is based in Cape Town. The sample size for this organisation was small due to the fact that the both the organisation and the SM and SMA department is still fairly new however Organisation B is in the process of expanding their current SM platforms.

### **5.1.2 Organisation B consumers**

In order to explain how SMA enhances the consumer satisfaction, interviews were held from a consumer perspective as well. The total consumer's population is 73054, and the sample size for this study consisted of 11 participants using the SM Platforms within organisation B.

### **5.1.3 SMA background in Organisation B**

The SMA tools used by Organisation B are: Qlikview and Google Analytics.

Google Analytics is used to view online traffic, as well as provide information regarding the success of campaigns, i.e. how many “*clicks*” each campaign received and providing Organisation B with feedback as to whether the particular campaign was successful or not. Additionally, Google Analytics provides Organisation B with essential data, such as the amount of visitors to a particular SM platform.

Another tool used by Organisation B is Qlikview - this provides the organisation with the campaign name, clicks per view as well as response rate. All this information is sent to management where they will take this information into consideration when developing new products or services.

While the SM presence of this particular organisation is not very high, with the correct use of the SMA tools as well as the organisation's current online marketing strategies, Organisation B's SM followers should improve swiftly.

## 5.2 Cross Sector Verification Analysis

Below is a cross sector verification analysis between Organisation A and Organisation B, The seven consumer factors found within literature is presented below. Interviews were held as described in Chapter 3, and an example of this can be found in Appendix C.

### 5.2.1 SMA Specialists

#### 1. How is SMA used as a means to increase Consumer Satisfaction in the organisation?

Organisation B's primary concern is to ensure the removal of "error" by getting to the "root" of the problem and essentially avoiding consumer dissatisfaction - this can be done through SMA. Through SMA Organisation B has a demographic target overview, and can therefore schedule advertisements according to demographics, resulting in an increase in consumer satisfaction as the consumers are provided with information based on their interests.

##### 5.2.1.1 Service and Product quality

#### 2. How does SMA help with better financial service and product delivery?

Understanding consumers is the foundation to a sustainable competitive advantage within the financial industry and "*financial markets can no longer wait to embrace the power of advanced analytics to gain insights and evaluate opportunities, which will improve cross-selling or up-selling*". Another participant added SMA allows us to "*know what the consumers are interested in*" - this is in accordance with Organisation A but Organisation A feels that other organisations are using SMA better claiming: "*I don't think we are there yet as a bank*". The main sentiment is positive, as the rest of the participants in Organisation A stated that with the help of SMA their process has improved, which as a result affected the organisation's service delivery positively, and increased consumer satisfaction.

### **3. How can SMA inform management on the strength and weakness of a product or service in order to improve the organisational performance?**

*“SM is used to express feelings”* - this was highlighted by one participant. Through SMA, Organisation B is able to *“know what campaigns to discard”*, as they are able to view how well they are performing, as well as *“what works”*. Through SMA Organisation B is able to view trends, which will provide insight as to the strength and weaknesses of products and service. One participant happily mentioned that *“SM has a positive impact on internal communication such as, providing the organisation with new opportunities and building relationships”*. While Organisation A agreed that SM can inform management on the strength and weaknesses of their product, but also mentioned that at the end of the day the Digital and Social marketing department can only provide recommendations, and at times the *“interest is not great”* in SM.

### **4. How does SMA highlight critical areas in order to make service and product enhancements?**

Once again the term *“express your feelings”* was used, as a SM characteristic. This SM information then forms part of Organisation B’s data analytics. Another participant briefly mentioned that campaigns also provide valuable information that can be used to enhance products or services. This is very similar to what Organisation A mentioned but on a smaller scale.

#### **5.2.1.2 Trust**

### **5. How can SMA assist in providing trust between the consumer and organisation?**

One participant from Organisation B declared that *“One of the main ways SMA provides trust is by effectively dealing with complaints. Analytics can help to see trends in claims and help Organisation B put focus on it”*. Organisation A agreed with this statement stating: *“It is essentially about integrity and responding timeously”*. Another participant claimed: *“consumers like to know that their opinions are valued”*, it is therefore important *“that if (Organisation B’s) consumers has a problem, that we as an*



*organisation know about it, to ensure that the correct steps are taken to resolve and issue and to ensure we as organisation do not lose consumers”.*

#### **6. How can SMA assist the organisation in gaining the trust of its consumers?**

A participant within Organisation B sited that *“by quickly responding to complaints”* they gain the consumer’s trust, while another participant agreed with the participants from Organisation A’s responses, stating that: *“Quality of the (SM) content is important, having the consumer’s best interest at heart and by being authentic and transparent”* assists the organisation in gaining trust.

##### **5.2.1.3 Complaint Acknowledgment**

#### **7. What is the nature of the relationship between SMA and organisation complaints?**

One participant from Organisation B mentioned SMA can help the company see demographics of people who complain the most as well as if the claims are legitimate, while another did not answer the question directly, other than to say: *“Exposure of the SM content will grasp a response from the audience”*. Overall all participants from organisation A and B agrees that complaint acknowledgment is a factor of consumer satisfaction with SMA.

##### **5.2.1.4 Loyalty**

#### **8. How can SMA create a relationship with the consumer and organisation, and how can this relationship provide loyalty towards the organisation?**

On participant favourably mentioned: *“SM gives the reader an opportunity to express their feelings”*. Another agreed by saying that this is done by *“determining the consumer needs and wants, and providing this product for them”* - this is when loyalty is created. Both Organisation A and B concurs that SMA can create a relationship and can provide loyalty.



## **9. Can organisation use the information gathered through SMA to provide loyalty, if so, how?**

*“Through analytics, we can determine why consumers are choosing our products. In addition, by looking at analytics we can then provide products to satisfy our consumers”,* while another participant mentioned *“relationships with customers should be mutually beneficial”*. One participant provided an example, *“a great way to do this is to provide your fans and followers with an insider’s look or sneak peek at upcoming services and products. By giving your consumer the opportunity to access exclusive deals and content, you give them a reason to stay true to your brand”*. Once again both Organisation A and B agreed that through information gathered via SMA it can provide loyalty.

### **5.2.1.5 Pleasurable fulfilment**

## **10. How does SMA enhance product and service development?**

Through Google Analytics, Organisation B is able to view the amount of time consumers spend on their SM platforms as well as by what means, i.e. cell phone or computer. The organisation then uses this information to confirm if they should contact consumers or potential consumers via a call or SMS. In addition, *“marketing gages a response from SM, and then analyses the data and responses”*. The statistics provided from SMA are considered when planning a product or service: *“SMA are also considered marketing tools that help develop a product or process”*, Organisation A’s views correspond with this statement as they indicated SMA data *“shows what the client wants”*.

## **11. How can SMA provide new opportunities and innovation for the organisation?**

One participant from Organisation B stated that the organisation is open to suggestions from the public - *“this will assist with new ideas as well as new products that could be in demand in the near future”*. Another participant anxiously mentioned *“they first need to see if it is cost effective for the organisation before implementing anything”*.

Participants in both organisations A and B agreed that SMA can provide opportunities. One participant from each organisation was apprehensive.

## **12. How can SM demographics assist with regard to determining pleasurable fulfilment of consumers?**

All participant from Organisation B agreed with this question, as one stated though SMA we “*know what the consumers are interested in*”, although another participant from Organisation B briefly mentioned “*the less tech savvy person, we will have to call*”. A participant happily mentioned all the SM data mined “*gives us a better understanding or perhaps a good indication of our ideal social audience*” and in this way we are able “*to determine what the fulfilment is of the consumers*”. There were a few mix responses, but the overall sentiment of both Organisation A and B is that they agree that SM demographics do assist with determining pleasurable fulfilment.

### **5.2.1.6 Desires and goals met**

This was ranked 6th, and despite the fact that it plays a huge role, it was surprisingly not ranked very high - this is discussed below.

## **13. How can SMA assist the organisation in making better decisions?**

Both Organisation A as well as Organisation B’s participants all agree that SMA can assist the organisation in making better decisions, in organisation B one participant mentioned SMA provides information, such as “*knowing who your target is*”. Another participant agreed with this statement, while one participant claimed it was an “*on-going battle*” in their organisation but he does feel that it “*SM assists in making better decisions*”. Also noted by one participant is “*when each complaint is resolved, feedback is then given to the business and in turn this impacts all decision making, SM has an impact on the public and in this way will take an effect on business profit*”, therefore the organisation takes SM information into “*serious consideration*”. This coincided with the participants with Organisation A, which claims SMA is “*very important to the bank*”, and the “*power of SM provides everyone with a voice*”.

**14. How does SMA provide insight into consumer behaviour that the organisation was previously unaware of?**

The participants in Organisation B felt strongly that through feedback and complaints from their consumers they are able to view information they were previously unaware of. One participant also mentioned they receive many queries regarding life cover on SM, and this is then used as insight, while another participant mentioned: *“when statements are given exposure on SM, whether negative or positive, it engages a response. These responses have an impact and are highlight by the organisation”*. Although Organisation A is a larger organisation and will consequently be able to mine much more SM information, the sentiment from the participants in both organisations are the same, and both organisations see the insight SMA can bring as opposed to in the past when they had to *“rely solely on people engaging with staff to get a sense of feedback”*.

**15. How does SMA assist the organisation in catering to the consumer’s special and unique needs?**

A participant mentioned that through SMA, Organisation B is able to retrieve data from all relevant sites and analyse the communications that have been exposed and consequently *“all recommendations/suggestions and concerns are measured and taken into consideration”*. Another participant mentioned that through SMA Organisation B is able to understand their target market better, for example *“SMA allows the organisation to get a better idea of how to contact clients through SMA, i.e. through SMSs or calls”*. The participants of Organisation A agreed with this, as one participant stated: *“Every consumer is different as much as they may fall within the same segment”*. Analytics ultimately provide a deeper understanding of the consumer’s interest/hobbies.

**16. How does SMA assist the organisation in providing feedback as to what service or product the consumer will act positively towards?**

All participants from Organisation B agreed SMA assists through *“responses”*, while one participant mentioned satisfyingly: *“by clicking on one of the organisation’s SM platforms the organisation assume this is a positive response”*, as this shows interest in

the organisation. Another mentioned that through SMA the organisation is able to view how long a consumer views an advert from the organisation, once again showing the organisation whether the consumers are acting positively towards a product or service of theirs. Another interesting statement made by one of the participants is the fact that they use Facebook as a means of advertising. Facebook charges the organisation per click, and this could be costly to the organisation. This is another reason Organisation B is using SMA, as they are able to see which advert or campaign is working and which one is a “waste of money”. Another participant mentioned: “*marketing will get a response from SM by saving the data received and analysing the responses*”, and this information is taken into consideration when developing a process or product. What is also important to mention is the fact that a participant stated that: “*SM statistics are imperative*” within the planning of the product or service provided by Organisation B. This is on par with what Organisation A responded.

#### **17. How does SMA help in determining what the consumer thinks about a certain product or service?**

All Organisation B’s participants agreed that SMA helps the organisation in determining what the consumer thinks about a certain product or service. A participant mentioned that this is achieved through mining feedback and comments on SM, while another participant mentioned, “*SM provides a broader perspective of the market’s demand*” and can be completed much “*faster*”. The participants in Organisation A agreed with this and stated that, by the bank looking through complaints as well as campaigns they are able to have a view on what the consumer likes.

#### **18. How does SMA assist with competition from other organisations?**

Two participants from Organisation B mentioned that they should look into competition more within the organisation, while one mentioned that it is looked at “*very briefly*”. A participant then added that because they are an insurance organisation, all they can do is try have a “*better rate*” as opposed to their competition. While Organisation A has a much stronger competitive analysis in place, one participant in organisation A did mention “*at the end of the day each organisation should have their own strategy*”.

## **19. How does user generated content provided by SMA enhance Consumer Satisfaction?**

All data provided by the consumer through SM is taken back to business and marketing analysis is completed. This analysis provides a firm indication on what Organisation B's target audience require. *"We take heed of the information provided through SM and try to increase service delivery and maintain profits"*. Another factor mentioned by a participant is *"getting back to consumers in a short period of time"*, will also assist in the enhancement of consumer satisfaction. This is very similar to Organisations A's process, although Organisation A did put emphasis on the fact that they can only *"influence"*. At the end of the day management will need to make a decision whether or not to take the Digital and Social marketing department's advice.

### **5.2.1.7 Price satisfaction**

## **20. Price satisfaction, as literature presented, is a factor of consumer satisfaction, but there is no literature linking SMA and price satisfaction. In your opinion, from the knowledge gathered through SMA, what is the relationship between the two?**

The participants from Organisation B agreed with this statement: *"Yes, it would be known from analytics which prices generate more sales. This would go hand in hand with market research regarding competitor's prices"*. The participants from Organisation A also agreed, but also one participant despondently mentioned *"people always want something cheaper"*.

### **5.2.2 Consumers of organisation**

Demonstrated by the findings of this study as well as the outcomes, as provided in the preceding section, the discovered factors are ranked below in accordance to their significances by the participants of the study. Below provides a summary of factors enhancing consumer satisfaction within SMA within organisation A and organisation B. The analysis (Questions found in appendix D) clearly shows that majority of the consumers from both the bank and insurance organisation agree that these factors

enhance consumer satisfaction through SMA. All factors achieved high scores with only trust being lower than the average. Consumers cited reasons for the low score as: “SM observations of concerns and risks, promotes more suspiciousness and scepticism towards the organisation”. “Personally, I do not like the idea of information regarding me being mined without my explicit knowledge and consent”, while another mentioned “there is always a bit of doubt in everybody’s mind when it comes to SM, because of the phishing scams going on, however this provides a better and easier platform for organisations to provide excellent service”. Below illustrates the percentage of positive feedback regarding the consumer satisfaction factors.

**Table 23 The percentage of positive feedback regarding the consumer satisfaction factors**

Consumer Satisfaction Factors	Organisation A (Bank)	Organisation B (Insurance organisation)
Service and Product Quality	96.6%	90.9%
Trust	70%	72.7%
Complaints Acknowledgement	93.3%	100%
Loyalty	96.6%	100%
Pleasurable Fulfilment	86.6%	100%
Desires and Goals	93.3%	100%
Price Satisfaction	90%	90.9%

Figure 42 and figure 43, illustrates a visual representation of text data, using the answers provided by the consumers from both Organisation A and Organisation B, in form of a word cloud clearly portraying the similarities in the answers from both the insurance sector as well as the banking sector, as depicted in the word cloud below, the terms “feedback”, “informative”, “interactive” and “listening” are both prominent in both Organisation A and Organisation B’s word cloud, as a result proving generalisation within the consumers of both banking and insurance sectors.



**Figure 42 Consumers from Organisation A (Source: Author)**



**Figure 43 Consumers from Organisation B (Source: Author)**



### 5.3 Synthesis between findings and literature

There is no single framework or theory that can be used to describe how SMA can enhance consumer satisfaction within the financial industry of South Africa. This research study explored a diverse magnitude of literature:

Four consumer Satisfaction frameworks, namely;

- ACSI model
- e-CSI model
- Making consumer satisfaction happen model
- The Service Star model

and lastly 3 SMA and Consumer satisfaction models namely;

- The Consumer Value Theory (CVT)
- CARESOME



- VIKOR

Unfortunately, the SMA and consumer satisfaction models were not suited for this study as none would assist in answering the research question, consequently in order to answer the research question, therefore a combined model was developed using the 7 factors found in the research. Enhancing consumer satisfaction through SMA model was introduced in chapter 2.

Below is summary of Empirical findings as well as the current literature available and how it relates to the consumer satisfaction factors, providing a holistic view of the findings of this study.

**Table 24 Summary consumer satisfaction factors: literature and empirical findings**

Consumer Satisfaction Factors	SMA Specialist Empirical Findings		Positive Consumer Empirical findings		Literature	
	Organisation A (Bank)	Organisation B (Insurance organisation)	Organisation A (Bank)	Organisation B (Insurance organisation)	Consumer Satisfaction literature	SMA literature
Service and Product Quality	Majority Positive	Majority Positive	96.6%	90.9%	(Chakrabarty et al., 2007, Chai et al., 2009, Hwang, 2010 and Jahanshahi et al., 2011)	(Dehghani et al., 2012, Bera and Goel, 2013, Finger and Dutter, 2014, p.123, Fan and Gordon, 2014 and Ganis and Kohirkar, 2015, p.47)
Trust	Majority Positive	Majority Positive	70%	72.7%	(Fornell et al., 1996, Chiou, 2004, Hsu, 2008, Moliner et al., 2007, Geyskens and Steenkamp, 1998 cited in Dehghani et al., 2012)	(Chikandiwa et al., 2013, Finger and Dutter, 2014 p.41 and Finger and Dutter, 2014 p.134)



Complaints Acknowledgement	Majority Positive	Majority Positive	93.3%	100%	(Fornell et al., 1996, Murphy et al., 2006 and Angelova and Zekiri, 2011)	No literature currently available
Loyalty	Majority Positive	Majority Positive	96.6%	100%	(Fornell et al., 1996 and Angelova and Zekiri, 2011)	(Gallaughan and Ransbotham, 2010 cited in Kapoulas, 2012, Dehghani et al., 2012, Hazarika and Nag, 2014 and Ganis and Kohirkar, 2015, p.38)
Pleasurable Fulfilment	Majority Positive	Majority Positive	86.6%	100%	Oliver, 1999 and Gerpott et al., 2001 as found in Hansemark and Albinsson, 2004)	(Dehghani et al., 2012, Hazarika and Nag, 2014, Fan and Gordon, 2014 and Ganis and Kohirkar, 2015, p.39-40)
Desires and Goals	Majority Positive	Majority Positive	93.3%	100%	(Oliver, 1999 and Spreng et al., 1996)	(Sashi, 2012, Dehghani et al., 2012, Hazarika and Nag, 2014, Finger and Dutter, 2014, p.20, Finger and Dutter, 2014, p.109, Finger and Dutter, 2014, p.187 and He et al., 2014)
Price Satisfaction	Majority Positive	Majority Positive	90%	90.9%	(Hanif et al., 2010)	No literature currently available

In order to enhance consumer satisfaction using SMA, it is important that financial organisations attend to the consumer satisfaction factors below, which has been linked to SMA. These factors have been empirically proven in Organisation A and Organisation B. Below provides an analysis of the synthesis between empirical findings from both SMA specialists as well as SM consumers as well as existing literature.

### 5.3.1 Service and product quality

Service quality is considered a noteworthy factor in increasing consumer satisfaction. Product quality also assists the organisation with a competitive advantage (Chai et al., 2009, Hwang, 2010 and Jahanshahi et al., 2011). Consumer satisfaction model's ASCI model as well as the e-CSI model both comprises of Perceived Value, which refers to perceived product quality compared to the price paid for the product (Tian and Zhang, 2009). Consequently from a SMA perspective, Dehghani et al., (2012) declared that SMA assist with service delivery and provides a positive influence towards the consumer resulting in service quality. The literature review highlighted that real-time sentiment analysis as well as other tools provides the organisation the ability to know how the consumer feels about a product and respond quickly (Fan and Gordon, 2014). The empirical study agreed with these findings, SMA assists Organisation A to *"make better decisions"*, another SMA participant delightfully mentioned *"we have general dashboards, but then we have highly targeted product dashboards that we have developed with the team in order to provide real-time insight around their particular product, service or launches"*. One SMA participant did mention: *"You can use data from the analytics tool to target a particular person, but we can only recommend this information to the business"*. The consumers who took part in this study mentioned *"You (organisation) can help us quicker"*, thus saving them time and money. For example, *"if we need information regarding how to use a product we can just use SM and the organisation can help via SM"*. *"Availability of 24/7 airing your views and easy to come across"*, therefore service quality has a positive impact on consumer satisfaction within SMA.

### 5.3.2 Trust

Good service can enhance a consumer's trust in the service provider and can therefore enhance the consumer's opinion of what they have received (Fornell et al., 1996 and Hsu, 2008), therefore trust has a role in consumer satisfaction. This study discovered that the e-CSI model has trust as a component. Chen and Hung (2010) described trust as a vital factor in motivating one party to support another, therefore assisting to nurture a successful relationship and minimise any insecurity (Chen and Hung, 2010 and Hung et al., 2012). The SMA literature findings was considered true as the empirical findings agreed, for instance, the SMA specialist mentioned *"It's essentially about integrity and responding timeously"*. Another SMA participant added that one of the main techniques for gaining the consumers trust, *"is by effectively dealing with complaints, analytics can help to see trends in insurance claims and help Organisation B put focus on it"*. A majority of the consumers agreed to this with one consumer participant stating *"Yes, it does assist with trust, as I know the organisation cares about my needs and wants and therefore creating a relationship as well as trust"* while a minority did not feel the same way, stating curtly: *"Not really, as most people are on SM. And not everyone tells the truth, for example, what if people want to be involved with malicious intent?"*. Nevertheless, the overall sentiment on trust and SMA is positive.

### 5.3.3 Complaints acknowledgment

An increase in overall consumer satisfaction should decrease the total number of consumer complaints (Fornell et al., 1996). Murphy et al., (2006) mentioned consumer complaints is seen as valued information and should be used as a strategic tool for the organisation as well as free market research for the organisation to understand what the clients' needs and wants are. While there is was no literature regarding complaint acknowledgment in SMA, as a means to enhance consumer satisfaction, this was investigated within the empirical research, with positive results, one SMA participant mentioned that consumer satisfaction has *"definitely improved"* through the assistance of SMA, the bank ensures that robust searches are in place to guarantee that the bank is on top of all SM conversations and resolves consumer concerns as soon as possible. SMA can help the company see demographics of people who complain the most as well

as check if these complains are legitimate, while the consumers favourably mentioned *“By allowing us, the consumer to “have a voice”, exchange ideas, give problems we are experiencing with the product, they (organisation) can find out exactly what we like about a product and what changes or enhancements needs to be made”*. Another participant mentioned, *“It allows the consumer a chance to express their views and to be able to receive a response from the service provider much faster than not having SM”*.

#### **5.3.4 Loyalty**

Consumer satisfaction is the foundation of any profitable organisation as it leads to brand loyalty as well as repeat purchases (Angelova and Zekiri, 2011). Consumer loyalty was an element in both ACSI Model as well as the e-CSI model, exhibiting the importance of this factor. This link was confirmed in SMA by literature, Hazarika and Nag (2014) stated that SMA helps to understand the action that needs to happen to convert fans into advocates for the organisation - products and services subsequently making consumers loyal. Organisations use SM successfully to obtain consumer feedback - this data can create or enhance products and increases consumer loyalty (Gallaughier and Ransbotham, 2010 cited in Kapoulas, 2012). The relationship between SMA and loyalty within consumer satisfaction was confirmed in the empirical study with all SMA participants agreeing with this statement, as one participant positively mentioned: *“The one thing I believe SM can do well is advocate for the bank”*. The consumers agreed with this statement, as the greater part of the responses were positive: *“by interacting with the consumer it forms a bond, and shows that the organisation cares about the concerns or queries of the consumer and therefore making me loyal to their brand”*.

#### **5.3.5 Pleasurable fulfilment**

According to Oliver (1999), consumer satisfaction is defined as: *“pleasurable fulfilment. That is, the consumer senses that consumption fulfils some need, desire, goal, or so forth, and that this fulfilment is pleasurable. Thus satisfaction is the consumer’s sense that consumption provides outcomes against a standard of pleasure versus*

*displeasure*”. This was again discovered in the ACSI model under consumer expectation. This antecedent measures the quality of an organisation’s products or services that the consumer anticipates and expects to obtain (Terblanche, 2006 and Angelova and Zekiri, 2011). This was confirmed within SMA, as Hazarika and Nag (2014) highlighted, SMA provides crucial data that will assist the organisation to enhance product and service development and consumer service. Fan and Gordon (2014) and Ganis and Kohirkar (2015, p.39-40) agreed and declared that summarising the locations where the conversation takes place, is an important SMA tool for marketing and career building. Demographics play a huge role in providing consumer satisfaction, as one region will need a product suited for them and another region might need a product completely different. Empirically this was proven to be true as a SMA participant mentioned SMA data *“shows what the client wants”*, although one participant mentioned: *“We as a bank see ourselves as the ‘most secure bank’, so information has to be secure as possible”*. SM is a public network, and consequently there is always a risk. This statement was concurred via literature. Many financial firms resist SM due to the safety in communications between the bank and their clients (Dehghani et al., 2012). One consumer mentioned: *“The organisation will be getting tips and ideas from the consumers such as enhancements etc., this will also benefit me, as a consumer because most of the time we (consumers) have the same problem with a product”*. The stance for this factor was mainly positive, and this proved that SMA provides pleasurable fulfilment, which in turn enhances consumer satisfaction.

### 5.3.6 Desires and goals met

*“The consumer senses that consumption fulfils some need, desire, goal, or so forth”* (Oliver, 1999 and Gerpott et al, 2001 as found in Hansemark and Albinsson, 2004). This was deemed true, as the ACSI model identified a component known as Perceived Quality, which involves the market assessment of consumption experience (Fornell et al., 1996, Tian and Zhang, 2009 and Angelova and Zekiri, 2011), and results in how the consumer experiences product or service performance (Terblanche, 2006). Desires and goals are factors of SMA, as analytics breaks down the different components in order to make better decisions for the future of an organisation (Dehghani et al., 2012). Finger and Dutter (2014, p.20) stated SMA is used to *“understand the customers special and*

*unique needs*”. The empirical findings validated the literature stating that, with the SMA tool the bank uses, analysis can be completed in real time, therefore if there are any issues, they can be rectified immediately. SMA is “*very important to the bank*”, and the “*power of SM provides everyone with a voice*”. The consumers mentioned: “*Our behaviour can be studied through the data of SM and the organisation can change things according to the feedback they were given to enhance consumer satisfaction*”. Once again most participants agreed that desires and goals form part of SMA which enhances consumer satisfaction.

### **5.3.7 Price satisfaction**

Price fairness is another important issue which results in consumer satisfaction - charging a fair price assists in the development of consumer satisfaction and loyalty, which will lead to an increase in both brand awareness as well as profitability (Anderson et al., 1997 and Hanif et al., 2010). While this factor has no information within SMA literature, the SMA participants agreed with this statement providing answers such as: “*yes, there is a linkage between SMA and price satisfaction*” and “*people always want something cheaper*”. Another SMA participant added: “*Yes, we know from analytics which prices generated more sales.*” The consumers added; “*The information provided by SM can be very focused and specific to a certain market, making it cost effective*”. Another participant mentioned: “*through targeting the organisation is able to know what I am willing to pay or what item I would like to purchase*”. All participants agreed that price satisfaction is a component of SMA, which in return enhances consumer satisfaction.

## **5.4 Summary of findings including empirically discovered factors**

The table below provides a summary of both the literature and empirical findings of this research study, including the two empirically discovered factors namely; Complaints Acknowledgment and Price Satisfaction. Figure 44 visually represents both the literature and empirical findings of this research study, assisting in answering the primary research question.

**Table 25 Summary of findings including empirically discovered factors (Source: Author)**

Forces driving SMA	References	SMA benefits for Consumer	References	Consumer Satisfaction Factors	Literature	References	Component with Models found in literature	References
SMA assists with service delivery and provides a positive influence towards the consumer resulting in service quality	(Dehghani et al., 2012)			<b>Service and Product quality</b>	Product quality also assists the organisation with a competitive advantage	(Chai et al., 2009, Hwang, 2010 and Jahanshahi, et al., 2011)	Perceived Value	ASCI model and e-CSI model
Tools help banks in service delivery, by having a positive influence throughout their consumer base	(Dehghani et al., 2012 and Finger and Dutter, 2014, p.123)				Defined as the conformance to customer requirements in the delivery of a service	(Chakrabarty et al., 2007)		
Through SMA, consumers can be heard and through SM immediately share thoughts	(Ganis and Kohirkar, 2015, p.47)	"People can share their feedback and FAQ's and company is more likely to react immediately to any complaint"	Empirical research					
Real-time sentiment analysis provides the organisation the ability to know how the consumer feels about a product and respond quickly	(Fan and Gordon, 2014)	Easy to reach and is interactive	(Dehghani et al., 2012)					
SMA, highlight troublesome areas and weaknesses in the organisation and allows the organisation to make modifications to enhance the organisation	(Bera and Goel, 2013 and Fan and Gordon, 2014)							

“We have a dedicated dashboard that aggregates critical conversations. Our SMA tool also allows the bank to setup alerts to key stakeholders in the business so that they are immediately notified should a mention be made”	Empirical research						
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Forces driving SMA	References	SMA benefits for Consumer	References	Consumer Satisfaction Factors	Literature	References	Component with Models found in literature	References
SM marketing enables banks to regain trust from consumers	(Chikandiwa et al., 2013)	"Builds trust because the organisation will be able to improve their services based on the concerns and risks highlighted by the consumers"	Empirical research	Trust	Good service can enhance a consumer's trust in the service provider and can therefore enhance the consumer's opinion of what they have received	(Fornell et al., 1996 and Hsu, 2008)	Trust	e-CSCI model
SM data brings a new era of putting the customer first resulting in consumer trust	(Finger and Dutter, 2014, p.134)				Perceived trust can also impact the consumer's general satisfaction	(Chiou, 2004 and Hsu, 2008)		



Monitoring of SM is used to observe any reputational issues, mitigating any issue that could arise resulting in consumer trust	(Finger and Dutter, 2014, p.41)	SMA is used to observe possible reputable concerns and any consumer concerns	(Finger and Dutter, 2014, p.41)		Trust and commitment are leads to consumer's satisfaction	(Moliner et al., 2007, Geyskens and Steenkamp, 1998 cited in Dehghani et al., 2012)		
"Trust is built by being honest with consumers and providing the client with what they want, all of this is done with the assistance of SMA"	Empirical research							

Forces driving SMA	References	SMA benefits for Consumer	References	Consumer Satisfaction Factors	Literature	References	Component with Models found in literature	References
"The banks ensure that robust searches are in place to ensure that the bank is on top of all these conversations (complaints) and resolves consumers concerns as soon as possible. One participant mentions that consumer satisfaction has, definitely improved"	Empirical research	"By allowing us, the consumer to "have a voice", exchange ideas, indicating problems we are experiencing with the product they can find out exactly what we (consumer) like about a product and what changes or enhancements needs to be made"	Empirical research	<b>Complaints Acknowledgment</b>	When the relationship between consumer satisfaction has turned positive the organisation effectively turned a complaining consumer into a loyal consumer	(Fornell et al., 1996)	Customer Complains	The Service Star Model, ACSI model and e-CSI model

“SMA can help the company see the demographics of people who complain the most as well as if these complaints are legitimate”	Empirical research	“It allows the us (consumer) a chance to express views and enabling us to receive a response from the service provider much faster than before SM was available”	Empirical research		Customer Complaints is seen as valued information and should be used as a strategic and free marketing tool for the organisation to understand what the client needs and wants are	(Murphy et al., 2006)		
					Customer satisfaction has a negative relationship with customer complaints as the higher customer satisfaction is, the less a customer would complain	(Angelova and Zekiri, 2011)		

Forces driving SMA	References	SMA benefits for Consumer	References	Consumer Satisfaction Factors	Literature	References	Component with Models found in literature	References
SMA helps to understand the action that needs to happen to convert fans into advocates for the organisation, subsequently making consumers loyal	(Hazarika and Nag, 2014)			<b>Loyalty</b>	Customer Satisfaction is the foundation of any profitable organisation as it leads to brand loyalty	(Angelova and Zekiri, 2011)	Customer Loyalty	ACSI Model and e-CSI model
By organisations listening to the correct SM content it can create consumer loyalty	(Ganis and Kohirkar, 2015, p.38)				An increase in overall customer satisfaction should subsequently increase the total number of customer loyalty	(Fornell et al., 1996)		
SM is used to create a link between the organisation and the consumer	(Dehghani et al., 2012)	"By interacting with the consumer it forms a bond, and shows that the organisation cares about the concerns or queries of the consumer and therefore making me loyal to their brand"	Empirical research					

Interactive content is effective in supporting relationships between the customer and organisation	(Gallaughier and Ransbotham, 2010 cited in Kapoulas, 2012)	Creates a relationship between the consumer and organisation	(Dehghani et al., 2012)					
Organisations use SM successfully to obtain consumer feedback, this data can create or enhance products as well as increases customer loyalty	(Gallaughier and Ransbotham, 2010 cited in Kapoulas, 2012)							
“Through positive user generated content, it can improve loyalty and additionally the bank can get more consumers advocating for the bank’s brand”	Empirical research							



Forces driving SMA	References	SMA benefits for Consumer	References	Consumer Satisfaction Factors	Literature	References	Component with Models found in literature	References
SMA provides crucial data that will assist the organisation to enhance product, service development and customer service	(Hazarika and Nag, 2014)	Assist the organisation to enhance product, service development and customer service	(Hazarika and Nag, 2014)	<b>Pleasurable fulfilment</b>	Satisfaction is the consumer's sense that consumption provides outcomes against a standard of pleasure versus displeasure	(Oliver, 1999)	Customer Expectation	ACSI model
SMA provides new opportunities, paving way for innovations	(Dehghani et al., 2012)	"The organisation will be getting tips and ideas from the consumers such as enhancements etc., this will also benefit me, as a consumer because most of the time we (consumers) have the same problem concerning a product"	Empirical research		Pleasurable fulfilment that is, the consumer senses that consumption fulfils some need, desire, goal, or so forth and that this fulfilment is pleasurable	Oliver, 1999 and Gerpott et al., 2001 as found in Hansemark and Albinsson, 2004)		
Summarizing the locations where the conversation takes place, is an important SMA tool for marketing and career building. Demographics plays a huge role in providing customer satisfaction, as one region will need a product suited for them, while another region might need a product completely different	(Fan and Gordon, 2014 and Ganis and Kohirkar, 2015, p.39-40)							

“Through the statistics received from SMA we can use this insight to enhance certain products or services, example, if users ask or complains about cheaper accounts”	Empirical research							
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Forces driving SMA	References	SMA benefits for Consumer	References	Consumer Satisfaction Factors	Literature	References	Component with Models found in literature	References
SMA Analytics breaks down the different components in order to make better decisions for the future of an organisation	(Dehghani et al., 2012)			Desires and Goals met	The consumer senses that consumption fulfils some need, desire, goal provides consumer satisfaction	(Oliver, 1999)	Perceived Quality	ACSI model
SMA discovers insights into behaviour that organisations were previously unaware of	(Hazarika and Nag, 2014)	Assists in discovering insights to behaviour that the organisation was previously unaware of	(Hazarika and Nag, 2014)		The extent to which a service or product fulfils a person's desires plays a significant part in shaping the consumers feeling of satisfaction	(Spreng et al., 1996)		

SMA assist to understand customers' special and unique needs	(Finger and Dutter, 2014, p.20)	"Our (consumer) behaviour can be studied and the organisation can change things according to the feedback they were given to enhance consumer satisfaction"	Empirical research					
Cookies are effectively used to analyse what people look at and draw conclusions	(Finger and Dutter, 2014, p.20)							
Tools search through huge amounts of unstructured comments in order to find out what the customer thinks about the organisations product or service as well as the organisations competitors	(Finger and Dutter, 2014, p.109)							
By using SMA, organisations are able to predict the future, therefore fulfilling desires and goals	(Finger and Dutter, 2014, p.187)							
SMA provides insight into how competitors perform	(He et al., 2014)							
User- generated content (from SM) can significantly enhance consumer satisfaction particularly as the consumers' needs change over time	(Sashi, 2012)							

"In the past the bank had to rely solely on people engaging with staff to get a sense of feedback". according to one participant, SM allows people to post their opinions and by the bank mining this information it provides the bank with valuable feedback which they would could not have received any other way	Empirical research							
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Forces driving SMA	References	SMA benefits for Consumer	References	Consumer Satisfaction Factors	Literature	References	Component with Models found in literature	References
"Yes there is a linkage" and "People always want something cheaper"	Empirical research	"The information provided by SM can be very focussed and specific to a certain market making it cost effective"	Empirical research	<b>Price satisfaction</b>	Price fairness is another important issue which results in customer satisfaction, charging a fair prices assists in the development of customer satisfaction	(Hanif et al., 2010)		
"Yes, it would be (a factor) as knowing from analytics, which prices more sales are being generated"	Empirical research	"Through targeting the organisation is able to know what I am willing to pay or what item I would like to purchase"	Empirical research					

Table Legend

Consumer Satisfaction Factors based on colour	Service and Product quality	Trust	Complaints Acknowledgment	Loyalty	Pleasurable Fulfilment	Desires and Goals met	Price Satisfaction
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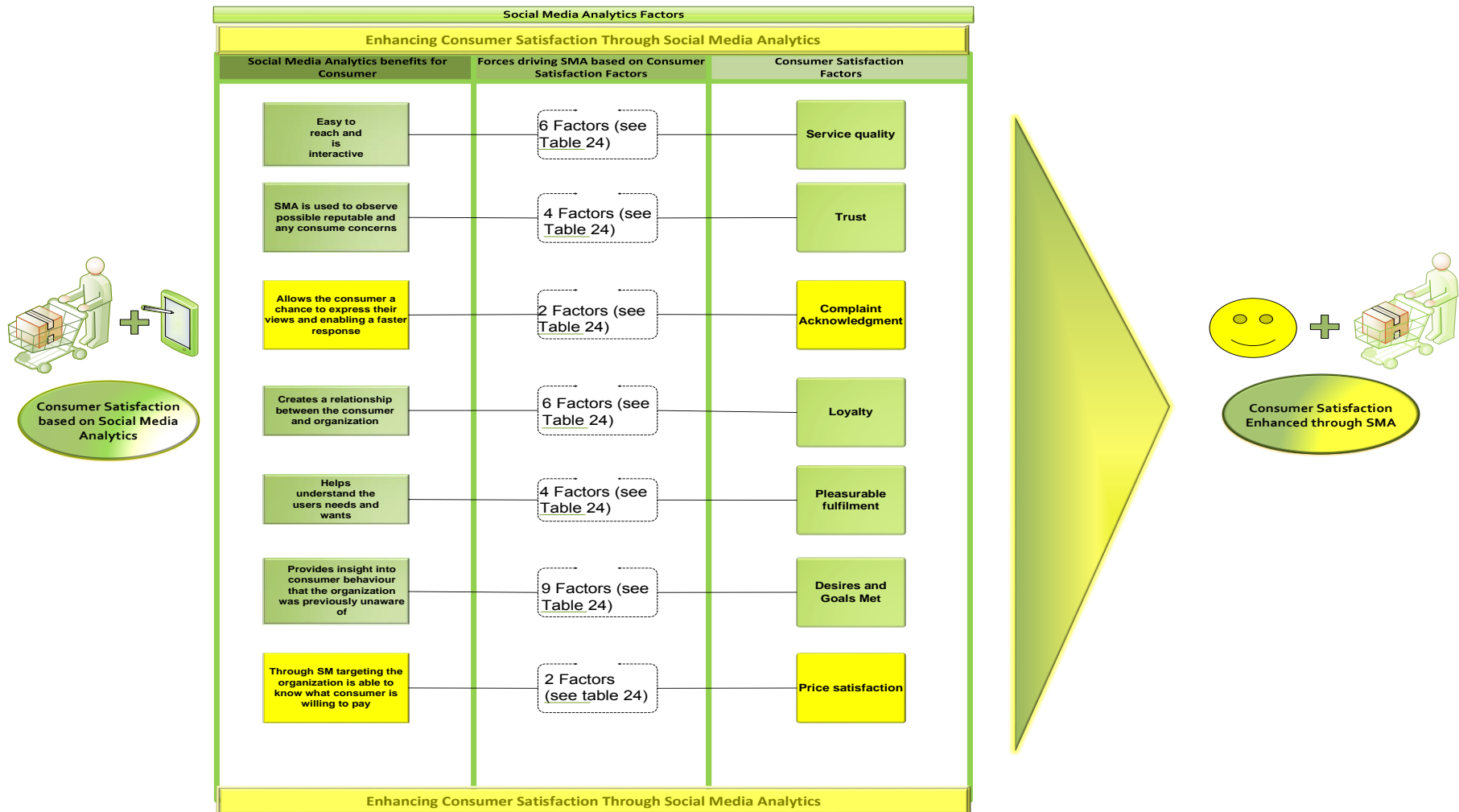


Figure 44 Enhancing consumer satisfaction through SMA model (Source: Author)

## 5.5 Conclusion

The aim of this chapter was to find a synthesis between the empirical findings and literature, the research findings answered the primary research question of this study: *“How can the introduction of SMA assist to increase the consumer satisfaction in a financial institution of South Africa?”*. As mentioned in Chapter 3, the data was evaluated and categorised according to predetermined themes found in the literature. These themes were discussed within this chapter and was validated both through literature and through empirical findings, therefore providing evidence that the introduction of SMA can assist in increasing consumer satisfaction within a financial institution of South Africa. A summary (Table 25) illustrates all the themes as well as the link to SMA. The empirical framework was developed known as the “Enhancing Consumer Satisfaction through SMA Model”, which is illustrated in Figure 44.

This study has been generalised in the financial industry, as both the banking industry and the insurance industry was selected as a sample group, which was representative of the whole population. Research findings can be *“generalised from one situation to another if the study population is representative of both situations”* (Gassi, 1968), and also refers to the validity of a theory in a setting different from the one where it was empirically tested and confirmed (Lee and Baskerville, 2003). Findings from the banking industry are almost identical to that of the insurance industry, although further studies could be conducted to increase this study’s outcomes.

The empirical findings suggest the importance of SMA for enhancing consumer satisfaction and therefore providing evidence that the introduction of SMA can assist a financial organisation within South Africa to increase consumer satisfaction.

## **6 Research objectives: Summary of findings and conclusion**

### **6.1 Introduction**

The overall aim of this research study was to answer the primary question “*How can the introduction of SMA help to increase the consumer satisfaction in a financial institution of South Africa?*”

This chapter will evaluate this research study’s endeavour in meeting the research objectives by reviewing the primary research question as well as the sub-questions. It is followed by reflecting on this research study’s limitation. Next are details of the contribution of the study, which includes both practical and academic contributions and recommendations for future research and lastly the conclusion of this research.

### **6.2 Research Objectives: Summary of findings and resulting conclusions**

A summary of the research findings will be discussed below - this will provide an overview of all research objectives within this study as well as briefly answer both the sub-questions and the primary question.

#### **6.2.1 Answering the sub-questions**

Below is a summary of all sub-questions;

##### **1. To define Social Media**

This study adopted the following definition of SM:

SM as a group of internet-based applications that build on the ideological and technological foundations of Web 2.0 that provides content for users, and enables users to participate, in real time, many to many interactions, hence forming integral part of consumer lives potentially regain trust from customers (Source: Author, 2016).

## **2. To explain the consumer satisfaction benefits of Social Media**

SM is not only used for marketing and advertising purposes, but also to interact with consumers and to assist in solving consumer relating issues (Edosomwan et al., 2011).

Chow and Shi (2015), also mentioned that with SM comes many other opportunities, such as increasing business opportunities and maintaining more profitable consumer relationships and connecting users. Brand pages can also provide an opportunity for the organisation to encourage the customer's positive word of mouth. Ganis and Kohirkar (2015, p.38) mentioned consumers are likewise using SM platforms, such as Twitter, to ask questions regarding the organisation, and any service related issues, therefore proving consumer satisfaction.

## **3. To define Social Media Analytics**

This study adopted the following definition of SMA as it is most comprehensive and reflects all elements of study.

SMA develops and evaluate scientific methods as well as technical frameworks and software tools for tracking, modelling, analysing, and mining large-scale SM data with real-time analysis to achieve organisational benefits resulting in:

- New ways to create value
- Better understand their customers and perceptions of their market positions
- Insight into employee sentiments
- Resulting in better decision-making within the organisation (Source: Author, 2016).

## **4. To describe the different types of Social Media tools and how these tools are used**

*“The SMA tools can be used to measure behaviour, conversation, engagement, sentiment, influence, consumer needs and other SM particular elements as well as used to monitor exchange of information on social networking sites”* (Sinha et al., 2012).

There are both propriety and open source SMA tool software available. Open source software is provided to users free of charge - providers of this free software profit not by

selling either the software enhancements, but by providing, for example, consulting services (Lemley and Shafir, 2009).

#### *Free SMA Tools*

- Google Analytics

Google Analytics is the easiest and most cost effective way to monitor every webpage in the world (Safko, 2010, p.720). Google Analytics also consist of sentiment and semantic analysis of Web and Web 2.0 (Batinca and Treleaven, 2014).

- Facebook Insights

This tool was developed in late 2011. It is supplied to all page owners/ administrators free of charge and is used by an organisation to understand how users interact and communicate with their Facebook page content (Adams, 2012).

#### *SMA Tools in the Financial Industry*

- IBM Predictive Modelling Solution

IBM and business partner OLRAC SPS created a predictive modelling solution that integrates SMA into the bank's systems allowing decision makers across the bank to have access to near real time analysis of SM data via flexible dashboards (Garriock, 2014).

### **5. To detail the benefits of Social Media Analytics and associated tools**

SMA is also used to monitor the exchange of conversation on SM sites and can also be used to measure conversation, behaviour, sentiment and consumer needs (Sinha et al., 2012).

The decision makers of the organisation can use the findings from the SMA tools to cultivate and improve products or services as well as assist in making strategic and operational decisions for the organisation (He et al., 2015).

### **6. To describe the risks involving Social Media Analytics tools**

One of the main risks of SMA is data collection, Khan (2015, p.13) mentioned that analysing and capturing huge amounts of data is challenging. If data collection is done

wrong or encounter any errors, or quality issues such as spam, any conclusions drawn from SMA containing incorrect data could cause huge repercussions (Chai et al., 2013 and Ganis and Kohirkar, 2015, p.18). Vendor provided tools result in high data charges, could be limited in analytical capability and are frequently tied to a single data set (Batrinca and Treleaven, 2014). There are numerous risks involved within SM and SMA, but it has been proven in this research study that the benefits far overshadow the risks.

## **7. To assess the role of Social Media Analytics in the financial industry**

In 2009 the financial service industry was at the beginning stages of Web 2.0 (Stone, 2009), and research pertaining to SM in the financial industry was limited (Stone, 2009 and Klimis, 2010).

Organisations in the financial industry are using dashboards to assist with decision making as well as marketing, examples include Ameditrade (Pauwels, 2014).

According to Mosley (2012), SMA can also provide competitive intelligence with regards to insurance organisations, i.e. *“if consumer sentiment begins to build for or against the company or competitor”*. These trends can be identified and monitored using SMA and potentially provide insight into competitor issues.

Although literature warns banks about the risks of opening gates of communication to wide audiences (Stone, 2009), even large banks face possible negative exposure, but the industry needs to learn to use it to their advantage (Kapoulas, 2012). Although banks are different in terms of traditional selling of products and services, SM can still be utilised to promote and market new services as well as online manuals assisting customers in the correct usage of the services the bank provides.

## **8. To assess the current state of Social Media Analytics in the financial industry of South Africa**

Chikandiwa et al., (2013), described South Africa at an infancy level regarding SM, but also mentioned that SM is needed not only to assist with marketing, but to promote engagement between the organisation and the consumer (Parent et al., 2011 and Chikandiwa et al., 2013).

## **9. To define consumer satisfaction**

There have been many scholars with various definitions, but for this study the definition proposed is by Oliver (1999): consumer satisfaction is defined as *“pleasurable fulfilment that is, the consumer senses that consumption fulfils some need, desire, goal, or so forth and that this fulfilment is pleasurable”*.

## **10. To explain how Social Media Analytics tools can assist in enhancing consumer satisfaction**

Tools and software search through huge amounts of unstructured comments and filters through millions of SM opinions in order to find out what the consumer thinks about the organisation's product or service, thereby improving visibility of the consumers' opinions (Finger and Dutter, 2014, p.109). SMA can assist an organisation with the strengths and weaknesses of a product or service as well as enhance business value and enhance consumer satisfaction (Chen et al., 2012 and He et al., 2015). SMA has the ability to gather insights regarding the consumer needs and preferences and has the potential to provide useful information to various departments within the organisations, such as product development and marketing (Ruhi, 2014).

## **11. To measure consumer experience and how it is linked to Social Media Analytics tools**

Michael Buck, global executive director for online marketing at Dell, twisted the meaning of ROI of SM into “*ROnl*” - it should not be called ROI, but *ROnl* = Risk of not investing (Finger and Dutter, 2014, p .70).

The two main measurements to assess the ability to spread a message is described below:

- Reach: Who and how many people can this person (or brand or institution) reach? What is the size of his network?
- Context: What is the network interested in? In what context does the network believe the person (or brand or institution)? In what area does the person have the authority? (Finger and Dutter, 2014, p.73).

## **12. To determine how the introduction of Social Media Analytics tools can help to enhance the consumer satisfaction within the financial industry**

In today's environment high consumer satisfaction is not a competitive asset for a bank, it is simply a hygiene factor that is expected in the market place (Finger and Dutter, 2014, p.122). According to Dehghani et al., (2012) consumer satisfaction can be described as having active interactions between banks and clients and this engagement will define satisfaction.

Analytical tools are important as the organisation needs to understand what is needed in order to generate revenue. Analytics break down the different components in order for the organisation to make better decisions for the future of the business. It is important to take into consideration ROI (Return on Investment) when dedicating resources and money to analytics. Organisations will need the correct tool for the correct task. These tools also help banks in service delivery, by having a positive influence throughout their customers (Dehghani et al., 2012). Hazarika and Nag, (2014, p123) are in accord with this statement as they state that by using text and sentiment analytics, banks could discover insights to behaviour that they were previously unaware of.

### **6.2.2 Answering the primary research question**

*“Knowledge is power but wisdom is king”*

(Ganis and Kohirkar, 2015, p.18)

This research study seeks to answer the primary research question:

**How can the introduction of Social Media Analytics (SMA) assist in enhancing the consumer satisfaction in a financial institution of South Africa?**

Answering the research question was achieved by merging the literature and empirical findings, consequently creating an interrelated theoretical framework called “*Enhancing consumer satisfaction through SMA model*”. This framework included factors pertaining to consumer satisfaction as well as linking these factors to SMA, and was created due to



literature providing evidence that there is no model currently existing to answer the research question.

The literature review (Chapter 2), provided 4 consumer satisfaction models and 3 SMA and consumer satisfaction models.

The Consumer Satisfaction Models examined in chapter 2 were:

- ACSI (American Consumer Satisfaction Index)
- e-CSI (Electronic Consumer Satisfaction Index)
- Making consumer satisfaction happen model
- The service star model

The SMA and Consumer Satisfaction Models examined in chapter 2 were:

- The Consumer Value Theory (CVT)
- CARESOME
- VIKOR

3 of the 4 consumer satisfaction models had at least one consumer satisfaction factor while the SMA and consumer satisfaction model could not be used due to the fact that it will not assist in answering the research question.

Below is a summary of the consumer satisfaction factors as well as place of reference within this research study

**Table 26 Consumer Satisfaction Factors as well as place of reference**

Place of reference	Consumer Satisfaction Factors						
	Service and Product Quality	Trust	Complaints Acknowledgement	Loyalty	Pleasurable Fulfilment	Desires and Goals	Price Satisfaction
Consumer Satisfaction Literature	✓	✓	✓	✓	✓	✓	✓
Consumer Satisfaction models	✓	✓	✓	✓	✓	✓	✗
SMA literature	✓	✓	✗	✓	✓	✓	✗
Empirical Research	✓	✓	✓	✓	✓	✓	✓

The main question was answered through literature review (Chapter 2.7.8) and empirical findings (Chapters 4 and 5). The empirical findings were centred on the “*Enhancing consumer satisfaction through SMA model*” (Chapter 5.4), created by the author. This model consisted of 7 consumer satisfaction factors, 2 of which contributed to new SMA knowledge.

The empirical findings of this study were presented in Chapters 4 and 5, where each of the factors were examined and evidently provided a relationship between SMA and consumer satisfaction. The outcomes of this research study revealed that there is a correlation between SMA and consumer satisfaction and suggested the importance of SMA in assisting consumer satisfaction with the financial industry of South Africa.

### 6.3 Limitations of Study

This research study consisted of a main case study as well as a cross sector verification study within the financial industry to increase the study's generalisation. However, the empirical findings of this study may not be applicable to organisations in other industries, therefore further research would need to be conducted within other industries.

Due to the relatively small sample size of SMA specialists used in this study, the generalisation in this study is limited. This was mitigated by adding a cross-sector verification study to the empirical research, therefore the results of this study provides a good overview detailing the experiences of the individuals in the financial industry. The analysis of this data provides a valuable insight into SMA and how it can help to enhance consumer satisfaction within the financial industry of South Africa.

Data collection is limited due to the fact that the organisation A's Digital and Social marketing department does not reside in Cape Town, and therefore presented logistical constraints. This was resolved by using the telephonic interviews method. Another constraint regarding data was lack of access to the research participants, due to participants having work commitments or not willing to participate in the study. This was overcome by follow up calls as well as ensuring the executive head of marketing was aware of this study.

The limitations did not impact the reliability and validity of this research - this is discussed in depth in Chapter 3.

### 6.4 Contribution of study

#### 6.4.1 Practical

- The “*Enhancing consumer satisfaction through SMA model*” may offer organisations a blueprint detailing the importance of SMA within consumer satisfaction as well providing awareness on this fairly new phenomenon in South Africa.

- This research study assessed 7 consumer satisfaction factors linking to SMA with 2 new factors empirically proven within this study, providing new knowledge to SMA.

#### **6.4.2 Academic**

- The outcome of this study contributed to the body of knowledge regarding how SMA can enhance consumer satisfaction within the financial industry of South Africa. This research study provided a cross-sector analysis of both the banking and insurance industry within South Africa.
- It is also anticipated that this study will add significant value to the existing body of knowledge in SMA and consumer satisfaction research, as this study provides in depth understanding of this phenomenon and could provide a proposal for future research within this field.

The literature provided in this study has made the lack of knowledge as well as the infancy of this phenomenon called SMA clear. Knowledge derived from this study can further educate individuals, the financial industry as well as other industries interested in investing further into this fairly new phenomenon. This empirical research study is unique due to the fact that there is currently no study found to address how SMA can enhance consumer satisfaction within the financial industry of South Africa. The wealth of research material found within this research is both captivating and distinctive. Additionally, the themes found in this research is one of a kind. The section pertaining to recommendations for further research can assist in providing a blueprint for further knowledge. This research study was successful in fulfilling both the research questions and objectives, resulting in an important contribution to knowledge.

#### **6.5 Recommendations for future research**

This research study discovered 7 factors pertaining to consumer satisfaction, with only 5 factors linking to SMA through current literature, therefore further research can include the 2 new factors found during the empirical research. The two new factors found could also be further analysed to increase generalisation.

This study was restricted to the Digital and Social marketing department within two financial institutions namely Organisation A (bank) and Organisation B (insurance organisation), therefore recommendation for further studies includes other industries.

The study was also based on a small sample and while this research included both a main case study as well as a cross-sector analysis, further research may provide a broader overview which could further improve the generalisation of the research study.

## 6.6 Conclusion

The primary research question has been addressed and the “*Enhancing consumer satisfaction through SMA model*” was presented within this study detailing how the introduction of SMA can assist to enhance the consumer satisfaction within the financial industry of South Africa. This theory has been tested in two financial institutions with the main case study pertaining to a bank and the cross sector verification study referring to an insurance organisation, therefore providing correlation between literature and empirical findings.

In conclusion, presented below is the SMA and SM interest from 2004 – July 2016 as found on Google Trends. While both SM and SMA interest are increasing, SMA still displays no interest within South Africa, once again providing evidence that this phenomenon is at an infancy level and needs more research in order to provide awareness, again supporting the need for this research study.

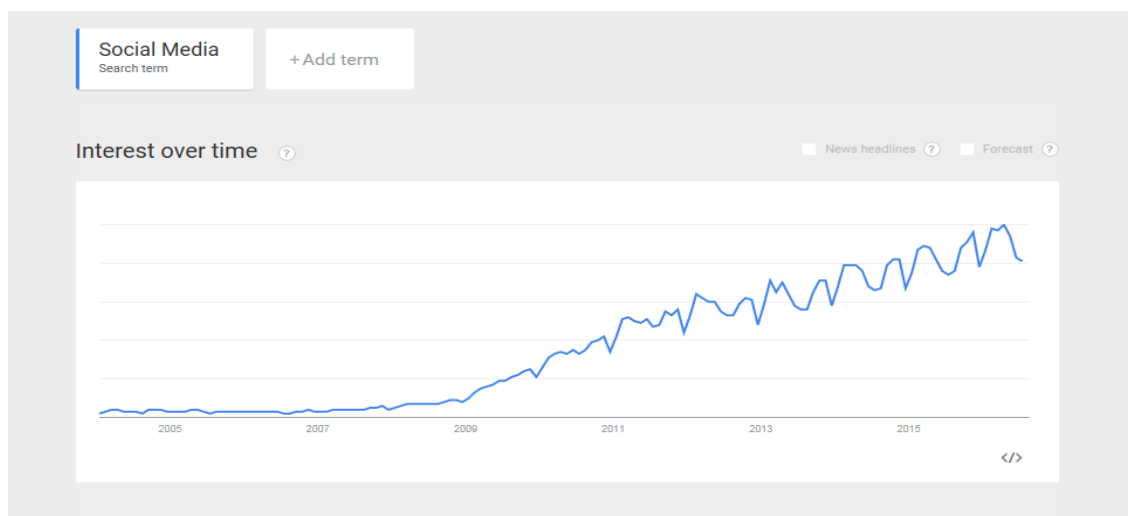


Figure 45 SM Google Trends (Source: Google Trends, 2016)

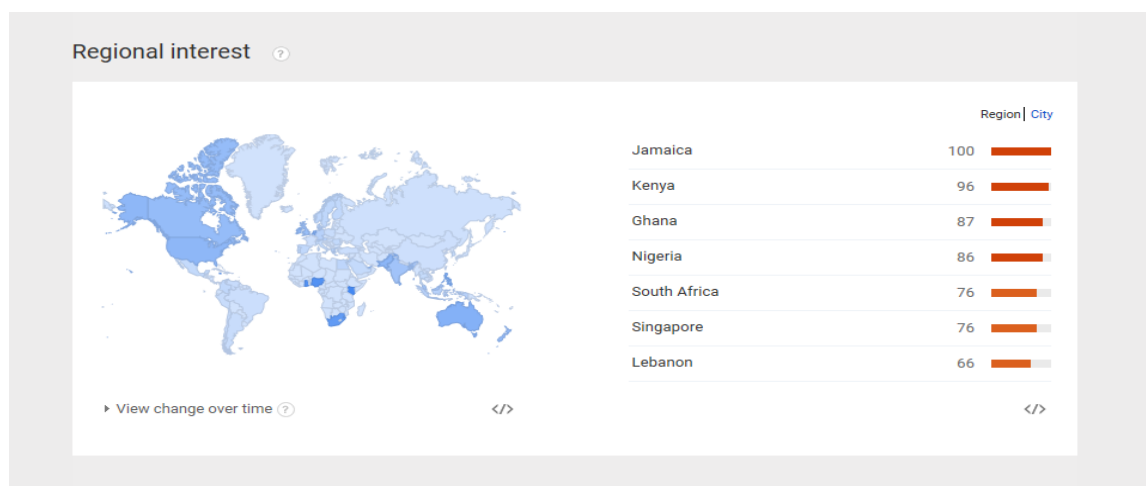


Figure 46 SM Google Trends regional interest (Source: Google Trends, 2016)

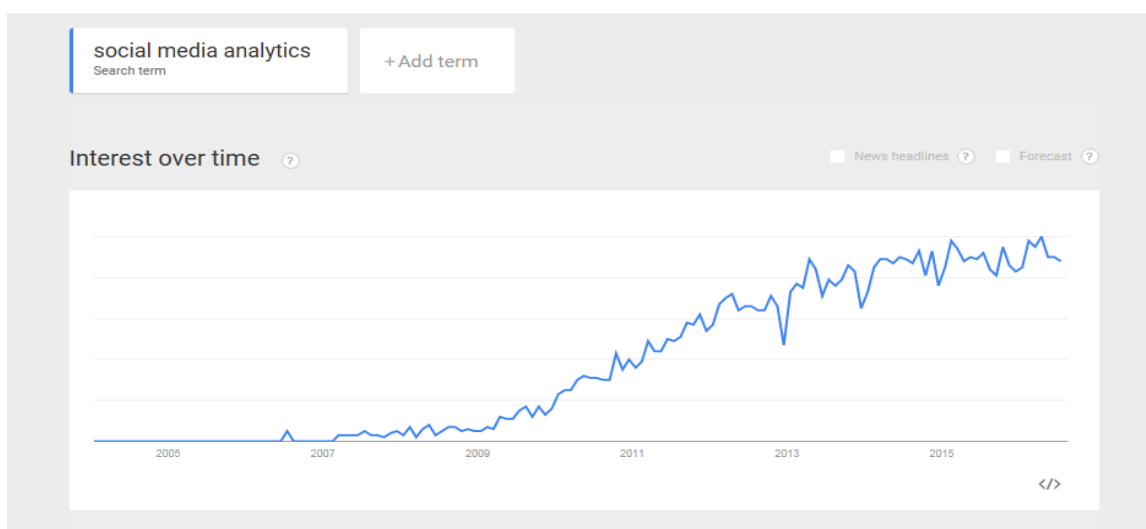


Figure 47 SMA Google Trends (Source: Google Trends, 2016)

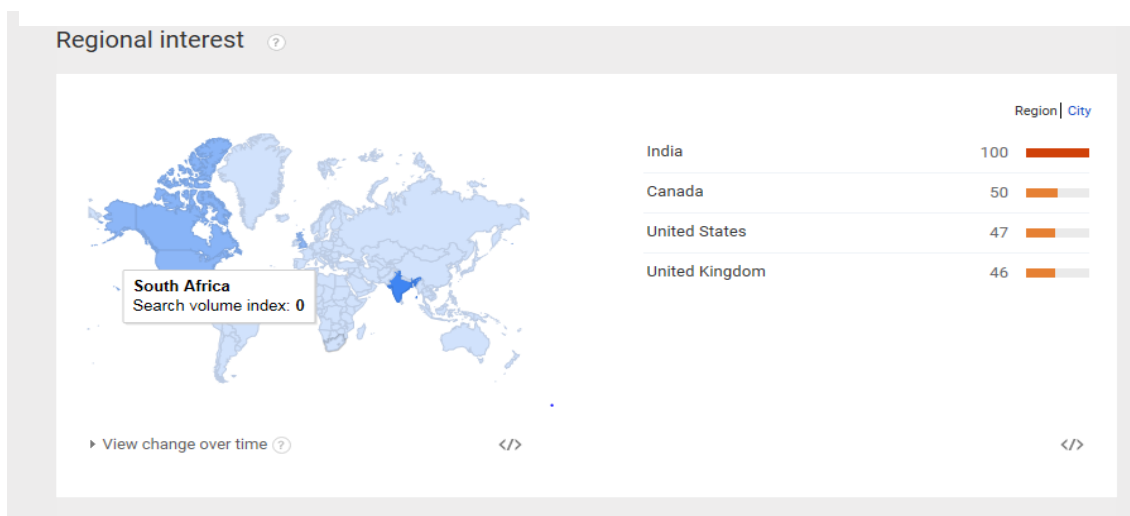


Figure 48 SM Google Trends regional interest (Source: Google Trends, 2016)

For more material regarding this research study, the author created a blog where all information can be viewed including diagrams and tables, providing a clearer understanding of the research study, this blog can be found at <https://mcomsolaylasolomon.wordpress.com/>.

This study can be considered a success as both the primary question as well as the sub-questions has been answered within this study. The tables below provide a summary of the research question as well as the sub-questions and provides confirmation that all questions have been answered.

**Table 27 Extent to which the study has addressed the research primary question (Source: Author)**

Primary Research Question	Has the question been answered within the study
How can the introduction of Social Media Analytics (SMA) assist in enhancing the consumer satisfaction in a financial institution of South Africa?	Literature review: 2.7.8 and empirical findings: Chapters 4 and 5

**Table 28 Extent to which the study has addressed the research sub-questions (Source: Author)**

Research Sub-Question	Has the question been answered within the study
What is SM?	Literature review:2.2.1
What are the consumer satisfaction benefits of SM?	Literature review:2.2.4
What is SMA?	Literature review:2.3.1
What are SMA tools and how are they used?	Literature review:2.3.3
What are the benefits of SMA and associated tools?	Literature review:2.3.4

What are the risks of SMA and associated tools?	Literature review:2.3.4
What is the role of SMA in the financial industry?	Literature review:2.4
What is the current state of SMA within the financial industry of South Africa?	Literature review:2.5
What is consumer satisfaction?	Literature review:2.7.1
How to measure the consumer satisfaction and how it is linked to SM tools?	Literature review:2.7.6
How can the introduction of SMA tools help to enhance the consumer satisfaction within the financial industry?	Literature review:2.7.7





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## Appendix A: Participant Pack



### Participant Information Sheet

Dear Sir/Madam

This letter is an invitation to consider participating in a study I, Solayla Solomon, am conducting as part of my research as a master's student at the University of the Western Cape. Permission for this study has been given by the Department of Information Systems and the Ethics committee of the University of the Western Cape. I have identified you as a possible participant because of your valuable experience and expertise related to my research topic.

I would like to provide you with more information about this project and what your involvement would entail if you should agree to take part. The purpose of this study is to be able to provide evidence that SMA could enhance consumer satisfaction within the financial industry of South Africa. It is envisaged that this study will generate new knowledge and understanding in the field and will assist in improving the practical operations not only in the banking sector, but possibly within other financial institutions as well.

Your participation in this study is voluntary. It will involve interview questions, approximately 30 minutes in length to take place in a mutually agreed upon location at a time convenient for you. You may decline to answer any of the interview questions if you so wish. Furthermore, you may decide to withdraw from this study at any time without any negative consequences.

There are no known or anticipated risks to you as a participant of this study. I do realise the value of your time and appreciate your efforts in assisting me with my study, if you have any questions or concerns please contact me.

Thank you very much for your time and effort

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Solayla Solomon

Telephone number: 0815219018

Email Address: Solaylas@gmail.com

(Masters in Information Systems Student)

## Appendix B: Ethics consent form



### Research Ethics Consent Form for Interview

I understand that my participation in this research project will involve an interview regarding SMA in the financial industry focusing on consumer satisfaction, which will require approximately 30 minutes of my time.

I understand that participation in this study is entirely voluntary and that I can withdraw from the study at any time without giving a reason.

I understand that I am free to ask any questions at any time. If for any reason I experience discomfort during participation in this project, I am free to withdraw at any stage.

I understand that the information provided by me will be held confidentially and a copy of the interview transcript will be sent to me to provide me with the opportunity to confirm the accuracy of the conversation and to add or clarify any points.

I understand that I can ask for the information I provide to be deleted/destroyed at any time and, in accordance with the Data Protection Act, I can have access to the information at any time.

I understand that my name will not appear in any publication resulting from this study and any identifying information will be omitted from the report, however, with my permission, anonymous quotations may be used. The information will be retained for up to one year when it will be deleted/destroyed and will at all times be password protected.

Thank you in advance for your assistance in this research project. If you accept my invitation to participate, I will request you to sign the consent form which follows

I, \_\_\_\_\_(NAME) consent to participate in the study conducted by Solayla Solomon, University of the Western Cape, under the supervision of Zoran Mitrovic

Signed:

\_\_\_\_\_

Date:

\_\_\_\_\_

Students Contact Details:

Solayla Solomon

Email: Solaylas@gmail.com

Cell Number: 0815219018

## Appendix C: SMA Specialist Interviews



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Master's Thesis Topic:

### Enhancing the Consumers' Satisfaction using Social Media Analytics within the Financial Industry of South Africa

As found in literature below are the factors influencing Consumer Satisfaction:

Factors influencing Consumer Satisfaction
a)Desires and goals met
b)Pleasurable fulfilment
c)Service quality
d)Price satisfaction
e)Loyalty
f)Trust
g)Complaints

1. How is Social Media Analytics used as a means to increase Consumer Satisfaction in the organisation?

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## Service and product quality

2. How do Social Media Analytics help with better financial service delivery?

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3. How can Social Media Analytics inform management on the strength and weakness of a product or service in order to improve the organisational performance?

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4. How does Social Media Analytics highlight critical areas in order to make service and product enhancements?

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## Trust



5. How can Social Media Analytics assist in providing trust between the consumer and organisation?

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6. How can Social Media Analytics assist the organisation in gaining the trust of its consumers?

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## Complaints Acknowledgment

7. What is the nature of the relationship between Social Media Analytics and organisation complaints?

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## **Loyalty**

8. How can Social Media Analytics create a relationship with the consumer and organisation, and how can this relationship provide loyalty towards the organisation?

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9. Can organisation use the information gathered through Social Media Analytics to provide loyalty if so, how?

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## **Pleasurable fulfilment**



10. How does Social Media Analytics enhance product and service development?

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11. How can Social Media Analytics provide new opportunities and innovation for the organisation?

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12. How can Social Media demographics assist with regard to determining pleasurable fulfilment of consumers?

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## Desires and goals met

13. How can Social Media Analytics assist the organisation in making better decisions?

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14. How does Social Media Analytics provide insight into consumer behaviour that the organisation was previously unaware of?

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15. How does Social Media Analytics assist the organisation in catering to the consumer's special and unique needs?

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16. How does Social Media Analytics assist the organisation in providing feedback as to what service or product the consumer will act positively toward?

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17. How does Social Media Analytics help in determining what the customer thinks about a certain product or service?

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18. How does Social Media Analytics assist with competition from other organisations?

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19. How does user generated content provided by Social Media Analytics enhance Consumer Satisfaction?

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## Price satisfaction

20. Price Satisfaction as literature presented is a factor of consumer satisfaction, but there is no literature linking Social Media Analytics and price satisfaction, in your opinion from the knowledge gathered through Social Media Analytics, what is the relationship between the two?

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## Consumer Satisfaction

21. What is your opinion regarding the validity (i.e. accuracy) of the six factors, listed below, regarding Consumer Satisfaction? Please provide reasons.

Factors influencing Consumer Satisfaction
Desires and goals met
Pleasurable fulfilment
Service quality
Price satisfaction
Loyalty
Trust
Complaints

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22. Please rate the factors you see most important to the bank 1 – the most and 7 – the least:

Factors influencing Consumer Satisfaction	Rating 1-6
Desires and goals met	
Pleasurable fulfilment	
Service quality	
Price satisfaction	
Loyalty	
Trust	
Complaints	



## Appendix D: Consumer Interviews



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WESTERN CAPE

### Master's Thesis Topic:

## Enhancing the Consumer's Satisfaction using Social Media Analytics within the Financial Industry of South Africa

As found in literature below are the Consumer Satisfaction benefits using Social Media Analytics.

Consumer Satisfaction benefits using Social Media Analytics	Reference
<b>Creates a relationship between the consumer and organisation</b>	(Dehghani et al., 2012)
<b>Assist the organisation to enhance product, service development and customer service</b>	(Hazarika and Nag, 2014)
<b>Helps to understand the Consumers needs and Wants</b>	(Dehghani et al., 2012)
<b>Easy to reach and is interactive</b>	(Dehghani et al., 2012)
<b>Assisting the organisation to deliver more consumer messages as well as more effective sales promotions</b>	(Garriock, 2014)
<b>Assists in discovering insights to behaviour that the organisation was previously unaware of</b>	(Hazarika and Nag, 2014)
<b>SMA is used to observe possible reputable and any consumer concerns</b>	(Finger and Dutter, 2014, p.41)

### **Service and Product Quality**

1. Since Social Media is easy to reach and an interactive platform, how can it assist with consumer satisfaction? Please explain your viewpoint.

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### **Trust**

2. Social Media is used to assist organisations in observing concerns or risks; in your opinion does this provide trust between the consumer and organisation? Please explain your viewpoint.

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### **Complaints Acknowledgement**

3. How can the use of Social Media platforms assist the organisations in understanding what the consumer needs? Please explain your viewpoint.

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### **Loyalty**

4. How can Social Media assist in creating a link between consumers and the organisation?, Please explain your viewpoint.

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### **Pleasurable Fulfilment**

5. Social Media platforms are used by organisations as feedback to improve products and services, how will this enhance your consumer experience? Please explain your viewpoint.

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### **Desires and Goals Met**

6. Social Media platforms can discover insight into the behaviour of their consumer, how can this increase consumer satisfaction? Please explain your viewpoint.

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### **Price Satisfaction**

7. In your opinion, how effectively can organisations provide pricing satisfaction and information to their consumer using SM platforms (rather than traditional advertising)? Please explain your viewpoint.

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## Appendix E: Consumer Interview Analysis

Below is an analysis regarding the consumer interviews, from both Organisation A and Organisation B, each answer from the consumers has been placed in one of three categories namely, Neutral, Positive and Negative, this is illustrated below.

### Service and Product Quality

1. Since Social Media is easy to reach and an interactive platform, how can it assist with consumer satisfaction? Please explain your viewpoint.

Consumers per organisation	Neutral	Positive	Negative
Organisation A		29	1
Organisation B	1	10	

### Trust

2. Social Media is used to assist organisations in observing concerns or risks; in your opinion does this provide trust between the consumer and organisation? Please explain your viewpoint.

Consumers per organisation	Neutral	Positive	Negative
Organisation A	5	21	4
Organisation B	2	8	1

### Complaints Acknowledgement

3. How can the use of Social Media platforms assist the organisations in understanding what the consumer needs? Please explain your viewpoint.

Consumers per organisation	Neutral	Positive	Negative
Organisation A	1	28	1
Organisation B		11	

### Loyalty

4. How can Social Media assist in creating a link between consumers and the organisation?, Please explain your viewpoint.

Consumers per organisation	Neutral	Positive	Negative
Organisation A		29	1
Organisation B		11	

### Pleasurable Fulfilment

5. Social Media platforms are used by organisations as feedback to improve products and services, how will this enhance your consumer experience? Please explain your viewpoint.

Consumers per organisation	Neutral	Positive	Negative
Organisation A	4	26	
Organisation B		11	

### Desires and Goals Met

6. Social Media platforms can discover insight into the behaviour of their consumer, how can this increase consumer satisfaction? Please explain your viewpoint.

Consumers per organisation	Neutral	Positive	Negative
Organisation A	2	28	
Organisation B		11	

### Price Satisfaction

7. In your opinion, how effectively can organisations provide pricing satisfaction and information to their consumer using SM platforms (rather than traditional advertising)? Please explain your viewpoint.

Consumers per organisation	Neutral	Positive	Negative
Organisation A	3	27	
Organisation B	1	10	