

Investigating and Prioritizing Factors Affecting the Marketing Strategies of Social Media (Case of Study: Shahr Bank)

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ABSTRACT

The purpose of this study was to investigate and prioritize the factors affecting the Marketing Strategies through social media by fuzzy analysis (case of study: Shahr Bank, Tehran Branches). The variables studied include marketing culture, marketing structure, marketing scope, and marketing governance. This is an applied research in terms of purpose. Also, this is a descriptive research regarding data collection. The statistical population of this research consisted of all the managers and experts working at Shahr Bank in Tehran Branches, and the sample size is 186 people. This research was carried out at Tehran branches of Shahr Bank (City Bank of Iran). A researcher-made questionnaire was used to collect the required data in this research. To analyse the collected data and to investigate the research hypotheses, the F-AHP method, one of the MADM methods, has been used and then, research variables were prioritized. The findings of this study by analysing the data obtained from paired comparison questionnaires in order to prioritize the factors affecting the Marketing Strategies through social networks showed that the variables of marketing culture, marketing structure, marketing scope, and marketing governance are in first to fourth priorities in terms of influencing on the Marketing Strategies of social networks.

Keywords: *Marketing strategy, Social Media, Marketing Culture, Marketing Structure, Marketing Scope, Marketing Governance*

1. Introduction

Just as the use of social media is changing how people live (Quan- Haase and Young, 2010), learn (Gruzd et al., 2016), and connect with one another (van Dijck, 2012), fundamental shifts are also taking place within businesses with the introduction and use of social media. Consumers are using social media to generate information and share their experiences with their friends, companies, and broader online communities via posts, tweets, shares, likes, and reviews (Bailey et al., 2018; Dimitriu and Guesalaga, 2017; Martin-Consuegra et al., 2018). The amount of data freely available from social networking grows on an hourly basis. Much of this data concerns consumers' perceptions and opinions of organizations, and as such is of interest to business intelligence gatherers in marketing, for customer relationship management and customer retention (Howells, Ertugan, 2017).

Marketers use social media as part of their marketing strategy. Before planning a social media campaign, marketers need to know something about the consumer and their environment. They need to know the personality of the consumer, their past experiences, their responses to campaigns, brand loyalty, and perception of brands. This is very important as marketers base decisions on what they know about their target audience (Tuten & Solomon, 2014).

More and more firms today adopt SM as a communication tool in order to both conduct their marketing efforts and to extend their traditional marketing (Dahnil et al., 2014; Oztamur and Karakadilar, 2014). In particular, as shown by Trainor (2012), they are seen as key tools for creating and maintaining customer connections, and for this reason they have become an important instrument of customer relationship management (Karjaluoeta et al., 2015, p.3). Use of SM in marketing strategies, as claimed by Paniagua and Sapena (2014), is only innovative in its means, not in its goals, which are to increase sales and enhance the firm's reputation.

Understanding the role of social media in the context of marketing is critical for both researchers and managers (e.g. Fong & Burton, 2008; Kumar, Bezawada, Rishika, Janakiraman, & Kannan, 2016; Schultz & Peltier, 2013). Most existing studies focus on particular issues, such as purchase behavior (Chang, Yu, & Lu, 2015; Kumar et al., 2016; Relling, Schnittka, Sattler, & Johnen, 2016), customer relationship management (Trainor, Andzulis, Rapp, & Agnihotri, 2014), brand management (Asmussen, Harridge-March, Occhiocupo, & Farquhar, 2013), innovation management (Gebauer, Füller, & Pezzei, 2013), and employee recruitment (Sivertzen, Nilsen, & Olafsen, 2013). While these studies detail advancements in specialized scopes of social media knowledge in a marketing and management context, extant literature does not provide a holistic framework for social media marketing at the strategic level.

While the perspective of marketers is important to understand the professional practices, there is little knowledge about the Marketing Strategies using the social media data, which we seek to address in this study. In this context and by considering the mentioned issues and the importance of social networks and their spread and their role in marketing, this paper seeks to study the factors affecting the Marketing Strategies of social networks by fuzzy analysis. This study is conducted as a case of study in Tehran branches of Shahr Bank (City Bank of Iran). This study aims to help marketing professionals develop strong professional marketing strategies while still being able to benefit from many opportunities that social media has to offer to both sides: consumers and businesses.

In the following, we outline the: (1) relevant literature on Social Networking and Marketing Strategies, (2) Research Methodology, (3) Research Model and Objectives, (5) Data Analysis (6) Results.

2. Literature Review

2.1. Social Media

Kaplan and Haenlein (2010), on the basis of media research (social presence and media richness) and social processes (self- presentation and self-disclosure), classify SM according to six categories: blogs, social networking sites, virtual social worlds, collaborative projects, content communities, and virtual game worlds. Among these SM channels, social networking sites (SNS) are applications that allow users to create profiles, through which they can connect with other users, exchange personal information, send messages, invite friends and colleagues to events, and share knowledge and information. Many companies in recent years, recognizing the growing number of recorded users of SNS, have integrated SNS into their marketing

plans; in doing so they exploit an opportunity to contact end-users in a timely and direct way, at a relatively lower cost and higher level of efficiency than can be achieved with more traditional communication and marketing tools (Kaplan and Haenlein, 2010).

Social networking is a new generation of websites that have been concerned by Internet users these days. (Straus, 2010). These sites operate on the basis of online communities, each of which brings together a handful of Internet users with a specific feature. Social networking is a form of social media that provides access to a new way of communicating and sharing content on the Internet. Hundreds of millions of Internet users are members of hundreds of different social networks and part of their daily online activity (Kiang, 2016). About the social networking, it can be said that a social network is a social structure composed of nodes (usually individual or organizational) connected by one or more specific types of dependency (Audrey, 2013). In other words, a social network is a site or set of sites for users who want to share their interests, thoughts, activities with others, and others share with them. (Zou et al., 2016). Internet social networks, especially those with usual and non-business uses, are places in the virtual world that peoples introduce themselves in summary and provide communication between themselves and their associates in a of interested fields (Valos, 2015).

Since online purchases and internet services have been using increasingly over the recent years, those individuals who use this communicational channel as a tool for marketing and selling products and services have found that delivery and quality of services as an important factor in this field (Lajevardi, et al, 2020). Following the development of e-commerce, social network advertising has emerged as a new marketing strategy. Social network advertising relies on social information to produce, target, and provide marketing communications and uses comments, sharing, and other actions in which the users participate to have communication (He & Shao, 2018). Social networking provides a mutual social online experience as it uses the collected data to help other consumers in their purchase decision-making process. In this case, value added is strongly reinforced by consumers through their efforts on social networks, ultimately leading to better decisions (Leong et al., 2018).

As social networks provide reciprocal interactions between users, the corporate pages, which allow users or consumers to comment on the received or would-be-received products or services and the managers, who are in charge, by responding to users' comments can play a key role in making the users satisfied. This is because, on the one hand, that it shows how responsive the company is and this responsiveness would lead to trust, and, on the other hand, the required products and services information are also provided to users in the form of comments, which may provide the users with a lot of information about the products and services through responding to the comments (Hauring, et al. 2015).

Social media marketing is used across sectors and refers to "the utilization of social media technologies, channels, and software to create, communicate, deliver, and exchange offerings that have value for an organization's stakeholders" (Tuten and Solomon, 2017, p. 18). In a systematic review of the social media literature, Kapoor et al. (2018) find that social media has been widely adopted as a marketing medium. In the private sector, social media is often used as a communication tool to promote and sell products and services; in the public sector, social media is often used to share information and encourage user engagement (Royle and Laing, 2014; Gruzd et al., 2018a). Beyond being another medium to communicate with one's audience, social media affords the opportunity for social and professional relationships to be built, sustained, and strengthened with friends, family, and even businesses. Marketers employ relationship marketing strategies to build long-term relations that are mutually satisfying with key parties, including customers (Kang and Kim, 2017; Murphy et al., 2007; Kamboj et al., 2018; for a systematic literature review of social media marketing see: Alalwan et al., 2017; Misirlis and Vlachopoulou, 2018; Felix et al., 2017).

2.2. Marketing Strategies and Social Media

Many studies show that firms' adoption of marketing strategies based on SM have a positive impact related to direct interaction with consumers; the strategies allow the firms, based on consumer feedback, to acquire marketing information and to learn about current performance and predict future performance (Kim et al., 2015; Gelb and Sundaram, 2002). In this regard, Felix and his colleagues (2017) found that Marketing Strategies through social media has 4 dimensions. First, social media marketing scope addresses the

question whether companies use social media marketing predominantly for communication with one or a few stakeholders or comprehensively (both externally and internally) as a genuine tool for collaboration. (Felix, et al. 2017). Second, social media marketing culture distinguishes between conservatism, which is represented by an encapsulated, traditional, mass advertising approach to social media marketing, and modernism, which is characterized by a more permeable, open, and flexible social media marketing culture. (Felix, et al. 2017).

Third, social media marketing structure addresses the organization and departmentalization of the social media marketing assignment in the firm. Hierarchies stand for a centralized approach with a clearly defined social media marketing assignee. Networks represent an organizational structure in which all employees are responsible for social media marketing, and thus a dedicated social media marketing director is no longer necessary (Felix, et al. 2017). Fourth, social media marketing governance refers to how the company establishes rules and guidelines and how social media marketing responsibilities are controlled in the company. The extreme position of autocracy describes a situation with precise regulations on who in the company is allowed to interact on social media platforms. Conversely, anarchy represents a situation without any such rules or guidelines (Felix, et al. 2016).

In the study titled "Impact of Marketing Strategy on Customer Social Networking: A Simulation Analysis of Competitive Release Model", Hou, et al. (2016) noted that their study was a mass competition model based on customer social networking and was to explain the competition and the results of QQ and MSN in China's instant messaging software market. They concluded that when a company, with a product having the highest impact from the out-of-network, uses the same marketing strategy to achieve more market share than its competitors, and the company uses time derived from the early scale effect and becomes more competitive and more powerful than its competitors. (Hou et al, 2016)

Ajman Hossain and Yafooz (2017) in a study titled "Impact of Technological Innovations on Marketing Strategy" claimed that new technology-based marketing strategy was of great importance. Marketing, methodology, action plans, and development indicate the significance of an online marketing strategy and connect potential customers to organizations on the same path. Nowadays, business in pioneer organizations such as Amazon, YouTube, and Facebook relies on a modern online marketing strategy. (Ajman & Yafooz, 2017)

Litterio, et al. (2017) in their study titled "Marketing and Social Networks: A Benchmark to Discover Opinion Leaders" showed that marketing via social networks is a means to detect Opinion Leaders, who are potentially effective in attracting customers and selling products; hence, when the Opinion Leaders on social networks advertise a product for a company, the product's effect, sales, and popularity get promoted, and marketing gets facilitated.

Paniagua and Sapena (2014) identify four channels through which SM affects the firm's performance: the relationship between firms and society (social capital), knowledge of consumer preferences (revealed preferences), transformation of social-marketing resources into financial performance capabilities (social marketing), and conversion of social corporate resources into operational performance capabilities (corporate social networking). Recent studies show, on the one hand, that there has been real difficulty in determining the effectiveness of investments in SM, assessed in terms of return on investment and return on sales (Wu,2016; Kim et al.,2015; Chung et al.,2014; Kumar and Mirchandani,2012), due to the complexity of distinguishing customers from online community members (Ang,2011). On the other hand, studies have shown there are many firms that have incorporated SM strategies in an integrated communication and media plan (Kaplan and Haenlein,2010) by changing the way of doing business. Companies use SM platforms, such as Facebook, in order to increase brand awareness and enlist people's participation through online comments, posts, and other types of engagement (Wallace et al.,2014).

3. Research Methodology

This is an applied research in terms of purpose and in terms of method is a descriptive survey. Library study has been used to collect the required data on the literature and background of research. In this research, a paired comparison questionnaire was used to collect information to investigate the research hypotheses. The statistical sample of this study is among the managers and experts of all employees of Shahr Bank,

Tehran Branches. In this study, according to the size of 360 people of the statistical population, the size of the statistical sample is considered 186 people according to Morgan's table. Sampling method in this section is the simple random type. The fuzzy AHP method (F-AHP) is used to prioritize research hypotheses and answer to research questions.

4. Model, Research objectives and hypotheses

4.1. Research Model

In this research, Felix et al. (2016) model is used to study the factors affecting Marketing Strategies of social networks by fuzzy analysis (Case of Study: Shahr Bank, Tehran Branches). Their model is as it follows in Figure 1.

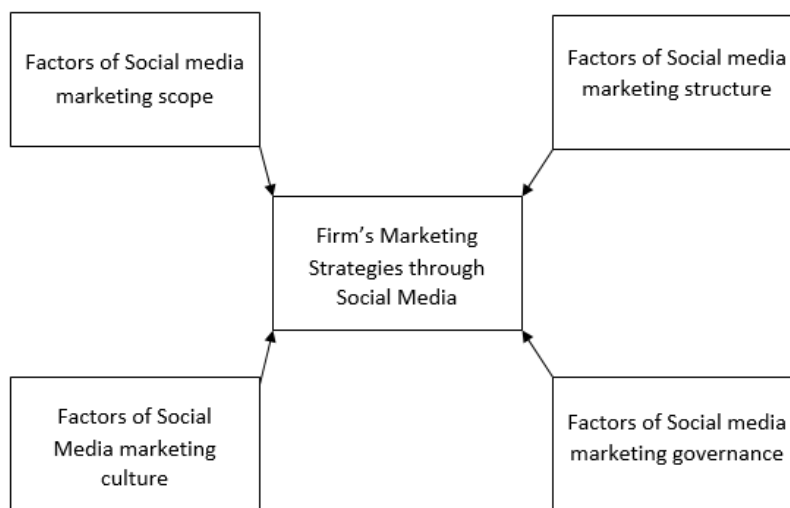


Figure 1: Conceptual model of research; Source: Felix et al. (2016)

4.2. Research Hypotheses

H1: Factors related to culture and its dimensions affect the marketing strategies of social media.

H2: Factors related to structure and its dimensions affect the marketing strategies of social media.

H3: factors related to governance and its dimensions affect the marketing strategies of social media.

H4: factors related to marketing scope and its dimensions affect the marketing strategies of social media.

4.3. Research Objectives

4.3.1. The main objective of research

- Investigating and prioritizing factors affecting the Marketing Strategies of Social Media.

4.3.2. Research sub-objectives

- Investigating and prioritizing factors affecting the Social Media Marketing Culture.
- Investigating and prioritizing factors affecting the Social Media Marketing Structure.
- Investigating and prioritizing factors affecting the Social Media Marketing Governance.
- Investigating and prioritizing factors affecting the Social Media Marketing Scope.

5. Research findings:

5.1. Descriptive statistics: Demographic characteristics of respondents and statistical population

Table 1 - Demographic characteristics of respondents

		Frequency	Percent
Gender	Male	35	70%
	Female	15	30%
Age	20 to 30 years old	15	30%
	30 to 40 years old	21	42%
	40 to 50 years old	8	16%
	Higher than 50 years old	6	12%
Education level	Diploma and associate degree	10	20%
	BA	25	50%
	MA	10	20%
	Ph. D	5	10%

5.2 Inferential statistics

5.2.1. Ranking of factors related to culture and its dimensions affecting the marketing strategies of social media.

After the paired comparison table with fuzzy triangular numbers was formed, using the EA method, the largeness ratio of indices was calculated and based on it, the non-norm weight (w') of each index was obtained. Non-Norm weights are normalized and norm weights (W) are achieved. How to do the calculations is in below:

Table 2 - Factors related to culture and its dimensions affecting the marketing strategies of social media

Factors related to culture and its dimensions affecting the marketing strategies of social media.							L	M	U
S1	4.000	3.000	11.000	0.023	0.045	0.053	0.091	0.136	0.579
S2	4.000	6.000	13.000	0.023	0.045	0.053	0.091	0.273	0.684
S3	4.000	5.000	13.000	0.023	0.045	0.053	0.091	0.227	0.684
S4	7.000	8.000	7.000	0.023	0.045	0.053	0.159	0.364	0.368

Table 3 – Factors weight related to culture and its dimensions affecting the marketing strategies of social media

	w1	w2	w3	w4
w	0.1969	0.2587	0.2409	0.3035

Table 4 - Prioritizing the culture factors affecting the marketing strategies of social media

Line	Criterion	Weight	Priority
1	freedom of action	0.1969	4
2	Risk	0.2587	2
3	permeability	0.2409	3
4	reliability	0.3035	1

According to the above table, according to the main weight obtained, the reliability, risk, permeability and freedom of action indicators have the most and least importance in the group.

5.2.2. Ranking of factors related to structure and its dimensions affecting the marketing strategies of social media.

After the paired comparison table with fuzzy triangular numbers was formed, using the EA method, the largeness ratio of indices was calculated and based on it, the non-norm weight (w') of each index was obtained. Non-Norm weights are normalized and norm weights (W) are achieved. How to do the calculations is in below:

Table 5 - Factors related to structure and its dimensions affecting the marketing strategies of social media

Factors related to structure and its dimensions affecting the marketing strategies of social media.							L	M	U
S1	6.000	4.000	10.000	0.045	0.050	0.053	0.273	0.200	0.526
S2	7.000	7.000	8.000	0.045	0.050	0.053	0.318	0.350	0.421
S3	6.000	9.000	4.000	0.045	0.050	0.053	0.273	0.450	0.211

Table 6 - Factors weight related to structure and its dimensions affecting the marketing strategies of social media

	w1	w2	w3
w	0.2397	0.2843	0.4760

Table 7 - Prioritizing the structure factors affecting the marketing strategies of social media

Line	Criterion	Weight	Priority
1	Decentralization	0.2397	3
2	Participation	0.2843	2
3	Segmentation	0.4760	1

According to the above table, according to the main weight obtained, the segmentation, participation and decentralization indicators have the most and least importance in the group.

5.2.3. Ranking of factors related to governance and its dimensions affecting the marketing strategies of social media.

After the paired comparison table with fuzzy triangular numbers was formed, using the EA method, the largeness ratio of indices was calculated and based on it, the non-norm weight (w') of each index was obtained. Non-Norm weights are normalized and norm weights (W) are achieved. How to do the calculations is in below:

Table 8 - Factors related to governance and its dimensions affecting the marketing strategies of social media

Factors related to governance and its dimensions affecting the marketing strategies of social media.							L	M	U
S1	5.000	6.000	10.000	0.025	0.033	0.045	0.125	0.200	0.455
S2	4.000	3.000	16.000	0.025	0.033	0.045	0.100	0.100	0.727
S3	6.000	11.000	5.000	0.025	0.033	0.045	0.150	0.367	0.227
S4	7.000	10.000	9.000	0.025	0.033	0.045	0.175	0.333	0.409

Table 9 – Factors weight related to governance and its dimensions affecting the marketing strategies of social media

	w1	w2	w3	w4
w	0.2009	0.2127	0.3109	0.2755

Table 10 - Prioritizing the governance factors affecting the marketing strategies of social media

Line	Criterion	Weight	Priority
1	Clear Instructions	0.2009	4
2	Formalization	0.2127	3
3	Internalization	0.3109	1
4	Training	0.2755	2

According to the above table, according to the main weight obtained, the internalization, training, formalization and clear instructions indicators have the most and least importance in the group.

5.2.4. Ranking of factors related to Scope and its dimensions affecting the marketing strategies of social media.

After the paired comparison table with fuzzy triangular numbers was formed, using the EA method, the largeness ratio of indices was calculated and based on it, the non-norm weight (w') of each index was obtained. Non-Norm weights are normalized and norm weights (W) are achieved. How to do the calculations is in below:

Table 11 - Factors related to Scope and its dimensions affecting the marketing strategies of social media

Factors related to Scope and its dimensions affecting the marketing strategies of social media.							L	M	U
S1	6.000	4.000	7.000	0.037	0.059	0.045	0.222	0.235	0.318
S2	6.000	10.000	14.000	0.037	0.059	0.045	0.222	0.588	0.636
S3	10.000	3.000	6.000	0.037	0.059	0.045	0.370	0.176	0.273

Table 12 – Factors weight related to Scope and its dimensions affecting the marketing strategies of social media

	w1	w2	w3
w	0.1616	0.7558	0.0826

Table 13 - Prioritizing the Scope factors affecting the marketing strategies of social media

Line	Criterion	Weight	Priority
1	General Coverage	0.1616	2
2	Bilateral Communication	0.7558	1
3	Focus on a Specific Group	0.0826	3

According to the above table, according to the main weight obtained, the bilateral communication, general coverage and focus on specific group indicators have the most and least importance in the group.

5.2.5. Ranking of main variables affecting the Marketing Strategies of Social Media

After the paired comparison table with fuzzy triangular numbers was formed, using the EA method, the largeness ratio of indices was calculated and based on it, the non-norm weight (w') of each index was obtained. Non-Norm weights are normalized and norm weights (W) are achieved. How to do the calculations is in below:

Table 14 - Main variables affecting the Marketing Strategies of Social Media

Main variables affecting the Marketing Strategies of Social Media							L	M	U
S1	3.000	3.000	7.000	0.022	0.042	0.043	0.067	0.125	0.304
S2	3.000	4.000	9.000	0.022	0.042	0.043	0.067	0.167	0.391
S3	6.000	6.000	8.000	0.022	0.042	0.043	0.133	0.250	0.348
S4	5.000	5.000	13.000	0.022	0.042	0.043	0.111	0.208	0.565

Table 15 - Main variables weight affecting the Marketing Strategies of Social Media

	W1	W2	W3	W4
w	0.1780	0.3355	0.2159	0.2355

Table 16 - Prioritizing the main variables affecting the Marketing Strategies of Social Media

Line	Criterion	Weight	Priority
1	Marketing management practice	0.1780	4
2	Marketing culture	0.3355	1
3	Marketing area	0.2159	3
4	Marketing structure	0.2855	2

According to the above table, according to the main weight obtained, the variables of marketing culture, marketing structure, marketing domain, Marketing Governance are in the first to the fourth priority of the main variables in terms of affecting the Marketing Strategies of social networking.

Discussion and implications

In this section, we summarize the results of each of tests and then on the basis of the result for each of hypotheses, proposals are provided.

Discussion of the first hypothesis result: Factors related to culture and its dimensions affecting the marketing strategies of social media.

By analyzing the data obtained from the questionnaire, it was specified that the factors related to culture and its dimensions affect the marketing of social networking. In the meantime, according to the main weight, the reliability, risk, permeability, and freedom of action indicators have the most and least important in the group. According to the results of testing this hypothesis, the following proposals are recommended:

- Each group of consumers has their own tradition, norms, and customs; a marketer in social networking, before planning a marketing plan should study in a way that consumers are thinking about using products. Because different habits, tastes, and preferences cause marketing plan or product or a brand that a group of audiences and consumers welcome it, in the other group, the audience and other consumers do not welcome it.

- Appropriate linguistic and verbal symbols to be used in network marketing. Language is the most important means of communication between people. Language reflects the nature and values of a culture. Language is considered a fundamental factor in culture because it is considered the main tool used for transfer of information and ideas. Learning a language means learning culture; language is the only means of understanding a culture. It is the most important means to communicate with that culture. If there are several languages in a country, in fact, there are several cultures in that country. If the language is the mirror of culture, form, and words used in advertisements and advertiser advertisements should have the same meaning and concept for message recipient in the market. Otherwise, the sale of that product will be faced with the problem in the target market.

Discussion of the second hypothesis result: Factors related to structure and its dimensions affecting the marketing strategies of social media.

By analyzing the data obtained from the questionnaire, it was specified that the factors related to structure and its dimensions affect the marketing of social networking. According to the main weight, segmentation, participation, and decentralization indicators have the most and least important in the group. According to the results of testing this hypothesis, the following proposals are recommended:

- Segmentation is done scientifically and appropriately. You should create a profile from the basis of your target customer to be able to achieve a more precise segmentation of potential customers from merely "people". As much as possible, enter more and more detail information in this profile. This will help you to identify your current customers and potential customers. Also, using a questionnaire and a survey, you can use your current customers to achieve cognition and an overview of your customers. The other way is to use the profile of customers of similar or complementary businesses. When you get this information, you can conclude them in a macro scale.

- Participation in the organization should be strengthened and the paths and ways of participation should be open and clear for all people. Many researches have shown that employee participation, which is the indicator of using the best efficiency of employees in the workplace, is not limited to an organizational assessment. But, this issue is a business necessity tied with organizational efficiency, including organization profit, customer satisfaction, and turnover. To promote employee participation in the organization, you can consider the following cases:

- Always show a positive reaction to proposals for improvement.
- Help staff to easily write or raise their proposals.
- Try to understand even the smallest cause of discomfort of group members.
- Clarify the target completely, for example, how many proposals and in what scopes do we need in this month?
- Arrange matches to create interest.
- Quickly execute accepted proposals and pay before salaries.

- It should be followed an acceptable level of decentralization in the organization to respond quickly to the internal and external needs of the organization. Decentralization and delegation of authority in organizations and agencies, especially large organizations are inevitable. But managers are more successful that in applying the principles of delegation of authority pay attention to their subordinate abilities and talents, and, while fostering and participation them in doing better duties lead the organization's responsibility towards the great goals. The delegation of authority as one of the most important management software gives life and dynamics to organization and management. The delegation of authority should be based on the structure and organization, its goals and mission, its centralization and decentralization, its level of specialty and professional.

Discussion of the third hypothesis result: Factors related to governance and its dimensions affecting the marketing strategies of social media.

By analyzing the data obtained from the questionnaire, it was specified that the factors related to governance and its dimensions affect the marketing of social networking. According to the main weight, internalization, training, formalization and clear instructions indicators have the most and least important in the group. According to the results of testing this hypothesis, the following proposals are recommended:

- Rules in the organization should be accepted as internalized and institutionalized among employees. The issue of rules and professional ethics and how institutionalizing in organizations is very important, and managers and decision-makers should try to provide different strategies for institutionalizing rules and professional ethics in organizations. Among these strategies are the use of human resources bound to consider ethics and law in organizations; the practical training of ethics by committed individuals and adhere to ethics and law; and the elaboration of the moral charter for employees of organizations.
- The training needed for staff should be identified and staff to be trained as planned and regular. Today, training and improving human resources is a key strategy for positive adaptation with changing circumstances, and also considered as a competitive advantage for organizations. Therefore, its strategic position and importance in the survival and development of the organization are undeniable, if training to be used properly and appropriately as a key factor in development, the efficiency and effectiveness of organization will be significantly increased.
- By developing rules and clear and functional instructions, formalization should be done in optimal level in the organization.

Discussion of the fourth hypothesis result: Factors related to marketing scope and its dimensions affecting the marketing strategies of social media.

By analyzing the data obtained from the questionnaire, it was specified that the factors related to marketing scope and its dimensions affect the marketing of social networking. According to the main weight, bilateral communication, general coverage and focus on a specific group indicators have the most and least importance in the group. According to the results of testing this hypothesis, the following proposals are recommended:

- Market segmentation: identifying customer needs and market segments; the more exact determination of characteristics of each section
- Identifying the target market: determining the attractiveness of each section; Select the target sections
- Positioning: Identifying the distinctive advantages of each section; develop and select the considered position
- Marketing plan: Developing market strategy for each section according to the considered position

Conclusion

This study sheds light on the complex nature of strategic social media marketing through a case of study. Social media marketing, in practice, is too complex to be managed and executed exclusively by a single individual or even department. Cross-functional collaborations along the four dimensions of social media marketing are necessary to successfully navigate in this dynamic arena.

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