

SOCIAL MEDIA MARKETING STRATEGY, THUMBAY HOSPITAL DUBAI: A CRITICAL ANALYSIS

**Internship Training
at
Thumbay Hospital, Dubai**

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**MBA Hospital & Health Management
2013–15**


**Institute of Health Management Research
Jaipur
2015**

TO WHOMSOEVER MAY CONCERN

This is to certify, Dr. Tayib Mohammad Syed, student of MBA Hospital and Health Management (2013-2015) from The IIHMR University, Jaipur has undergone internship training at Thumbay Hospital, Dubai from 17th March, 2015 to 14th May 2015. The Candidate has successfully carried out the study designated to him during internship training and his approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

I wish him all success in all her future endeavors.



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This is to certify that **Dr. Syed Mohammad Tayib** holder of Indian Passport Number J1432104 was working in our institution as Management Trainee from 17th March 2015 till 16th May 2015, as a part of dissertation of his PGDHM program. He has completed the assigned project.

We wish him all the best.

For Thumbay Hospital, Dubai

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This is to certify that the dissertation titled Social Media Marketing Strategy, Thumbay Hospital, Dubai: A Critical Analysis submitted by Dr. Syed Mohammad Tayib, Enrollment No. IIHMR-U/01 /2013-15/0113 under the supervision of Dr. Vijay Pratap Raghuvanshi for the award of MBA Hospital and Health Management of the university carried out during the period from 17th March, 2015 to 14th May, 2015 embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

A handwritten signature in blue ink, appearing to read "Syed Mohammad Tayib", written in a cursive style.

Signature

ABSTRACT

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BACKGROUND

CONTEXT: Social media marketing by hospitals has now become a convention. More than 90% of the hospitals are now on facebook. Most of the hospitals have also made their mark on twitter, linkedin, google+ and blogs. Hospitals have either in house or outsourced digital marketing teams which handle social network pages and websites for the hospital. Hospital marketing online is now considered as one of its core strategies in order to attract patients. Thumbay Hospital being in its nascent stages of growth has to keep an open mind about marketing online and has to go a long way in creating a stronghold on the web 2.0 .

AIM: To compare the social media marketing strategy with the best hospitals online and try and implement these strategies and more for Thumbay Hospital, Dubai as well.

METHODS

The data was gathered as reviewed information extracted from the studies and articles of different authors who worked on analyzing the social media marketing strategies in and out of healthcare. The data was then analyzed and contrived into the current article.

FINDINGS

Cleveland Clinic's approach to social media marketing was defined by one of the members of the social media marketing team as a meaningful, helpful part of people's everyday lives when they aren't sick or don't need our services. Social media is used by Cleveland clinic to build a relationship with healthcare consumers that transcends time and space. They say that if they are a part of your life when you are well, perhaps you will consider coming here when you need care.

INTERPRETATION

CONCLUSIONS: Social media marketing in healthcare is more appropriate when it comes to being a helpful friend for the common man. Subscribing to a particular page would mean that you are subscribing to content which is relevant for you.

RECOMMENDATIONS: Consumers are busy and consumed by the stresses they face each day. They are looking to healthcare providers for help and answers. Offering up social media posts that focus inward on your own organization typically will not be as engaging as content that provide an immediate personal pay-off.

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I would like to thank Mr. Akbar Moideen Director Healthcare Thumbay Group, for giving me the opportunity to work in one of the most reputed healthcare organizations in UAE.

Dr. Tayib Mohammad Syed

Thumbay Hospital, Dubai

Table of Contents

Dissertation Report		
1	List of figures	4
2	List of tables	4
3	List of symbols and abbreviations	5
4	List of appendices	5
5	Text	
	1. Introduction_____	6
	2. Literature Review_____	7
	3. Methodology_____	8
	4. Results	
	1. Social media_____	9
	2. Social media – UAE_____	10
	3. Social media marketing – global perspective_____	11
	4. Social media marketing – UAE_____	14
	5. Social media marketing – Healthcare_____	15
	6. Pillars of social media marketing_____	16
	7. Social media marketing strategy – Cleveland Clinic_____	21
	5. Discussion	
	1. Comparison of Cleveland clinic and Thumbay Hospital – Facebook_____	24
	2. Comparison of Cleveland clinic and Thumbay Hospital – Twitter_____	29
	3. Comparison of Cleveland clinic and Thumbay Hospital – LinkedIn_____	31
	4. Free mobile applications – Cleveland Clinic_____	32
	5. Comparison of Cleveland clinic and Thumbay Hospital – YouTube_____	35
	6. Suggestions	36
6	Conclusion	38
7	Supplementary	
	1. Bibliography_____	39

DISSERTATION REPORT

1.List of figures

Figure No.	Context	Page No.
5.5.1.1	A snapshot of Cleveland Clinic's 'About' on Facebook	24
5.5.1.2	A snapshot of a bilingual post on Cleveland clinic Abu Dhabi's Facebook page	24
5.5.1.3	A snapshot of a post by Cleveland Clinic on Facebook pertaining to wellness	25
5.5.1.4	A post by Cleveland Clinic Abu Dhabi on Facebook Pertaining to Prevention	25
5.5.1.5	A snapshot of a post by Cleveland Clinic on Facebook pertaining to health tips	26
5.5.1.6	A snapshot of a post by Cleveland Clinic Abu Dhabi on Facebook pertaining to employee acknowledgement and appreciation	26
5.5.1.7	A flow chart showing how the content on Cleveland Clinic's social media sites is generated and distributed	27
5.5.1.8	A snapshot of online and offline hospital contact details/links after every post on Cleveland Clinic's blog, Health Hub	28
5.5.2.1	A snapshot of a video posted by Cleveland Clinic on twitter appreciating the nurses on nurse's week	29
5.5.2.2	A snapshot of a post by Cleveland Clinic on twitter pertaining to nutrition in light of a Mexican festival called 'Cinco de Mayo'	30
5.5.2.3	A snapshot of a post by Cleveland Clinic on Twitter pertaining to a Basketball match on the same day involving Cleveland Cavaliers, A basketball team that represents Cleveland, OH in the NBA (National Basketball Association, USA)	30
5.5.3.1	A snapshot of a post by Cleveland Clinic on LinkedIn pertaining to wellness	31
5.5.3.2	A snapshot of a post by Cleveland Clinic on LinkedIn pertaining to wellness	32
5.5.4.1	A Snapshots of the apps developed by Cleveland Clinic available for free download on Google Play and Apple Store	34
5.5.5.1	A snapshot of a video posted by Cleveland Clinic on their YouTube channel pertaining to Nurse's week	35

2.List of symbols and abbreviations

Description	
CSSD	Central Sterile Supply Department
HRD	Human Resource Department
ICU	Intensive Care Unit
CCU	Cardiac Care Unit
OT	Operation Theatre
IPD	Inpatient Department
OPD	Out Patient Department
HIMS	Hospital Information Management System
HOD	Head of Department
QA	Quality Assurance
TAT	Turn Around Time
PACS	Picture Archiving and Communication System
PAD	Patient Affairs Department
JCI	Joint Commission International
CABRI	Centre for Advanced Biomedical Research & Innovation
SPC	Statistical Process Control Charting
SMM	Social media marketing

5.1 INTRODUCTION

It was in Egypt where the world realized the power and influence social media has and how it can be used to propagate a message. An idea, The Arab spring: A spark that burst into flames that scorched and left a mark in the hearts of billions. Governments were toppled. Societies were transformed. A generation of free thinkers was resurrected. A revolution was born. And it all started with social media sites like Facebook, twitter etc. To many observers abroad, it seems that the Arab spring arose from nowhere. However, the fire had been stoked, biding its time to be unleashed once the numbers were achieved. Slowly it grew from a protest to a revolution. And the rest is history.

Social media usage among internet users in UAE has penetrated to more than 60%. Even UAE's usage ranks second highest in the Arab world [1]. Even as you read this, 72% of all internet users are active on social networking sites right now [2]. It is one of the most accessible and cheap platforms that businesses are taking advantage of to promote their brands. Through social media the reach is not only limited to tech savvy individuals, but to the general population as well. The social media platforms have been designed in such a way that they appeal to majority of the population. There's a place for everyone.

Social media uses the "wisdom of crowds" to connect information in a collaborative manner. Social media can take many different forms, including Internet forums, message boards, Weblogs, wikis, podcasts, pictures, and video.

Through this study I have tried to determine the social media needs of Thumbay Hospital. As established in the beginning of the tenure of my training, the hospital wanted to cater to the local population. Therefore, they required their social media marketing strategy to reflect their vision.

In order to do so, we took Cleveland Clinic's social media marketing strategy as benchmark, and tried to compare it with our own. The reason Cleveland Clinic was chosen was because it is at the moment, the most successful hospital when it comes to social media marketing strategies. A gap analysis was done.

5.2 LITERATURE REVIEW

- Before social media became popular, hospitals approached communicating and marketing traditionally: through broadcast, one-way messages. And the patients and community were forced to accept the messages being fed to them. This approach wasn't natural. Health is personal, something in which each of us is individually invested. We patients were scared of our health statuses, unprepared for hospital experiences, and lost in the confusion of healthcare, grasping at the information healthcare marketers pushed at us. Traditional marketing doesn't fit in healthcare. Social media has levelled the playing field. Now patients can communicate about health at any time. They can share fears about diagnoses with distant friends and families. They can connect with people across the world who struggle with similar health conditions, finding support and companionship. They can question whether the doctor gave the right diagnosis or express displeasure with a recent emergency room visit. Social media is natural for patients. [3]
- According to Sarasohn-Kahn (2008), Social media on the Internet are empowering, engaging, and educating consumers and providers in health care. This movement, known as Health 2.0, can be defined as: the use of social software and its ability to promote collaboration between patients, their caregivers, medical professionals, and other stakeholders in health [4]
- According to Jain (2013), just like every other sector, the expectation to jump onto the social media bandwagon slowly built up. While some hospitals did not give into the expectation, a surprising number did give in and tried to make a difference in their online presence. It is thus imperative to understand how the internet and the Social media world have influenced the healthcare industry. The dawn of this decade saw the rise of Social Media. Often known as a huge community in itself, 'Facebook' had revolutionized social interactions. Twitter, LinkedIn, Google+ and various other social media platforms are a part of every activity happening around the world. It is a

curious deal to understand how this huge network is helping businesses share information and attract potential customers. [5]

- In health care, patients increasingly use social media to communicate and share information. Seeing that many patients start by performing a Google search, it seems relevant for hospital organizations to be active on social media. For example, 64% of all respondents of an online questionnaire among patients in the United States start by performing a search to analyze their condition. Another reason why hospital organizations should embrace social media is that it may contribute to quality improvements in health care. Active use of social media not only speeds up communication and improves information provision for patients; it allows caregivers to engage patients in the delivery of care, and for caregivers and patients to make decisions collaboratively and improve their relationship. In this way, using social media improves patient-centred care [6]

5.3 METHODOLOGY

Research Design: Qualitative research design

Study time line: one month

Data collection: Secondary data.

- Secondary data: online research.

Objectives

- To assess the social media marketing strategy of Thumbay Hospital
- To study the social media marketing strategy of Cleveland Clinic and Cleveland Clinic Abu Dhabi
- To determine the gaps in the social media marketing strategy of Thumbay Hospital by taking Cleveland clinic's social media marketing strategy as benchmark

Research Question

What are the gaps in the social media marketing strategy of Thumbay Hospital when compared to Cleveland Clinic's social media marketing strategy?

5.4 RESULT

Social Media

Social media is all about networking and networking in a way that espouses trust among parties and Communities involved. Any website which allows users to share their content, opinions, views and encourages interaction and community building can be classified as a social media. Some popular social media sites are: Facebook, YouTube, Twitter, LinkedIn, Google+ etc. The meaning of the term 'social media' can be derived from two words which constitute it. *Media* generally refers to advertising and the communication of ideas or information through publications/channels. *Social* implies the interaction of individuals within a group or community. Taken together, *social media* simply refers to communication/publication platforms which are generated and sustained by the interpersonal interaction of individuals through the specific medium or tool.

Wikipedia has a general definition of the term: Social Media is the democratization of information, transforming people from content readers into content publishers. It is the shift from a broadcast mechanism to a many-to-many model, rooted in conversations between authors, people, and peers.

Social media are media for social interaction, using highly accessible and scalable publishing techniques. Social media uses web-based technologies to turn communication into interactive dialogues. Andreas Kaplan and Michael Haenlein define social media as "a group of Internet based applications that build on the ideological and technological foundations of Web 2.0, which allows the creation and exchange of user-generated content."

Social media is the medium to socialize. They use web-based technology to quickly disseminate knowledge and information to a huge number of users. They allow creation and exchange of user-generated content. Facebook, Twitter, google+, LinkedIn and other social networking sites are collectively referred social media.

Social media represents low-cost tools that are used to combine technology and social interaction with the use of words. These tools are typically internet or mobile based like Twitter, Facebook, MySpace and YouTube.

There are two **benefits** of social media that are important to businesses, they include:

1. Cost reduction by decreasing staff time.
2. Increase of probability of revenue generation.

Social media **enables** companies to:

- Share their expertise and knowledge.
- Tap into the wisdom of their consumers.
- Enables customers helping customers.
- Engages prospects through customer evangelism.

Thus the benefits of social media include: brand reach and awareness, consumer interactions through transactions, referrals and reputation management. [7]

The global reach is nothing short of marvelous, so much so that if Facebook were a country, it would be third largest, next to China and India. Some even say that this is the biggest shift since the industrial revolution, which means that the world has a brand new playing meadow at its center; social media is any kind of online media that stimulates participation, openness' conversation, Connectors and sense of community. The social media phenomenon has a profound impact. [8]

Social Media – UAE

Total population of UAE is 9.346 million (2013) [9]. More than 60% of the total population uses social media in UAE

Total population of Dubai is 2.106 million. More than 65% of the total population uses social media. [10]

- Facebook users in UAE - 5 million in number on October, 2014 which is 53% of the total population [11]

- Twitter users in UAE - 401,000 in number on March, 2014 which is 4.3% of the total population [12]
- LinkedIn users in UAE - 2.1 million in number on October, 2014 which is 22.5% of the total population [11]
- YouTube users in UAE - 83% of the total population uses YouTube. 34% are daily users and 35% are weekly users [13]
- Google+ users in UAE - A very small portion of the population use Google+. It is not that famous in the UAE [11]

Social media marketing – global perspective

Social media marketing consists of the attempt to use social media to persuade consumers that one's company, products and/or services are worthwhile. Social media marketing is marketing using online communities, social networks, blog marketing and more.

Lazer and Kelly's (1973) define social marketing as "concerned with the application of marketing knowledge, concepts, and techniques to enhance social as well as economic ends. It is also

Concerned with the analysis of the social consequences of marketing policies, decisions and activities. "Social media marketing is not merely about hitting the front page of Digg or any other social news website. It is a strategic and methodical process to establish the company's influence, reputation and brand within communities of potential customers, readers or supporters.

Different industries are adopting social media marketing at different rates, and while many industries have started using social media marketing in their efforts to reach more customers, many still have not positioned it as their top priority.

A research shows that charitable organizations are still outpacing the business world and academia in their use of social media. In a study conducted in 2008, a remarkable eighty-nine percent of charitable organizations are using some form of social media including blogs,

podcasts, message boards, social networking, video blogging and wikis. A majority (57%) of the organizations are blogging. Forty-five percent of those studied report social media is very important to their fundraising strategy. While these organizations are best known for their nonprofit status and their fundraising campaigns, they demonstrate an acute, and still growing, awareness of the importance of Web 2.0 strategies in meeting their objectives. In just the last few months, marketers have shifted their attitudes toward social media marketing spending. This was recently affirmed in the new study, “The CMO Survey”, from Duke University’s Fuqua School of Business and the American Marketing Association. A key finding:

Social media marketing budgets continue to rise. According to the results, businesses currently allocate 6% of their marketing budgets to social media, an allotment they expect to increase to 10% during the next year and 18% over the next 5 years.

Back in August 2009, marketers had already planned on devoting more money to social media. However, in February 2010, marketers reported that they plan to allocate one-fifth of their marketing budgets to social media marketing in the next 5 years. This is a definite increase from the 2009 projections. The study features the following comparison from August 2009 to February 2010:

Current marketing budget spending on social media:

August 2009: 3.5%

February 2010: 5.6%

Marketing budget spending on social media in the next 12 months:

August 2009: 6.1%

February 2010: 9.9%

Marketing budget spending on social media in the next 5 years:

August 2009: 13.7%

February 2010: 17.7%

It can be understood that even though many are still experimenting and learning how best to use social media tools, these results indicate that marketers think social media marketing is

here to stay and will play an increasingly important role in their work in acquiring and retaining customers in the future.

Benefits of social media marketing:

Significantly different from conventional marketing strategies, Social Media Marketing (SMM) offers three distinct advantages. One, it provides a window to marketers to not only present products / services to customers but also to listen to customers' grievances and suggestions. Two, it makes it easy for marketers to identify various peer groups or influencers among various groups, who in turn can become brand evangelist and help in organic growth of a brand. And, three, all this is done at nearly zero cost (as compared to conventional customer outreach programmes) as most of the social networking sites are free.

Social media marketing helps in:

- Generating exposure to businesses.
- Increasing traffic/subscribers.
- Building new business partnerships.
- Rise in search engine rankings.
- Generating qualified leads due to better lead generation efforts.
- Selling more products and services.
- Reduction in overall marketing expenses.

Companies in the west are investing increasingly in SMM to get in touch with their customers. They are indulging in constant interaction with their prospects in order to understand their needs and hence make products better. It's the best way to learn from your customers about their needs and your own shortcomings. However, SMM is a very personalized way of advertising and promotions can be targeted only to particular groups which are interested in a particular domain, quite unlike conventional advertising. [14]

Social Media Marketing – UAE

Extensive literature exists detailing the myriad ups and downs associated with social media across the globe (Feenberg, 2002). As far as the Arab world is concerned, to the surprise of many in the West, social media usage has been extensive. Yet there is no current, comprehensive and accurate accounting of social media use in the UAE although some estimates and data are available. One source ranked UAE users fifth among Middle East countries in usage, after Iran, Saudi Arabia, Israel and Syria (Internet Usage Statistics, 2011). With 3,777,900 Internet users out of a population estimated by the UAE federal government as 8.4 million as of June 10, 2011, nearly 76% of the population has access to the Internet, one of the highest penetrations in the world, according to International Communication Union. The World Bank, using population figures lower than up-to-the-minute, official UAE census data, estimates Internet penetration at 82.2%, which is higher than in the United States.

An in-depth social media study by the market research firm Grafdom (2011) gauged the UAE's top 100 most influential corporate brands, individuals and events through measuring their presence on three top new media sites: Facebook, Twitter and YouTube. Because of the study's aggregated scores based on the number of followers or subscribers of their social media profile, it serves indirectly as a measure of new media usage itself. Of the three, it found Facebook by far the most popular choice (72%). Twitter usage was significant (27 %) though about a third of Facebook's. Between 2009 and 2010 Twitter usage in the Arab region was estimated to around 5.5 million users (Arab Crunch, 2010), an impressive 136.5% annual growth rate. About 40% of that growth came from the UAE. By comparison, YouTube usage was minimal at 1%, but this may be explained by the typical non-commercial/entertainment emphasis on YouTube. [15]

Social Media marketing – Healthcare

While industries such as retail and hospitality quickly saw the potential, the health sector has been slower to move. According to a new survey by PwC's Health Research Institute (HRI), hospitals, insurers, and pharmaceutical manufacturers can benefit from this new form of interactive communication

With a single key stroke, individuals can broadcast their attitudes on physicians, drugs, devices, treatments, hospitals, and health plans. One-third of consumers are using social media for health-related matters. Most tellingly, they are choosing "community" sites over industry sponsored sites. In a week's snapshot of several health-related companies and consumer sites, HRI found that daily activity numbered in the thousands for community sites versus in the hundreds on company sites.

Early adopters in the health industry tell PwC that despite concerns about integrating social media into data analytics and measuring its effectiveness, they are incorporating social media into their business strategy. More than 1,200 hospitals participate in 4,200 social networking sites. With these new opportunities come challenges and the likely threat of agile new entrants into the market. With transparency, patient expectations rise. And as health organizations collect more detailed information on its patients, proper safeguards will be needed to ensure privacy and security. Not long ago, terms such as liking, following, tagging, and stumbling all had very different meanings. But in the era of social media, they provide the clues that could lead to higher quality care, more loyal customers, efficiency, and even revenue growth.

Business strategies that include social media can help health industry companies to take a more active, engaged role in managing individuals' health. Social marketing can evolve into social business with the right leadership and investment of resources. Organizations should coordinate internally to effectively integrate information from the social media space and connect with their customers in more meaningful ways that provide value and increase trust. Insights from social media also offer instant feedback on products or services, along with new ideas for innovation. Organizations that can incorporate this information into their operations will be better positioned to meet the needs of today's consumers [16]

Pillars of Social Media marketing

BLOGGING

Every company with a website should have a blog that speaks to its current and potential customers as real people. Blogs are not the right place for corporate speak press releases; blogs should be conversational in tone.

readers trust blog content more than social media sites for shopping. This makes sense, since shoppers look for detailed information to help them make a decision rather than engage with random posters who may have opinions about products.

TWITTER

Twitter for business is a fast, easy (and free) way to:

1. Stay on top of what the competitor is doing;
2. Keep in touch with the own clients (subscribe to their Tweets and see what they are doing);
3. Offer private discounts and sales announcements;
4. Provide internal updates to team members and employees;
5. Get leads on business opportunities, trends, and a jump on late-breaking news.

FACEBOOK

How would a marketer take advantage?

Some ways may include:

1. Establishing and enhancing the brand image

2. Establishing and enhancing the company's authority in the market , a thought leader
3. Using the network for market research (opinions and viewpoints, good for surveys)
4. Creating a Facebook group of people of similar interest. Great for networking.
5. Targeted Advertising

USING FACEBOOK TO CAPTURE CUSTOMERS

A central tenet of retailing is to put stores near customers. Now that 600 million potential customers are on Facebook, retailers are flocking to the site and aggressively experimenting with new communication strategies. Here are five ways they're connecting with customers on Facebook:

1. Promotions

For retailers, the key is to treat "fans" differently than other customers by providing special access to offers and information. Using Facebook as a one-way communications channel is a baby step, but broadcasting deals already found in other channels isn't a particularly effective engagement model. A smarter approach is to reward fans by, for instance, providing Facebook-only discounts and sneak peeks at upcoming products. Participatory promotions are particularly effective as they add excitement to online purchasing and an incentive for customers to invite other friends. For example, Lowes ran a Black Friday campaign on Facebook in which it offered a limited number of items at ridiculously low prices for fans only. Most discounts were in the range of 90% and were limited to the first 100 people to check out with the item at lowes.com. Not only did this engage existing customers, but it drove new customers to "like" Lowes' Facebook page, allowing Lowes to post future deals- on their newsfeeds. Crowd sourcing Wal-Mart and Gap have used crowd sourcing tactics on Facebook, inviting large groups to participate in shaping an offer or strategy. The Wal-Mart Crowd Savers program, for example, offers a potential deal to Facebook fans that is only

activated if enough fans "like" the promotion - in effect, joining together to reach a goal - much like Groupon's model. Similarly, last year Gap asked its Facebook fans to comment on its new logo design. After a barrage of negative feedback from fans, Gap invited them to submit their own designs. Responding to customers' outcry, the retailer ultimately restored its original logo.

2. Crowd sourcing

Wal-Mart and Gap have used crowd sourcing tactics on Facebook, inviting large groups to participate in shaping an offer or strategy. The Wal-Mart Crowd Savers program, for example, offers a potential deal to Facebook fans that is only activated if enough fans "like" the promotion - in effect, joining together to reach a goal - much like Groupon's model. Similarly, last year Gap asked its Facebook fans to comment on its new logo design. After a barrage of negative feedback from fans, Gap invited them to submit their own designs. Responding to customers' outcry, the retailer ultimately restored its original logo.

3. Check-ins

Mobile-device check-ins is a popular way to electronically announce the arrival at a location. This has enormous potential value for retailers who, if they identify customers at all, typically don't do it until checkout, at which point it's too late to influence a purchase. Facebook Deals enables retailers to provide electronic coupons and loyalty points when customers check in at arrival, increasing store traffic and sales, and giving retailers a clearer picture of their customers' behaviour. Last year REI drove traffic to its stores by offering \$1 donations to charity for every check-in, with a ceiling of \$100,000. American Eagle has offered 20% discounts to customers who check into its stores.

4. Games

like Farmville and Mafia Wars hosted on Facebook are immensely successful, creating an ideal opportunity for retailers to do something they know well: marry entertainment and merchandising. Last summer 7-Eleven partnered with game-maker Zynga to extend social games into the physical world. Items such as slurpees and Big Gulp were branded with

Farmville, Mafia Wars and YoVille designs that had redemption codes for in-game rewards. Meanwhile, teen-fashion retailer Wet Seal has been developing its own Facebook game, Chic Boutique. The retailer is hoping customers will compete with each other online to design outfits compiled from items in its catalogue, increasing awareness of Wet Seal's offerings and driving sales

There are a few companies that conduct quizzes and give away prizes which are their products. Enticing and engaging is this prospect. There is the involvement of fun and surprise in the process which keeps the patient coming for more. Other companies like National geographic post riddles for their audience on social media. National Geographic's page on Facebook is one of the most famous in the world

5. Social Shopping

The most obvious use of Facebook is also the most elusive - to create more than just an ecommerce store within a Facebook frame. Over the past two years several retailers have made it possible for customers to browse a subset of products on the company's Facebook page, but they usually rely on their e-commerce site to complete the transaction.

This is a step in the right direction, but to take real advantage of Facebook, retailers must make it easier for people on the site to communicate with each other about products, promotions' and reviews, and seamlessly make purchases. To that end JC Penney recently opened a storefront on Facebook containing its entire catalogue of products. The UK retailer ASOS quickly followed suit. Facebook is testing a Buy-with-Friends program' currently limited to virtual goods, that publishes users' purchases on friends' newsfeeds and, by offering discounts, encourages those friends to make the same purchase. All companies, not just retailers, should be using social media like Facebook to listen to what customer are saying about their products and brand; attract them by using promotions, contests, and games; and involve them to keep them loyal and take advantage of the power of influential's. These are the early days, and while it's uncertain what will work best, it's likely that retailers that don't experiment with social commerce will find their customers defecting to those that do.

MEDIA SHARING SITES

Media sharing sites allow you to upload your photos, videos and audio to a website that can be accessed from anywhere in the world. Most services have additional social features such as profiles, commenting, etc. The most popular by far are youtube (videos) and Flickr (pictures). Whether it's Pinterest, Instagram, Flickr or one of the many photo sharing sites popping up online, image-driven social media networks and sites are a great resource for B2B companies. Online marketing doesn't just consist of Facebook, PPC efforts, and banners. Online marketing is about providing current and potential customers with interesting, informative content. This includes images. Because many photo sharing sites are free, a business's biggest investment is time. B2B companies can truly benefit from having corporate accounts on a number of these photo sharing sites.

FORUMS

An Internet forum, or message board, is an online discussion site where people can hold conversations in the form of posted messages. They differ from chat rooms in that messages are at least temporarily archived. Also, depending on the access level of a user or the forum set-up, a posted message might need to be approved by a moderator before it become visible. Forums have a specific set of jargon associated with them; e.g. a single conversation is called a “thread”. A discussion forum is hierarchical or tree-like in structure: a forum can contain a number of sub forums, each of which may have several topics. Within a forum’s topic, each new discussion started is called a thread, and can be replied to by as many people as so wish. Depending on the forum’s settings, users can be anonymous or have to register with the forum and then subsequently log in order to post messages. On most forums, users do not have to log in to read existing messages. Forum marketing is great way to make your online business stand out from the crowd, forum users are generally net savvy and open to making online purchases. Many forum users are also respected experts and bloggers in the specific topics covered by the forum. Forum marketing is a high ROL strategy because making a good impression in front of this savvy and influential audience can help your marketing message spread far and wide. [17]

Social media marketing, Cleveland Clinic

Presented below are few excerpts of interviews of Cleveland Clinic's marketing team responsible for social media marketing taken after their huge success online.

Objective: "Our primary business objective for Health Hub is to generate more national brand awareness, and our research shows that social media (fuelled by Health Hub) is having a significant impact."

"Health Hub has experienced tremendous growth since it launched in 2012. It now has over 2.7M visits per month, and will soon exceed 3 million. We have stuck to the same guiding strategy from the beginning: Offer consumers useful, helpful, and relevant health information in a conversational style. We've evolved to be more agile and slightly more aligned with what's going on in the news, and are even part of the Google News Network now. Health Hub content is syndicated by several partners including Yahoo! Health, NewsCred, and Spry Living."

"We plan to continually improve the product—keeping content fresh and staying on top trends—as well as exploring additional content partnerships. We're also looking to get more sophisticated with personalization and creating customized content experiences for our users."

Content: "sharing useful, helpful, and relevant information is the main driver of our success. Our Health Hub from Cleveland Clinic blog fuels our social media channels. The blog posts are conversational and meaningful to people all over the world—whether they will be a Cleveland Clinic patient or not—and that resonates extremely well on social media."

"We typically don't post about our own organization very often. We focus on helping patients solve problems and make healthy decisions for themselves and their families—decisions at home, at the grocery store or pharmacy, in the doctor's office. We have built trust with our followers, and we take that seriously. All of our content is thoroughly reviewed and approved by clinical experts."

“I would also say that leveraging data is also critical to our success. The team is constantly testing ideas and seeing what works. We utilize the insights we gather from many analytics tools to make decisions around every aspect of every post on every channel. We're always trying to better understand our audiences and maintain relevance.”

Content genesis: “Our Health Hub blog is the foundation of our social media strategy. Cleveland Clinic has thousands of healthcare professionals who are leaders in their respective fields. They have tremendous evidence-based knowledge and experience.”

“Our job is to deliver that wealth of knowledge to people in a friendly and informative way. Facebook is our primary platform for doing that.”

“Our digital engagement team works with colleagues from all over the organization to generate ideas for the blog and to identify the best expert sources. We maintain a publishing calendar for Health Hub. Our social team is responsible for curating the Health Hub content and distributing it across the social channels in ways that will have maximum appeal to their respective audiences.”

“The posting schedule and techniques differ by channel, but the strategy is fundamentally the same: Use Health Hub content to make a positive difference in people's health.”

“In terms of Facebook, we post six times a day, which is more than most of our competitors, but we know our schedule works. We see it in the engagement numbers. And we do our best to strike a balance between wellness and prevention and clinical treatment information. We constantly look at the data to determine the best blog topics and combinations of words, images, videos, and graphics to create the most engaging posts on each social platform.”

Rationale: “Healthcare is bought, not sold. We can't create demand for our services. Consumers need us only when they need us—and they never want to need a hospital. Social media gives us an opportunity to be a meaningful, helpful part of people's everyday lives when they aren't sick or don't need our services.”

“We can use social media to build a relationship with healthcare consumers that transcends time and space. If we are part of your life when you are well, perhaps you will consider coming here when you need care.”

“Consumers are busy and consumed by the stresses they face each day. They are looking to healthcare providers for help and answers. Offering up social media posts that focus inward on your own organization typically will not be as engaging as content that provide an immediate personal pay-off.”

Future: “For healthcare organizations in particular, I think we will need to continue to build relationships with people by helping them stay healthy versus only taking care of them when they are sick. Our industry is headed toward greater transparency and more dialogue on social media from consumers around pricing and shopping for healthcare. Trends we've seen in retail social media use will work their way into the healthcare space.” [18]

“We are well above the national averages. A lot of that is driven by the success we've had in social media. Many people access their Facebook and other social media accounts do so on their mobile devices, multiple times each day.”

“If you're creating great content, you can pull them through to your website. So, if you haven't designed for mobile from the start you are missing out on a huge part of audience.”

In 2014, clevelandclinic.org had 60 million visitors. [19]

5.5 DISCUSSION

After reviewing the different social media endeavours by both the hospitals, we can see where Thumbay Hospital is lagging behind. The content itself is not aligned with the promotion of customer centricity. However this self assessment will take us towards a more structured approach towards social media

5.5.1 Cleveland clinic - Facebook



5.5.1.1 A snapshot of Cleveland Clinic's 'About' on Facebook

- Bilingual posts on Cleveland clinic's Facebook page. 2 separate posts, one in Arabic and the other in English



5.5.1.2 A snapshot of a bilingual post on Cleveland clinic Abu Dhabi's Facebook page

- Posts revolve around wellness, Prevention and treatment information.



5.5.1.3 A snapshot of a post by Cleveland Clinic on Facebook pertaining to wellness



5.5.1.4 A post by Cleveland Clinic Abu Dhabi on Facebook Pertaining to Prevention



5.5.1.5 A snapshot of a post by Cleveland Clinic on Facebook pertaining to health tips

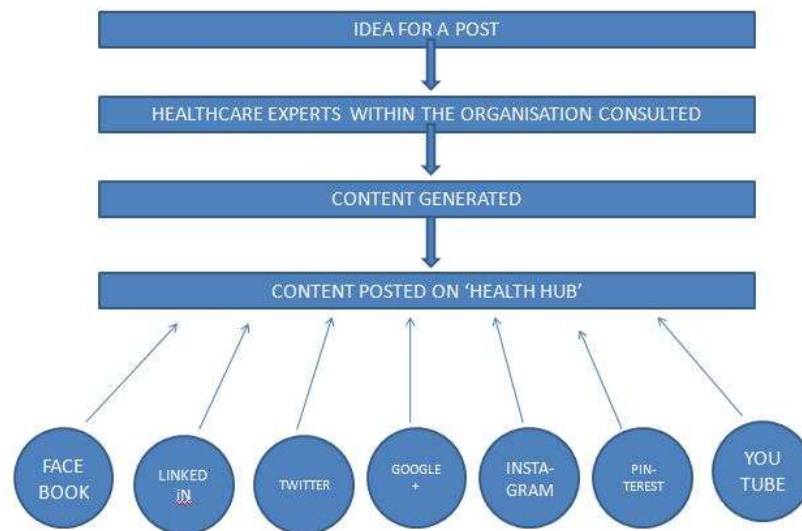
- Posts appreciating the staff of the hospital. A celebration of the hard work and commitment put in by the employees.

Meet our Sr. Director of Radiation Safety and Medical Physics, Auroba Al-Samaraee.



5.5.1.6 A snapshot of a post by Cleveland Clinic Abu Dhabi on Facebook pertaining to employee acknowledgement and appreciation

- The posts on their Facebook page lead to their blog; Health hub. There are at least 5-6 Posts every day on the blog and eventually links to the posts on all their social media platforms
- Content genesis:



5.5.1.7 A flow chart showing how the content on Cleveland Clinic's social media sites is generated and distributed

- On page information are mentioned the services that are provided by the hospital
- Mission, Vision and values are separately mentioned
- A separate tab for 'terms of use' is present which gives information to the subscriber of the page about security related to health information.
- 'Health Hub' is a blog that was created separately by the hospital as a supplementary page in order to inform individuals about health. Its main purpose came into being when the social media marketing team thought it'd be easier to link the social networking site pages to the blog. Cleveland Clinic's Facebook page has 1.2 million followers.

The interesting part is that right below the post, they have placed links for the patients where they can request for an appointment, or contact the hospital



5.5.1.8 A snapshot of online and offline hospital contact details/links after every post on Cleveland Clinic's blog, Health Hub

- **Cleveland clinic posts six posts per day on Facebook**

Thumbay Hospital – Facebook

- The posts are not generally aligned toward the user's interests. There are more posts about the organization than about what might be helpful for the subscribers health.

A customer centric approach has not been taken into consideration. The page gives an outlook of a product-centric organization.

- There is no consistency in the posting patterns of the posts, neither in content, nor in timing.
- The services provided by the hospital need to be mentioned in the information part of the hospital.
- Posts are only in English. This would not attract local people.
- Also, the colours in the posts are not as catchy as they should be. There is no presence of a cover page.

5.5.2 Cleveland Clinic - Twitter

Cleveland Clinic's twitter posts run along the same lines as their Facebook posts. There is customer centric content which has been reviewed and then posted by healthcare experts. There are also posts which are targeted towards the employees, appreciating the employees and the hard work they put in.



5.5.2.1 A snapshot of a video posted by Cleveland Clinic on twitter appreciating the nurses on nurse's week

Another point to notice is their acknowledgement of all the things that are happening around them. From sports to festivals, there is a conscious effort made to align their posts with the environment around them.



Cleveland Clinic @ClevelandClinic · 14h

The average restaurant margarita contains a whopping 500 calories. #CincoDeMayo



48 44

5.5.2.2 A snapshot of a post by Cleveland Clinic on twitter pertaining to nutrition in light of a Mexican festival called ‘Cinco de Mayo’



Cleveland Clinic @ClevelandClinic · May 4

Are you #ALLinCLE? We are! Good luck tonight, @cavs! #CavsBulls

Cleveland Cavaliers and Getty Images



10 27

5.5.2.3 A snapshot of a post by Cleveland Clinic on Twitter pertaining to a Basketball match on the same day involving Cleveland Cavaliers, A basketball team that represents Cleveland, OH in the NBA (National Basketball Association, USA)

Thumbay hospital - Twitter

There is no separate twitter page for Thumbay Hospital. Posts for all the hospitals are posted on one page. It is easy to confuse a promotional post from one hospital with another.

5.5.3 Cleveland Clinic – LinkedIn

Cleveland clinic's LinkedIn page again has the similar posting pattern as that of Cleveland Clinic's Facebook and twitter page. The posts are aligned toward wellness & health tips. Everything that is helpful and relevant to the customer. There are no posts on the organization itself.



5.5.3.1 A snapshot of a post by Cleveland Clinic on LinkedIn pertaining to wellness

Cleveland Clinic Dinner out this weekend? Here's what you should (and shouldn't) eat at your favorite restaurants. ➔ <http://cle.clinic/1QPSKRM>



Like (78) • Comment • Share • 8 days ago

👤 Dragos Mihaita, Lori Rogers, CIR +76

5.5.3.2 A snapshot of a post by Cleveland Clinic on LinkedIn pertaining to wellness

Thumbay Hospital LinkedIn

Thumbay hospital again like twitter has a composite page for all the hospitals. This again will not highlight information coming from a single hospital.

LinkedIn has to be taken seriously as it has the 2nd largest number of subscribers in UAE when it comes to social media platforms. [11]

5.5.4 Free Mobile Applications – Cleveland Clinic

Cleveland clinic has put out a number of genius applications for customers and doctors in order to increase its brand awareness. These applications share the same goal as the social media platforms. However, they are more specific to suit their target audience. Given below are the pictures along with the descriptions of the apps.



Cleveland Clinic Today

The Cleveland Clinic Today App is your daily interactive source for the latest health and wellness tips from the experts at Cleveland Clinic (One of America's Top 4 Hospitals – U.S. News & World Report 2012-13 Best Hospitals' Rankings). Compatible with iPhone, iPad, Android phones & tablets.

[Learn More](#)



MyCare

What is MyCare Online? Simply put, MyCare Online is healthcare that fits into your life. Instead of coming into the office for your next follow-up visit, patients can now opt to participate in this innovative program and visit their Cleveland Clinic provider live and online using a computer, tablet or smartphone.

[Learn More](#)



Physician Referral

Our Physician Referral App is an interactive tool to give physicians a mobile resource to improve the referral experience, build a relationship with referring physicians and use our Referring Physician Center.

[Learn More](#)



Cancer Clinical Trials

Stay up to date on Cleveland Clinic's more than 130 active clinical trials for cancer patients. Available for both iPhone and iPad devices.

[Learn More](#)



Epilepsy

MyEpilepsy app is our free educational iPad tool that allows you and your physician to effectively manage your epilepsy.

[Learn More](#)



Health Q&A

The Cleveland Clinic Health Q&A is a way for patients and consumers to quickly get free health answers and tips from existing physician-reviewed content. The user types or speaks a question into the mobile device.

[Learn More](#)



Innovations

The Cleveland Clinic Innovations App is your daily interactive source for the latest news in commercialization technology and the Annual Medical Innovation Summit conference, which features a different health related topic each year and the announcement of the annual Top 10 Medical Innovations for the upcoming year.

[Learn More](#)



Heritage

A one-stop historical exploration of one of Ohio's largest employers and one of the world's most renowned academic medical centers.

[Learn More](#)



Heart Story

Heart Story: A Day in the Life at the Nation's No. 1-Ranked Heart Program

[Learn More](#)



Let's Move It

Make walking and running fun and goal-oriented. Select among 15 walking or running "challenges."

[Learn More](#)



Wellness Tip of the Day

Access convenient, short, daily wellness tips from Cleveland Clinic experts.

[Learn More](#)



Cleveland Clinic Stress Meditations

Stress Meditations, created by Cleveland Clinic's Wellness Institute, offers eight effective, easy-to-use guided meditations.

[Learn More](#)



Go! to Sleep

Improve your sleep habits with Go! to Sleep, which assigns you a "sleep score," rating the quality of your sleep.

[Learn More](#)

5.5.4.1 Snapshots of the apps developed by Cleveland Clinic available for free download on Google Play and Apple Store

5.5.5 Cleveland Clinic - YouTube

The Cleveland Clinic YouTube Page houses myriad of content. The videos focused on the main page are:

- Doctor interviews
- Patient testimonials
- Health Education – nutritional facts, healthy food recipes, question and answers by patient and doctors respectively, disease symptoms awareness
- Surgical Procedures simulations and demonstrations
- A separate section for annual reports which include every aspect of improvement by the hospital
- Posts for general populous
- Posts made specifically for the employees of Cleveland Clinic



5.5.5.1 A snapshot of a video posted by Cleveland Clinic on their YouTube channel pertaining to Nurse's week

Thumbay Hospital – YouTube

- Thumbay Hospital has videos uploaded which are pertinent to the functions and events that have happened in and around the hospitals.
- There are no patient testimonials/stories of recovery.
- No videos related to the doctors or employees working in the hospital.
- There is no video showcasing the hospitals and services provided by the hospital
- All the videos have been posted together. There is no separation of one genre of video from another
- There is nothing on the page which might be relevant to the general population.

5.6 Suggestions:

- Bilingual posts can be added in order to target the local population
- Online portal for appointments can be added on all social media platforms
- A separate section for feedback can be made where only the customer reviews or queries are handled
- Doctor's can host live chats on Facebook engaging with the customer and discussing their queries
- Asking riddles to its subscribers got the national geographic Facebook page on the top 10 most liked pages on Facebook.
- Quizzes can be conducted weekly online for the subscribers. Whoever gives the answer first can get a dental/ophthalmic check up free.

The first person to give the right answer wins the free health check up.

- A more active approach towards posting about the surroundings and environment so that we can align our posts with the daily lives of our subscribers in order to enhance their experience.

For example, Ramadan is coming up. A 30 day post preparation on healthy habits that can be followed during the holy month where people all over the country will be fasting. Recipes for healthy diets that can be prepared during Iftar (time the fast is broken) would be appealing.

- Facebook users between the ages of 22-30 constitute to 44% of the total users in UAE. In a couple of years, this population is going to reach an age where they will become disease prone. It is now that we need to start targeting this population through social media so as to gain their trust. [10]

6. CONCLUSION

Social media marketing now cannot be considered as a radical approach to marketing. It has very much become a convention. Social media marketing gives the brand an informal approach to marketing and an excellent platform for gaining feedback from the customers. In the words of Michael Fader, A professor from Wharton school of business: “customer centricity for the win”. Customers now expect a more personal approach from brands. A customer centric approach is now necessary in order to gain the customers favour. The customer has moved on. It's time brands do too. Social media marketing surprisingly gives a brand an excellent opportunity to gain honest feedback from the customers. Taking the feedbacks positively, appreciating the customer's opinion and working on improving services in accordance to customer wants and needs will definitely fall in favour of the customer and eventually, the hospital.

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