



RESEARCH PAPER

Management of Social Media Marketing by Higher Education Institutes

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This study has focused towards identification of important management dimensions related to Social Media (SM) marketing in the context of Higher Education Institutes (HEIs). The findings of study have highlighted current execution strategies of selected HEIs across various management dimensions of SM. Due to exploratory nature of this research; primary data was collected through fifteen in-depth interviews from those responsible for management of SM. The results have shown nine critical management dimensions of SM marketing including Selection of SM Platform, Defining Target Audience, Building SM Team, Defining SM Policy, Setting SM Objectives, Content Creation, Performance Measurement, Reporting and Managing Feedback. The universities in Pakistan have displayed a varied execution strategy across the identified dimensions with different focus level. This study has provided HEIs important insight regarding SM management to strategize SM based marketing communication. It has also added to the missing literature regarding SM management in the context of HEIs.

Introduction

There is an increasing reliance on digital technologies in today's world (Hall & Khan, 2003). In our everyday routine, we are surrounded by such technologies that are making completion of desired work more efficient and convenient (Rafiee & Sarabdeen, 2013). Social Media (SM) is also one of such technologies that have revolutionized marketing communication strategies of organizations. Both firms and consumers have become more adaptable to this two-way mode of communication, which is bridging communication gaps. However, it has taken away the supremacy brands had with their traditional marketing communication options due to their information sharing mode only (Fransen, Verlegh, Kirmani, & Smit, 2015). According

to Goh, Heng & Lin (2013), user generated content on SM has more impact on the financial performance of a company versus firm generated content. One can therefore see consumers playing an active and vital role in shaping the image of brands through this two-way mode of communication with active user-generated content (Kaplan & Haenlein, 2010). This makes Social Media a double edge sword that needs to be more effectively managed to achieve desired objectives.

Just like other organizations, Higher Education Institutes (HEIs) are also not lagging behind in adoption of SM as a marketing communication tool. Past studies show that HEIs have been actively using this technology to meet their marketing communication needs (Moran, Seaman, & Tinti-Kane, 2011; Constantinides & Stagno, 2011; Dabner, 2012; Mehmood, Aftab, & Mushtaq, 2016; Mehmood, Janjua, & Aftab, 2021). There is considerable amount of investment being made by the HEIs to manage their SM based marketing communication, reflecting trust and reliance on this technology for marketing communication purposes. Research shows that HEIs rely extensively on SM based communication to attract new entrants and benefit from its wide reach in their recruitment drive (Hanover Research, 2015). With around 2.89 billion active user on Facebook alone (Statista, 2021), this mode of communication stands out for its effectiveness and reach vis-à-vis cost, making it more economical for HEIs to adopt it for marketing communication needs.

Effective use of any technology requires basic understanding and knowledge around its management (Parsonsa & Lepkowska-Whiteb, 2018). Almost every other HEI has some form of SM presence through which they are managing their marketing communications; however there is a dearth of research regarding its important management dimensions to enable them to strategize their marketing communication more effectively (Dosi & Tzortzaki, 2017). This research will therefore fill this knowledge gap to enable identification of important management dimensions pertaining to SM marketing in context of HEIs and reflect upon existing focus of selected Pakistani HEIs across those dimensions.

Literature Review

Marketing communication is believed to play a critical role to inform, persuade and remind customers to think and act in a particular way (Keller, 2009; Soedarsono, Mohamad, Adamu, & Pradita, 2020). SM is considered as an integral part of modern marketing communication mix, especially for services organizations (Wirtz, Lovelock, & Chatterjee, 2018: 233). With increasing reliance of consumers on digital technologies to obtain information, value of SM based communication has increased manifolds (Felix, Rauschnabel, & Hinsch, 2016). Regardless of its increasing value, management of SM based marketing communication is an under-explored phenomenon in marketing research. While past studies do reflect different management dimensions associated with marketing communication in particular but there is dearth of research specific to SM based communication. The review of literature below highlights some of the commonly discussed management dimensions related to marketing communication and SM based communication.

Team Building

One of the important pre-requisites of executing SM based marketing communications is building the SM Team. There are primarily six key roles defined in different literatures including SM Managers, Community Managers, Social Strategist, Editor, Content Creator and Content Producer (Sales Force Marketing Cloud, 2013; Nitu, 2019; Yousuf, 2019). SM Managers are responsible for overall management of SM activities and for execution of goals set by the organization for its SM activities. DeMers (2015) defines five important skills a SM manager must possess. This includes graphic production, aptitude for writing, customer-service mindset, understanding of content marketing and social advertising experience. Community managers are the first point of contact and on the front lines of SM accounts. They are overall responsible for running the SM accounts by posting contents, answering questions and corresponding with the SM community (Nitu, 2019). Social strategist perform their vital function behind the scene by providing advice to the senior management and those involved in running the SM accounts on how the efforts are giving returns against the set objectives and what alternate course of action is needed to improve the efforts (Arifiyanto, Utari, & Rahmanto, 2019). Activities on SM equate with publishing of any other form of communication with the stakeholders like magazines, ads, newsletters, etc. It is therefore important to have team members that are responsible for ensuring certain deadlines for the content on SM and to ensure accuracy and standardized style guide. Organizations shall also look for individuals that can generate content and function as Content Creators (Nitu, 2019). What is more important is the quality of content instead of its quantity (Pradiptarini, 2011). The content prepared by the content creators shall than be managed for its design and technical side by the content producers (Sales Force Marketing Cloud, 2013). All these roles are considered important and therefore recommended to be reflected in any SM team.

Selection of Target Audience

For any marketing communication strategy, one of the prime decisions relating to its execution is knowledge regarding target audience (Keller, 2009). SM is no exception to this critical requirement. Literature highlights that identification of target audience in SM based communication is one of the important management decision. This enables firms to produce content, which is most relevant to their target audience (Watson, 2017). In case of HEIs, this may include prospective students, accepted applicants, current students, alumni, parents, faculty, donors, etc. Some of the previous research on SM marketing in HEIs shows that universities are mainly using SM to connect with current students, prospective students and alumni (Smith, 2015; Reuben, 2008). Knowing your audience seems important in understanding the lifestyles, demographics, behavioral and other related aspects of those using SM to connect with, so as to tailor the content in accordance to their preference. This enables organizations to produce content that is more relevant and interesting for the audience they are aspiring to reach (Plessis, 2017). It will therefore be important to see what audience the HEIs in Pakistan are reaching out through their SM accounts and gauging marketing benefits.

Setting Objectives

Setting communication objectives is considered as an important management dimension of marketing communication. For attaining desired results, marketing communication requires clear definition of objectives that are of focus of any organization (Wirtz, Lovelock, & Chatterjee, 2018: 236). Organizations therefore need to clearly lay down the objectives that they wish to achieve with their SM presence. Hoffman & Fodor (2010) highlighted that organizations shall think beyond apparent objectives like direct sales, direct cost reduction and increase in market share and think about more unique opportunities that SM has to offer including brand awareness, brand engagement and word of mouth. Within Pakistan, it is quite visible that most of the universities have their SM accounts (Mehmood, Janjua, & Aftab, 2021) and every institute has its own rationale for the use of SM. The critical point is to set clear objectives for any marketing communication option for measurable results.

SM Listening

According to Crawford (2009), active *listening-in* on SM offers value to organizations in three apparent ways. First, it gives an image of an organization as one of those who cares about what their customers think and say about them. This makes them have an image of a participatory organization. Secondly, it offers a low cost customer support platform compared to a telephone service. The key to any customer support service is to enable a platform that can allow customers to share their concerns or inquire about a service or product attribute as conveniently as possible. People do not have to waste their talk-time on telephone or cell phones due to availability of organizations online on live SM platforms. Lastly, active listening on SM allows organizations to obtain global awareness on how the important stakeholders of any organization think about a certain brand and to judge their level of satisfaction and dissatisfaction.

The SM pages generate humongous amount of data that, if not actively monitored, can lead to waste of important information and feedback that organizations expect through their use of SM (Constantinides, 2009; Constantinides, 2014; Parsons & Lepkowska-White, 2018). There are many ways to analyze the data in a quantitative manner based on number of likes, shares and follows (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011), but it is considered equally important to understand the subjective information to respond to its requirements accordingly. Holt (2016) has cautioned the brand managers regarding their blind SM usage by highlighting that they are ignoring crowd cultures, by not listening to the content on SM. According to him, companies must enter into these crowd cultures by active listening and then drive their SM, based on these subcultures to ensure relevance of SM efforts.

Content Creation and Responding on SM

In order to generate interactivity, firms are required to create appropriate content on their SM (Parsonsa & Lepkowska-Whiteb, 2018). The concept of digital content marketing requires organizations to actively and continuously monitor and review the customer value to ensure relevance of their content (Rowley, 2008). They shall decide themes and topics they want to place on SM and how they wish to place that content. SM based communication has its value in both firm and user generated content; however, organizations shall have clear strategy regarding designing of firm generated SM content. According to the literature, organizations try to maintain distinctiveness and some form of causality in their SM content to appeal to audience (Parsonsa & Lepkowska-Whiteb, 2018) as poorly designed or executed content may demotivate existing users of SM to maintain an active follow up of brand pages (Holt, 2016). Parcell (2013) in her SM guide recommends HEIs to give the task of developing the SM channels of HEIs to the students so as to give SM accounts a more authentic voice. She further suggests giving the flexibility of responding to the queries on SM to the departments, rather than following a centralized mechanism. According to her, departments are in a better position to answer query pertaining to their area avoiding any loss of time in redirecting the query to the relevant department through a centralized forum. SM is a quick format and any delay in communication may results in lack of people's interest.

Measuring SM Performance

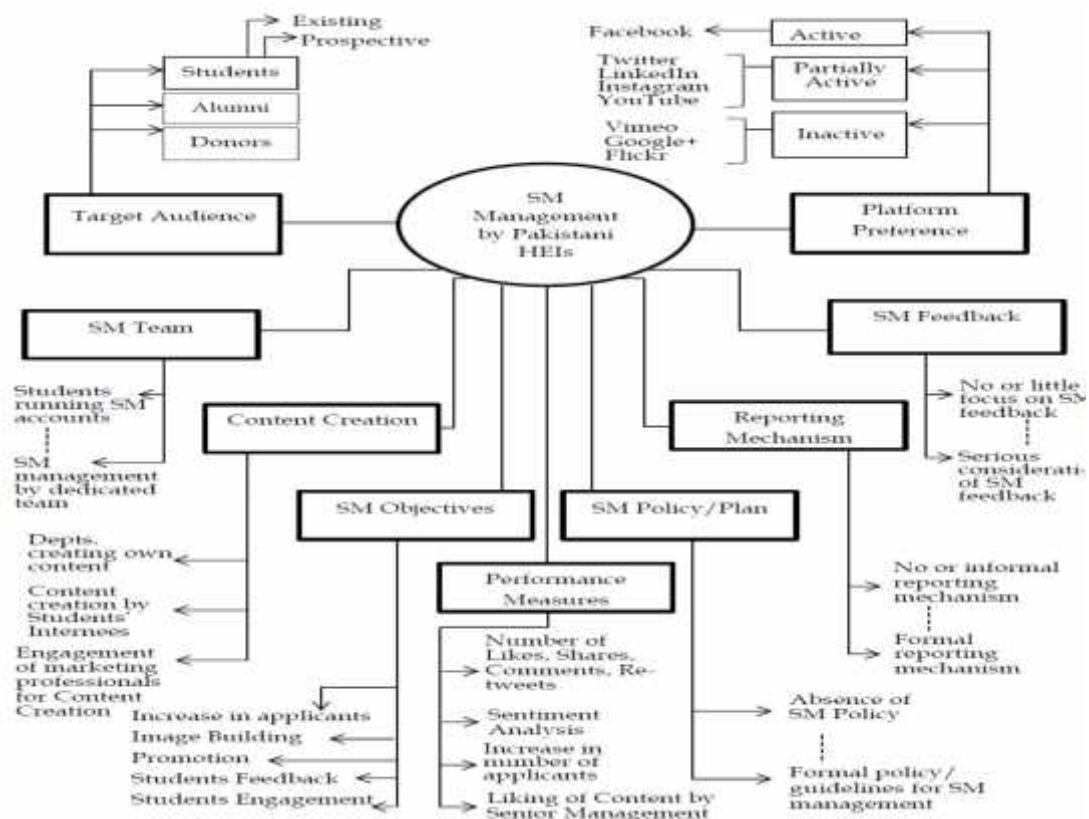
Organizations are investing time and money on managing their SM accounts. This effort needs to be measured to ensure relevance and compatibility of outcomes with set objectives. Literature highlights several performance measuring tactics that have been used for internet based marketing communication options including clickthroughs, followers, likes, signups and sales (Wirtz, Lovelock, & Chatterjee, 2018). In case of SM, several quantitative measures have been adopted to measure performance including likes, follows, shares, re-tweets and number of comments. Yet at the same time, for a more in-depth analysis, qualitative measures such as sentiment analysis focusing on number of positive mentions versus negative mentions has also been used by firms (Kietzmann, Silvestre, McCarthy, & Pitt, 2012; Trunfio & Rossi, 2021). However, use of any performance measurement technique is believed to be more useful if linked with set objectives of SM presence (Parsonsa & Lepkowska-Whiteb, 2018).

Material and Methods

Adoption and execution of SM based marketing communication is a comparatively new phenomenon for Pakistani HEIs. This results into practices, which are still evolving in terms of execution. Also there is dearth of existing research revolving around raised research questions. These dynamics guide towards an inductive research approach to explore the management of an evolving phenomena. Therefore a qualitative research methodology was used to conduct this research following an interpretivist research paradigm. Interpretivist see world from a relativist ontology and subjectivist epistemology with belief that there is no singular objective reality and no true reality exists in the world but instead realities are seen

from people’s interactions—be it virtual or physical (Hutchison & Charlesworth, 2003). This research will therefore try to explore the SM reality of Pakistani HEIs from the perspective of those who are managing SM affairs. In this regard, a total of fifteen interviews were conducted with SM managers of seven selected universities of Pakistan. The universities were selected from the cities that are considered most active in their SM usage in Pakistan (i.e. Islamabad, Karachi, Lahore & Peshawar) (Qureshi, 2016). Interpretivists require selection of most informed participants, following purposive sampling technique (Palays, 2008), to enable better understanding of any emerging phenomena. Therefore, in-depth interviews were conducted with those managing SM affairs in the selected HEIs. There were different designations under which such individuals were performing their responsibilities of SM management including SM Manager, Manager Brands, Marketing Officer, Dy. Registrar (PR & Communications), Marketing Officer, Director Public Relations, Public Relations Officer, etc. In order to simplify representation of these multiple designations, the term SM manager has been used to refer to the selected participants of this study. It was observed that mostly young staff in the age bracket of 25 to 35 years age was entrusted with management and execution of SM based communication. The interviews were transcribed, following line-by-line coding (open coding), followed by axial codes to identify themes that can highlight important management dimensions of SM and execution practices of selected HEIs across those dimensions.

Results and Discussion



The management of SM by Pakistani HEIs was revealed through various decisions pertaining to SM that are being dealt with and focused upon by the management in HEIs and those held responsible for managing SM. This includes decisions pertaining to SM accounts, target audience, SM team, content creation, SM Policy/Plan, SM objectives, reporting mechanism, SM Feedback management and SM performance measurement.

The aspect which was visible amongst the universities selected for the study was the difference of level of focus that existed towards running and managing official SM accounts reflected through selection of choices pertaining to SM management elements highlighted above. This difference can be explained from the perspective of a spectrum ranging from low focus level to high focus level with varied set of practices across this spectrum. While there existed unanimous realization of usefulness of SM as marketing tool amongst the SM managers, but the efforts that were being put in terms of time and resources showed the difference in focus these universities were placing on this tool for their marketing purposes.

Platform Preference

One of the prime decisions pertaining to management of SM highlighted by the SM managers is the selection of SM platform that is to be used for marketing communication purpose. While the SM managers did talk about several options they explore and have registered for, such as Facebook, Twitter, LinkedIn, YouTube, Instagram, Vimeo, Google+ and Flickr, but Facebook seemed to be the main focus of their SM communication strategy, followed by Twitter, LinkedIn, YouTube and Instagram. In interviews, it was quite obvious that whenever term SM was being used to explain anything, they were primarily referring to Facebook.

Target Audience

Selection of target audience has been highlighted as another important management dimension of SM marketing. While interviewing the SM managers of the selected HEIs, it was quite obvious that the prime and perhaps the only audience they want to connect with on SM are their students. This included prospective, existing and graduated students (alumni). There were different content types being used on SM to connect with these three different categories of students with varied objectives.

In addition to students, potential donors were highlighted as one of the important audience by some universities that were actively approaching potential donors for their operational and development budget. Some SM managers also highlighted parents of students as their target audience, but would then revert to explain their SM presence primarily from the perspective of their students only. This shows that although they understand the wide spectrum of audience, SM allows them to reach but at the moment focus is more towards connecting with students only.

Social Media Team

Literature above has highlighted team building for managing SM communication as one of the prime focus area for organizations (Sales Force Marketing Cloud, 2013; Nitu, 2019; Yousuf, 2019). Almost all the universities that were selected for this study showed presence of some formal structure in their organization involving one or few individuals to manage SM affairs. While it still is not perceived as sufficient by few SM managers, but was considered better from what they had before. It was highlighted by some institutes that running and managing SM in past was primarily given as a second job to existing departments, especially the IT since it had control over websites and other online portals of the university. In addition, the marketing departments or the student affairs were also given responsibility of the use of SM's official accounts of the universities. But now management has started realizing the efforts and professionalism involved in managing the SM accounts and has therefore started appointing SM managers to look after SM affairs.

What was encouraging to see was a move towards formation of departments and structured teams to run and manage SM affairs. One of the respondents said that they allow their students to manage their SM official accounts. Similar practice is also advised by Parcell (2013) with the perspective that the underlining principle of SM revolves around the concept of freedom and flexibility. SM has good following as it is seen as an informal mode of communication with the universities. If it is controlled by HEI officials then it will be contradicting the basic principles of SM.

The SM managers suggested that the growing focus of their management towards SM is also resulting into growing realization that it is a full time job and therefore requires presence of dedicated staff. But there still exists a limiting factor to this thought where while management is able to understand this requirement but is unable to comprehend and execute it in totality. The literature above highlights the necessity of six roles that shall be catered for in SM management team including SM Managers, Community Managers, Social Strategist, Editor, Content Creator and Content Producer (Sales Force Marketing Cloud, 2013; Nitu, 2019; Yousuf, 2019). In several institutes, all these roles are being played by one individual, working under the umbrella of marketing/PR departments. For the role of content creator, producer, and in some cases editor, they are also seeking help from students, interneers and local department or in very few cases from external agencies. The fact that SM is considered as a cost effective marketing tools, is perhaps limiting senior management in several HEIs to invest more to have a dedicated team present to look after all the six roles highlighted above.

Content Creation on Social Media

Some of the SM managers reflected reliance on internal means for content creation and designing. This included content generation by engaging students or by requesting the department, sharing the post, to design the content and share the information. While this does reflect a cost effective mean to design SM content but at

the same time shows lack of willingness to invest on SM activities for maximizing benefits.

On the other hand, some universities had gone to the extent of recruiting services of external digital marketing agencies for managing their content designing on multiple SM accounts. This difference in approach towards content generation was quite visible in their SM content output, which was observed as background information prior interviews. The institutes having external agencies for their SM content designing had a more attractively designed SM content versus those relying on internal part-time efforts in terms of their content designing.

Setting Social Media Objectives

While interviewing the SM managers, questions were asked to understand the objectives they have set for their SM use. The response received can be categorized into following themes:

- Increase in number of applicants for admissions
- Image Building
- Promotion of university events
- Obtaining feedback
- Student Engagement

The first three objectives were common amongst all the SM managers, showing these as the core reasons for adoption of SM. There seemed a prevailing belief amongst those who were managing the SM that active SM presence can help them increase the number of applicants. The respondents from these HEIs believed that through their SM presence they are able to project image of their university to a wider audience. They are achieving this image building by placing information pertaining to their activities, achievements, facilities, faculty and students to those interested to learn about the university.

Further, according to SM managers, their admission campaign gets a strong boost because of SM presence. Due to expensive nature of print media it is very difficult to share more details pertaining to their degree programmes. Most of the universities generally would have a cluttered centralized ad for their admission campaign for print media due to its expensive nature. According to them, it is SM that enables their departments to go for a more elaborated promotion of individual programmes. While websites are also supporting this cause, but SM, due to its more popularity amongst young community, is emerging as a better platform for operationalizing a follow up marketing campaign of print media.

Very few SM managers shared their desire to obtain feedback from students, regarding various events, activities and programmes as one of the objectives of their

SM presence. Similar desire of other companies has been found by Constantinides (2009; 2014) in his study on SM adoption. Student engagement was also shared as one of the secondary objectives of the SM presence by few SM managers from the selected HEIs. The literature above has highlighted the potential of SM tools, such as Facebook, towards relationship building (Keitzmann et al, 2011). SM managers believe that their presence on SM allows them to increase the touchpoints with their students and therefore improve the probability of engagement. The engagement through SM was termed by these SM managers as an important pre-requisite that will ultimately contribute towards increase in applicants, promotion and image building.

Social Media Policy and Plan

One limitation which was seen in some of the universities was the absence of any SM policy or guideline. This lacking was not judged on the basis of absence of any written content only but also from the perspective of lack of reflection of any coherent mechanism for managing SM affairs gathered through their responses. Universities showing higher focus level towards SM management had some mechanism, either in written form or in shape of an established norm, based on their experience and past practice, which they were rigorously following for SM accounts management. According to few SM managers, having a policy as a straightjacket to control SM content creation and management is perhaps not suitable for this media type. But at the same time many highlighted that there shall be some system in place, which must define the dos and don'ts of SM management.

Reporting Mechanism

Existence of reporting mechanism is reflection of the keenness towards SM management. This reporting mechanism was more rigorously followed where there existed a formal written policy requiring institutes periodical reporting regarding their SM activities. The existence of such formal reporting mechanism was not the same across all institutes. In many cases SM reporting was based on simple verbal communication between SM managers and the senior management. Perhaps with increase in realization of SM value, the focus level towards SM reporting may also increase.

Social Media Feedback

Literature review has highlighted assessing the SM based communication as one of the important requisites of SM management (Parsonsa & Lepkowska-Whiteb, 2018). HEIs for this study revealed variance in their response towards the assessment of feedback they receive from the student on SM. Majority of the SM managers interviewed believed that SM presence is enabling them to achieve important feedback from their students regarding various events and activities they are organizing. On the contrary, a SM manager highlighted that their management presently does not take the feedback obtained on SM very seriously. Despite periodic reporting of students' feedback to their senior management, there is hardly any action

taken to improve the services. This shows a low level of focus towards a very useful functionality of SM highlighted in previous studies and acknowledged by many firms.

Performance Measures of Social Media

Measurement of SM performance was highlighted as an important dimension of management of SM marketing. While interviewing the SM managers of Pakistani HEIs, there seemed a mixed response in terms of performance measures they have in place to understand their SM presence. Existence of formal performance measures of SM indicated the focus it has attained in the eyes of the university management as an established business function. It is very common that management always actively follow up on activities that are considered valuable in their business performance. The literature above highlights the SM performance measurement on basis of quantitative and qualitative parameters. Most of the SM managers interviewed suggested following a quantitative performance measurement on basis of number of likes, comments and shares. One SM manager from a university, which generally showed a higher focus level in terms of their SM management, suggested existence of formal KPIs for their defined content types to measure SM performance. Another SM manager also highlighted adoption of 'sentiment analyses' technique for assessing performance of their SM marketing. This was primarily the ratio of positive comments versus total comments posted against a post. According to him this performance measure, although more time consuming, but allows them to see their performance beyond numbers only. Increase in number of applicants was termed as one of the key performance indicators by most of the SM managers of the selected HEIs. This relates to the prevailing objective they have kept for their SM use i.e. to increase the number of applicants. One of the SM manager categorically stated that the survival of his job as SM manager is on the fact that his SM campaign is increasing the number of applicants.

Conclusion

This research focused on understanding the current practices of management of SM affairs by the selected HEIs. This was addressed through identification of important dimensions, related to SM management, and existing execution strategies of HEIs across these dimensions. This also enabled subjective understanding regarding the level of focus being placed by the selected HEIs across important management dimensions of SM. The analysis shows that with the realization of SM importance, the HEIs started creating SM accounts and adapt it to their marketing communication needs. Its utilization varies based on how it is being managed. Managing SM is definitely a new phenomenon for HEIs in Pakistan that have mostly taken it as an official mode of communication around 2012-13. In terms of platform preference there is still a lot of reliance on Facebook only followed by partially active presence on Twitter, LinkedIn, YouTube and Instagram. There exist official accounts on other SM options as well but with a weak or negligible presence to the extent that many SM managers are unaware of those accounts.

The target audience primarily is the student (present & prospective) and alumni of the university with some focus towards potential donors by two institutes having financial reliance on external funding. So whoever is considered as an important stakeholder by the HEIs is being presently approached as their target audience on SM. Industry and community are still missing from the SM radar of HEIs.

With increase in the realization of significance of SM, HEIs are gradually investing in the manpower that is needed to run SM affairs. This willingness perhaps is still not satisfactory as quoted by some SM managers but is definitely improving from past where SM management was assigned as a second job to IT people or other departments. Content creation is still mostly done through in-house efforts asking departments to produce their own content with little or no knowledge in terms of graphic designing or content writing. Only few universities highlighted presence of qualified staff or hiring of services of professional marketing agency for their SM content designing and posting. Increase in number of applicants has been highlighted as the primary objective of the HEIs that is also demanded by the senior management and used as one of the performance measures beside other quantitative (e.g. no of likes, shares, comments) or qualitative (e.g. sentiment analysis, senior management response) measures. This objective is anticipated to be attained due to the belief that SM can enable HEIs to project their image through promotion of programmes, activities, events, facilities, etc., to a wider audience.

With the inclusion of SM as an official communication tool, HEIs are now moving towards defining policies and guidelines in terms of their SM management. While there were still some institutes that showed exception; but with increasing understanding on the significance of SM, HEIs are becoming sensitized regarding their SM use and defining their dos and don'ts. The presence of SM policy has also resulted into existence of some reporting mechanism through which senior management is obtaining feedback on their SM use. But SM is yet to establish its importance, across the board, in academia as an important engagement and feedback forum. Previous studies have highlighted SM feedback as an important internal influencing factor on part of organizations to adopt SM (Crawford, 2009; Holt, 2016), which was not in case of HEIs selected for this study. Perhaps this realization is yet to root itself into the academic circles in Pakistan and possibly would then emerge in the high focus area of the management of HEIs.

Implications

Understanding the management of SM in Pakistani HEIs gave insight to important dimensions of SM management that HEIs can focus upon. Identification of these dimensions will be useful for HEIs to develop a comprehensive SM strategy. The results show that HEIs in Pakistan are in transition towards high focus level in terms of their SM management. Knowledge of these dimensions will give more clarity to the HEIs in the country to decide the level of focus they want to attain for their SM management in coming years. Understanding the management of SM affairs also allowed comprehending elements playing role towards difference of execution on SM

presence by selected Pakistani HEIs. Many management decisions are directly or indirectly influencing the execution of SM presence and its perceived outcomes. To ensure better response rate and time and to maintain students' interest towards SM communication, HEIs need to show high focus level in terms of their decision pertaining to SM team. They need to ensure presence of sufficient manpower to manage multiple SM accounts to increase effectiveness of their SM marketing communication. In similar manner all identified SM management dimensions have their role to play towards optimal gain from SM presence. Identification of these dimensions will therefore allow HEIs to easily map their desired outcomes of SM presence with existing management practice and alter it, where required, to achieve targeted outcome.

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