

The Role of Social Networks in Achieving Competitive Advantage in Small and Medium Enterprises" in the Republic of Yemen"

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Introduction

Social networks such as YouTube, Facebook, Twitter, Instagram, LinkedIn, and other sites have become a powerful force and an integral part of manipulating the lifestyle of a large segment of societies. This study investigates on small and medium enterprises as they easily get better profits with less efforts and low budget via network promotion on the World Wide Web. It is estimated that the number of Facebook users around the world exceeds two billion and two hundred million users (according to the statistics of January 2018) while the number of Twitter users is one billion and eight hundred million users. This exceeds the number of users of both LinkedIn which is 540 million and Instagram which is a billion users. In this regard, active users of YouTube have reached a number of one billion and nine hundred million users watching videos across the platform in 80 different languages around the world. Social networks, if properly used, will allow small and medium enterprises to advertise themselves, increase their popularity and manage their reputation, which is a critical point in brand marketing so as to achieve competitive advantage.

Study problem:

Social networking in the world is a key factor in achieving competitive advantage and promoting the brand of small and medium enterprises. Networks have become a growing force and a modern marketing tool, because traditional marketing means are no longer able to satisfy customers' desires, needs and cognitive motivations. We have checked out the following key question:

((How well do social networks contribute to the competitive advantage of small and medium enterprises in the Republic of Yemen?))

Thus, there is a number of sub-questions derived from this question:

1. What is the definition of social networks and small and medium enterprises; and what advantages have enabled them to compete with conventional marketing methods?
2. What are the most important and prominent advantages and disadvantages of the use of social networks by small and medium enterprises?
3. How well do social networks contribute to the competitive advantages of small and medium enterprises?
4. Do the local small and medium enterprises exploit the social networks as a modern marketing tool?

The importance of the study:

The importance of this study is embodied in practice as it achieves competitive advantage. Social networking is a good medium for influencing brand reputation and increasing sales by disseminating information about brands, quality, price, experience, etc. Marketing professionals find and promote e-shopping campaigns and e-shopping activities through various forms of activities, such as electronic-delivered speech and interactive online store fronts. [1] There has been a number of Arabic and Western studies that conclude that social networking is an effective program marketing to build deep lasting relationships with consumers by strengthening the image and managing the reputation of enterprises (2), as online vendors can benefit greatly from social networks in case of convincing their web users to be online customers. The small and medium enterprises need to develop their performance and update the content of their promotional messages to reflect the major developments in the market. In theory, little is known about how social networking users have been confused with the changes of their behavior theoretically. The studies that investigate the growing role of social networking on the Internet from a consumer perspective are still limited. And very few

marketing professionals realize the impact of customer involvement in social networking in the online purchasing decision. Therefore, this is an important research area.

Objectives: The study aims at achieving the followings:

- 1- Making an important contribution of an excellent conceptual presentation dealing with one of the e-marketing concepts in the field of information systems(social networks, the parties and beneficiaries (small and medium enterprises)).
2. Providing models for some small and medium enterprises in the exploitation of local networks.
3. Accessing the results and recommendations of the decision-making marketing on the target markets and e-marketing programs.

The concept of social networks and small and medium enterprises

Over the last few years, the term social networks between individuals and business organizations has grown considerably and has been widely used in various disciplines and sciences. A set of definitions and terms that describe this concept has emerged, especially in studies published in Western countries.

Some people describe social networks as a sort of hypothetical community while others consider them as channels of communication. (8) For example, some scholars define these networks as "sites"; sites that enable users to create a private profile and build their personal network, and then they can exchange information with others belonging to the same network (9). Others also define it as a space where people review their personal files and build their own social networks. (10) Livingstone defines them as sites that allow people to communicate widely and converge between the various activities they practice, such as: Public messages, websites, photos and video albums, etc. This definition describes social networks as a web service that enables us to diagnose the nature of the relationship between the use of social networks and competitive achievement and to manage the reputation of organizations which is considered as a crucial factor in the marketing of the brand.

•There are many definitions, but we focus on the definition according to the capital invested . In this respect, small projects are those enterprises which have less than ten employees and do not exceed the capital of a million Riyal, while the medium projects are defined as projects that have 50 workers and exceed the capital of a million Riyal and not up to five million.

The followings are the most important factors of small and medium enterprises:

- 1- Ease of incorporation due to the lack of capital or advanced technology.
- 2- Providing job opportunities at low cost of investment; Spreading positive industrial values in society through developing skills for some trades and skills.
- 3- Exploiting the citizens' savings and benefiting from them in the various investment fields.
- 4- Maximize the utilization and exploitation of locally available raw materials to produce finished goods that contribute to satisfy consumers' needs and interests.

A brief history on social networks

Social networks is notion that refers to a group of Web sites that have emerged with the second generation of the Web, or Web 2.0. It allows communication between individuals and business organizations in a hypothetical community grouped by particular aim or work nets (country, university, school, organization..etc.). All this is done by means of direct communication services such as sending messages or viewing the profiles of others and knowing their news and information that they offer. (4) Social networks are classified as second-generation web sites 0.2 . They primarily rely on their users to run and feed its contents. The forms and objectives of these social networks vary greatly based on the criteria they follow. Some of them generally aim at forming public communication and friendships around the world. Some others are about the formation of social networks within a specific domain, such as professional networks, networks of photographers and graphic designers. The network is published in public on the net to gather members of common interests who are looking for files or images. The emergence of these networks in the Republic of Yemen

was in conjunction with its emergence in the advanced countries by the virtue of the information revolution which has become a life necessity ... etc.

-The emergence of social networks

S	Accompany name	Date of appearance	Country Appearance
1	Theglobe.com	1994	USA
2	Genocide	1995	USA
3	Tripod	1995	USA
4	Classmates.com	1995	USA
5	SixDegrees.com	1997	USA
6	Friendster	2003	USA
7	space My	2004	USA
8	Belo	2005	USA
9	Facebook	2004	USA
10	Digitalbuzzblog	2003	USA

1-The concept of social networking was first used by John Barnes (A.) John in 1954. Social networks in their traditional form were initiated for the sake of a global messaging club to link people from different countries using ordinary written messages. The existence of Internet led to the spread of social communication and the development of practices associated with their networks which are called social networking. Social networks are based on applications. Such applications focus on building social networks or social relations between people of the same interest or joint activities as shown in the above table. The first social networks via internet was emerged in the United States in 1994 in the form of clusters as *Theglobe.com* as shown in the above table.

□ - Statistics on some social networks: -

The following table presents the most important five social networks used in Yemen:

s	Network Name	Incorporation	Period service	f users per month	Age group	Photo posts	Users daily
1	Facebook	2004	14 y	2200 billion	25-30	400 billion	864 million
2	YouTube	2005	13 y	1500 billion	18-35	-	45 million
3	Twitter	2006	12 y	395 billion	25-40	100 million	320 million
4	instagram	2010	8 y	1000 billion	18-25	40 billion	500 million
5	LinkedIn	2002	16 y	540 million	25-35	-	350 million

Facebook: it is a social networking site that has become the most popular and influential in the world though it was created in February 2004 by a young man in his 19 called Mr. Mark Zucker, a Harvard University graduate. The site was initially available only to Harvard students and then opened to university students, high school students and a limited number of business organizations, and finally opened to anyone who wanted to open an account. The number of Facebook users reach nearly two billion and two hundred million. In other words, one of seven people has a Facebook account exceeding about 75 languages. All these users spend more than 864 million minutes on the site per a month.

Other Facebook statistics published by the blog (digital buzz blog) in January 2018 are as follows: "13"

1- The average number of friends for every user is 5 thousand friends according to the statistics of 2018.

2- The percentage of users who are over the age of 35 years is steadily increasing. Currently, it is more than 30% of the total users.

3- Users aged between 18 to 24 years are the most growing group and they reach the percentage of 74% annually.

4- Approximately 200 million applications are developed and installed daily.

- 5- More than 200 billion users access the site through their mobile phones.
- 6- Nearly 48% of the young users reported that Facebook has become their source of news.
- 7- In every 20 minutes on Facebook, about one million links are shared, 2 million friends are accepted, and 3 million messages are sent.

Twitter

Twitter is a social network that allows users to send and read comments that do not exceed 280 characters (letters). Such comments are known as tweets. Twitter was launched in July 2006. The number of Twitter users reached 395 million in March 2006 according to Wikipedia. The users of twitter subscribe about 200 million tweets per a day. It is considered by some specialists as a texting network (15). The rapid growth of Twitter has continued. In 2007, the number of tweets in every three months was 400,000. This number reached to 100 million for every three months of 2008. In February 2010, the number of tweets reached 50 million per a day and it increased to 65 million in June of the same year. In line with this growth, Twitter has become a powerful, multi-use microblogging tool for marketing, admiring celebrities, publishing news, and even a means for rescue and relief operations. It is estimated that only 288 million of 500 million Twitter users are active. In other words, most of the information on Twitter is subscribed by only half of the users, while the other half of the users are passive (16).

- YouTube : - This network was launched in 2005. The number of YouTube users has exceeded a billion and five hundred thousand. Users can upload images, watch clips and the easily create their own channels. The ages of users of this network range from 18 to 35.
- Instagram: - This network was established in 2010. The number of users per a month is more than one billion. Their ages are between the age of 18 to 25. Instagram image views has recently reached 40 billion.
- LinkedIn: - This network was launched in 2002. The number of users has reached 450 million and their ages range between (25 - 35). It is mostly used by professionals.

Advantages and disadvantages of social networks

- The Advantages:

There are many positive aspects of social networks on the Internet, and among these positive aspects can be: (17)

- 1 – The process of social communication of a large number of web page visitors and users of the organization's site and the easy accessibility of advertisements on web pages.
- 2 - The low costs of many marketing activities of social networks for small and medium enterprises, which provides back a large amount of expenditures that was paid for the classic marketing tasks to achieve competitive advantage.
- 3 - The high interaction between small and medium enterprises and their customers through social networks, which facilitates the process of identifying any problems in the product and services in advance.
- 4 – Establishing an effective and active reference for customers to access the medium and small projects and collect information about them and getting feedbacks.
- 5 - Building the competitive advantage of projects and strengthening the brand so as to increase its value by increasing the number of visitors and fans of the webpages of those organizations.
- 6 – Increasing the organization's brand and value through being on direct contacts with the most popular business companies and getting better chances for increasing the profits level.
- 7 – Getting easy access to customers and agents for making offers or conducting surveys.
8. Possibility of targeting specific sectors of agents and customers via social networks.
- 9- Working days and nights during the weekdays (7/24) which facilitates the customer service and the product accessibility at any time.
- 10 – Reducing the difficulties and cost of launching new promotional campaigns and making periodic updates so as to achieve the competitive advantage of the products and services.

Disadvantages of social networks

1. There is still a large number of business organizations that do not use social networks on the Internet for some reasons. They are about 75% of the world's organizations, especially in the developing countries.
- 2 - There is a huge number of customers that do not use the Internet in general and social networks in particular for some cultural or educational reasons.
- 3 - The success rate of medium and small enterprises through social networks do not exceed the percentage of 20% of the total marketing efforts of the organizations.
- 4 - The rapid increase in the number of webpages and sites which can result in achieving dissatisfactory rates for commercial webpages, especially modern ones.
5. The large diversity of web site visitors in their variety of cultures and social norms which can be a challenge to manage these pages to accommodate the needs and desires of all customer segments.
6. The differences in the linguistic backgrounds among Internet users is also a big challenge to social networks administrators .
7. Hacking websites and social networking pages that can create problems for the promotions of services and products. Therefore, the easy creation of fake pages, which are similar to the official webpages of the organizations and business sectors, results in creating negative rumors about the target products.

Reputation of business organizations across social networks

Reputation is the real capital of business organizations and projects of all kinds. In this paper, however, we only shed lights into small and medium enterprises; it is permissible that without good reputation, business organizations cannot succeed in making high profits and achieving the ends. Many business sectors nowadays face financial crisis due to the rapid spread of negative rumors and bad news via the social networks. For instance, Yemeni airlines is currently facing a lot of media criticism because of the delay or cancellation of flights of patients and passengers as the company has a bad and corrupted policy especially due to the war crisis in Yemen which is caused by the military coup against the legitimate state. Moreover, there has been a lack of controlled mechanisms to deter manipulators and violators of the system and the affiliation law. Therefore, Yemenia airlines failed to achieve competitive advantage of service. However, passengers do not find on the company's Facebook page any attempts to justify or condemn such obstacles and solve their agents' problems. There is no tendency to improve the trust of the company among the other airline companies. In comparison to either Qatar Airways or UAE Airways' page on Facebook, Yemenia Airways' webpage shows a big difference in how to take advantage of social networking and interact with customers, solve their problems, improve the company's reputation and promote its services. (31) whereas the airways companies of the neighbor countries to Yemen have good reputation and service.

The following table lists some Yemeni companies that have a page On Facebook or other networks.

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The above table shows the followings:

م	Page create no	company	Facebook	Twitter	Youtube	Instagram	Linkedin	Total	% Facebook	% Twitter	% Youtube	% Instagram	% Linkedin	% TOTAL
1	2008	Nike	32,237,187	7,660,000	878,329	82,200,000	1,664,267	124,639,783	0.25864	0.06146	0.00705	0.65950	0.01335	1
2	2008	Amazon	29,275,675	2,890,000	35,358	1,500,000	6,388,002	40,089,035	0.73027	0.07209	0.00088	0.03742	0.15935	1
3	2008	Toyota	4,329,251	160,000	95,719	1,150,000	577,720	0	0.68580	0.02535	0.01516	0.18217	0.09152	1

4	2011	Huawei	1,240,870	487,000	403,177	26,500	2,064,208	4,221,755	0.29392	0.11535	0.09550	0.00628	0.48895	1
5	2012	Sony	7,738,168	4,024,000	347,048	6.5	476,754	12,585,977	0.61482	0.31972	0.02757	0.00000	0.03788	1

- The **Route kick** project mainly uses Facebook to contact the customers at the percentage 97% of the total contact with customers and agents. Instagram seems as the 2nd most frequently used network by this project.
- **The Digital Marketing - Yemen Icon** uses Facebook at the percentage of 57% to deal with customers; Twitter comes second for this enterprise (35%). Whereas Instagram is the third most frequently used network. LinkedIn and YouTube are the least used sites form such a business enterprise.
- **Ali Ashaif for Trading** is based on Facebook network at the rate of 93% in the customer service communication. Instagram is the second mostly used network at the rate of 0.06% and so on.
- **Mersal** is connected to its public through Facebook network at 71%. Instagram comes second at the total rate of 28%.
- **Wagbat** project contacts the public through Facebook network at 95%. Instagram is the second mostly used network (0.04%) .
- **Isnad Network Yemen** is primarily based on a network at 87%. Instagram and other social networks are secondarily used as shown in the table above.
- **Café** project depends on the Facebook network. LinkedIn is used at 34%. Instagram rates only 0.18%.
- The project **Ta8_nnash** depends on Facebook at 55%. For this enterprise, Instagram comes second at 42%.

This indicates that the local small and medium enterprises vary greatly in the degree of use of social networks. In this respect, researcher recommends all the local business projects to promote the use of social so as to achieve better competitive advantages.

• Social networks play a vital role in marketing and service promotions for Western business companies due their high prevalence and participatory and interactive features which provide customers with reasonable information about goods, products and services. But, with regards to Yemeni local companies, the use of social networks is still low. There are still some individual initiatives that depend on social networks in their customer services.

Conclusion: -

This paper centers around the concept of social networks and the relationship between them and modern marketing so as to achieve the competitive advantage of small and medium enterprises in Yemen. It also outlines the advantages and disadvantages of social networks and presents a brief overview of the most popular social networks with their role in the reputation of such business sectors in Yemen. The study ends with some findings and recommendations which are outlined as follows:

Results: -

- Small and medium enterprises and civil society organizations in Yemen increasingly tend to use social networks as tools of modern marketing so as to achieve the competitive advantage of their business projects. This is due to the youth's high interest in communication networks and the awareness of entrepreneurs and employers in their easy and rapid access to consumers especially in the capital Sana'a. These factors have led to an accelerated competition to use the social networks by entrepreneurs despite war, poor internet and lack of electricity.
- The study shows that social networks have become a source of access to news and information about products and services. Unlike traditional means of communication and electronic journalism, such networks have gained a competitive power in a short period of

time. These social sites greatly increase the competitive advantage and shape the decision making of the consumers as they have become a credible source of marketing.

- The use of social networks has several disadvantages. Distortion of facts and spread of rumors are the most prominent negative impacts on the power of marketing of the target service or product which can be launched by other competitive companies.
- Social networks have become powerful tools to achieve the competitive advantage of a product or service. They can result in creating a positive mental image about the target company for customers, which plays a crucial role in marketing the brand and strengthening the trade mark of that business enterprise. Consequently, marketers can easily access and control their brand dialogues through social networks.

Recommendations: -

After reviewing the main findings of this study, the study ends with the following recommendations:

- The study recommends small and medium entrepreneurs to expand and increase their e-marketing and provide their managers and employees with modern e-marketing courses and plans so as to enable them control and run electronic businesses via social networking sites.
- Inserting the modern marketing curricula within the curricula of public and private universities and scientific institutes as a requirement for the labor market.
- Enhancing scientific and academic efforts through conducting successive studies and surveys on social networks and their effective roles in modern marketing.
- SMEs need to market their websites so as to market their products. This is due to the influential force of social networks and e-marketing. They also have to enhance the marketing strategies through the social networks and satisfy the customer's growing demands to ensure competitive advantages of their services and products.
- University students and institutes should study a course in the ethics of electronic publishing so as to increase the trust of social networks which can also improve the credibility of the social networks of Arab companies in general and Yemeni business sectors in particular.
- Conducting thorough studies in universities and research centers about the Web (2.0) and social networks to highly exploit these technologies in the field of information marketing and company reputation so as to achieve the competitive advantage of small and medium enterprises.
- Yemeni companies must make the available social networks as integral parts of their marketing promotion as these networks play vital roles in increasing the rate of customers at the lowest cost with the least effort.
- Public and private Yemeni companies have to conduct empirical studies and surveys to determine the most frequently used websites and social networks and the visitors' preferences so as to launch contents that suit the visitors' interest and improve the mental image of their customers to achieve and enhance the competitive advantage of the target service and products.

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