The Challenges of competitiveness

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In the practical section, this book explains how Guadalajara has become in recent years a city where several contract manufacturing companies have been established, competing with Asia for new projects. This book opens with an analysis of how Knowledge Management may be used as a competitive tool for attracting those projects and to anchor this industry in Mexico.

As the second largest city in Mexico, Guadalajara is also becoming an attractive place for vacations and the service industry, specifically the restaurant industry becoming active in the use of Internet Social Networks, this so a right branding strategy using communities may generate advantageous positioning for the restaurants placed in the city.

The theoretical section of this book deals with the future of marketing, focusing in the dynamic and fast change of the world, so the importance of skills and practices are reviewed of non-traditional and non-academic sources are recommended as a way to be close enough to these changes.

All these changes also require the understanding of customers and the innovation in order to satisfy them. Customer Knowledge Management is a tool used to be ahead of these requirements, and a proper model and indicators are important to be innovative. The software sector is one of the most innovation demanding, so finding these indicators would improve and create competitive advantages in Mexico.
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Effectiveness of branding strategies implemented in social networks. The case of the restaurant industry in Mexico

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Abstract
Brand pages in social networks have become a new form of virtual brand community where consumers follow their favorite brands and communicate with them. Companies can take advantage from this fact to generate positioning strategies on social networks in order to use this medium to reinforce their brand communication. The aim of this paper is to evaluate to what extent brand communities being developed in social networks develop successful strategies to strengthen corporate branding, to accomplish this an empirical study was conducted to analyze the social network brand pages the four major restaurant chains in Mexico.

Keywords: Social networks, digital marketing, branding

1. Universidad de Guadalajara-Centro Universitario de Ciencias Económico Administrativas
Introduction

Social networks have become a mainstay for the communication strategy of many companies (Chu, 2011). Companies are leveraging the power of social networks like Facebook or Twitter to establish a closer link with current and potential customers, as they have gained enormous popularity to meet basic needs of the individual and group membership or social interaction (Nadkarni and Hofmann, 2012). Many websites are a reference to which consumers go to find relevant information or to share experiences with other brand. These websites have become virtual brand communities and more dynamic now. Through brand website on the social network, the goal of business is to get followers or ‘fans’ for their brand; hence all efforts so far have focused primarily on increasing the size of the community through various promotional strategies and communication (PuroMarketing, 2012).

Social media offers an affordable way for an organization to inform and educate its audience. The real differentiator of social networks of static Web presence is the ability to provide these individuals with common interests interact. Unlike the way information in most traditional forms of marketing such as newsletters, advertisements and websites, the successful use of social media involves a community committed (Schlinke and Crain, 2013).

The followers of a brand in social networks are a form of virtual brand community as it is a group of individuals with common interests in a brand and communicate with each other electronically (Sicily and Palazón, 2008). Weber (2010) has pointed out that market growth in these networks, businessmen have begun to use it as a means of advertising, customer relations, etc. Meanwhile Muñiz and O’Guinn (2001) consider the community as a triad consumer-company-consumers, while Palazón, Sicily and Delgado (2014) suggest that it is those individuals who continue to mark those most in love and those who are more willing to speak positively of it.

The marketing in social networks has been a growing trend in recent years, thanks to offering large-scale economic benefits, often small entrepreneurs can not reach in other media (Weber, 2010). However, the fact that this type of marketing is beneficial to businessman for some reasons, such as those just mentioned, does not guarantee that achieve its mission of positioning in its target market.
Therefore, this research seeks to measure such positioning strategies are effective for the goals set by major restaurant chains in Mexico.

To reach the measurement of branding in those companies, research consists of a theoretical framework and literature review, objectives, methodology, results are presented and some conclusions.

Theoretical framework and literature review

According to Gbadeyan (2010) who cites Gross and Acquisti, 2005 Krasnova, Spiekermann, Koroleva and Hildebrand, 2009, A social network is defined as as “those web sites that offer the opportunity to interact, allowing visitors to post messages. - content of the emails, messages, web content and create or participate in the live chat (Gbadeyan, 2010) There are several social networking sites, but the most common are Facebook, Myspace, Bebo, Flickr, del.icio.us., Technorati, Wikipedia, hi 5, labroots and Picassa Facebook has over 200 million active users, while MySpace and Bebo are the other two most popular sites on the list (Facebook.com, 2009; Gbadeyan, 2010).

Among the benefits of social networking, fulfilment of social needs such as learning or locate former classmates, stay in touch with people, and to a lesser extent, the exchange of information about oneself, social improvement, and increase the popularity can be mentioned (Foster, Francescucci and West, 2010).

Importance of social network marketing.

The marketing for social networking is increasingly important (Weber, 2010), small and medium enterprises, found in social networks communication media, as achieved a massive range while the costs of implementing marketing strategies hereby are minimal (Pérez, 2010). Most companies are using today traditional push strategies to distribute their advertising messages to the users of social networks (Gil-Or, 2010).

Positioning is as mentioned Lamb, Hair, and McDaniel (2002) the creation of a specific marketing mix to influence the overall perception of potential consumers of a brand, product line or business. Positioning refers to the place of that product or company in the consumer’s mind (Lamb, Hair, and McDaniel, 2002). To reach this place, Gwin
and Gwin (2003) established that by positioning a brand, a company tries to create a sustainable competitive advantage in an attribute or intangible—tangible product.

Marketing in the Digital Age

Wielki (2002) states that according Postema points characterize this new era of marketing: a) marketing management according to the information contained in marketing databases rather than acquired through market research and generic models. b) the use of the media instead of generic (thematic) advertising to stimulate trade, c) managing personal relationships with clients and not managing groups more or less defined. Internet marketing is a tool that requires knowledge and good strategy to achieve the desired goals, so Wang & Fesenmaier (2006) stressed at work five interrelated fatores stipulated by Parsons, Zeisser and Waitman (1998) among others (Gretzel, Yuan, and Fesenmaier 2000; Werthner and Klein 1999) as essential for successful digital marketing strategies: (1) appeal, (2) participation, (3) hold, (4) learning, and (5) relate. These factors summarize the activities that marketers must be made through the internet for the consumer to identify and participate with your brand. Wang and Fesenmaier (2006) also added three aspects that must be implemented and coordinated marketing strategies, which are: (1) the efficient use of the characteristics of web/site capabilities for the provision of information, (2) technical effective website promotion, and (3) effective CRM programs online.

In addition, Koch and Steinhauser (1983) stipulated that the effective implementation of a marketing strategy based on the Web requires the right combination of organizational structure and culture, creative thinking, flexibility and the ability to change and adapt quickly deducting the company must be prepared for the changes that are constantly generated in the digital world, consumers are becoming more demanding and will provide communication between themselves, which requires that companies are constantly evolving to keep attention client. On the other hand, Parsons, Zeisser and Waitman (1998) noted that the digital marketing offers three unique categories of opportunities for marketers: 1) the timing of the delivery of information, 2) the opportunity to build a relationship whereby sellers
can take advantage of interactive communication media to identify an attractive selection of potential users / customers, improve customer loyalty by providing value-added services, and 3) use what they learn about their customers to customize their offerings.

So that successful marketing activities in the digital environment as Ariss, Kunnathar & Raghunathan (2000) states can be determined by many factors ranging from technology features the characteristics of the organization, in the form of tasks, market conditions and so on (Wang, Hwang & Fesenmaier, 2006).

On the other hand, Berthon, Pitt, Ewing, Branches Han and Jayaratne (2001) also highlighted the characteristics of the Web that form an important perspective of strategic marketing, which are: interactivity, availability 24, facilitation and flexibility, no interference from sellers, low cost, international reach, equality for both buyer and seller, lot of intermediaries.

**Viral Merketing**

The Internet offers many places for consumers to share their opinions, preferences, or experiences with others, as well as opportunities for businesses the advantage of word of mouth marketing (Trusov, Bucklin & Pauwels, 2009). Undoubtedly, consumers are increasingly open to express on any platform that allows them your preferences, likes and dislikes in every way, so that information is properly handled can be an excellent marketing tool, thus De Bruyn and Lilien established that viral marketing is used for communication between consumer to consumer (or peer-to-peer) to disseminate information about a product or service (Dănișă, Tomita, Stuparu, and Stanciu, 2010), therefore we conclude that consumers interconnected, are also generating relevant information that will influence decisions of other consumers.

**Branding**

According to the American Marketing Association, a brand is a “name”, term, sign, symbol or design, or a combination of them intended to identify goods and services of one seller or group of sellers and differentiates the other competitors (Mohammed, Fisher, Jaworoski &
Paddison, 2004). Thus, a mark may be as Keller and Machado (2006) states, as a set of attributes such as personality, values, associations and quality, which influence the process of consumer purchasing.

According to Yan (2011), the objectives for brands in any strategy of social media should serve the organization both internally and externally. The organization must, first, (a) create a sense of belonging or citizenship with the organization, (b) encouraging communication and acceptance of the values of the brand, and (c) encourage the audience to participate in the dialogue and promote the brand. Strategically, dialogue can (d) help the company maintain a competitive edge; (e) standardize the vision of consumers towards the brand and build their differentiation towards other brands; and (f) act as a check on whether the mark is communicating and being understood by the public. The consequences are (g) build a positive brand association, (h) increase the perceived quality of the brand, and (i) raise awareness of the brand in a public that has reached yet.

**Consumer behavior online**

Online marketing requires a thorough understanding of how changing customer behavior in the virtual world (Hanson, 2001), where users use other people’s lives to escape their own routine life (Lee, 2010), and it is for that reason, then the information presented and the behavior of the same, it changes quickly.

Zhou, Dai and Zhang (2007) have stipulated that the motivational factors play a key role in determining time spent searching for products and online shopping. Stibel (2005) states that for consumers to make decisions over the Internet, need to be able to recover easily digest, manipulate and use relevant information, because in this way, we could infer that consumers look for convenience and speed, so that having the right information easily is an important factor in the time it takes your buying decision.

**Objective**

To determine the effectiveness strategies with branding on social networks Facebook and Twitter, implemented by the four largest restau-
rant chains in Mexico, during the month of April 2013, for which the following objectives were developed:

- Determine the major restaurant chains nationwide who use social networks to apply research.
- Analyze the main positioning strategies that are being used in social networks Facebook and Twitter.
- Identify measurement models branding.

Research methodology

The research aims to determine whether branding strategies implemented by restaurant chains in Mexico through its pages on social networks Facebook and Twitter are being effective, i.e., are meeting the objectives desired positioning. As a comparison between the desired position and the actual position, so that discrepancies between them allowed recognizing whether or not there, effectiveness of strategies was conducted.

The type of method used was deductive-inductive, as part of a general phenomenon as is the use of social networks and be focusing on positioning strategies that appear in these as well as the implications for businesses, and whether in sales or positioning. As for the type of research was cross because the data were collected at this specific moment, where the rise of social networks is generated. In this case, the selected brands are Sanborns, Toks, Vips and Wings, part of the largest and best known restaurant chains in Mexico. These brands have pages on Facebook and Twitter.

The sample was determined following the methodology applied by Maehle, Ottes and Supphellen (2011) in their investigation concerning the perception of consumers in the dimensions of brand personality, in which 66 college students were chosen with an average age of 23.5 years. Similarly, Visentin, Colucci and Luca Marzocchi (2013) used surveys to university students in Italy in his study on scales measuring brand and cognitive dimensions. Therefore, this study selected 66 college students who were “fans” and “followers” of the restaurant chains in the two social networks.

The application of the instrument of data collection was electronically, and consisted at first stay for general questions about the use
and the reasons for it, social networks, using multiple choice questions which are asked to choose only one option (closed) questions. Subsequently a list of statements is presented to meet the user's attitude to the studied brands, which are asked to answer based on a Likert scale of 7 points, where 1 is "strongly disagree" and 7 "totally agreement. The survey results were analyzed with the SPSS statistical program, performing a descriptive analysis of the variables of the scale, a principal components factor analysis, a correlation matrix and finally a correspondence analysis.

On the other hand, qualitative data were obtained through an ethnographic method, based on the study of the behavior of groups of individuals, through passive observation. In the case of marketing this method it is called ethno marketing, in which, according to Zapata, and Fioravanti, (2009), attention should focus on the phenomenon of consumption, the role of objects, their meanings in life projects in the social fabric, discourses that govern society, business and the individual, allowing him to transcend and contribute to the practice of marketing.

Results

The survey used for this research was conducted with 40 women and 26 men with an average age of 22 years, of which 95.5% responded most frequently used social network Facebook; this does not mean it is the only one used, but the most important to them; also devotes 65.2% of 2-3 hours daily browsing these (Table 1).

Table 1
What social network you use most often?

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
<th>Valid percent</th>
<th>Cumulative percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>63</td>
<td>95.5</td>
<td>95.5</td>
<td>95.5</td>
</tr>
<tr>
<td>Twitter</td>
<td>1</td>
<td>1.5</td>
<td>1.5</td>
<td>97.0</td>
</tr>
<tr>
<td>Youtube</td>
<td>2</td>
<td>3.0</td>
<td>3.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>66</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Based on data from the survey.
Table 2 shows the aspect that most strongly motivates users to participate in publishing or profiles of its brands; you can see that creativity, with 50% of responses, it is essential for them; while accessibility and language of the brand are the least important aspects. It is noteworthy that 43.9% of respondents replied that they rarely participate in profiles and comments, and 37.9% do so occasionally.

**Table 2**
What motivates you to join the discussion or profiles of brands in their social networks?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percentage</th>
<th>Valid percent</th>
<th>Cumulative percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>The content</td>
<td>8</td>
<td>12.1</td>
<td>12.1</td>
</tr>
<tr>
<td>The images</td>
<td>14</td>
<td>21.2</td>
<td>21.2</td>
</tr>
<tr>
<td>the language</td>
<td>1</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td>The creativity of its publications</td>
<td>33</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>The innovation of its products</td>
<td>7</td>
<td>10.6</td>
<td>10.6</td>
</tr>
<tr>
<td>Accessibility branded</td>
<td>3</td>
<td>4.5</td>
<td>4.5</td>
</tr>
<tr>
<td>Total</td>
<td>66</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Based on data from the survey.

**Desired positioning**

First, the reliability of the data was assessed using alpha or Cronbach’s alpha, which is the average of all possible split-half coefficients resulting from the different ways of dividing the items of the scale (Malhotra, 2008) for this case you have an alpha of 0.956, which shows that there is a high reliability in the data collected. Perceptual maps were developed to measure each attribute marketing strategies, what was obtained that the perceptual map for the attribute or aspect of “interactivity” (Figure 1), is clearly the position of the marks in relation visualizes Review consumers “; It follows that Sanborns is the brand as users interact more and allows them to participate and express their views, wishes or suggestions. Following this are Vips and Toks, in which users perceive that interacts at a lower level, however, the Vips
brand is also closer to "strongly agree". Finally the company Wings presents a level of interaction that is perceived as bad.

Figure 1
Interactivity perceptual map

In the corresponding "user-centered" map shows that the Vips brand is completely related to "strongly agree" Sanborns again closer to the "Agree", while Toks mark is placed at 4 being "Indifferent" and Wings for his part in "somewhat agree".

Regarding the attribute "based on human", the Sanborns and Vips, brands are near grade 6, with the "Agree", while Toks to "somewhat agree" and Wings is well below standing expected to "strongly disagree". So it is concluded that in this respect the Vips and Sanborns brands are those with higher ranks.
Figure 2
perceptual map user-centered

Points column and row
Symmetric Standardization

User-centered
Brand

Brand
User-centered
In the perceptual map "Share" are clearly observed levels of consumer preference in relation to trademarks, first with a value of 6, i.e., a "Alright" is the Vips brand, followed by Sanborns with a 'somewhat agree "with a rating of 4 (preference) is the Toks brand and finally the Wings brand with a "somewhat disagree".

As shown in Map 4, it was found that Vips and Sanborns brands are well evaluated in reference to their performance on social networks, getting closer to 9. However, positioning, watching detail can also see a slight approach Vips to the highest score, 10. As is well below Wings with a rating of 5 and Toks get a "good" rating with 8.
Conclusions

It can be concluded that brands presenting this research have levels of interaction and efforts of different types of marketing, although four have decided to dedicate their strategies to the same attributes. It was also noted that the results of these vary depending on the interactivity and content they generate. Many studies show that interactivity is a key factor because it allows consumers to contact the company or even contact other consumers (Cova & Pace, 2006).

Therefore, consumers value the attention, understanding and closeness that companies have towards them, and social networks allow this to become a reality by providing platforms on which companies without the stress level than other media, devote such attention the user by generating empathy and brand recognition, the interaction of consumers within the community can be stimulated by the company to propose different content or themes around which the relations between the parties be increasing (Sicily & Mariola, 2008).

According to the above, the theory behind social networks is ringing. Brands must be genuine. Those who are “superficial” or false soon discover (Yan, 2011). Consumers then feel greater ownership and commitment to those brands that demonstrate and generate them confidence. From the form of communication to the frequency and closeness will be decisive for users to participate, discuss and interact and the community feel brand factors. It is important to make them feel part of it and create empathy.

Proof of this are the brands studied, where it was found that under this brand personality scale, two of them (Sanborns and Vips) implement effective strategies being relative positioning they want to achieve; on the other hand, Toks and Wings, brands seem to be on the right track, however, clearly denotes a little or inefficiencies in their strategies.

Was observed in Toks and Wings, communication between company and consumer is very low or even zero, i.e., the company does not respond to user your questions, suggestions or comments, so make an effort to answer everyone of them will increase its involvement and will be more involved with the company. Also, as in the case of Sanborns and Vips brands use contests and promotions online is a strategy that allows increased uptake and interest by the user.
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Furthermore, the use of images that complement the information but also attract in the first seconds of observation, are also beneficial tools to increase user interest. It has been commented that images can be more valuable than words in the case of social networks, as it plays a key role in representing the content to be read (Vegas Ubilús, 2013). Therefore, make good use of them, not necessarily to show product or service, but also in reference to the lifestyle of the user, you can generate a feeling of empathy and thus closer to the target consumer.

Online social networks are configured as the tool of Web 2.0 best suited for those business strategies focusing on customer orientation, ie, concerned about customizing your message, interaction with the recipient and maintenance of two-way communication with the client in order to achieve their loyalty (Castelló Martínez, 2010).

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