CARDIFF METROPOLITAN UNIVERSITY

To Critically Evaluate Challenges Associated with Marketing Strategies in Diverse Markets, Such as The UAE Within the Health and Wellness Industry: A Comparison Between SMEs and Large Organisations

Master of Business Administration

Dissertation

Lee Hewer
Student ID Number: st04003463
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I would like to thank my wife Jaime and children Axl and Beatrix for their constant love and support.

I would like to thank all staff at Westford Business School for giving me the knowledge of the research topic.

I would like to express sincere gratitude to my supervisor Mr. Harry Cameron for his guidance and support.
Abstract

This research aimed to identify whether traditional or social media marketing strategies are best suited to contact SMEs and LOs within the UAE health and wellness sector. It also investigated whether social media platforms can be considered a standard medium for B2B activities.

The importance of employing an effective marketing strategy in business has been well documented; however, empirical work studying traditional and social media marketing methods has been fragmented. Previous work has also failed to address whether marketing strategies can be influenced by the medium of communication used.

The literature describes aspects of marketing strategies and the impact of social media on such, with many suggesting that social media had become the standard form of business communication. However, no research was found that compared the use of both mediums in the same study.

The research employed a mixed method approach of quantitative and qualitative analysis. Attempts were made to initiate contact with SMEs and LOs, and outcomes were recorded. Semi-structured interviews, relating to the research topic were conducted with industry professionals to provide greater insight into beliefs about marketing best practices.

Differences in marketing to SMEs and LOs were identified, especially concerning approachability and preference to towards traditional marketing methods. However, the data further suggests the importance of establishing a business relationship to improve response and success rates.

Social media plays a significant role in marketing. Nevertheless, how it is used requires careful consideration, with traditional methods still regarded the best means of conducting B2B communication. Therefore, marketers should employ a mix of strategies and first establish a business relationship before using social media methods with potential clients.
Declaration

I declare that this dissertation is being submitted in partial fulfilment of the requirements for the degree of Master of Business Administration and had not previously been accepted in substance for any degree and is not going concurrently submitted in candidature for any degree.

Lee Hewer
St: 04003463

Signed
Date 25th January 2018

Statement 1

This dissertation is the result of my own investigation and work accept where otherwise indicated. Where correction services have been used the extent and nature of the correction is clearly marked in the footnote.

Lee Hewer
St: 04003463

Signed
Date 25th January 2018
**Statement 2**

I hereby give consent for my dissertation, if accepted, to be available for inter-library loan or photocopying, for deposit in Cardiff Metropolitan University’s e-Repository, and that the title summary is available to organisations.

Lee Hewer
St: 04003463

Signed
Date 25\(^{th}\) January 2018
Supervisor Declaration Form

Student Name: Lee Hewer

Supervisors Name: Harry Cameron

I acknowledge that the above-named student has regularly attended planned meetings and actively engaged in the dissertation process. They have provided draft chapters of the dissertation and followed given guidance.

Signed

Date:
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Chapter 1: Introduction

1.1. Chapter Overview

Title: To critically evaluate challenges associated with marketing strategies in diverse markets, such as the UAE within the health and wellness industry: A comparison between SMEs and large organisations.

SMEs (Small and Medium Enterprises): Less than 250 employees
Large Organisation: Greater than 250 employees

ec.europa.eu., (2009)

The introduction chapter will provide a context for the dissertation by discussing the background to the research, as well as defining the research question and setting the aims and objectives. The methodology and content structure will be outlined, along with justification and reasoning for exploring the research topic.

1.2. Background to Research

There has been considerable debate concerning the best practices, methods, and strategies associated with marketing in the business world. Whether it is a small modest startup company or large multination organisation, an effective marketing strategy can serve as a critical road map to help allocate resources correctly and court the right types of businesses (Summerfield 2014).

Whether a marketer is tasked with gaining new business, sponsorship or partnerships, they are faced with the same dilemma each time: how to go about contacting potential business and clients in the most appropriate, effective and efficient manner? Such questions can be impacted by the resources available, and with the rapid pace of telecommunications development, there are ample opportunities for businesses to communicate, conduct business and grow. Taking these concepts into account, do current communication trends affect the way businesses conduct marketing strategies? Social media has become a worldwide phenomenon, but have these platforms replaced the more
traditional and standard methods of marketing, such as emails and phone calls? From a total global population of 7.395 billion, 3.419 billion (46%) are internet users, and more significantly related to the current study, 2.307 Billion (31%) use social media platforms (Chaffey 2016). Has this changed the way marketers design and conduct their marketing strategies, as well as influence a shift in preferred methods of marketing communication? The current study will not only examine such questions, but explore some of the challenges associated with it.

1.3. Rationale

In recent decades, there has been an ever-increasing concentration of companies towards marketing in the digital world. This has come as a result of various factors, one of the most important of which being the digital revolution. By adapting to this change, both small and large companies are able to contact and connect with other businesses more efficiently by utilising digital tools including: social media marketing, email marketing, mobile marketing, and content marketing (Ahmeti 2015). Identifying the options available should be common knowledge to any experienced marketer or department; however, selecting the most effective could be the difference between the success or failure of a product, event or service, or worse: the outcome of the company’s future. As such, marketers must carefully consider the best medium for contacting potential business. For example, Sterne and Priore (2000) indicated that emails provided the most powerful tool for direct response, branding, and building customer relationships. Social media marketing, however, has been growing for the past decade with a reported 100% higher lead-close-rate than outbound marketing, with 84% of business to business (B2B) marketers utilising social media in some form (www.contentfac.com). Evans (2012) also suggests that during more modern times, social media marketing is providing more natural conversational channels for individuals. Therefore, are the suggestions made by Efendioglu and Igna (2011) related to email use still valid?

Social media marketing tools are proving to be very successful for businesses in developed countries around the world, with the United Arab Emirates (UAE) having a significant presence. Merely 44 years old, the country’s economic, social and technological capabilities have advanced at a rate unparalleled by many of the world’s demographics, with gross domestic product (GDP) in 2010 exceeding a trillion dirhams,
from a base of eleven billion dirhams in 1973 (www.cpc.gov.ae). Information technology has provided one of the most significant developments within UAE’s diverse population with internet penetration being 78.6% in 2017, an increase of 4% since 2014 (www.statista.com). Furthermore, a social media report by Mohammed Bin Rashid School of Government (MBRG) reported that 5.4 million (53.4%) people residing in the UAE use LinkedIn (www.emirates247.com). The topic area was formed, based on and aligned to such statistics, with the researcher having personal experience and professional curiosity of how social media can be utilised for marketing purposes. While employed in business development role for a private health and wellness SME company, the researcher was tasked with trying to contact the CEO of a large organisation. It was anticipated that such an objective would be easily achieved; however, initial contact proved very challenging. Standard marketing approaches, such as emails, face-to-face interaction and phone call attempts met with no success over a 5-month period. More traditional methods of communication, and, in particular, the use of Facebook and LinkedIn were then utilised, with the LinkedIn attempt successfully gaining a reply (Appendix A, p.93) that later resulted in a large project being approved between the two companies. The study of interest therefore lies in the following question: what if the researcher had not diversified their marketing strategies and not sent the LinkedIn message? Would the eventual outcome have been the same?

With social media having such an effect on the current global marketing initiatives, have older methods such as emails and phone calls become a redundant strategy, with social media platforms now becoming ‘the norm’. With the UAE’s diverse population being regarded as one of the most forward-thinking countries in the world, has social media and more non-standard marketing strategies become more common? Such questions occur daily in the UAE business environment; however, very little research has been conducted on marketing strategies and preferred approaches within the UAE, and, more specifically, the health and wellness sector. Therefore, the study aims to determine the most effective marketing strategies when attempting to communicate with SMEs or large organisations, helping to reduce the resources required during the marketing process, and ultimately providing direction and understanding of the UAE health and wellness business sector. The results and conclusions of the current study will help distinguish marketing strategy trends and correlations in UAE businesses, in particular the role of social media within such domains.
1.4. Research Question
Are there differences in primary success rate response and client preferences between traditional and social media approaches towards SMEs and larger organisations and has social media marketing now become standard practice when conducting business?

1.5. Research Aim
The study aims to explore which traditional and social media marketing strategies are best utilised to contact SMEs and large organisations within the UAE health and wellness sector, and in particular the current impact of social media on such, to help determine and understand the preferred methods of B2B marketing. The primary objective is to use the data and results gathered, to improve, plan and monitor more effective marketing strategies in the future.

1.6. Research Objectives [OB]
OB.1. Examine key theories of social media in the current world of business.
OB.2. Explore the main challenges of developing marketing strategies.
OB.3. Evaluate what challenges can enhance business in the health and wellness industry, and in particular the difference between small SMEs and larger companies.

1.7. Research Scope
Before the study can commence, it was principal that the scope of work had been approved and passed through the ethics board, allocated number (2016D5509).

The study will be divided in 3 parts:

Part 1: Conducting Internal Colleague Interviews
Part 2: Exploring Traditional and Social Media Marketing Strategies
Part 3: Conducting SMEs and Large Organisation Participant Interviews
The key focus of the study will be specifically with SMEs and large organisations that conduct business within the UAE health and wellness industry. Which will help to categorise UAE businesses into a much smaller segmented group, and one that will be easier to work with. With the period of study being 4 months causing time restrictions, and the requirement to gather both quantitative and qualitative data, the study data collection and analysis process was broken down into three parts (Figure 1).

Linked to the scope section, a brief breakdown of the research methodology will now be outlined:

1.7.1. Part 1: Methodology

Internal semi structured interviews will be conducted during Part 1 of the study, with two colleagues working within the same business development team as the researcher to determine their stance as well as challenges faced whilst attempting to contact new business or sponsors. Qualitative and quantitative data will then be analysed, to draw contrasts with the primary data.

1.7.2. Part 2: Methodology

Part 2 of the study will consist of primary quantitative data collection with the research aiming to contact ten SMEs and ten large organisations via traditional (emails, phone calls, face to face) and social media (Facebook, LinkedIn, twitter) mediums. Responses will be recorded and quantitative data analysed using Excel software.

1.7.3. Part 3: Methodology

Part 3 of the study will consist of the same qualitative and qualitative data collection as Part 1. Six of the eight semi structured interviews, comprising of three SMEs and three
large organisations from Part 2 of the study will be conducted. The same analysis and statistical measures as Part 1 will also be conducted.

1.7.4. Participation Recruitment

Appropriate participants for interviews will be contacted through a mix of methods ranging from phone calls, emails and social media platforms.

1.7.5. Methodology Limitations

A limitation of the methodology is identified that due to time constraints on the research study the sample size was restricted, consequently reducing the statistical significance of the findings. Furthermore, any alteration in methodology that are identified during the research process will be identified and explained with justification in the methodology chapter.

1.8. Outline of Dissertation

So as to conduct an effective and appropriate study, Figure 2 directs all material into the following categories:

Figure 2: Outline of Dissertation
1.8.1. Introduction
Will explain to the reader what is to be investigated, along with defining the research topic and scope. Whilst referring to appropriate literature, reasoning will be given as to why the topic was chosen, as well as including the current questions and arguments related to marketing strategies. The introduction will be constantly reviewed and amended according to the experiences and knowledge gathered during and after the research process with clearer more defined reasoning to support any change.

The main focus will be to introduce the research topic, and identify the research question and emphasis the exploratory nature of research to be conducted.

1.8.2. Literature Review
Immediately after the introduction chapter, the literature review with discuss secondary research that is both central and general (Figure 3), including such areas as traditional and social media marketing practices, SMEs and large organisations. Previous work, findings and arguments will be identified and critiqued, that are relevant to the research question as well as ample resources, within the research area read, with the main authors and literatures referenced.

Figure 3. Breakdown of Literature Review

<table>
<thead>
<tr>
<th>Breakdown of Literature Review</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Literature</strong></td>
</tr>
<tr>
<td>Theoretical Approaches</td>
</tr>
<tr>
<td>Empirical Research</td>
</tr>
<tr>
<td><strong>Central Literature</strong></td>
</tr>
<tr>
<td>Detailed analysis of theoretical and conceptual debates</td>
</tr>
<tr>
<td>Discussion of main findings of important empirical studies and their critiques</td>
</tr>
<tr>
<td>Focused analysis of policy implementation</td>
</tr>
</tbody>
</table>

www.socscidiss.bham.ac.uk

1.8.3. Methodology
Providing a detailed account of the research question to be explored, appropriate and relevant methods of investigation through quantitative (Primary Data: Part 2) and
qualitative (Semi Structured Interviews: Parts 1 and 3), and reasoning for why such methods were chosen for the research question and conditions. The benefits of the chosen methods will also be discussed together with identifying any challenges related to the methods and how they can be met. Ethical issues and how they were addressed will be discussed with reference to the approved and submitted ethical form (Number: 2016D5509) along with any variations from the original plan of work and any reflection of experience in conducting such plan.

1.8.4. Data Analysis and Findings

The main findings of the research will be presented using statistical analysis, tables and graphs, including the strengths and weaknesses of data relative to the research question. Potential difficulties encountered during the data collected and analysis process will be evaluated, including an assessment of how such challenges affected the research. The ultimate aim will be to assess whether the research question was able to be answered sufficiently, whilst identifying and challenges associated with it.

1.8.5. Conclusion and Recommendations

Findings will be related to the key theoretical discussions outlined in the literature review, whilst being careful not to introduce any further literature at this research stage. Nevertheless, the discussion section will provide an opportunity to explore the results and findings of the study in relation to the literature and the different viewpoints within it. Overall assessment of what the research discovered, how effective it was, and including ideas and recommendations for future research. Each chapter of the dissertation will focus on and discuss certain topics, with the conclusion reviewing the study as a whole and identifying contrasts and comparisons between examined texts. The ultimate aim is to demonstrate that a more defined, acute understanding of the research topic has been achieved, whilst also indicating the limitations and future research possibilities. Furthermore, ongoing monitoring would help improve marketing strategies with the health and wellness industry, and in particular the contrast between SMEs and large organisations.
1.8.6. Abstract
A stand-alone chapter that will summaries the entire thesis, including all key components in a condensed but descriptive form.

1.9. Chapter Summary
The introduction chapter introduced the background to the research area, presented a rationale for the research question and identified the specific aims and objectives aligned with the discussion so as to familiarise the reader with the topic and provide a context for the research. Moreover, synopsis for the scope of worked required during the methodology was provided, along with the describing the process of conducting the study and analysis.
Chapter 2: Literature Review

2.1. Chapter Overview

The following chapter is a review of literature exploring marketing strategies and communication theory within small and large organisations. From early studies by Shannon-Weaver (1948) leading to Robling (2018), the literature will examine key research topic arguments and discussions along with the development and influence of social media on marketing methods as well as a potential shift in preferred marketing approaches. Some thought and discussion will also be directed towards interdisciplinary approaches such as the influence of sponsorship on marketing.

The review is for the purpose of answering the research question:

“Are there differences in primary success rate response and client preferences between traditional and social media approaches towards SMEs and larger organisations and has social media marketing now become standard practice when conducting business?

2.2. Marketing Strategies and Communication Theory

Strategic marketing planning requires not only creative thinking, but also business expertise. Understanding the boundaries of various functional areas and appreciating fundamental components of modern marketing is essential to the development of successful marketing strategies, especially when related to communication. Both SMEs and large organisations need to communicate with a range of stakeholder effectively and with the process significantly impacting the overall success of a project or company’s future, it is vital that specific strategies are in placed an adhered to. There are vast amounts of marketing and communication strategies throughout all business sectors, however very little research has concentrated on preferred marketing communication methods.

Marketing communication (MarCom) is a complex and fundamental part of a company’s business efforts and can be described ‘as all the messages and media you deploy to communicate with the market’ (www.marsdd.com). It could be argued that MarCom is a science, based on Shannon-Weaver (1948) communication theory that focuses on the problem of how best to encode information that a sender wants to transmit (Appendix B, p.94). However due to advancement in knowledge and technology Monipally (2001)
expanded Shannon-Weaver (1948) theory and suggested that the communication process and its success within the modern world is in fact very complex. Furthermore, relating such assumptions to business activities would suggest an importance for all communication and information to be understood. When relating the knowledge to marketers experiencing communication difficulties, it could be argued that the researcher’s message or chosen methods were not having the desired effect (Figure 4). Consequently, selecting and conducting the right method of communication is a vital process as managers and marketers are now required to not only communicate, but to do so on reduced budgets with chosen communication methods being accounted for (Jaimeson and Fill 2006).

**Figure 4. Graphic Representation of the Inferential Model**

![Graphic Representation of the Inferential Model](image)

*Monipally (2001)*

Monipally (2001) used an inferential model (Figure 4) to show how communication and messages received are not always perceived in the same way. What is interesting is that the same could be related to communication methods within the business world, with companies and organisation required to engage with a variety of audiences in order to pursue their business and marketing objectives. Traditional more standard; emails, phone calls, face to face interaction and more non-traditional; Facebook and LinkedIn messages all provide an appropriate means of communication, however selecting the best methods
that allow the reconstructed message to be as similar to the original, is a process worth exploring further. For example, when a company receives a business opportunity through an email, does that process allow the recipient to not only be informed of the message, but understand it clearer than whilst using LinkedIn? Components that could determine how the recipient chooses to formulate a response or if they chose to respond at all and by identifying marketing preference and creating communication strategies, it may help businesses achieve their objectives more effectively and efficiently.

**Figure 5. B2B Sales Model Showing Influence of Social Media on Customer Responsiveness and Satisfaction**

![Diagram of B2B Sales Model](image)

*Coe (2004)*

Coe (2004) study relating to marketing communication strategies attempted to create a new B2B sales coverage model (Figure 5) by demonstrating the practical role of a salesperson’s social media use as a positive influencer in B2B sales context. The study concluding that social media positively impacts information communication and encourages their responsiveness. While the model considered both responsiveness and customer service, it provides justification of the current research topic and the need to explore the role of social media and marketing strategies further.
2.3. Information Technology Advancement

The impact of the internet on the global population of 7.395 billion and business domains has been significant. Smartinsight.com, conducted a study comparison between Jan 2015 – 2016 comparing world-wide digital data (Appendix C1, p.95) indicating 3.419 billion (46%) of the world’s demographic are internet users and more significantly related to the current study, 2.307 Billion (31%) are using social media platforms. Additionally, with over half (51%) of the world’s population (3.790 billion) having smartphones and 1.968 billion (27%) being active mobile social users, the influence of social media and the potential possibilities for marketing within such a domain is vast and offers the question; as to how this growing influence is affecting the way business and marketing is conducted?

Since the early 2000s, there has been a noticeable and progressive shift in the literature that would correlate to the figures shown in (Appendix C2, p.95), owing to the advancement in information technology. Since such times, more studies, analysis and results have been conducted within particular demographics, such as the UAE, and more significantly the impact of information technology transfer (ITT) on a region. Straub et al., (2003) studied ITT within the GCC and reasoned that Arabs demonstrated a perceived resistance, proposing that these regional more diverse populations tend to favor more traditional methods of communication, such as face-to-face interactions, emails and phone calls, providing a justified judgment through their research. Even so, it seems such trends have changed over time and that Arab countries, especially the UAE have not only accepted advancements in technology and communicational platforms, but have assisted in its regional and worldwide development. One current example can be seen when referring to the Vice President of the UAE and Ruler of Dubai’s personal twitter account, which was created in 2009 and has 8.66 million followers and 5,168 tweets as of 07:34, 21st January 2018, (www.twitter.com). In addition, the Vice president of the UAE and ruler of Dubai’s personal LinkedIn and Facebook accounts had (1,714,832 and 3,728,968) (www.linkedin.com and www.facebook.com). It could be disputed, that all social media accounts identified may not be used or maintained directly by the Vice President, but his private office; however, such large social following along with such social media activity and approaches does indicate substantial evidence of potential IT related progress and
social advancement within the UAE, and support a potential shift to non-standard communication methods.

With technology fast growing and playing a significant role in business development, and more importantly the marketing sector, it could be argued that emails and searching for phone and contact details have been aided by the introduction of the internet. However, with the introduction of social media and with the current figures favoring social media platforms, it could be that social media now plays a more significant role on marketing strategies. Social media and internet platforms have provided interesting insight regarding marketing strategies with the UAE business domain, with recent studies suggesting standard methods of communication can be questioned. For instance, Borges (2009) and Vij (2017) both explored marketing strategies within the UAE through social media platforms, with the conclusions reached disputing the theory suggested by Straub et al., (2003). They posit this is a result of sustained enhancement and development of information technology within the region, which has contributed to a shift in non-standard social media strategic marketing decisions. In addition, Vij (2017) indicated that of the 240 respondents in a hospitality and airline sector study, 100% used Facebook and 47% used twitter, suggesting that customer and client behavior and decision-making processes may indeed be influenced through social media.

2.4. Social Media: Potential Marketing Shift?

A Harvard business school blog entitled Marketing is Dead, Lee (2012) states that businesses and marketers still using traditional marketing such as branding, corporate communication, advertisement are operating within a ‘dead paradigm’ and that in today’s increasingly social media-infused environment, traditional standard methods of marketing no longer make sense. With Lee (2012) suggesting such marketing will not work in the world of social media, can other traditional more standard communication parameters - including emails, phone calls, and face to face interaction be included in such assumptions? Jamieson (2006) identified a significant growth in companies use of direct marketing, signaling a potential shift in focus from mass to personalised communication. During 2006, emails were thought to have replaced face to face interactions, telemarketing and direct mail. Therefore, it will be interesting to see if a decade on another potential shift in marketing strategies has occurred; from emails to the
introduction and utilisation of social media platforms. Gimenez (2006) studied the use and importance of emails within international business, and after investigating 123 emails suggested that emails are a far more complex genre of communication than many business experts may believe, due to the new demands of international business community. Additionally, during the same period, Chaffey (2006) indicated that email marketing is an essential, integral part of the marketing process, that creates awareness of information to either current or cold list customers or businesses (Efendioglu and Igna 2011). It could be argued that the reviewed studies regarding email were conducted over a decade ago, however there are also recent studies that support the same notion. Fernandez (2016) conducted a current and predicted statistical performance review comparing email marketing and social media performance between 2016 – 2019, within a business to customer (B2B) environment and indicated that although social media visitors have grown at an exponential rate (83%) during the 3-year period, email was ‘definitely’ the best marketing channel for generating sales. The statistical review also specified that email reaches 79% of the targeted consumers, only 1-6% of Facebook users actually see a post and that email yields the greatest ROI (41%), Facebook (22%), Twitter (17%) respectively (Appendix D, p.96) Even though the statistics give a good indication of the importance of email, they are based on B2C marketing strategies and do not indicate if the businesses and marketers are correlated to SMEs or large organisations. Consequently, it will be interesting to compare Fernandez (2016) data and conclusions whilst conducting marketing strategies with SMEs and large organisations within the current research topic. For example, even though customers and consumers are not necessarily noticing Facebook marketing methods (1-6%) would this correlate to SMEs and large organisations who use Facebook for their own means of communication and are they observing and interacting with social media platforms more regularly than email?

Social media marketing growth reported 100% higher lead-close-rate than outbound marketing, with 84% of B2B marketers utilising social media in some form (www.contentfac.com). Therefore, can Efendioglu and Igna (2011) and Fernandez (2016) preference to use email during B2C marketing, be valid within the B2B marking sector? Robling (2018), posted an online article providing further support of the importance of social media, especially when communicating with existing and potential clients. The largest social media network, LinkedIn, was perceived to be ‘the best way to make direct connections’, however it was intriguing to read in the same article that businesses and
professionals ‘should not start sending out direct messages or connection requests here, there and everywhere’, and messaging someone an individual is not connected to or have never met face-to-face before, may not be appropriate. Instead, Robling (2018) indicated people are ‘five times more likely to inter-act if a contact is obtained via a mutual connection. The current research question will either agree or disagree with Robling (2018) opinions with LinkedIn playing a significant role during the data collection processes.

Wang et al., (2015) supported recent research by indicating social media and more specifically applications (SMA) are widely used to facilitate communication between businesses, however, which apps and types of communication, that will be discussed within the current research were not discussed. They are thought to have revolutionised the way businesses interact, by complementing traditional ‘push’ communication (e.g., newsletters and e-mails; (Choudhury and Harrigan 2014) with multi-directional communication (e.g., social media) facilitating dialogue with both current and prospective customers (Baumol et al., 2016). The need for marketers to have a good skill based knowledge surrounding social media is also discussed, however, even though it is advised for businesses to support and develop such skills, the study does not specify or provide processes identifying the most effective marketing methods to assist such employee abilities.

Gruner and Power (2016) used objective social media activity metrics of large Australian organisations to explore social media communications on platforms such as LinkedIn and Facebook and how such platforms can allow businesses to interact cost-effectively with potential partners and clients. More specifically the study indicated that even though most businesses have an online presence on multiple social media platforms, the question still remains as to whether it is beneficial and cost-effective for businesses to invest time and resources into social media marketing strategies. Conclusions suggested that social media activity on Twitter and LinkedIn negatively affects a firm’s marketing activity on Facebook (Gruner and Power 2016), indicating that a business should focus on a specific social media platform to form inter-organisational platforms, rather than utilising a multiplatform approach. This provides a very interesting concept related to the current research topic and one that can help bridge the gap of knowledge. For example, if businesses are encouraged to focus on specific social media platform interactions, and in
relation to B2B interactions in the UAE health and wellness industry, which platforms, if any, are preferred? The current research question could not only assist businesses in focusing their strategies on specific processes and models but decrease resources and increase productivity.

One of the most recent studies and final paper to be reviewed in Chapter 2.4 was by Itani (2017) who examined the use of social media by B2B salespeople and how such platforms can assist in their job functions and success. Social media was found to be an effective way to influence and enhance sales performance, but when used alone as a single method may not guarantee such enhancement. Implying that more traditional standard marketing methods such as emails and phone calls will also need to be used to provide a fully enhanced and effective marketing strategy. Further interest from Itani (2017) study perceived usefulness of social media was not significantly related to a marketer or sales person’s use of social media or their goal orientation. Can the marketing strategies and social media usage during business activities in a diverse population such as the UAE therefore be solely based on its social media usage? Furthermore, can combining both social media and more traditional methods be an effective way of enhancing business performance, or can specific methods be more effective?

2.5. SMEs and Large Organisation: Marketing Strategies

The literature has indicated that it is vital for all businesses, including SMEs to have an online presence (Kapoor 2017) however it is thought that SME’s have a disadvantage due to the complexity of channels associated with the medium, by having smaller resources and manpower to deal with such demands (Allen 2017).

Allen (2017) reviewed a recent report by Infusionsoft and Leadpages, which surveyed 1,000 small business owners and collected data based on their opinions of digital marketing. A fascinating discovery related to the current research topic indicated that 34% of SMEs marketing were used to collect leads, with company websites accounting for 51.0% of key marketing areas, social media 51.0% and email marketing 25.4% (Appendix E, p.97). Additionally, SMEs preferred marketing channels where; website 71.6%, social media 43.3% email marketing 40% and telemarketing/in-person marketing 22.0%, with only 37.6% agreeing that their company’s marketing efforts are actually
effective; 13.9% said no and 48.5% said they did not know (Appendix F, p.98). Can the mentioned figures however be correlated to B2B business strategies in relation a receiving business rather than seeking it?

When concerning large organisations, far less research has been conducted on marketing strategies compared to SMEs. This alone may suggest that SMEs are more receptive to both guidance and change, whilst larger organisations maybe far less likely to be explored or indeed changed due to fierce competitions or sometimes volatile nature of the industry. A study by Hyaden (2017) investigated marketing strategies and their effectiveness when selling to big corporation and identified some interesting components worth mentioning. Managers of large organisations were thought to be too busy and in doing so ignore emails and do not return calls. Due to many levels of authority, large organisation generally make decisions by committee, whereby smaller business owners can perhaps make decision regarding their company with greater ease. Furthermore, executives and employees of large organisation are fully aware if there is any budget for any business proposal received. Therefore, due to the perceived time restriction of larger organisation employees, it could be suggested that instead of replying back to a proposal outlining there is no budget, they may decide to just not reply at all. An aspect the current research will attempt to answer.

With the researcher having already worked for both an SME and large organisation, it was evident that comparisons between the marketing strategies of both can be identified (objectives, reputation), along with differentiations between the two (budgets and staffing). However, when comparing marketing strategies, no literature was found on the topic, leading to the conclusion that more research and knowledge surrounding SMEs and large organisations is required.

### 2.6. Demographic Influence

It could be argued that every country’s social dynamic, activities and direction can be based on its demographics, and it is therefore vital to understanding such reasoning and believe advancements to technology are based on this significant factor. Kaynak and Mitchell (1981) analysed marketing strategies and consumer behavior within diverse populations, describing how differently they act and think within it, how they interpret
what they see and hear and how they choose to communicate the information gathered. This is of particular interest when considering the selection of marketing strategies within the UAE: would the chosen methods be based on the same assumptions and would they be effective and acceptable? By firstly understanding the importance of selective marketing methods when studying business within a diverse population such as the UAE, it will provide a greater understanding of why certain methods and strategies are utilised. There are also interesting articles discussing the cultural influences of management and marketing strategies within a diverse population during businesses decision making processes. Tse et al., (1988) suggested that ‘home culture’ can play a significant role in executive decisions within an organisation. Moving forward thirty years, it could be argued that ‘home culture’ is still playing a significant role and with the advancement of technology and social media platforms, is there a preferred method of marketing and communication within UAE businesses?

2.7. Sponsorship and Marketing

The nature of the research is within the health and wellness industry, with a part of the methodology process and communication is aligned too sponsorship opportunities.

“In order for a sports organisation to succeed, it is necessary for those leaders to have an appropriate insight and necessary skills to promote and encourage sports sponsorship within the context of marketing communication. Sports sponsorship and marketing communication is playing an increasingly important role”.

www.stillmed.olympic.org

Dr. Jacques Rogge, 2007

IOC President

Mullin et al., (2007) defines the term sponsorship as ‘the acquisition of rights to affiliate or directly associate with a product or event for the purpose of deriving benefits related to that affiliation or association’ (Abidun 2011). Skinner and Rukavina (2002) for example, indicated that during the Los Angeles Olympics the event organisers where able to raise over $400 million worth of sponsorship deals which provided the catalyst for future events. There is however very little research, if any at how such companies and organisation go about getting such sponsors and the marketing and communication
strategies and processes associated with it. Shank, (2009) regards sponsorship as “investing in sports entity (athlete, league, team or event) to support the overall organisational objectives, promotional and marketing strategies’. The UAE could be regarded as a country that fully supports such definition, with many companies recognising the importance of marketing, especially during events; Etihad airways (Formula One), Emirates Airways (Dubai Rugby 7’s), Rebook (Dubai Spartan Obstacle Course Challenge). Dolphin, (2003) outlined the importance of companies to enter into sponsorship, including enhancing corporate image, increasing brand awareness and to stimulate sales.

Dolphin, (2003) notion suggests that marketing within such an area would provide a good basis of interest and communication between companies used in the research should ultimately help identify preferred marketing strategy and communication methods associated with it.

2.8. Summary of Literature

Given the impact of social media, do businesses and in particular marketers need to reassess the strategies related to such change? In an era where most of the business world are socially active, has ‘social media’ become the standard for B2B marketing activities, or are the key platforms merely an advancement to support traditional standard methods of communication such as e-mails and phone calls. The reviewed literature would suggest a significant influence of social media in the business and marketing industry aligned with discussions of more traditional standard marketing forms of communication, however, there are contradicting opinions on what methods provide the most effective and productive methods. Sparse research has been conducted on how the two topics can be truly utilised together within the business world and more specifically providing an understanding of best methods, to utilising both marketing strategies into one effective marketing process model. Furthermore, studies related to the UAE and specifically the health and wellness industry were not found and comparisons between SMEs and Large organisations being limited. Giving further justification for exploring marketing strategies by offering a fresh perspective and knowledge of the topic area that could assist future businesses and marketers in developing more effective and productive marketing strategies.
2.9. Chapter Summary

This chapter has reviewed relevant and current literature, so as to establish the basis for the research. The objective was to construct a critical review that included current rational and opinion on traditional and social media marketing strategies, the influence of social media on such mediums, the development and influence of social media within the UAE, and to identify whether a perceived marketing communication shift has already occurred. The subsequent chapter will use the reviewed literature to decide upon a suitable research methodology that will achieve the objectives.
Chapter 3: Methodology

3.1. Chapter Overview
The chapter identifies the research approach and philosophy, explores how the research has been undertaken, and provides justification for the chosen method related to the literature review. The methodological stance will be developed and ethical sensitivities addressed.

3.2. Research Philosophy and Approach
The research methodology can often be considered the result of the researcher’s worldview, opinions and experiences, in accordance with their philosophy (Cameron and Price 2009). Sauders et al. (2007) developed the research onion to depict such opinions (Figure 6) and to describe the stages through which the researcher must pass when formulating an effective methodology. The current study consisted of a mixed approach of two suitable philosophies (post-positivist) to achieve the methodology goals (Goddard and Melville 2004).

Figure 6. Saunders Research Onion (2012)
3.2.1. Positivist Philosophy

Positivism is an approach concerned with generally objective quantitative data and statistics, that focuses on the collection and analysis of ‘factual’ knowledge gained through observation (the senses). The role of the researcher in part 2 of the study (contacting clients through marketing strategies) was limited to data collection and interpretation in an objective manner (Dudovskiy 2018). Part 2’s chosen method was applied mechanically, from the first selection of sample business groups (SMEs and large organisation), and marketing strategies (traditional and social media), to the measurement of response, and analysis. Exploring ten SMEs and ten large organisations will provide comparative method overview and uncover trends and patterns and correlation between the two variables.

3.2.2. Interpretivist Philosophy

Deriving from ‘social action theory’, interpretivism is an approach that studies people predominantly in social science using more qualitative research approaches, through close interaction with respondents such as participant observations or structured interviews, as conducted in Part 1 and Part 3 of the study. The aim was to gain an in-depth insight into the thoughts and opinions of interviewees, to gain an empathetic understanding of why and how they act towards the research topic. Interpretivists somewhat criticise positivism, because much of the data and statistics it relies on is socially constructed. Therefore, to truly understand a specific human action, empathetic understanding ‘Verstehen’ needs to be achieved, allowing the researcher to see the world through the eyes of the interviewee (Study Part 1 and 3).

3.2.3. Mixed: Post-Positivist Philosophy

Having considered both positivist and interpretist approaches, a mix of both methods was chosen (post-positivism), including quantitative and qualitative data collection, which aimed to reflect different perspectives on the research, and ultimately put quantitative information into a robust real-word context.
3.2.4. **Research Approach**

The research approach is a plan and procedure that comprises the phases (Figure 7) of broad assumptions to detailed method of data collection, analysis and interpretation (Datt 2016).

**Figure 7: Research Approach Model for Data Collection**

![Research Approach Model for Data Collection](image)

*Datt 2016*

The current study will employ a mixed method approach, including primary quantitative and qualitative data collection during business contact response and inductive semi-structured interview process.

### 3.3. Research Strategy and Design

The research design refers to the overall strategy used to integrate components of the study into a logical and coherent process, ensuring the research question is effectively addressed. The study was divided into three parts in order to gain as much information, evidence and data as possible.

### 3.4. Research Strategy: Interviews [Parts 1 and 3]

Part 1 consisted of qualitative data collection through general, semi-structured interviews with two members of the researcher’s fellow business development team with reference to their knowledge, experience and understanding in attempting to contact businesses...
over the past six-month period. The personal experience of said colleagues within the health and wellness industry provided fundamental feedback regarding marketing strategies through the interview process, and helped pilot the initial interview procedure. This occurred within a more familiar setting before external interviews were conducted. The approach was intended to ensure the same general areas of information were collected from each interview, whilst providing more focus than the informal approach (no predetermined questions). Additionally, the same questions were directed to all interviewees with some additional questions for clarification, the approach facilitated quicker interviews that were easier to analyse and compare.

The interview process seeks to cover both a factual and a meaning level; however, it is generally more difficult to interview on a meaning level (Kvale 1996). Such procedures provided greater understanding of how fellow colleagues who perform the same tasks address the topic, rather than having the researcher’s own business and marketing strategies viewpoint alone.

Part 3 was conducted using the same format as Part 1, with qualitative data collected through general, semi-structured interviews with management, and personnel from SMEs and large organisations who do business within the UAE health and wellness sector. All interviews were conducted in the exact same manner, including how the data was transferred and analysed using the exact same methods as described in: (3.5.1 p.37 and 3.5.2 p.38)

All interviewees were requested to sign a participant consent form prior to conducting each interview (Appendix G, p.99). Once approved and signed, each interview was recorded using the computer software ‘Garage Band’ voice recording feature, as well as backed up on two iPhones with the application ‘VoiceRecorder’. When possible, all interviews were conducted face-to-face; however, due to the time restraints associated with the study, phone and Skype calls were used when required. Each audio recording was saved on a secure laptop file and converted to text using the ‘temi’ software and edited accordingly thereafter.

At the end of each interview, eight quick-fire, one word answer questions were conducted (Appendix H, p101) in an attempt to align the findings with the reviewed literature, to
compare and contrast previous results. For example, even though many questions had already been discussed and answered within the structured interview, revisiting the key areas and questions at the end of the interview allowed the interviewee to focus on their responses in a controlled, simple, and undetailed manner.

3.5. Research Strategy: Marketing Methods (Part 2)

Part 2 consisted of primary quantitative data collection, with a potential business response record sheet (Appendix I, p.103) created specifically for the study and the researcher’s current employment role. Aligned with Monipally’s (2001) theory of how messages are interpreted once received, all communication methods selected were intended to engage businesses and clients and tempt a response. The preferred marketing medium in studies such as Gimenez (2006) and Fernandez, M., (2016) was emailing, whilst Bumol et al., (2016) and Wang et al., (2015) favored social media platforms. Due to the variation in opinions, six methods were explored with two removed from the study, which will be justified in the chapter. (3.5.1, p.37 and 3.5.2, p.38).

The researcher’s company whose name must remain confidential, is holding an event in 2018 that is associated with the health and wellness industry. Each potential client or sponsor (10 x SMEs and 10 x large organisations) who partakes in business within the health and wellness sector, were contacted using the specified traditional and social media marketing methods (3.2.3 and 3.2.4). Responses were documented on a predesigned record sheet (Appendix I, p.103) identifying the following information:

1. Quickest method of response
2. Most effective and useful response
3. Methods which did and did not provide a response
4. Methods which precipitated a meeting

3.5.1. Traditional Marketing Methods

Emails: An email was sent via the researcher’s official work email account with attached event brief PDF (Proof of Evidence: POE) to each of the twenty companies’ email addresses in both English and translated Arabic (Appendix J, p.104). Contact information was obtained via their official website and then added to the developed ‘Business Response and Record sheet’ (Appendix I, p.103). Content was in both English
and translated. A lack of response, three weeks from initial communication was classified as ‘no response’.

**Phone calls:** Two attempted phone calls were made within a ten-minute period, to each of the twenty companies or associated professionals using the researcher company secure landline work phone. Contact information was obtained via their official website or social media pages and then added to the developed ‘Business Response Record Sheet’ (Appendix, I, p.103). A lack of response after the second attempt, was classified as ‘no response’.

**Face to Face:** It was initially decided that a personal visit to the twenty selected company headquarters or main business locations would be conducted in an attempt to initiate communication. However, once the data collection began, and due to time restrictions associated with it, it was decided (referred to in chapter 5. Discussion, p.75) to omit face to face communication from the current study.

### 3.5.2. Social Media Marketing Methods

**Social Media ‘Facebook Messenger’:** A message was sent with attached event brief PDF (POE) to each of the twenty companies’ official Facebook page (if applicable), using the private messaging service (if applicable) in both English and translated Arabic (Appendix J, p.104) via the researcher’s company Facebook account. A lack of response, three weeks from initial communication was classified as ‘no response’.

**Social Media ‘LinkedIn’:** A message was sent with attached event brief PDF (POE) to each of the twenty companies’ official LinkedIn page (if applicable) using the private messaging service (if applicable) in both English and translated Arabic (Appendix J, p.104) via the researcher’s professional LinkedIn account. To advance the study further and to get a better understanding of how LinkedIn could be utilised to communicate with businesses and professionals, a search was also conducted on each selected company which aimed to identify possible appropriate links, with the same message being sent to professionals associated with each company’s marketing department. A lack of response, three weeks from initial communication was classified as ‘no response’.
**Social Media ‘Twitter’**: Initially, Twitter was included in the study, however having had no previous knowledge of the platform and after initial data collection had begun, it was decided to remove Twitter from the data collection process due to factors relating to platform restrictions (referred to in chapter 5. Discussion, p.75).

### 3.6. Marketing Initiation Protocol

Due to the nature of the research and the requirement to identify the initial method of response, all traditional and social media marketing methods (3.5.1, p.37 and 3.5.2, p.38.) were initiated at the same time, with emails, Facebook and LinkedIn messages ready to send simultaneously and phone calls conducted straight after. It must be mentioned that for part 2 of the study, the researcher purposely selected ten SMEs and ten large organisations that did not already have established contacts made. This allowed the researcher to become fully embedded in the marketing research methodology, which in turn aimed at highlighting the procedures, experiences, and emotions of conducting such research, ultimately providing better scope for objective, rational discussion. Furthermore, contact information (email, phone number Facebook-LinkedIn pages) of each company or organisation was collected via the internet search engine Google.

### 3.7. Research Collection and Analysis

The study research utilised a mixed method approach, including qualitative data to supplement the hard-quantitative data in order to provide an element of contextual approach (Bryman 2012).

Parts 1 and 3 of the study consisted of collecting primary qualitative research data through an inductive semi-structured interview process, allowing the researcher to structure and summarise the data, whilst the critical data process provided statistical analysis and correlations. Qualitative content analysis was conducted by extracting and clipping key audio text from the recordings, with instances of particular interest and overall themes from both the interview audio and transcripts documented (Appendix K, p.107 and POE).
Part 2 of the study focused on contacting potential business and clients through various marketing methods and collecting primary quantitative data regarding the response and outcomes. Blaxter and Hughes (2008) specified that quantitative data is often associated with the gathering or collection of facts, and therefore quantitative input responses were marked down using the researcher’s ‘Business Response Record Sheet’ (Figure 8).

Figure 8. Business Response Record Sheet (Appendix I, p.103 and POE)

![Business Response Record Sheet]

Developed by Author 2018

The collected data will be critique and summarise to create statistical analysis and correlations, with Microsoft Excel software used to draw correlations between both qualitative and quantitative data sets: semi-structured interviews and client response sheet respectively. The findings will be analysed for factors aligned with research objectives with graphs, charts and tables of key themes and data presented in the findings chapter. The aim is to identify similarities or differentiations between perceived interview views, opinions and actual primary data collected.

3.7.1. Statistical Analysis: T-Test

Generally, p values will identify whether any difference between relationships, groups or data is likely to be down to chance or to the variable(s) being studied (Fonseca 2013). Whenever possible a T-Test will be conducted with the significant threshold was set at ($P = <0.05$)
3.8. Sampling Procedures and Limitations

Hart (2012) defines sampling as selecting a sub-set of a particular population that can be representative of the population as a whole, with Saunders et al (2012) stating that cases must be selected according to carefully defined criteria in order for objectives to be met. Studying the three different sample groups’ results may allow the researcher to make inferences about the wider population. Consequently, the research aimed to objectively generalise the results back to the UAE’s health and wellness business sector. The sampling method used for each part of the study process was ‘non-probability,’ with specific individuals, SMEs and large organisations selected that represent the health and wellness sector.

3.8.1 Sampling Part 1

Two work colleagues were interviewed to identify general experiences and opinions of establishing potential client contact within the Business Development (BD) department of the researcher’s company. The colleagues were selected based on their specific client-contact experience working in BD to achieve the same objectives. Altogether, the colleagues and researcher account for 100% of the company’s BD department.

3.8.2. Sampling part 2

Ten SMEs (fewer than 250 employees) and ten large organisations (more than 250 employees) were contacted via pre-determined traditional and social media methods (3.5.2, p. 38). Keeping the total number of contacts to twenty provided the time and resources to investigate each comprehensively, whilst providing a good sample for analysis and results. Both traditional and social media methods offered a total number of eighty potential means of response across a total of twenty companies.
3.8.3. Sampling Part 3
Six further interviews were expected to be conducted, comprised of three with individuals, management or executives working in the health and wellness industry for SMEs, and three for large organisations. It was believed three interviews from both study groups would allow the research to be conducted successfully; however, only one large organisation interview was conducted, which will be explained in the Discussion chapter. Furthermore, such numbers of interviews would allow the most relevant individuals to be targeted. For example, interviews with three individuals who own their own company and understand all the operational aspects of the business, or marketing professionals with vast experience in the business and marketing sector would represent a better sample group than having six individuals working in the same field, but with no experience at all.

3.8.4. Access
Each SME and large organisation contacted during Part 2 quantitative analysis process was researched via official websites and Google searches to obtain email addresses, phone numbers and social media links such as Facebook and LinkedIn.
In the Part 3 interview process, interviews were initiated through the aforementioned methods or as a follow-on from Part 2 of the study. Whenever required, individuals and companies were contacted directly with a request for an interview, for example, a CEO or marketing executive that had a LinkedIn page or personal email address or contact number associated with their profile or name.

3.9. Reliability and Validity
Joppe (2000) defined reliability as ‘how consistent results are when an experiment is repeated, numerous times under the same methodological conditions.’ It was essential to assess the quality of the measurement procedure used to collect the project data, in order to determine whether the measurement procedure was reliable for the study and could be classified as valid. Consequently, all protocols such as email, phone manner, social media text, interview structure and database of results was as consistent with description outlined previously in the chapter.
Moskal and Leydens (2002), defined validity as ‘the degree to which the evidence supports the interpretations of the data are correct and the manner in which interpretations used are appropriate.’ When conducting research, it is vital for the results to be credible, with reliable, valid and representative method and data analysis (Cameron and Price 2009). Reliability is described as the consistency of results if repeated, concerning stability and internal reliability (Bryman, 2012).

3.9.1. Reliability and Validity: Quantitative

During Part 2, all responses and initial company contacts were checked numerous times for accuracy, including double checks on all company information before any initiated contact was made. English text that was sent to companies and businesses was translated by an Arabic speaking work colleague (Appendix J, p.104) Additionally, all companies and businesses were contacted during the same time period; Working day: 9am – 4pm.

3.9.2. Reliability and Validity: Qualitative

Reliability during qualitative analysis is considered more difficult to achieve than quantitative analysis, due to the unpredictability of each interviewee and the uncontrollable nature of each being conducted. Therefore, variables such as different locations, time, and environment, controlled whenever possible.

It was important to conduct each interview consistently, providing the same mannerisms and emotions whenever possible, along with a similar scheduled time throughout all interviews whenever possible. Following a specific interview structure and referring to a specific list of questions provided good reliability for each interview process.

All interviews were attempted to be conducted during the same period of the working day (8am-5pm) with the same structure, question format and definitions defined as well as manner and tone, helping to reduce the number of independent variables, and consequently increasing the study’s confidence levels. However, with the research project time restraints, there were occasions whereby such methods could not be exactly replicated. For example, due to the their particularly busy schedules, two of the interviewees insisted on being interviewed via Skype or phone call. This was acceptable,
as it was deemed more beneficial for the research and data that such conditions were accommodated, rather than losing the opportunity to collect the data.

Recording all conducted interviews allowed the researcher to concentrate on the interview process and follow a pre-designed structure, without having to consider analysis interpretation.

Johnson, R.B., (1997) examined the types of validity in qualitative research, with all interviews conducted in the current study attempting to align with the following parameters.

**Descriptive:** It was important that the description of interviewee, audio, transcript, times and places were reported accurately, with all data and files included in (POE) and referred to during the study when necessary. Additionally, even though ‘investigator triangulation’ may have been an option to provide multiple observers, for the current study only the researcher and the interviewee were in attendance.

**Interpretive:** It was important to ‘get inside the head’ of each interviewee, and see and feel what they feel, helping to provide a more thorough representation of the interviewee’s perspectives (Johnson 1997).

**Theoretical:** It was important to understand that an interviewee’s behavior may be a result of other variables, such as particular emotion or mood during that time.

**3.10. Generalisation**

Generalisation of the findings of such a study was limited to the population in which the sample was taken (Bryman and Bell 2001). Hart (2012) stated that a sample size and whether it was randomly selected would restrict the study further. This thinking contributed to the selection of specific businesses to contact and marketing professionals to interview. While the current study obtained data from non-probability samples of twenty health and wellness industry companies and six professionals who work within it, this study acknowledges that it would be incorrect to claim that the results and findings
would be applicable to all UAE organisations or professionals working in the health and wellness industry.

3.11. Limitations
The study limitations are influences that cannot be controlled, and acknowledging them shows understanding of the research and its processes (Price et al, 2004). Conducting the study specifically in the UAE demographic with only expatriates interviewed caused some limitations. This was not intentional, and may have been due to issues of language or communication difficulties between the researchers and the target groups or participants. Only one of three proposed large organisation interviews were successfully conducted, causing comparisons between data to be less generalisable when comparing larger organisations to SMEs.

Additionally, the study could not take in account personal variables such as businesses or individual ‘receivers’ not having access to internet or their phone during the point of initial contact.

3.12. Ethical Consideration
Ethics are the standards and norms for conduct that distinguish between right and wrong, acceptable and unacceptable, and are therefore vital during the research process. Providing an ethical standard during the study prevented against falsifying or fabrication of data, which in turn promotes the pursuit of the truth and knowledge, which is the primary goal of the research (www.cirt.gcu.edu).

Names and contact information of all companies and the personnel associated with each were kept anonymous, including the researcher’s company, of which signed approval was granted to conduct the study by their CEO (POE).

Each interviewee was provided with a ‘Participation Information Sheet and asked to sign a Participation Consent Form (Appendix G, p.99), with an option to keep their personal name and organisation anonymous. Additionally, all data was stored and analysed on a password protected office and personal computer.

Since the study coincided with the researcher’s work-related tasks and responsibilities, internet and intranet facilities were provided by the researcher’s company to research and
contact companies through emails and phone calls. The researcher’s personal LinkedIn and company’s

Facebook accounts were used to contact companies when applicable. Data collection for Part 2 was saved on the researcher’s work computer, and any saved data on a personal device was edited, with all names and contact information removed.

All information, data, recordings, evidence and results were stored and accessed on a password secured desktop and personal computer, along with all dissertation drafts and text.

In accordance with the University Ethical Protocol, all individuals participating in the research study did so voluntarily, with all receiving a Participant Information Sheet, sample interview questions and structure and consent form (Appendix, G p.99 and H, p.101). Each participant was required to sign these forms (POE). The information provided a description of the nature of the study, informed them of their right to withdraw or stop involvement at any time.

Cardiff Metropolitan University Ethics Committee approved the current research study with approval number: 2016D5509.

3.13. Chapter Summary

The chapter identifies the methodology and its rationale, and discusses the ethical considerations of the research undertaken as proposed by the research question. The methodology helped shape and define the research study and leads to the following chapters on Data Analysis and Findings and Conclusion and Recommendations.
Chapter 4: Data Analysis and Findings

4.1. Chapter Overview
The chapter identifies and showcases the results of the data collected through quantitative marketing method contact response and qualitative semi-structured interviews conducted during the primary research phase. Results have been divided into type with quantitative data highlighted with visual graphs, tables and T-tests significance values (\(p = <0.05\)) where possible.

Qualitative data will follow the quantitative analysis section, identifying trends and patterns (Appendix K, p.107) by including interview transcript dialogue along with clippings of audio (POE). Such analysis is necessary as marketing strategies are constantly changing with generated knowledge and understanding. The key aim of the chapter will attempt to identify the best methods of practice through marketing communication methods, as well as explain such findings during the discussion chapter. Social media influence, any differentiations between traditional and social media marketing methods, in addition to a comparison of the findings with different perspectives of the interviewees addressed.

Ultimately, by attempting to align the primary data collected and findings from the study with the literature and knowledge gained from the research process, further understanding of marketing strategies will be recognised.

Interview dialogue and transcripts will also attempt to identify future study topics or recommendations with all audio and text documented (POE).

During the chapter large organisations will be referred to as ‘LOs’ and Research Question ‘RQ’.

4.2. Mixed Method of Research
A mixed method of both quantitative and qualitative research was conducted, with quantitative data generated from the contact response recording sheet (Appendix I, p.103) and qualitative data gathered conducting semi-structured interviews. The data collection
aimed to identify how effective B2B marketing communication can be, as well as compare the best methods and strategies to contact SMEs and LOs.

The key findings from both the qualitative and quantitative research as mentioned below are represented with charts and graphs and semi structured interview transcript text, considered the most significant data to have originated from the research method. Such data will aim to answer the research question “Are there differences in primary success rate response and client preferences between traditional and social media approaches towards SMEs and larger organisations and has social media marketing now become standard practice when conducting business?” along with the key objectives (OB):

**OB.1.** Examine key theories of social media in the current world of business.

**OB.2.** Explore the main challenges of developing marketing strategies.

**OB.3.** Evaluate what challenges can enhance business in the health and wellness industry, and in particular the difference between small SMEs and larger companies.

### 4.3. Qualitative Data Analysis

As mentioned in the methodology chapter, the researcher designed and utilised a Business Response Record Sheet (Appendix I, p.103) that documented all attempted communication through both traditional and social media means for ten SMEs and ten LOs. The results will be based on the variables indicated in Table...

#### Table 1. Quantitative Data Variables

<table>
<thead>
<tr>
<th>COMPANIES</th>
<th>MARKETING COMMUNICATION METHODS</th>
<th>TOTAL MARKETING COMMUNICATION ATTEMPTS CONDUCTED</th>
<th>COMPANIES THAT DID NOT PROVIDE A RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>4</td>
<td>80</td>
<td>4</td>
</tr>
<tr>
<td>10 X SMEs</td>
<td>2 X TRADITIONAL</td>
<td>40 x TRADITIONAL</td>
<td>2 X SMEs</td>
</tr>
<tr>
<td>10 X LOs</td>
<td>2 X SOCIAL MEDIA</td>
<td>40 x SOCIAL MEDIA</td>
<td>2 x LOs</td>
</tr>
</tbody>
</table>

*Author, 2018*
4.3.1. Challenges with Developing Marketing Strategies

The following analysis section (4.2.1) will aim to provide data to support the discussion chapter, by shedding light on key objective (OB.1, p.48) and providing further evidence to show that designing marketing strategies based on specific marketing communication methods may not be a straightforward process.

Figure 10. Total Response Success of Communication Method Attempts [80]

From a total of 80 attempted marketing communication methods to twenty companies, 34% (27) received a response and 66% (53) received no response at all. This supports the research topic and the need to develop marketing strategies specific to certain markets, sectors or industry.

Figure 11. Total response outcome: Comparison Between Social Media and Traditional Marketing Methods
Lee (2012) stated that traditional marketing will not work within what he described as ‘a world of social media,’ however, Figure 11 contradicts Lee (2012) and supports Efendioglu and Igna’s (2011) and Fernandez’s (2016) suggestion that emails are more effective. Businesses contacted through the study actually appeared to favor traditional methods of response 59% (16), with social media platforms providing 41% (11) of the responses received.

**Figure 12. Total Percentage of Communication Response Method**

Social media has become an integral part of the business community. However, the study indicates that marketing methods still predominantly follow more traditional pathways. Chaffey (2006) indicated that email marketing plays an integral role in the marketing process, although he did not investigate or elaborate on whether phone calls are equally important. From the 80 attempted methods of marketing communication to twenty companies (SMEs: 10 / LOs: 10), phone calls provided the greatest number of responses 33% (9). Interestingly Facebook, with 33% (9), provided more responses than emails, with 25% (7). Only 11% (3) of the responses were generated from LinkedIn, challenging Robling’s (2018) assertion that LinkedIn is ‘the best way to make direct connections’.

![Figure 12. Total Percentage of Communication Response Method](image)
Speed and effectiveness within the world of business can sometimes be the difference between gaining a contract or losing it. Based on the 20 companies contacted, phone calls provided the quickest response rate with 35% (7), Facebook at 30% (6) and emails at 15% (3), potentially suggesting a multi-direction strategy (Baumol et al., 2016).

Responses deemed to be ‘useful’ provided information such as a contact number, email address or social media link. The results indicated that traditional methods provided the
most relevant and useful information, with rates of 20% (4) for emails and 25% (5) for phone calls. Intriguingly, social media provided a high number of responses (Figure 13), however, the information provided through this medium may not be relevant.

4.3.2. Key Theories of Social Media in The Current World of Business

The following analysis section (4.2.2) will aim to provide evidence to support the discussion chapter by shedding light on key objective (OB.2, p.48) and a part of the research question: “has social media marketing now become standard practice when conducting business?”

Figure 15. Percentage of Website Communication Links

Figure 15 attempts to show how social media affects the way businesses centralise their marketing around key methods. The most popular medium for companies to link to their website was Facebook at 85% (17), more traditional links achieved the following: Email 75% (15) and Phone 75% (15), while further social media platforms were Twitter 70% (14) and Instagram 75% (15) respectively. All but four social media platforms (LinkedIn at 35% (7), Google+ at 20% (4,) and Snap Chat and Pinterest at 5% (1) each respectively) were represented on over 50% of all company websites.
Figure 16. Response Outcome of Traditional and Social Media Marketing Methods

From the study sample, Facebook and phone calls have already been identified as the two main methods of receiving a response from a client or business. However, further analysis of the data reveals that traditional methods appear to provide a greater percentage of success (Response 40% (16) when compared to social media (Response 28% (11)), with no significance difference observed \( p = <0.05 \) (0.42). The data also illustrates that although traditional and social media platforms do provide positive outcomes, there appears to be a greater chance of not receiving a response at all (Traditional 60% / Social media 73%), justifying the research and potential need to increase knowledge of the topic further.
Figure 17. Total Number of Quickest Responses Comparing Traditional and Social Media Methods

Based on the study sample, traditional communication methods appear to promote a quicker and more informative response when compared to social media platforms.

Figure 18. Total Number of Meetings Initiated Through Response Method

No meetings were initiated through social media platforms, with all five originating from traditional methods. Itani (2017) claims that although social media is playing a significant
part in business marketing, using such tools alone may not provide the best outcome; this study supports these claims, as Phone calls achieved 3 meetings initiated and Emails 2.

4.2.3. SMEs and Large Organisations

The following analysis section (4.2.3) will aim to provide evidence to support the discussion chapter by shedding light on key objective (OB.3, p.48) and a part of the research question: Are there differences in primary success rate response and client preferences between traditional and social media approaches towards SMEs and larger organisations?

Figure 19. Website Communication Links Comparing SEMs and LOs

To get an initial understanding of the ten SMEs and ten LOs, a comparison of website links associated with each company web page was conducted (POE). Interestingly all SMEs had links to traditional communication (email, phone contact and Facebook link = 100% / 10) on their website along with 90% (9) having Twitter links. Alternately only 50% (5) LOs had links to traditional communication channels, instead concentrating on
social media platforms such as Twitter 80% (8), Facebook 70% (7) and YouTube 70% (7). Further evidence of potential differentiation between SMEs and LOs can be observed in the Business Response Record Sheet (Appendix I, p.103) with only one SME failing to provide any phone contact information and two providing a direct mobile phone number. In contrast, out of ten LOs websites half (5) did not display any phone contact information. Two, however, provided direct online chat options.

There was also no significance between the two data sets $p = <0.05$ (0.41). However, a potential preference of LOs towards social media communicational and channels could be possible.

**Figure 20. Traditional and Social Media Responses Comparing SME and LOs**

![Chart showing preferred response of SME and LO for social media and traditional communication methods]

From the 12 responses received by SMEs, 67% (8) were from traditional methods and 33.3% (4) from social media platforms. LOs indicated a closer relationship, with 53% (8) received through traditional methods and 47% (7) via social media platforms.
When creating marketing strategies to contact businesses and clients, it may not be assumed that one particular method will work for a specific business group or industry. Consequently, there appeared to be differentiations when comparing preferred response methods between SMEs (Phone call = 6 / 50%) and LOs (Facebook = 6 / 40%), however, no significant difference $p = <0.05$ (0.42) was observed. Even so, a potential difference in the marketing approach may have occurred, suggesting that social media may be increasing in popularity, especially for B2B communication, and in particular LOs.
When exploring the quickest responses between SMEs and LOs, the data provides some interesting observations. The quickest method to receive a response from an SME was a phone call (60% / 6), with Facebook being the most responsive for LOs (40% / 4). However, there was no significance difference between the data set $p = <0.05$ (1.00)

**Figure 23. Total Number of Useful Responses Received Comparing SMEs and LOs**
From ten SME company responses, the most useful information was received by utilising a phone call method, with 50% (4) of calls resulting in contact details. Facebook and emails generated the best responses for LOs, with 20% (2) resulting in contact information. There was no significance difference between the data set \( p = <0.05 \) (1.00). Intriguingly, previous graphs (Figure 21 and Figure 22) indicated a high frequency of response and speed for Facebook communication from LOs, however, the content of those responses did not appear to offer suitable information in order to proceed with communication. Moreover, no meetings were initiated once such information had been provided, further supporting the data.

**Figure 24. LinkedIn Connections Added Compared to Communication Received Thereafter**

When attempting to connect with businesses or particular professionals via LinkedIn, it appeared easier to connect with LOs as opposed to SMEs. There was a noticeable difference in the volume of professionals available to connect, with the LOs generally having more employees. Interestingly, even though only 3 connections were made with SMEs when compared to 10 from LOs, a greater volume of engaged communication and dialogue occurred with SMEs thereafter, (SMEs: 2 from 3 = 67% / LOs: 1 from 10 = 10%).
4.3.4. Quantitative Research Summary

It is apparent from the quantitative research that there are differences between how social media and traditional methods result in contact within the business world, and additionally that strategies towards SMEs and LOs should differ somewhat based on the sample results. Social media is a power tool, with results showing that Facebook, in particular, is a tool worth considering; however, the overall notion from the results does contradict the research of Lee (2012) and support Chaffey’s (2006) theory that traditional methods should still be regarded as the most effective and appropriate method of conducting B2B activities. Further supporting such belief was the fact that not a single meeting originated from a social media response, whilst five meetings were conducted as a result of traditional methods.

4.4. Quantitative and Qualitative Analysis: Mixed Method

As mentioned in the methodology chapter, the researcher conducted six semi-structured interviews (POE) consisting of two work colleagues, three professionals from SMEs and one professional from an LO with distribution of employment position illustrated in Figure 25. Based on the study aims and research questions, the transcript dialogue was analysed with key themes and patterns extracted and added into the chapter, as well as audio clipped and added to the POE and full dialogue indicated in (Appendix K, p.107). Summary questions were also conducted at the end of each interview and displayed at the end of the qualitative chapter, along with a summary table for all qualitative interview dialogue.

The key objective was to identify the relevant data and information so that ideas and opinions could be discussed during the next chapter (5. Discussion).

The interviewee categories are:

Interviewees 1 and 2: Researcher work colleagues
Interviewees: 3, 4 and 5: SMEs
Interviewee 6: LOs
All participants had vast knowledge and experience of marketing within the business world and in particular the UAE health and wellness industry: (CEOs = 33% / 2 and Marketing Specialists = 67% / 4.)

4.5. Challenges with Developing Marketing Strategies

The following analysis section (4.3.1) will aim to provide dialogue to support the discussion chapter and research objective (4.2.3), providing further evidence to show that designing marketing strategies based on specific marketing communication methods may not be straightforward.

“The challenges are, if you happen to not know the person, sometimes they don't give a response. But I find that it depends on the approach. So, if it's through LinkedIn, it's usually more of a professional approach as long as it doesn't seem like you're begging for a job or you're begging for money. People will kind of at least entertain your request” (Interviewee 1 / Audio File 2. Strategy & Challenges)

“Of course, I find smaller businesses so much easier to get ahold of. But then again, what trumps all of that is a direct contact. If you have a direct contact or a person you know. If you know somebody who's relative works in a particular place, this usually is the most effective way of at least getting a meeting, even if you don't get anything out of it” (Interviewee 1 / Audio File 6. Strategy & Challenges)
“Email, there's always a risk that it just doesn't reach them” (Interviewee 3 / Audio File 15. Strategy & Challenges)

“Obviously word of mouth is also another kind of popular one. Health and fitness is quite a small space [in the market]”. (Interviewee 5 / Audio File 24. Strategy & Challenges)

All interviewees indicated that marketing strategies can differ, and that each strategy and method will have its own challenges. There was also an emphasis on the importance of ‘word of mouth’ and that a marketer attempting to conduct marketing strategies without a direct contact or list could potentially be subjected to an increase in time, resources and unanswered responses.

4.5.1. Communication

“For the most part it would be English, but given some of the nature of the initiatives and events that we do, sometimes communicating in Arabic would be more favorable for the client or the potential sponsor. Even though they may know how to communicate in English, they would prefer speaking in Arabic. They prefer communicating in Arabic because they can better articulate their thoughts and their requirements. And that's where, knowing Arabic is an advantage because they want somebody who can communicate easier with” (Interviewee 1 / POE Audio File 8. Strategy & Challenges)

“Definitely, you have to think about your different target audiences. You know, fitness is not just weightlifting or endurance. You have also got a problem of a number of different nationalities. so, you really need to spell it out with your marketing text. It's really got to be kind of specified so that people understand it especially if you're just using the English language. We get quite a lot of Arabic speaking people to our website. But the 'bounce rate' which is when they come online and they click straight off the Website, is upwards of 80 percent from Arabic sources compared to the English sources that we got which is down to about 35 percent” (Interviewee 5 / POE Audio File 26. Strategy & Challenges)

“Here we will do most of our stuff in dual language. Most of our posts will be in English and Arabic particular from us as an organisation. (Interviewee 6 / POE Audio File 12. SMEs and LOs).
“what would be your preferred form of contact, based on sponsorship”? (Researcher)
“I would say email definitely, but it would have to be a super catchy title. I get so many emails per day and if its absolute rubbish I just wouldn't bother opening it” (Interviewee 3 / POE Audio File 21. Strategy & Challenges)

“I'll probably answer [an email] with any channel at this point if it is decent. If the proposal of the actual first couple of lines grip me, then yes. If the start of the subject email or the communication was like ‘free beer’ then I would definitely reply” (Interviewee 1 / POE Audio File 10. Challenges)

Communicating a message effectively is vital (Monipally 2001), with interviewee 5 suggesting Arabic speaking individuals appear to prefer communicating in their mother tongue, with company websites receiving a high bounce rate as a result, whereby Arabic speakers click on the site, see no Arabic option and leave the page. Even though all communication was sent in both English and Arabic during the study, the first initial view of the message would have been in English. Therefore, methods receiving ‘no response’ may have been associated with miscommunication if received by an Arabic speaker.

4.5.2. Establishing a Business Relationship
“Building the relationship first would be more beneficial in the long term?” (Researcher)
“Absolutely yes, building a relationship is imperative, I mean it depends again on the platform that you're using because if you're using something like LinkedIn or a forum where the person doesn't really know you or doesn't know who you are, they might read two, three lines into what you're trying to say and then just kind of skip over it and not even, you know, entertain it. (Interviewee 1 / POE Audio File 7. Strategy & Challenges).”

“But what you're really asking for like high end sponsorship and because it's a big event, you almost need to take a slightly different approach. If it's expensive, you'd kind of expect to know them already or have a relationship already and then LinkedIn might be a little bit better if you went straight to the CEO” (Interviewee 1 / POE Audio File 20. Challenges).
Many of the interviewees specified a significant emphasis on the importance of building relationships before and during B2B activities, especially if the initial marketing request is expensive. Unfortunately, time constraints prevented the researcher from focusing a great deal of time and effort on establishing these relationships, which could be the reason for certain attempts receiving no response (66% / 53).

4.5.3. Current UAE Economic Climate

“when the economy is not doing as well or is doing poorly, there is a kind of ripple effect. Even if you don't really follow news or politics you can see there's been a lot of layoffs as a lot of people being labeled as redundant” (Interviewee 1 / POE Audio File 9. Challenges)

“I think it's having a massive effect [poor economy]. I think in terms of expenditure; a lot of companies are holding back. So, when we as a business contacting them, asking them for sponsorship, I think it's just a really difficult time at the moment and a been part of our battle and one of the reasons why we've not been getting response to our contact” (Interviewee 2 / POE Audio File 12. Strategy & Challenges)

“We don’t spend any money on it [marketing]. I remember when we first started, spending money on newspaper ads and different radio and you might get 1 new member. But you put a fun post on Instagram it will cost you nothing. (Interviewee 4 / POE Audio File 23. Strategy & Challenges).

Several interviews indicated the UAE economy is currently going through a stage of volatility, with reduced expenditure. Consequently, with sponsorship budgets potentially being reduced, the response rate generated from the study may have been affected.

4.6. Key Theories of Social media in The Current World of Business

RQ: “has social media marketing now become standard practice when conducting business?”
“Social media is by far the easiest platform to put the word out” (Interviewee 1 / POE Audio File 1. Social Media).

‘If you did send an email, LinkedIn, Facebook, if you sent say 10 of each, what do you believe would be the biggest response and the quickest response?’(Researcher) Facebook, absolutely by far! (Interviewee 1 / POE Audio File 2. Social Media and Traditional Theory)

“People are now studying and maintaining competency and doing everything that they can to be social media experts, to be able to develop algorithms and reach as many people as possible within their target audience” (Interviewee 1 / POE Audio File 5. Social Media and Traditional Theory).

It is clear that social media makes a significant contribution to business activities and marketing, with some interviewees suggesting it is the easiest way to communicate; however, previous highlighted data has suggested that it depends on the size of the company receiving the message.

4.6.1. B2B Through Social Media

“Me as a person. I think that social media is more of a personal thing. I communicate with mostly family and friends and stuff like that, so I think a little bit more of a professional approach would be an email followed by a phone call or a phone call, follow-up by email, depending on what the case is” (Interviewee 1 / POE Audio File 6. Social Media and Traditional Theory)

“I think social media is a great form of marketing. However, when it comes to making that one to one contact with corporate companies, I don't see it as a professional approach at this current moment. However, in the future, this is something that I'm sure will develop and become a more open platform for us to contact companies”. (Interviewee 2 / POE Audio File 7. Social Media and Traditional Theory)

“One thing that I don't think is professional is when people are contacting you through your personal social media channel. So, if people then decided to look for my position,
my own personal social media account, I wouldn't think that this was professional. However, I do think LinkedIn is that platform that when you enter that world, it's open for business contacts” (Interviewee 2 / POE Audio File 10. Social Media and Traditional Theory)

“If anyone tried to do something or contact me about business on Facebook, I would be like ‘get lost’. But obviously if they just friended me [it’s tricky] if they friended me and are in the health and wellness industry and seem like a decent and interesting person then happy, but they would have to be very careful about how they then convert that into a business relationship” (Interviewee 3 / POE Audio File 11. Social Media and Traditional Theory)

“LinkedIn is quite an effective way to get to people, you can't otherwise get too” (Interviewee 3 / POE Audio File 12. Social Media and Traditional Theory).

“Depending on who you are targeting, if you targeting B2B Facebook and LinkedIn can be quite powerful” (Interviewee 3 / POE Audio File 13. Social Media and Traditional Theory).

Even though social media contributes considerably to business marketing, the selecting of platforms to utilise during communication in a professional manner needs careful consideration.

4.6.2. Current Standard Practice: Traditional or Social Media Methods?

“The way I would like them to follow would be to make a direct call to the company and speak to the allocated person. Whether that would be myself and then I can give them my email” (Interviewee 2 / POE Audio File 9. Social Media and Traditional Theory)

“A phone call, phoning is probably the most effective methods” (Interviewee 3 / POE Audio File 16. Strategy & Challenges)
“I think email and phone is by far the most common approach” (Interviewee 3 / POE Audio File 19. Strategy & Challenges)

“B2B, if you went from business to business? It would be more an email” (Interviewee 4 / POE Audio File 14. Social Media and Traditional Theory)

“I'd probably say Facebook and social media is getting more standardised. We get more requests through the Facebook messenger. Instagram, not so much so it's mainly Facebook and probably LinkedIn, people can obviously connect with you and trying to pitch you from there onwards” (Interviewee 5 / POE Audio File 17. Social Media and Traditional Theory).

“I usually use LinkedIn, it is the main one I use. Probably from a professional point of view its more, I use it for messaging for social selling, meeting other professionals within the industry and forging links with other professionals as well” (Interviewee 5 / POE Audio File 19. Social Media and Traditional Theory).

“The old standard ways are probably trying to use a phone or fax, but I think that has now developed into other methods. We're, you're probably contacting businesses via email and depending on the nature of the inquiries in different forms of social media” (Interviewee 6 / POE Audio File 23. Social Media and Traditional Theory).

“I get professional approaches daily, weekly [on LinkedIn]” (Interviewee 6 / Audio File 24. Social Media Theories).

“And how do you feel about that?” (Researcher)

“It’s what LinkedIn's for. So, if you don't want to get approached via LinkedIn, don't be on there” (Interviewee 6 / POE Audio File 24. Social Media and Traditional Theory).

There can be a tendency nowadays to focus on new technologies and strategies at the expense of older methods, however, such a view may result in marketing strategy errors. Traditional methods of marketing such as emails and phone calls are still perceived to be the most professional form of B2B communication, with social media considered more of a B2C and personal social platform.
4.7. SMEs and Large Organisations

Explore the difference between small SMEs and larger companies.
RQ: Are there differences in primary success rate response and client preferences between traditional and social media approaches towards SMEs and larger organisations?

“Smaller companies, the decision makers in the company and CEO's are much easier to get a hold of, much easier to find just by virtue of the fact that it is a smaller company. I mean they're trying to be a little bit more communicative, approachable and reachable to build business. (Interviewee 1 / POE Audio File 1. SMEs and LOs).

“If a marketer such as myself wanted to contact your company. What would be your preferred method of contact?” (Researcher)
“Email” (Interviewee 4 / Audio File 4. SMEs and LOs)
“Email” (Interviewee 5 / Audio File 8. SMEs and LOs).
“I think company general sense probably through website content otherwise it's probably more of a personal basis within an organization's probably on LinkedIn” (Interviewee 6 / POE Audio File 14. SMEs and LOs).

“If I did try and contact you with regards to business through social media. How would you feel about that? (Researcher)
No. Generally, no! We just respond with an email. You wouldn't get the big detailed response on a Facebook message or Instagram chat. You get directed to an email. (Interviewee 4 / POE Audio File 2. SMEs and LOs)

“If I got your contact details through your LinkedIn page. And I called you directly would you class that as appropriate or would you still prefer an email?” (Researcher)
I would say it is appropriate. I mean if my numbers up there. (Interviewee 4 / POE Audio File 3. SMEs and LOs)

“If it's a business inquiry to a specific individual and organization, via LinkedIn, yeah, that would be fine. Or specific inquiry about events then you could definitely go to any
social channels and just say, look, do you mind directing me to the appropriate person to discuss X, Y, Z” (Interviewee 6 / POE Audio File 11. SMEs and LOs).

Differences in conducting business with SMEs and LOs are observed, with the decision makers and appropriate people within SMEs being easier to contact directly. A more personal initial approach is indicated with SMEs (email or phone call), with LOs preferred communication to be initiated through the official website. Furthermore, there appears to be the notion once more that social media is not a suitable medium in which to conduct B2B activities. However, if received, LinkedIn has been identified as the most appropriate option.

4.8. Semi Structured Interview: Summary Questions

The interview process provided vast amounts of dialogue and opinions on the research topics, therefore, four selected quick-fire questions (Table 2) were posed to the interviewee in order to refocus their thoughts and summarise the interview’s key theme.

Table 2. Interview Summary Response

<table>
<thead>
<tr>
<th>INTERVIEWEE QUESTIONS</th>
<th>COLLEAGUES</th>
<th>SMEs</th>
<th>LO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you think that emails will eventually become redundant?</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>What do you believe is the main form of marketing when concerning connecting with customers or clients?</td>
<td>Word of Mouth</td>
<td>Phone Call</td>
<td>Email</td>
</tr>
<tr>
<td>Do you believe your company would benefit from social media marketing?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>If I wanted to contact you or your company, what would be your preferred marketing method for me to do so?</td>
<td>Email &amp; Phone Call</td>
<td>Phone Call</td>
<td>Email</td>
</tr>
</tbody>
</table>

Traditional marketing methods still appear to be regarded as an essential part of business and marketing activities. All six interviewees indicated they felt emails would not become redundant, with five interviewees showing a preference to be conducted through
traditional methods with only the LOs interviewee indicated a preference for communication through the official website. Furthermore, even though social media platforms do not appear to have become the standard form of business, the influence of such is identified in Q3, with five out of the six interviewees indicating that their company would benefit from more social media marketing.

4.9. Key Themes and Patterns: Summary

The key patterns and themes of the qualitative interview dialogue were collaborated (Table. 3) in order to deliberate the findings during the next chapter (5. Discussion)

Table 3. Key Chapter Themes and Patterns

<table>
<thead>
<tr>
<th>RESEARCH TOPIC</th>
<th>KEY THEMES AND PATTERNS</th>
</tr>
</thead>
</table>
| MARKETING STRATEGY & CHALLENGES | • Conducting marketing strategies without a network of clients or having a direct contact is a challenging process.  
• Not knowing the person, you are contacting may contribute slower less informative response.  
• Emails are thought to be the most effective tool to reach out to businesses, but there is always a risk that emails will not reach the intended recipient. |
| BUILDING B2B RELATIONSHIPS | • Building a business relationship when conducting B2B activities is thought to be ‘imperative’.  
• If a person knows the sender of a message, they are more likely to read the content and reply.  
• LinkedIn was the preferred platform to contact fellow business professional and build a relationship thereafter. |
| COMMUNICATION (UAE) | • Marketing messages must be clear, with content provided in both Arabic and English being advantageous.  
• LOs confirmed all marketing conducted in both languages (English / Arabic), whilst SMEs only communicated in English.  
• The high volume of daily emails for both businesses and owners emphasises the importance of including a clear title, name and content. |
| CURRENT ECONOMIC CLIMATE | • The current UAE economic climate was identified as somewhat volatile.  
• Companies are cutting back on spending, which could be affecting potential sponsorship budgets.  
• Consequently, companies are increasingly focusing marketing efforts on free social media platforms, especially SMEs.  
• The UAE economy is now more value cautious and therefore may affect companies’ sponsorship potential. |
| SOCIAL MEDIA THEORY | • Social media was identified as a powerful tool for businesses, however, the manner in which it is used needs to be considered.  
• Social media was identified as the easiest platform to ‘get the word out’, with Facebook considered one of the most responsive. However, this could be aligned to B2C rather than B2B activities. |
<table>
<thead>
<tr>
<th>B2B THROUGH SOCIAL MEDIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>There was indication that individuals are trying to become ‘social media experts’ to help them target the right audience.</td>
</tr>
<tr>
<td>Social media platforms such as Facebook are not thought to be a very professional means to do business.</td>
</tr>
<tr>
<td>Social media is thought to be a more ‘personal’ platform.</td>
</tr>
<tr>
<td>LinkedIn was mentioned consistently when referring to social media methods and business activities.</td>
</tr>
<tr>
<td>LinkedIn was regarded as a more professional approach to B2B activities; however, the manner in which it is utilised requires careful consideration before engaging in communication.</td>
</tr>
<tr>
<td>Facebook has been recognised as unprofessional when conducting B2B activities.</td>
</tr>
<tr>
<td>Facebook appeared to be more acceptable as a B2C platform.</td>
</tr>
<tr>
<td>Phone calls and emails appear to continue to be the most preferred and professional means to conduct B2B marketing activities.</td>
</tr>
<tr>
<td>If a marketer has no contacts at all, LinkedIn seems to be an appropriate alternative.</td>
</tr>
<tr>
<td>LinkedIn and Facebook Messenger were thought to be rising in popularity.</td>
</tr>
<tr>
<td>Social media marketing will continue to grow and become even more significant, however, emails and phone calls are not</td>
</tr>
</tbody>
</table>
### SMEs Vs LOs

- Making contact with SMEs appeared to be easier than with LOs.
- SMEs are thought to be more communicative and reachable but would prefer to do so via email.
- The preferred contact method for the SMEs interviewees was email, whilst the LOs interviewee preferred communication via the company website, potentially indicating a more personal approach towards business for SMEs.
- B2C was found to be driven through social media, whilst B2B was driven preferably through emails or phone calls.

#### 4.10. Chapter Summary

Having undertaken the research as described in the previous chapter, the results and findings were indicated and discussed briefly during this chapter. Data related to the research objectives and questions were analysed to both support the research and provide evidence for the further discussion during the next chapter. The Quantitative data was statistically analysed and complemented with qualitative data to augment the findings as described in the mixed-methods approach. The results and findings would suggest a difference between strategical marketing approaches when utilising traditional and social media platforms, with the traditional considered more effective and appropriate during B2B activities and social media during B2C. Social media methods were thought to be important with LinkedIn in particular regarded as a good alternative to more preferred traditional methods, however, the study contradicts Lee’s (2012) findings and supports Chaffey’s (2006) theory that traditional methods such as emails and phone calls are still regarded as the preferred methods during business communication. Interestingly, many of the interviewees’ opinions supported Robling’s (2018) notion, by suggesting it is redundant and will continue to play a significant role in B2B activities.
advantageous to have built a business relationship prior to initiating communication, and that having previous communication with the receiver may instigate a greater response frequency.
5.0. Conclusion and Recommendations

5.1. Chapter Overview
The purpose of the study was to explore and critically evaluate how traditional and social media marketing strategies are best utilised to contact with SMEs and large organisations in the UAE health and wellness industry and, in particular, the current impact of social media on marketing methods. Furthermore, key theories of social media have been investigated, along with the challenges associated with developing marketing strategies. The researcher will conclude the previously discussed literature, results and findings that have been highlighted, and provide suitable theories and recommendations in line with the study objectives and research questions specified in the introduction chapter. The case study was carried out on SMEs and LOs, along with individuals who work within them.

The researcher believes that the recommendations will add further value to the research area, as well as provide marketing strategy guidance for fellow marketers within the UAE health and wellness industry, as well as marketers at large.

5.2. Conclusion of Study
A comprehensive review of the relevant literature established that marketing strategies were explored within the business domain as early as 1948 by Shannon-Weaver, who pioneered the theory that marketing and communication (MarCom) was a complex science. Technology has significantly advanced how the world is perceived and how people operate within it, especially within the business domain. Today, a broad spectrum of people within SMEs and LOs use traditional and social media platforms to conduct business; however, little research had been conducted previously to identify which methods and strategies are the most effective. Within the current volatile world of business and reduced budgets, selecting and initiating the most effective appropriate methods of marketing communication are essential.

The mixed method approach of both quantitative and qualitative research has identified there are perceived differences in how marketing strategies should be initiated between SMEs and large organisations, and, additionally, the most effective and appropriate methods of communication to utilise during B2B activities. The review of literature by
eminent authors in chapter two has validated the benefits that traditional and social media platforms have had towards marketing strategies and their impact on the current business world.

5.3. Research Question and Objectives
The key findings from both the qualitative and quantitative research as mentioned in the previous chapter aimed to answer the research question “Are there differences in primary success rate response and client preferences between traditional and social media approaches towards SMEs and larger organisations and has social media marketing now become standard practice when conducting business?” along with the key objectives (OB).

OB.1. Explore the main challenges of developing marketing strategies.
OB.2. Examine key theories of social media in the current world of business.
OB.3. Evaluate what challenges can enhance business in the health and wellness industry, and, in particular, the difference between small SMEs and larger companies.

The key findings will once again be identified during the chapter with further discussions focusing on how the conclusions came to fruition thereafter. The most relevant qualitative and qualitative data results and reviewed literature will be referred to in order to support and justify any suggestions or conclusions made.

5.4. Key Research Findings and Themes: Overview
The study supports Chaffey’s (2006) theory that traditional methods of marketing such as emails and phone calls are still regarded as the preferred method during business communication, in particular B2B activities, however, the communication and message content must be engaging, clear and informative.

Overall, it was much easier to conduct B2B activities with SMEs. Generally, a more direct approach via direct email or phone calls was the preferred option, whilst attempting initial communication with SMEs’ decision makers was also easier to achieve. In some cases, direct mobile numbers of an SME’s CEO were provided. LOs indicated that a more
formal approach would be most effective, with preferred communication initiated through the company’s official website.

Social media was shown to be important within the business and marketing domain, however, careful consideration must be taken when choosing the specific platform in which to communicate. LinkedIn was perceived to be the most professional social media platform to use for business purposes, while Facebook was perceived as unprofessional and more appropriate for social and personal communication.

The way in which each marketing strategy is managed depends on the specific contact or company trying to be contacted. Word of mouth and having a direct contact within a company cannot be underestimated, and it would be advised and beneficial for marketers to firstly utilise their own client network or form a business relationship before any communication or request for business is conducted. This may increase the response success and ultimately provide a greater means to which successful business outcomes can occur.

Based on the results and conclusions, the researcher recommends a mixed method marketing strategy predominantly focusing on traditional marketing methods such as emails and phone calls, but incorporating social media platforms when required, such as LinkedIn. A process model has been developed by the researcher in this chapter (Figure 26, p..)

Ultimately, identifying preferred marketing strategies by their effectiveness and response outcome will assist future marketers in designing and conducting marketing strategies, which in turn will reduce time and resources, and help promote better marketing outcomes in the future.

5.5. Challenges with Developing Marketing Strategies

**OB.1.** Explore the main challenges of developing marketing strategies.

It was observed and identified that developing marketing strategies is a challenging process with many variables contributing to the eventual outcome. Each strategy can differ, with each having its own risk. Eighty communication methods were directed to
twenty companies, with only 34% (27) responses received, indicating the need for the study to provide guidance during such unsuccessful strategies. From the successful outcomes, 40% (16) were initiated through traditional methods such as emails and phone calls, with only 28% (11) through social media platforms. This contradicts Lee’s (2012) assertion that traditional methods will no longer work within ‘a world of social media’ and support Efendioglu and Igna’s (2011) and Fernandez’s (2016) suggestion that traditional methods are ‘definitely’ still ‘the most effective forms of business communication’ and an integral part of business activities (Chaffey 2006).

5.5.1. Establishing B2B Relationship

A key development from the qualitative research was the importance of establishing a relationship with potential client companies before engaging in any B2B activities. In order to achieve greater results and findings within the study, the researcher made the conscious decision to conduct marketing communication with businesses that had no prior relationship, or indeed, any initial contact information. Even though this provided a good foundation for the research, it may not necessarily be the best method of practice in real life business activities. Conducting marketing strategies without a network of clients, having a direct contact or building a relationship beforehand is a challenging process, a position that was voiced by many of the interviewees.

Due to time restrictions associated with the study, the researcher did not engage in establishing business relationships with any of the companies, therefore, such a variable could explain the lack of response in some cases (66% 53). Emails were thought to be the preferred means of initiating a business relationship for all interviewees, however, many also identified LinkedIn as a more professional and acceptable social media platform than Facebook when attempting to connect to a fellow business professional.

5.5.2. Communication

Shannon-Weaver (1948) suggested that marketing communication (MarCom) is a science, and the results of this study tend to confirm this assertion. Monipally (2001) stated the importance of communicating a message effectively is essential, and this notion was supported by interviewee 1 (Appendix K, p.107).
All communication sent during the study was done so in both English and Arabic, which aligns to the same marketing strategy used by LOs, who offer dual language (English and Arabic) during all their business communication and activities. However, the first initial form of communication dialogue during all study messages was in English. Consequently, methods yielding ‘no response’ may have been associated with misinterpretation of the intended message content if received by an Arabic speaker. This further supports the need to establish relationships before engaging in B2B business activities.

It was also apparent that when communicating through phone call, email or social media, both the message title and content required careful consideration in order for the intended message to be noticed. Even though traditional methods were suggested to be the preferred method, Facebook Messenger provided more responses than emails (Facebook 29% / 8 and Emails 25% / 7), indicating that the title of the emails or general content may not have been as effective as intended, or that the effectiveness of this approach could be questioned.

5.5.3. Current UAE Economic Climate
The current UAE economy was identified during the investigation as somewhat volatile, with many companies reducing overall budgets, which has resulted in a greater focus on marketing efforts through free social media platforms. This could affect potential budgets for sponsorship. Consequently, the low response frequency could have resulted from the nature of the communication content. For example, the word ‘sponsorship’ may have discouraged the receiver from replying, due to a lack of general funding for such activities.

5.6. Key Theories of Social Media in the Current World of Business

OB.2. Examine key theories of social media in the current world of business.
RQ: ‘has social media marketing now become standard practice when conducting business?’

Social media’s influence and its contribution to business activities has grown over the past decade along with a noticeable and progressive shift in literature that correlates to
the worldwide users of social media: 1.968 billion users globally (27%). The study has identified that social media could be the easiest platform to spread awareness during B2C communication, however, it is not considered the most professional means to do business, and in some instances, was referred to as 'unprofessional' (Appendix K, p.107). Consequently, there was greater support for Straub et al.’s (2003) theory that more diverse populations such as the UAE tend to favor more standard traditional methods of communication, such as phone calls, emails and face-to-face interactions during B2B activities. The findings may also both support and contradict Straub et al.’s (2003) additional suggestion that GCC countries have a perceived resistance to Information Technology Transfer (ITT).

On the one hand, traditional marketing methods were preferred, which potentially contributed to the low frequency of responses. On other, the qualitative research indicated that social media was significantly influencing marketing strategies in the region. However, due to the nature of the study, this variable cannot be confirmed, with further investigation advised.


Social media has been identified as contributing significantly to business marketing, however, selecting which platforms to utilise during communication in a professional manner requires careful consideration and strategic planning. The study has indicated that social media provides a quick informative response but mainly directs you to a traditional method in which to continue communication. There was also indication that social media platforms provide a more personal means, and therefore companies would rather not perform B2B activities, unless a relationship has already been developed before engaging in business interactions. Only LinkedIn was perceived as providing a professional approach to B2B activities, with Facebook previously identified as an unprofessional approach with regards to establishing B2B relationships.

With only three responses (11% / 3) from a total of 80 communication attempts, the above statements related to LinkedIn may be questionable and the manner in which it is utilised needs to be carefully thought out before engaging in communication. This echoes Robling’s (2018) theory that businesses and professionals ‘should not start sending out direct messages or connection requests here, there and everywhere'.
The study also supports Itani (2017) theory that one method of strategy alone may not guarantee success, with a mixed marketing approach that is predominantly traditional methods based advised. Furthermore, with all meetings conducted during the study initiated as a result of traditional communication, the influence of social media on business activities may be questionable.

### 5.6.2. Current Standard Practice: Traditional or Social Media Methods?

Lee’s (2013) bold statement indicated that traditional marketing is a 'dead paradigm’ in today's social media infused environment, which raised questions during the review of literature of whether emails and phone calls can be included in such assumption. The study denies Lee’s (2013) claims, and in fact indicates a greater preference towards traditional methods during B2B activities when compared to social media platforms. Jamieson (2006) suggested that emails had replaced face to face interactions, with the researcher questioning whether the same shift had occurred from emails to social media a decade later. The study provides evidence to reject such a notion and rather supports Efendioglu and Igna’s (2011) view that email was ‘definitely’ the best marketing channel for generating sales’. Efendioglu and Igna (2011) cannot be fully supported, with the current study indicating phone calls are the most informative and quickest method of communication (25% / 5 and 35% / 7 respectively). This view was not supported by the marketing professionals interviewed during the semi-structured interviews, instead emails were the preferred option.

Furthermore, LinkedIn and Facebook were thought to be rising in popularity, however, with all interviewees indicating that emails will not become redundant within the business domain, traditional methods will continue to play a significant role in B2B activities.

### 5.7. SMEs and Large Organisations

**OB.3:** Evaluate what challenges can enhance business in the health and wellness industry, and in particular the difference between small SMEs and larger companies.

**RQ:** ‘Are there differences in primary success rate response and client preferences between traditional and social media approaches towards SMEs and larger organisations?’
Conducting business marketing with SMEs and LOs identified both a number of differences, with similarities also evident. Kapoor 2017 indicated the necessity of having an online presence for all business, both small and large. This is a view supported by the study, as all SMEs and LOs had their own websites with significant links observed towards both traditional and social media domains. SMEs were far easier to contact and initiate B2B activities and thought to be more communicative and approachable. Three of the four (75%) company interviews were conducted with SMEs, of which two were CEOs of their own company; in contrast, only one interview was conducted with an employee from a large organization, due to the increased difficulty of contacting the appropriate individual. Interestingly, responses received by large organisations were mainly through Facebook Messenger (40% / 6), with the preferred method of communication identified as the official company website channels.

The study did initially tend to support Hyaden’s (2017) assumption that managers and influential people within LOs are potentially busier and more likely to ignore emails or fail to return calls. Fascinatingly, however, whilst contacting SMEs, the preferred and quickest response was phone calls with a 50% (6) success rate for all and only a 17% (2) success rate through emails. This contradicts Hyaden's assumption that only LOs are too busy to reply to emails. Instead, Hyaden’s (2017) suggestion may provide reason to assume that Facebook Messenger resulted in a greater response from LOs mainly due to their greater manpower, rather than providing an appropriate platform to initiate B2B activities.


Based on the study and observations made on marketing strategies, traditional and social media methods comparing SMEs and LOs, the following marketing strategy model is recommended. (Appendix L, p.118).
The recommended developed B2B Marketing Strategy Business Model (Figure 26 and Appendix I, p.103) is recommended to all marketers who are attempting to connect with both SMEs and LOs for potential business opportunities.

5.8.1. Phase 1: Obtaining Identified Contact Information

In order to contact businesses and through justified study conclusions, marketers are firstly advised to obtain the contact details of influential people or decision makers within the company. This can be achieved through either traditional or online and social media methods. However, there is a significant difference between using social media to source information and actually using it to contact that person. At this stage, no social media interaction is advised.
Phase 2: Establishing a Business Relationship

Once initial contact information has been obtained, it is advised that a marketer establishes a business relationship with the client through traditional methods of communication, such as emails and phone calls.

Phase 3: Outcome [Establishing Business Relationship]

When attempting to establish a business relationship, the marketer will need to progress with B2B activities or concede the process has been unsuccessful.

Phase 4: Success or Social Media Intervention

Success – Engage B2B Activities: If a business relationship has been successfully established, the marketer may conduct B2B activities through more preferred traditional methods, such as email or phone calls.

No Success – Social Media Intervention – Business Relationship Success – Engage in B2B Activities: If a business relationship has not been established though preferred traditional methods, then LinkedIn would be the recommended secondary attempt to establish a relationship. Once achieved, the marketer can then engage in B2B activities.

Phase 5: Engage in B2B Activities

Once all phases are completed and a business relationship has been established, the marketer can engage in B2B activities and maintain the relationship through both traditional means (phone call, email, face to face) and any communicating method the client or business at this point would prefer.

5.9. Limitations and Further Research

All academic studies have limitations and scope for improvement. To address the limitations of the small sample size during both quantitative and qualitative methods of the study, future research could be explored that focuses on a larger amount of evidence, consequently adding more confidence to the eventual findings.
The marketing communication methods could not take into account any receivers that may not have been available at the time of sending, or were no longer associated with the contact details used, potentially leading to no response during both quantitative research and the interview request process.

The study generated some interesting results; however, to further the study, future research topics and variables were identified during the semi structure interviews (POE Interview Audi clips (Appendix K, p. 107) that included What’s App and face-to-face interactions. Further study and exploration of such tools would determine their potential influence on marketing strategies. It would also contribute to general knowledge of the field, and possibly provide adaptation to the developed B2B Marketing Strategy Business Model (Figure 26, p.83).

5.7. Chapter Summary

The study has enabled the exploration of marketing strategies through the objectives and research question. The results of this study appear to indicate that marketing strategies and the business world itself can be very complex, but can still benefit from the careful research of particular marketing methods. The key conclusions of the study and developed B2B Marketing Strategy Business Model (Figure 34) will provide knowledge for future marketers during their business marketing tasks, and ultimately contribute to a greater frequency of positive business outcomes.

The findings of the research on marketing strategies and methods, social media influence and organisational size can contribute to future studies and research in similar fields. Furthermore, the concluding findings of the study can also be used as guidance for current and future marketers, both within the health and wellness industry in addition to the general business marketing domain.
References


Appendices

Appendix A: Key Reasoning for Conducting the Study: LinkedIn
Appendix B: Shannon-Weavers’ Model of Communication (1948)
Appendix C: Global Internet and Social Media Data

C1. Comparison Between Global Internet Use and Social Media Influence.

www.smartinsights.com


www.smartinsights.com
Appendix D: Comparison Between B2C Marketing Strategies and ROI

![Graph comparing different marketing strategies and their ROI](image)

*Fernandez, M., (2016)*
Appendix E: SMEs Marketing

E1. SMEs Goals for Digital Marketing

[Chart showing the goals for digital marketing with percentages]

www.smartinsights.com

E2. Key Areas of Digital Marketing for SME’s

[Chart showing the key areas of digital marketing with percentages]

www.smartinsights.com
Appendix F. SMEs Marketing and Channels

F1. SMEs Need to Better Utilise Analytics

![Pie chart showing marketing effectiveness]

www.smartinsights.com

F2. Preferred Marketing Channels for Small Businesses

![Bar chart showing preferred marketing channels]

www.smartinsights.com
Appendix G: Interview Participation Information Sheet and Consent Form

Participant Information Sheet: Example

Cardiff Met. Research Ethics Committee Guidelines

Ethics reference number: 2016D5509

Title of Project: To critically evaluate challenges associated with marketing strategies in diverse markets, such as the UAE within the health and wellness industry: A comparison between SMEs and large organisations.

Purpose of the Study: The study will examine the key theories of social media in the current world of business and explore the main challenges of developing strategies, to enhance business in the UAE health and wellness industry. The current proposed interview aims to determine the preferred marketing strategies of SME’s and large organisations. The results will help improve and monitor businesses, and in particular how marketing and business development departments use specific methods to target potential business. Increasing knowledge of the topic area and ultimately saving businesses vast amounts of time and resources.

Data Usage: Once the data has been analysed, it will be used during the results, discussion and conclusions sections of the dissertation in the form or statements, analysis and graphs.

Data Gathering: The study will be separated into three parts and consist of mixed research methods of both qualitative and quantitative data. Data gathering will take between 8-10 weeks.

Part 1: (2) Colleague Interviews (Qualitative / Quantitative).

Part 2: Contacting (10) SME’s and (10) large organisations who do business within the health and wellness industry, through standard and no standard methods (Quantitative).

Part 3: (3) SME’s and (3) large organisation health and wellness industry professionals interviewed (Qualitative / Quantitative).

Why you been asked: You have been asked to assist with the current study, as it is believed your experience and knowledge of the study topic will help formulate good discussions. Ultimately helping to improve how marketing and business development departments target potential business, as well as saving businesses and professional vast amounts of time and resources through increased knowledge and understanding.

Changing your mind: You have the right to withdraw your participation in the study, before, during and after the interview process. You have the right to withdraw your interview and comments upon completion, and during such circumstance the interview transcript, data and analysis will be excluded.
Consent for Participation in Interview Research

I volunteer to participate in a research project conducted by Mr. Lee Hewer. I understand that the project is designed to gather information about standard and non-standard marketing strategies within the UAE and organizations that conduct business within the health and wellness industry. I will be one of minimum six people being interviewed for this study.

1. My participation during the project is voluntary and understand that I will not be paid for my participation.

2. I understand and believe that the interview topic and discussion will be both interesting and thought-provoking. If, however I feel uncomfortable in any way during the interview, I have the right to decline any questions asked, or to conclude the interview at any time.

3. Participation involves being interviewed by only Mr. Lee Hewer, with only himself and I being present. The interview will last no longer than 20 minutes, however if more time is required I will be asked for verbal permission to extend the interview duration. I have the right to decline this request without reason.

4. The interview will be recorded using an audio devise, with subsequent dialogue and notes taken during the session. If I do not want to be taped, I will not be able to participate in the study.

4. I understand that Mr. Lee Hewer will not identify me or my organization of employment by name during the interview session or in any reports containing information from this interview. Consequently, my confidentiality as a participant during this study will remain secure.

5. Members of my organization will not be present during the interview nor have access to raw notes or transcripts. Such precaution will help prevent my individual comments from having any negative repercussions.

6. I understand that this research study has been reviewed and approved by the Cardiff Metropolitan ethics approval panel.

7. I have read and clearly understand the explanation provided by Mr. Lee Hewer. I have had all my questions answered to my satisfaction, and I voluntarily agree to participate in this study.

8. I have been given a copy of this consent form.

My Signature ___________________________ Date ___________________________
My Printed Name __________________________ Signature of the Investigator

For further information, please contact:

Mr. Lee John Hewer
Email: L.Hewer3@outlook.cardiffmet.ac.uk
Appendix H: Semi Structure Interview Sample and Quick-Fire Questions

**SAMPLE INTERVIEW**

*Can you please confirm that you are employed by a SME / Large organisation that conducts business in the UAE health and wellness industry?*

1. **What do you believe are the current standard and non-standard marketing methods within the world of business today?**

   *At this time explain standard (emails / phone calls) and non-standard (Social Media: Facebook, LinkedIn).*

2. **In your experience, do you believe the UAE and your employed company are following the same patterns as discussed in question (1)?**

3. **Do you actively use Social media for personal leisure? If so what platforms do you use?**

4. **Do you actively use social media for work purposes (IE to connect with potential clients and existing customers? If so what platforms do you use?**

5. **Would you say that your website or your social media platforms provide a better marketing tool to reach to customers and clients?**

6. **If I say ‘marketing through social media’ what are your initial thoughts?**

7. **If I was to contact you with a business concept or opportunity, what would your preferred form of initial contact be? For example, Email, phone call, Facebook, Linkedin, other?**

8. **With reference to question (?), why did you choose your preferred form of initial contact? Please explain with both advantages and disadvantage?**
9. Do you believe social media will/or has become the standard form of marketing within the UAE health and wellness industry?

10. Based on our current discussion and study topic, is there anything further you would like to contribute at this time?

Quick Fire Questions

a) **ANSWERING WITH ONE WORD**: What is the best form of social media regarding advertisement and marketing?

b) **ANSWERING YES OR NO**: Do you believe emails and phone calls will eventually become redundant when concerning connecting with customers or potential clients?

c) **ANSWERING WITH ONE WORD**: What is your company’s main method of marketing and reaching out to customers and clients (IE website, Facebook, LinkedIn, Facebook, Twitter page)?

d) **ANSWERING YES OR NO**: Do you believe your company would benefit from more social media marketing/advertisesments?

e) **ANSWERING WITH ONE WORD METHOD**: if a marketer such as myself wanted to contact your company, what would be your referred marketing method for me to do so? (IE: Facebook, LinkedIn, Emails, Phone Calls).
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<th>Age of Company (yrs)</th>
<th>Website Contact &amp; Social Media Link</th>
<th>QuickReply response</th>
<th>Valid @Year</th>
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Appendix J: Client Contact Correspondence / Email (English and Arabic)

Sensitive information such as names, contact details and dates have been removed from the original copy for security and confidentiality reason.

J.1. Email Correspondence (English)

Dear [leave for Client],

My company and I, have a unique opportunity for you.

We are a local UAE, health and wellness company that is helping to change the countries future through health initiatives and projects. With our core business of running health centers across governmental sectors.

Along with our services, we are currently planning an event in Abu Dhabi that has never been seen before, called a feature under the


Helping to give the event some much needed local culture and something the public, families and children will be able to relate too and get excited about.

The event’s location is so unique, that along with the following, we believe it will put Abu Dhabi and your company on the UAE events map. List of activites below:

We would like the opportunity to discuss the possibilities of collaborating during such an event and believe that attendance will promote your UAE brand significantly.

Such a unique opportunity does not come along very often and there is already significant interest.

We would like the opportunity to discuss the opportunity further and present the full event and company services further.

and I will look forward to hearing from you soon.

Have a great day

Regards

Mr. Lee Hewer
J.2. Facebook Message (English)

Dear ..........,

I sincerely hope this finds you well.

On behalf of the .................................., I would like to extend an invitation to ................................ and present the potential sponsorship opportunity pertaining to ................................ event.

This event is one of the feature events taking place under the umbrella of the nationwide health and wellness campaign, ‘................................’ that was launched by the ................................, January 2017.

................................ will be the first of its kind to ever take place in Abu Dhabi and we are receiving a large amount of support from our current sponsors and partners to promote and ensure that the event will be a tremendous success. It is anticipated to gain lots of traction, exposure and media attention. We believe, that such an event will surely cater to both CSR and corporate ROI objectives.

Please find attached ................................ event presentation for your reference.

At this juncture, I kindly request for a meeting for further elaborate on the opportunity and how ................................ can be strategically involved.

I look forward to hearing back from you and meeting you very soon. Have a great day.

Regards

Mr. Lee Hewer

Email: lee.he..............

Mobile: 0097..............

J.3. LinkedIn Message (English)

Dear .........., I would like to connect to discuss a unique sponsorship opportunity for SPONSOR. The EVENT MANGER and STRATEGICAL PARTNER are holding a unique .......... event in Abu Dhabi. Please feel free to contact me on: lee.hewer@3........

+971567........
J.4. Email and Facebook Email / Message (Arabic)

عزيزنا [اسم العميل]،

شكرًا وأنا أن أشكرتأكيدك على وقتك ووقتك.

نحن دولة الإمارات العربية المتحدة، والصحة والصحة، والصحة الحكومية التي تتضمن على توفير مستقبل البلدان من خلال المبادرات والمشاريع الصحية. مع عملنا الأساسي من تشغيل المراكز الصحية عبر القطاعات الحكومية.

نحن جنبًا إلى جنب مع خدمائنا، ونحن نخطط حالات من لا يسمح له مثل هذا الحدث في أبوظبي، الذين لا يسمح له مثل هذه الحدث في أبوظبي الذين يسمح له مثل هذه الحدث في أبوظبي.

مساعدًا في إعطاء هذا الحدث بعض القلابة المحلية التي تتحدث الحاجة إليها، وثبو أن الجمهور والأطفال سوف تكون قادرة على ربط ايضاً والحصول على مساعدة.

موقع الحدث فريد من نوعه، أنه جنبًا إلى جنب مع ما فياه، ونحن نعتقد أنه سيضع أطرافنا وشركنا على خريطة الأحداث الإمارات العربية المتحدة، قائمة التكثيف أدناه:

* ...

* ...

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* ...

* ...

تعد الفرصة لمناقشة إمكانات التعاون خلال مثل هذا الحدث، ونعتقد أن هو... فإن الحضور سوف تعزز العلامة التجارية الإمارات العربية المتحدة بشكل ملحوظ.

مثل هذه الفرصة الفريدة لا تأتي في كثير من الأحيان، وهناك بالفعل اهتماماً كبيراً.

تعد أن الفرصة لمناقشة الفرصة كذلك وتفتح الحدث الكامل وكم.

J.5. LinkedIn Message (Arabic)

عزيزي [اسم العميل]،

أود أن أتواصل لمناقشة فرصة رعاية الفريدة من نوعها في أبوظبي. لا تتردد في الاتصال بي على: +971 5676 10688.
Appendix K: Raw Qualitative Data – Interview Patterns and Themes

1. Marketing Strategy and Challenges

“I believe the standard or the first thing is utilizing the personal network. So basically, I would personally utilize my own personal network, find somebody that I know who knows the person that works for that particular company or works with that particular client or somebody that knows somebody that works” (Interviewee 1 / Audio File 1. Strategy & Challenges)

“The challenges are, if you happen to not know the person, sometimes they don't give a response. But I find that it depends on the approach. So, if it's through LinkedIn, it's usually more of a professional approach as long as it doesn't seem like you're begging for a job or you're begging for money. People will kind of at least entertain your request” (Interviewee 1 / Audio File 2. Strategy & Challenges)

“To be honest, it all depends who the company is. I would prioritize, it would go personal contact, a personal contact or direct contact. Then the next one will be looking at their marketing departments or human resource department or whatever department would be in charge of events or you know and then get the decision maker's name. And I think the third on the list would be Facebook and then following on Facebook will be stuff like LinkedIn”. (Interviewee 1 / Audio File 5. Strategy & Challenges)

“Of course, I find smaller businesses so much easier to get ahold of. But then again, what trumps all of that is a direct contact. If you have a direct contact or a person you know. If you know somebody who's relative works in a particular place, this usually is the most effective way of at least getting a meeting, even if you don't get anything out of it” (Interviewee 1 / Audio File 6. Strategy & Challenges)

“If I've never heard of the event, I am much more likely to say no” (Interviewee 1 / Audio File 17. Strategy & Challenges)

“I think what happens is, if someone worked for CONFIDENTIAL and then leaves to go somewhere else and takes their list with them, there is lots of list of companies circulating around” (Interviewee 1 / Audio File 18. Strategy & Challenges)
“Email, there's always a risk that it just doesn't reach them” (Interviewee 3 / Audio File 15. Strategy & Challenges)

“A phone calls. The problem is that with a phone call is if you come through the switchboard it will go to reception and the staff maybe 'stand-offish depending on the topic’” (Interviewee 5 / Audio File 20. Social Media and Traditional Theory).

“Obviously word of mouth also another kind of popular one. Health and fitness is quite a small space [in the market]”. (Interviewee 5 / Audio File 24. Strategy & Challenges)

“If you find who the marketing people or head of sponsorships and events are on LinkedIn, let's say, chances are that you know they got that feature on where you cannot connect, contact them or even connect them somehow. So, it's hard to reach them that way. So, you have to go through the channels or the regular channels through the website, through applying for sponsorship request, which may take up to anywhere between two to eight weeks. (Interviewee 1 / Audio File 4. Strategy & Challenges)

**United Arab Emirates**

“I find the local, the UAE national demographic a little bit more responsive for requests on LinkedIn” (Interviewee 1 / Audio File 3. Strategy & Challenges)

“I think that's actually an industry thing [in the UAE], health and fitness is very kind of social, socially driven. A lot of the trainers, you know celebs that use social media, they've got massive followings. So, people tend to stick to social media these days. (Interviewee 5 / Audio File 25. Strategy & Challenges).

**Communication**

“For the most part it would be English, but given some of the nature of the initiatives and events that we do, sometimes communicating in Arabic would be more favorable for the client or the potential sponsor. Even though they may know how to communicate in English, they would prefer speaking in Arabic. They prefer communicating in Arabic because they can better articulate their thoughts and their requirements. And that's where,
knowing Arabic is an advantage because they want somebody who can communicate easier with” (Interviewee 1 / Audio File 8. Strategy & Challenges)

“Definitely, you have to think about your different target audiences. You know, fitness is not just weightlifting or endurance. You have also got a problem of a number of different nationalities. so, you really need to spell it out with your marketing text. It's really got to be kind of specified so that people understand it especially if you're just using the English language. We get quite a lot of Arabic speaking people to our website. But the 'bounce rate' which is when they come online and they click straight off the Website, is upwards of 80 percent from Arabic sources compared to the English sources that we got which is down to about 35 percent” (Interviewee 5 / Audio File 26. Strategy & Challenges)

“Arabic's one of the difficulties ones you know, if you don't speak the language is difficult to kind of translate, as good as google translate is, I don’t feel comfortable using it” (Interviewee 5 / Audio File 26. Strategy & Challenges)

“Here we will do most of our stuff in dual language. Most of our posts will be in English and Arabic particular from us as an organisation. (Interviewee 6 / Audio File 12. SMEs and LO).

“what would be your preferred form of contact, based on sponsorship”? (Researcher)
“I would say email definitely, but it would have to be a super catchy title. I get so many emails per day and if its absolute rubbish I just wouldn't bother opening it” (Interviewee 3 / Audio File 21. Strategy & Challenges)

“I'll probably answer [email] any channel at this point if it is decent. If the proposal of the actual first couple of lines grip me, then yes. If the start of the subject email or the communication was like ‘free beer’ then I would definitely reply” (Interviewee 1 / Audio File 10. Challenges)

**Building B2B Relationships**

“Building the relationship first would be more beneficial in the long term?” (Researcher)
“Absolutely yes, building a relationship is imperative, I mean it depends again on the platform that you're using because if you're using something like LinkedIn or a forum where the person doesn't really know you or doesn't know who you are, they might read two, three lines into what you're trying to say and then just kind of skip over it and not even, you know, entertain it. (Interviewee 1 / Audio File 7. Strategy & Challenges)

“But what you're really asking for like high end sponsorship and because it's a big event, you almost need to take a slightly different approach. If it's expensive, you'd kind of expect to know them already or have a relationship already and then LinkedIn might be a little bit better if you went straight to the CEO” (Interviewee 1 / Audio File 20. Challenges)

**Marketer Challenges / Sponsorship**

“Generally, I think that companies are very busy trying to get that one person. Obviously within a corporate company there's a hierarchy of management and different formats that they don't follow. So, it's just a case of getting the right point of contact to make sure that you're not having repetitive conversations” (Interviewee 2 / Audio File 12. Strategy & Challenges)

“Often LinkedIn is used as a recruitment tool though, so a lot of them are either people looking for work, people looking for a business connection. Some people are going to sell the services, goods and people asking if there are any work” (Interviewee 6 / Audio File 29. Strategy & Challenges)

**Current UAE Economic Climate**

“when the economy is not doing as well or is doing poorly, there is a kind of ripple effect. Even if you don't really follow news or politics you can see there's been a lot of layoffs as a lot of people being labeled as redundant” (Interviewee 1 / Audio File 9. Challenges)

“I think it's having a massive effect [poor economy]. I think in terms of expenditure; a lot of companies are holding back. So, when we as a business contacting them, asking them for sponsorship, I think it's just a really difficult time at the moment and a been part of
our battle and one of the reasons why we've not been getting response to our contact”
(Interviewee 2 / Audio File 12. Strategy & Challenges)

“Do you think that's making a difference to how you're presenting your company through social media?” (Researcher).
“No, no its not. We try and keep ours as light-hearted fun” (Interviewee 4 / Audio File 22. Strategy & Challenges)

“We don’t spend any money on it [marketing]. I remember when we first started, spending money on newspaper ads and different radio and you might get 1 new member. But you put a fun post on Instagram it will cost you nothing. (Interviewee 4 / Audio File 23. Strategy & Challenges).

“It’s definitely made it more value based. Now consumers looking for more value, they are looking for more discounts. A lot of campaigns that we do are B2C. We do a lot of sales events and Website sales promotions. So, I think definitely the climate is kind of hitting it and people becoming more value conscious especially with more people coming into the health and fitness market. (Interviewee 5 / Audio File 28. Strategy & Challenges).

2. Key Theories of Social Media in the Current World of Business
RQ: “has social media marketing now become standard practice when conducting business?”

“Social media is by far the easiest platform to put the word out” (Interviewee 1 / Audio File 1. Social Media)

If you did send an email, LinkedIn, Facebook, if you sent say 10 of each, what do you believe would be the biggest response and the quickest response? (Researcher)
Facebook, absolutely by far! (Interviewee 1 / Audio File 2. Social Media and Traditional Theory)
“If somebody did contact you through LinkedIn or through Facebook, what would your initial reaction be? Would it be unprofessional, would it be you know, let's have a look at it because it looks interesting or is it just, it's totally unprofessional?” (Researcher)

“For the most part I would entertain it if it's worth my while, I guess” (Interviewee 1 / Audio File 3. Social Media and Traditional Theory)

“I must admit I'm a Facebook addict” (Interviewee 1 / Audio File 4. Social Media and Traditional Theory)

“People are now studying and maintaining competency and doing everything that they can to be social media experts, to be able to develop algorithms and reach as many people as possible within their target audience” (Interviewee 1 / Audio File 5. Social Media and Traditional Theory)

**B2B Through Social Media**

“Me as a person. I think that social media is more of a personal, a personal thing. Like I mean I communicate with mostly family and friends and stuff like that, so I think a little bit more of a professional approach would be an email followed by a phone call or a phone call, follow-up by email, depending on what the case is” (Interviewee 1 / Audio File 6. Social Media and Traditional Theory)

“I think social media is a great form of marketing. However, when it comes to making that one to one contact with corporate companies, I don't see it as a professional approach at this current moment. However, in the future, this is something that I'm sure will develop and become a more open platform for us to contact companies”. (Interviewee 2 / Audio File 7. Social Media and Traditional Theory)

“One thing that I don't think is professional is when people are contacting you through your personal social media channel. So, if people then decided to look for my position, my own personal social media account, I wouldn't think that this was professional. However, I do think LinkedIn is that platform that when you enter that world, it's open for business contacts” (Interviewee 2 / Audio File 10. Social Media and Traditional Theory)
“If anyone tried to do something or contact me about business on Facebook, I would be like ‘get lost’. But obviously if they just friended me [it’s tricky] if they friended me and are in the health and wellness industry and seem like a decent and interesting person then happy, but they would have to be very careful about how they then convert that into a business relationship” (Interviewee 3 / Audio File 11. Social Media and Traditional Theory)

“LinkedIn is quite an effective way to get to people, you can't otherwise get too” (Interviewee 3 / Audio File 12. Social Media and Traditional Theory).

“Depending on who you are targeting, if you targeting B2B Facebook and LinkedIn can be quite powerful” (Interviewee 3 / Audio File 13. Social Media and Traditional Theory).

3. Current Standard Practice: Traditional or Social Media Methods?

“Currently I think companies are getting targeted, whether it be by email and calls. Just recently a lot of people have been speaking about the form of contact through LinkedIn, social media. However, through our company, I believe that we stick with the system of calling, emailing and then hopefully following up with a meeting to then engage contact with these companies” (Interviewee 2 / Audio File 11. Social Media and Traditional Theory)

“At the moment? I personally don't use these platforms. For me, I'm very old school in the sense I like to make a direct call to the company. I like to follow up with an email” (Interviewee 2 / Audio File 8. Social Media and Traditional Theory)

“The way I would like them to follow would be to make a direct call to the company and speak to the allocated person. Whether that would be myself and then I can give them my email” (Interviewee 2 / Audio File 9. Social Media and Traditional Theory)

“Standard ways of B to B marketing here [UAE] would be firstly phoning up secondly email, and thirdly LinkedIn. We're trying to connect with you if you literally have no connections. I'm trying to connect with you and then they will send you a message on the back of that which can be effective if it's in the same industry or there's a strong
connection. If it's just a random connection and then they ask you some random thing, then that can get quite annoying” (Interviewee 3 / Audio File 14. Strategy & Challenges)

“A phone call, phoning is probably the most effective methods” (Interviewee 3 / Audio File 16. Strategy & Challenges)

“I think email and phone is by far the most common approach” (Interviewee 3 / Audio File 19. Strategy & Challenges)

“B2B, if you went from business to business? It would be more an email” (Interviewee 4 / Audio File 14. Social Media and Traditional Theory)

“I'd probably say Facebook and social media is getting more standardised. We get more requests through the Facebook messenger. Instagram, not so much so it's mainly Facebook and probably LinkedIn, people can obviously connect with you and trying to pitch you from there onwards” (Interviewee 5 / Audio File 17. Social Media and Traditional Theory).

“With email campaigns, it is more content driven rather than, you know, your sales pitches” (Interviewee 5 / Audio File 18. Social Media and Traditional Theory).

“I usually use LinkedIn, it is the main one I use. Probably from a professional point of view its more, I use it for messaging for social selling, meeting other professionals within the industry and forging links with other professionals as well” (Interviewee 5 / Audio File 19. Social Media and Traditional Theory).

“But for me personally, maybe I am a bit 'old-school' and I'm not a big fan of Instagram of Facebook messaging, because I do not really use them. And personally, I don't think this is appropriate, especially, maybe in a social context but that's it” (Interviewee 5 / Audio File 21. Social Media and Traditional Theory).

“The old standard ways are probably trying to use a phone or fax, but I think that has now developed into other methods. We're, you're probably contacting businesses via email and
depending on the nature of the inquiries in different forms of social media” (Interviewee 6 / Audio File 23. Social Media and Traditional Theory).

“I get professional approaches on and daily, weekly [on LinkedIn]” (Interviewee 6 / Audio File 24. Social Media Theories).

“And how do you feel about that?” (Researcher)

“It’s what LinkedIn's for. So, if you don't want to get approached via LinkedIn, don't be on there” (Interviewee 6 / Audio File 24. Social Media and Traditional Theory).

4. SMEs and Large Organisations

Explore the difference between small SMEs and larger companies.

RQ: Are there differences in primary success rate response and client preferences between traditional and social media approaches towards SMEs and larger organisations?

“Smaller companies, the decision makers in the company and CEO's are much easier to get a hold of, much easier to find just by virtue of the fact that it is a smaller company. I mean they're trying to be a little bit more communicative, approachable and reachable to build business. (Interviewee 1 / Audio File 1. SMEs and LO).

“to [contact] an organization as a whole, I think that you either have to go into a direct approach to a generic email address with generic website and there's usually a contact page or contact details, but to find specific people within an organization you probably didn't have to either ring reception, if you are using social media then you can probably use the business services like LinkedIn” (Interviewee 6 / Audio File 9. SMEs and LO).

“If a marketer such as myself wanted to contact your company. What would be your preferred method of contact?” (Researcher)

“Email” (Interviewee 4 / Audio File 4. SMEs and LO)

“Email” (Interviewee 5 / Audio File 8. SMEs and LO).
“I think company general sense probably through website content otherwise it's probably more of a personal basis within an organization's probably on LinkedIn” (Interviewee 6 / Audio File 14. SMEs and LO).

“For me, I don't really mind how I'm contacted (voice distorted), one of the best methods is through email. Then you could look into moving on to LinkedIn, onto the social media maybe add to that with a personalised message” (Interviewee 5 / Audio File 7. SMEs and LO).

“If I did try and contact you with regards to business through social media. How would you feel about that? (Researcher)
No. Generally, no! We just respond with an email. You wouldn't get the big detailed response on a Facebook message or Instagram chat. You get directed to an email. (Interviewee 4 / Audio File 2. SMEs and LO)

“If I got your contact details through your LinkedIn page. And I called you directly would you class that as appropriate or would you still prefer an email?” (Researcher)
I would say it is appropriate. I mean if my numbers up there. (Interviewee 4 / Audio File 3. SMEs and LO)

“So, for B2B, what works best for us is mainly through e-mail and our sales reps going out and meeting with clients, a lot of Face-To-Face stuff but when they're kind- of lead sourcing and social selling across LinkedIn is obviously a good one, but mainly for us it through our e-mail marketing and phone database so that they set up meetings or meet with clients face to face. Then afterwards them what they will do we'll do the follow up we will have case studies so we'll email them out” (Interviewee 5 / Audio File 5. SMEs and LO)

In terms of B2C, again its inbound marketing, social media all kinds of SCO, we work a lot with Google analytics. We work with a lot of keywords, kind of building awareness rather than meeting with the customers (Interviewee 5 / Audio File 6. SMEs and LO).

“If it's a business inquiry to a specific individual and organization, via LinkedIn, yeah, that would be fine. Or specific inquiry about events then you could definitely go to any
social channels and just say, look, do you mind directing me to the appropriate person to discuss X, Y, Z” (Interviewee 6 / Audio File 11. SMEs and LO).

“It's differently now [social media growth]. Companies are spending a lot more money on marketing through digital and new social media platforms.
Appendix L: Developed B2B Marketing Strategy Business Model
Total word count (from Introduction up to Conclusion and Recommendations including Qualitative data) – 18,947

Total word count (from Introduction up to Conclusion and Recommendations and excluding Qualitative data) – 16,873