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Journal of  
Land Use, Mobility and Environment

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**SMART COMMUNITIES**  
BETWEEN E-GOVERNANCE AND SOCIAL PARTICIPATION

## SMART COMMUNITIES

## BETWEEN E-GOVERNANCE AND SOCIAL PARTICIPATION

2 (2014)

**Published by**

Laboratory of Land Use Mobility and Environment  
DICEA - Department of Civil, Architectural and Environmental Engineering  
University of Naples "Federico II"

TeMA is realised by CAB - Center for Libraries at "Federico II" University of Naples using Open Journal System

Editor-in-chief: Rocco Papa  
print ISSN 1970-9889 | on line ISSN 1970-9870  
Licence: Cancelleria del Tribunale di Napoli, n° 6 of 29/01/2008

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# TeMA

Journal of  
Land Use, Mobility and Environment

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The Significance of Socio-Cultural  
and Religious Attributes**

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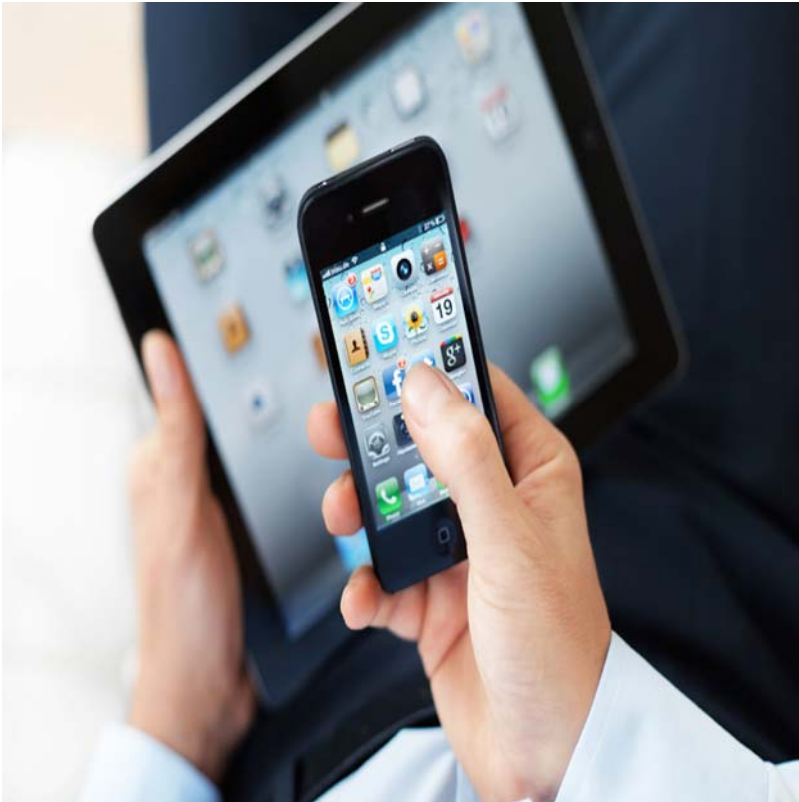


# TeMA

Journal of  
Land Use, Mobility and Environment

TeMA 2 (2014) 173-183  
print ISSN 1970-9889, e- ISSN 1970-9870  
DOI: 10.6092/1970-98702431

review paper received 10 May 2014, accepted 14 July 2014  
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[www.tema.unina.it](http://www.tema.unina.it)



## SOCIAL MOBILE MARKETING

EVOLUTION OF COMMUNICATION STRATEGIES  
IN THE WEB 2.0 ERA

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### ABSTRACT

Increasingly faster communicational streams - that ease interactions and allow agents to considerably enhance their own informational assets - characterize the era in which we live. The research about new media, mobile and social technologies is the driver of this changes that implements a revolution of the content management, of the information accessibility and of the relationships interactivity. These characteristics don't leave the agents unresponsive and it is interesting and fitting to understand the tools available to firms and institutions and the communicational and marketing policies that organizations put to use to achieve their goals. In this context we want to find strategic and operational models to support organizations decisions about markets and territories. The purpose of this article is to understand how small organizations can utilize networks that characterize new trends in marketing. We conclude by providing some thoughts on the future evolution of the research in this field also with reference to the smart city that can exploit social mobile marketing for promotion of the territory and social participation.

### KEYWORDS:

Mobile Marketing; Social Marketing; New Media; Web 2.0; Smart City

# TeMA

有关土地使用、交通和环境的杂志

TeMA 2 (2014) 173-183  
print ISSN 1970-9889, e- ISSN 1970-9870  
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review paper received 10 May 2014, accepted 14 July 2014  
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## 社会移动营销——Web 2.0 时代沟通战略的演变

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### 摘要

越来越快的沟通渠道——方便了互动并大大提高代理商对自身信息资产的管理——这是我们生活时代的特征。对于新媒体、移动和社会技术的研究推动这种变化，从而带来了内容管理、信息可达性和人际关系互动性方面的革命。代理商们并没有忽视这些特征，因而有必要适时地研究企业和机构可用的各种工具以及组织能够用以实现目标的沟通和营销策略。在这一背景下，我们希望找到可以支持组织的市场和区域抉择的战略性及操作性模型。本文旨在研究小型机构如何在营销中利用各种代表新趋势的网络。通过进一步参考应用社会移动营销进行区域促销和社会参与的智能城市，我们对该领域未来研究的发展进行了若干思考。

### 关键词

移动营销、社会营销、新媒体、沟通战略、Web 2.0

## 1 INTRODUCTION

The technological progress and the birth of new social paradigms are shifting the marketer focus towards a new way of doing business (Gronroos, 1994) and in particular enhance day by day the strategic and operational processes of marketing and communication.

Marketing communication refers to the set of organizations activities that create and maintain the demand and a solid internal culture.

Different types of communication exist:

- institutional;
- external;
- internal.

Institutional communication refers to the influence on the attitude of the target by the organization. It creates a corporate image and adequately positions itself in the actors perceptions. With external communication an organization wants to influence actors behaviors. Internal communication let organizations motivate staff and give operational guidelines. Integration starts from the union of these three aspects that have to be managed in a unique way to build a multiplier effect.

Markets fragmentation and development of new media represent changing factors that characterize the current era and present operators with new communicative possibilities: moving from broadcasting to a communication increasingly more focused on the single user (Hirst et al, 2014).

In this situation it is difficult to manage relationships and integrate different channels: the risk is to generate confusion and disorder that reflects on citizens or consumers. For years administrations have entrusted different divisions with the task of communicating and creating different messages for different media or products.

Nowadays markets and relationships are conversations (Cluetrain Manifesto, 2009) and it is not possible to communicate in a coherent way without unifying messages bidirectionally. The problem is that users who unify all sources in a single message do not perceive the difference made by organizations between new and old channels in the same way. An organization that creates confusion may lose reliability wasting assets. From the territorial point of view, a city could jeopardize the relationship with its citizens.

In order to spread a well-defined image on a brand it is necessary to integrate the communication in a distinct function: integrated marketing communication (IMC). This approach represents the first step to create strong, lasting relationships between targets and organizations.

There is the need to manage relationships in the best possible way. This is crucial if we consider how new social technologies have changed the way of living and the speed with which information travels. In this context direct marketing and social media represent starting points to manage relations appropriately in an era characterized by mobile technologies. Through the analysis of these factors, this article explains what are the possibilities for organizations to take advantage of the social mobile marketing channel.

The first paragraph indicates an instrument that represents the starting point of the relationships interactivity between organization and target: direct marketing.

Then an important step is described in the technologies evolution: through the literature review, how context - in which agents work daily – changes is understood. The fourth paragraph exposes models to manage new dynamics and the way in which they define new strategies. In this way the article summarizes a strategy that allows organizations to reach prosperity in the medium to long term. Then we analyse a case study that puts into practice the elements discussed.

Finally we debate about the aspects examined trying to understand positive and negative aspects of the experience and if it is applicable in different contexts.



## 2 THE ORIGIN OF INTERACTIVITY AMONG AGENTS: DIRECT MARKETING

Direct marketing (DM) is a key instrument because it represents the first bidirectional approach between users and organizations. DM allows to interface directly with a single user: communicative approach goes from one-to-many to one-to-one (Peppers et al., 1999). *“Direct marketing consists in the direct contact with carefully selected single consumers in order to achieve an immediate and long term relationship.”* P. Kotler (2006). The main instrument to manage customers is the marketing database. It uses the informational assets in order to establish a long term relationship with the target. It includes behavioral information of any single user and his contact history with the organization (De Luca, 2008). Also customer data management has a great importance for organizations (Verhoef et al., 2010). These definitions relate exclusively to the relationship between customer and firms. In a relation between institution and territory there are no great differences: cities, as firms, are performing systems. The task of the institutions is to create the best condition for citizens and companies to invest on the territory and to live it at its best, so it is very important to establish a direct and continuous relation.

Eventually it is possible to summarize the distinctive characteristics of the direct marketing:

- interactivity;
- selectivity of the message;
- capillarity of the action;
- measurability of the efficacy;
- multi-channel approach.

These attitudes have shifted the focus of organizations from the product to the users. Customer relationship management (CRM) is the user-centric approach that firms adopt to better manage relationships.

## 3 NEW MOBILE AND SOCIAL MEDIA

The opportunity to link CRM to the new social technologies that lead to a more collaborative approach born in a context characterized by the development of new social media (Trainor et al., 2014). In order to engage users in collaborative relationships and increase customer relationship it is necessary to combine CRM tools with new social media (Greenberg 2010). The greater the integration within organization, the greater the ability to manage relationships (Nevo & Wade, 2010). But what possibilities do new technologies give?

The arrival of new social media changed the communication flows. New and interactive digital contents can be modified and reproduced by everyone in every moment. The stream changes creating a bidirectional relationship in which people participate to the making of what they prefer. It goes from a *one-to-one* communication to a *many-to-many* communication. This approach is the main characteristic of Web 2.0 and leads to the emergence of a new figure: the *prosumer*<sup>1</sup> (Toffler, 1980).

Internet isn't a passive experience anymore. Web 2.0 brings two main benefits to its users:

- people can exploit rich services and create digital content;
- organizations can use new tools to research data and to achieve marketing goals.

Web 2.0 is also a low cost asset in comparison with traditional tools. Furthermore, events such as the Arab spring and the election of Barack Obama show the extent of the social media phenomenon. It is not a coincidence that the Internet is the only sector that records a positive variation in advertising investments between 2011 and 2012 (Censis, 2012). In this context organizations become network elements that can directly interact with users (Kietzmann et al., 2011). Integration – in addition to positively influence relationships – develops a strong internal cohesion that improves conditions in the organization.

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<sup>1</sup> Producer + consumer

In 2012 Nielsen carried out a research<sup>2</sup> with a cluster analysis that gathered different kind of Internet users in five groups: *the dormants*, *the not involved*, *the pragmatics*, *the fanatics* and *the followers*. It is clear that organizations have to inspire the followers who represent the largest cluster (29% of the sample survey). Consequently it becomes essential to pinpoint influential users who could be strategic assets to trigger processes of word of mouth.

### 3.1 SOCIAL MOBILE MARKETING

The new mobility paradigm (Sheller & Urry, 2006) analyzes social behaviors in a non-static era, in which technology and economy converge (Mandelli & Accoto, 2011).

In this new mobile society, some characteristics emerge:

- wireless technology endorses people with a greater sense of autonomy;
- mobile communication gives the possibility to be always connected;
- everyone can manage his relationships on the Internet.

Mobile marketing is a multi-way communication of an offer between organizations and users made by a mobile medium, device or technology (Shankar & Balasubramanian, 2009). Kaplan (2011) defines mobile social media as a group of applications that allows the creation and exchange of user-generated content.

Objects such as mobile phone have now learned to understand the environment thanks to sensors and actuators; the spread of internet access on mobile devices creates new possibilities of interaction between individuals and organizations that can distribute their marketing messages for specific locations and time periods (Kaplan, 2011).

Furthermore marketing wants to make and keep promises that allow the stakeholders to have perception of achieving their goals. According to the *service dominant logic* (Vargo/Lusch, 2004) users search for goods and services that provide solutions to complex problems.

The value of goods and services is no more related exclusively to their material characteristics; the value born from perceptions of users related to what they think about the product, the buying and consumption processes: people buy meanings. There is no value if users don't perceive it.

The impact of the social mobile marketing tools allows people to be continuously connected with the community in a high-personalized communication (Kaplan, 2011).

People interpret what they are living by processing the outside input, received with devices that help them to contextualize the experiences. There is no value if no benefit is perceived, without co-creating and without telling stories (process of *storytelling*): value is a process of *social sense making* (Mandelli, 2011). Organizations get excellent results from a correct process of storytelling. They succeed to manage reputational crisis that represent dangerous risks. Nevertheless social mobile media return to organizations some of the power that social media gave to users (Kaplan & Haenlein, 2010).

There are different companies that base their businesses on the storytelling. At a territorial level Foursquare, for example, is a service that allows its users to tag places and events in the city and to comment and share their experiences. In this way Foursquare works as an interactive guide of cities and territories. Moovit applies the same functions to the urban transports.

### 3.2 OPERATIONAL POSSIBILITIES

Mobile marketing allows retailers to instantly communicate with costumers who are next to their brick-and-mortar shops in order to induce an immediate action (Shankar et al., 2010). The online activities of the Internet users bring about a reduction of the information asymmetries and, consequently, to a loss of control of brands

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<sup>2</sup> Digital Market Trends, 2012

by organizations. There are two general ideas about the control in these conditions: the first one suggests making plans and continuing to influence behaviors as it's always been done. The second one suggests to abandon the planning and to participate to the markets conversations in a process of continuous learning (Mandelli & Accoto, 2012). A correct strategy should probably find its balance in the middle, and organizations should base their choices on both ideas:

- understanding where and how to make plans;
- managing the uncertainty, addressing the unexpected and acting on communicative capabilities.

About the approach to the target, the classic segmentation seems to not be effective with Web 2.0. Mobile marketing needs a thorough comprehension of users and nodes to make a segmentation of networks that allows the development of an efficacious targeting strategy (Shankar et al, 2010). Market fragmentation leads to the definition of small groups of individuals called *tribes* (Maffessoli, 2002). The elements of the tribes focus their attention on a brand or a product using new active channels to communicate with each other. The role of marketing is to find the points on which the interest develops and, again, to understand who are the subjects who contribute to create the contents. The 40<sup>th</sup> thesis of the Cluetrain Manifesto (2009) says: "*Companies that do not belong to a community of discourse will die*". The change of an organization that communicates with web is the change of the approach to the target: organizations must be tribal, maintaining social relationships that bind the individuals around them. In this way it is possible to pursue the following objectives:

- product differentiation: social media marketing points out the meaning of the aggregation that a product represents beyond its material characteristics;
- customer loyalty: developing confidence based on the sense of belonging of the individuals to the brand;
- brand awareness reinforcement: creating meanings and values shared by consumers.

To understand how to exploit the opportunities arising from innovations is also necessary to list the difficulties that characterize new markets (Alpert, 2010):

- product standardization is increasing;
- innovation cycle of the product is faster;
- lifecycle of the product is shorter;
- the ability to communicate has increased for everyone;
- lack of time for users' decisions;
- competition is strongly increasing;
- reduction of information asymmetries;
- impossibility to hide: a bad experience will soon be told.

According to Hoffman and Novak (2011) strategies should be built on four guidelines summarized by the acronym LEAD (Listen, Experiment, Apply, Develop). LEAD emphasizes on the need of testing solutions starting from a process of mutual feedback. Mandelli and Accoto (2012) propose a model more based on relationships called KCRESE (Knowledge, Capabilities, Relations, Experiences, Storytelling, Evaluation). This model gives greater importance to the communication capabilities, to the understanding that relationships are based on processes of social sense making, to the knowledge that it is possible to control these activities.

The sustainable profitability stays at the center of the strategies. Social mobile marketing is an approach that allows firms to achieve a medium to long term profitability. Every customer contributes through his purchases, repeated over time, and through the positive influence on the behavior of other customers. He adds costs to the organization. These costs tend to decrease over time for loyal customers because of learning curves and scope economies that arise in the relationship. The ability of organizations to convert potential users, first in actual users, and then in loyal users is also of relevance for the efficiency of the operating costs.

It is possible to summarize the basic steps to follow a proper *social mobile* strategy that probably every organization has to follow to gain success in the medium to long term:

- 1 understand the mechanisms of *word of mouth*;
- 2 identify influencers and create a sincere and lasting relationship with them;
- 3 identify the networks through which to meet correctly with users;
- 4 establish processes of social sense making;
- 5 prepare emergency and crisis management plans (planning vs continuous learning).

The aspects analyzed, together with the numbers that characterize the market for mobile devices and services, does not leave marketing indifferent. Analyzing the estimated growth of investments in interactive marketing in the U.S. from 2011 to 2016 (data Forrester, 2011), we note that the average annual growth rates appear higher for expenditure for social media and mobile marketing (Figure 1).

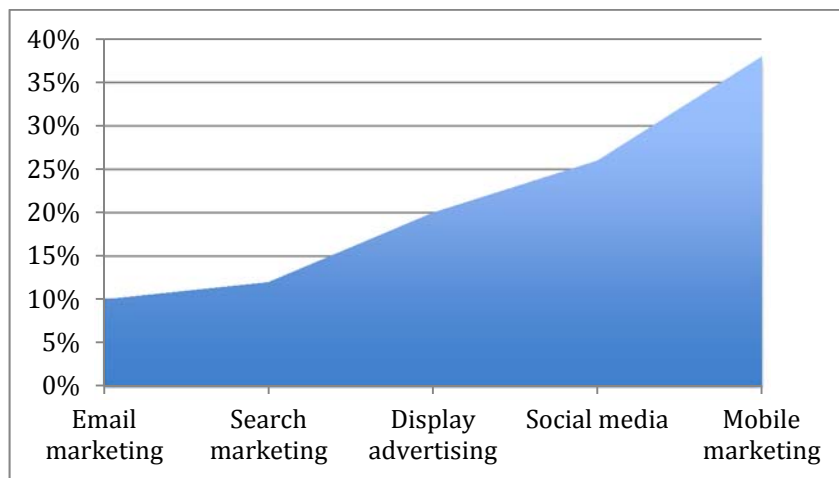


Fig. 1 US interactive marketing spend, CAGR 2011 to 2016; Forrester research (2011)

#### 4 AN EMPIRICAL CASE: GLOCALIZME

About the need to find networks to relate with the target, the study attempts to address and understand the assets the retailers have to exploit the channels of the social mobile marketing. Often small businesses or brands don't have resources and skills required to initiate these processes.

Groupon is a typical example of how organizations feel the need to rely on intermediaries to improve awareness and store traffic (Shankar et al., 2010). We have chosen to describe the case of an intermediary that allows small firms in the territory of the city of Rome to utilize the possibilities offered by social mobile marketing. This analysis is made possible thanks to the availability of Glocalizme to access firm reports. The firm reports also contain the results of customer satisfaction interviews.

The Glocalizme business involves two different kinds of subjects, which can be targeted in two categories: *clients* and *users* (Tab. 1). The end users are the people that use the service with their mobile devices. The clients are organizations who use the service for advertising purposes.

Clients are not only shopkeepers. For example the 15% of them is composed by museums. For simplicity, the description will refer exclusively to retailers.

Clients	Users
198	746

Tab. 1 Glocalizme's customers

#### 4.1 THE PRODUCT

Glocalizme interfaces with each of the two agents in different ways: the website allows the clients to upload promotions and manage their personal space on an application for mobile devices (*app*). The app, characterized by a high quotient of usability, is dedicated to users: thanks to location-based service, it localizes users indicating the retailers around them from the nearest to the farthest; users take advantage of the offer advertised on the app, by showing the screen of the device to retailers.

The check-in gives to users the possibility to indicate that the purchase has been made, and the promotion has been used. Then the possibility is given to users to share their own experiences on social networks; this aspect represents the greatest opportunity for clients that could improve their communication at low costs, communicating directly to the target.

Clients have the possibility to make their presence stronger on the territory. The gaming service completes the product: every user could win special offers - challenging friends or other users - if he ranks high in the rankings relating to the purchase of specific product category.

Recalling the five key points to make a good social mobile marketing strategy, it is clear that Glocalizme represents a network through which organizations can interact with users.

The start-up represent a way through which is possible to take advantage of new market trends. What is new is the possibility for small operators to implement and manage processes of understanding and administration of the behaviors in mobility and the related conversations.

#### 4.2 POSITIVE ASPECTS

Glocalizme is an instrument of direct marketing thanks to the interactive feature, to the selectivity of the message, to the capillarity of the action and to the measurability of the efficacy.

Referring to the characteristics of social mobile marketing, Glocalizme gives the clients the possibility to meet users thanks to social networks, to the location and to the game services that represent the main instruments to create a long term relationship if they are used to understand the word of mouth that naturally takes place thanks to the viral communication engendered by users.

Thanks to the *gamification*, it is possible to identify the influencer without an expensive effort; the influencers should be adequately rewarded since they will become loyal customer and, moreover, they represent the main promotional channels that could enhance incomes of businesses.

Furthermore the shopkeepers will have an effective virtual showcase because of the possibility to have visibility even at a considerable distance.

Coming back to the five steps that outline strategies, we can see that Glocalizme offers the possibility to control the word of mouth, identify influencers thanks to the gaming services, reach the target thanks to a tool of extremely wide diffusion, and establish a permanent contact with users.

The positive elements resulting by the analysis are mainly referred to three aspects: the approach to the target, the capillarity of the action, the ability to identify influencers:

- the service addresses a wide number of clients. The choice is to serve all those organizations that fail to take advantage of social mobile marketing, especially those who want to embrace progress. These clients have seen an increment of their own communication skills adopting a channel, that of mobile devices, which is composed by about 11 million of units in Italy (Audiweb, 2011);
- the action is capillary because the messages go directly on the device screen of the single user who chooses the best offer;
- identifying influencers is quite simple thanks to the gaming services.

### 4.3 NEGATIVE ASPECTS

Considering the models of LEAD and KCRESE we can see that the logic of Glocalizme better answers to the first one. The limits of the start-up in fact emerge in the impossibility of telling stories, for both users and clients; they could only share experiences without being able to comment, and it's difficult to maintain long term relationships. Some problems have also emerged related to the fact that once first contact is established between client and end user these generally could find convenience in the exclusion of the intermediary from further interactions.

Another problem that has emerged is the control of the check-in process, in fact because the volume of tracked transactions on the servers was lower than the number of transactions recorded by retailers, it's clear that the procedure wasn't always completed correctly; therefore the system couldn't give an effective perception of the volume of transactions that took place, and guarantee reliability of the measurability of the results.

These things have led, after a first step of enthusiasm, to the failure of the start-up. In addition the lack of storytelling has not permitted the creation of a strong relation with the target. Clients have positively accepted the product and understood its potential, but the limited involvement of users has prevented the possibility to overcome the initial phase of the life cycle. The low measurability of the results led, time after time, to the loss of control. The risk was to find many consumers for the retail outlets without being able to maintain a role within the relationship.

## 5 LIMITATIONS AND FURTHER RESEARCHES

This analysis confirms the importance that some characteristics of social mobile marketing - examined in the previous paragraphs – have to building a successful strategy.

In particular we have observed how the storytelling and the possibilities of beginning a long term relationship are very important tools for social mobile marketing. The experience has also suggested in which way it is possible to widen, even for small firms, the possibilities of using these characteristics. For this reason small organizations need a broker who acts as a social network and allows agents to talk to each other, creating shared meanings and values.

The study presents some limitations. Further analyses are needed to better understand what are the results reported by organizations in terms of effectiveness of investments and customer satisfaction. It would also be desirable to increase the study sample. For these reasons there is still a limited understanding of the best mobile practices for organizations. Furthermore, the experience of Glocalizme suggests some aspects not exclusively related to retailers. The presence of museums as Glocalizme's clients suggests that further studies could focus on public facilities in Smart Cities. The latter consideration lets us imagine future urban settings where social mobile technologies allow interactions between people and organizations (Fistola, 2013). ICT solutions are the most important key of development for cities and allow them to gain competitiveness (Delponte, 2012); the increasing use of ICTs in everyday life has resulted in the need to permanently consider the development of new technologies in urban policies. ICTs should be considered in every institution strategic plan also for the social benefits they guarantee. Peer-to-peer interaction is a phenomenon of sociological and technological interest that allows citizen-generated information affecting work practices in organizations (Palen & Liu, 2007), and in this context social mobile media could represent a strong instrument of social participation to initiate and implement processes of smart governance.



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