Perceived critical success factors of SMS based campaigns: a managerial perspective

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PERCEIVED CRITICAL SUCCESS FACTORS OF SMS BASED CAMPAIGNS: A MANAGERIAL PERSPECTIVE

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Abstract

The popularization of mobile data services such as SMS (short-messaging-service) has prompted the development of mobile marketing. The deployment of SMS based marketing campaigns has been noted as a very successful mean of reaching consumers. The available literature on mobile marketing has a strong emphasis on consumer perceptions towards SMS based campaigns. However, there is a clear lack of knowledge regarding the experiences obtained by companies that deploy SMS based campaigns as a marketing tool. This paper explores the critical success factors of SMS based campaigns from a managerial perspective. Four case studies were conducted with organizations based in New Zealand. The findings indicate that content, permission, acceptance, interactivity, entertainment, as well as a multi-channel approach are critical to insure the success of SMS based campaigns. The paper concludes with recommendations for future practice and research.

Keywords: Mobile business, mobile marketing, Short-Message-Service (SMS), Critical Success Factor.
1 INTRODUCTION

A new study by the Yankee Group predicts that by the end of 2007 there will be 1.87 billion mobile users worldwide (InfoSync World, 2004). According to the GSM Association, mobile phone users send more than 10 billion text messages each month; making SMS (short-messaging-service) the most popular data service in the world (Dickinger et al. 2004). Undoubtedly, the wide consumer adoption of SMS enabled devices has prompted the development of mobile marketing (Heinonen and Strandvik 2003; Vrechopoullos et al, 2003; Barnes and Scornavacca, 2004; Dickinger et al., 2004; Jelassi and Enders, 2004; McManus and Scornavacca, 2005; Virtanen, Bragge and Tuunanen 2005). In addition, SMS based campaigns have been noted by many as a very successful mean of reaching consumers (Vrechopoullos et al, 2003; Barnes and Scornavacca, 2004; Dickinger et al, 2004; Haghiri et al, 2005; Jelassi and Enders, 2004; McManus and Scornavacca, 2005; Virtanen, Bragge and Tuunanen, 2005). Jelassi and Enders (2004) indicate that mobile advertising campaigns can generate responses, which are as high as 40% compared with a 3% response rate through direct mail and 1% with Internet banner.

A number of studies found in the mobile business literature provide insight into the critical success factors (CSF) of SMS based campaigns (Carroll, Barnes and Scornavacca, 2005; Scornavacca, Barnes and Huff, 2005). Most of the prevailing conceptual frameworks and empirically tested models in mobile marketing have a strong emphasis on consumer perceptions towards SMS based campaigns (Barnes and Scornavacca 2004; Dickinger et al. 2004). As a result, there is a lack of knowledge regarding the experiences obtained by managers of these campaigns.

This paper explores the perceived critical success factors (CSF) of SMS based campaigns from a managerial perspective. Four case studies were conducted with campaign managers of organizations based in New Zealand. The following section provides a theoretical background on mobile marketing and identifies in the m-business literature some of the most prominent CSFs of SMS based campaigns. The third section discusses the methodology, while the fourth and fifth sections provide the results of the study. The paper concludes with a discussion of the findings and some recommendations for future practice and research.

2 THEORETICAL BACKGROUND

According to Rockart’s (1979) CSF can be understood as “those few key areas where things must go right for business to prosper”. In order to identify the CSF of SMS based campaigns prominent in the mobile business literature, an initial search for articles was conducted at the online mobile business literature database (www.m-lit.org). The following keywords were used in this search: SMS, short-messaging-service, marketing and advertising. Initially 91 articles were identified. Each article was reviewed and scrutinized for pertinence to the topic. Finally, after a careful examination, 28 papers were selected for a detailed analysis.

Most authors believe that mobile phones, and other wireless internet enabled devices, can be of great value to marketing through the provision of an instantaneous and fully interactive media platform that is capable to deliver information synchronously as well as asynchronously (Blattberg and Deighton 1991; Peppers and Rogers 1993; Artzt 1994; Wehling 1998; Balasubramanian et al. 2002; Barnes 2002; Barnes and Scornavacca 2004; Bauer et al. 2005). It has been argued that the acceptance of a mobile marketing message is likely to be influenced by the consumer’s acceptance of the mobile medium, the relevance of the content and the context of the marketing message (Heinonen and Strandvik 2003; Barnes and Scornavacca 2004; Dickinger et al. 2004; Bauer et al. 2005). Messages that are short and concise, funny, interactive, entertaining, and relevant to the target group usually achieve higher levels of success (Dickinger et al. 2004; Jelassi and Enders 2004; Carroll, Barnes and Scornavacca, 2005; Haghiri et al. 2005).
Among the CSFs found in the literature, user permission was believed to be the most important variable, as consumers were seen to be fearful of receiving high levels of spam via SMS (Heinonen and Strandvik 2003; Barnes and Scornavacca, 2004; Haghiri et al., 2005; Jelassi and Enders, 2004; McManus and Scornavacca, 2005). The concept of “permission-based marketing” is not new or exclusive to the mobile medium (Pepper and Rogers, 1993). Godin (1999) coined and popularized it by referring to the idea of increasing depth on an ongoing relationship with customers by obtaining their consent to receive information from a company.

Table 1 presents in alphabetical order a summary of 12 prominent CSFs of SMS-based campaigns found in the mobile business literature.

<table>
<thead>
<tr>
<th>CSF</th>
<th>Definition</th>
<th>Authors</th>
</tr>
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<tbody>
<tr>
<td>Acceptance</td>
<td>Consumers present a favourable attitude towards mobile marketing.</td>
<td>Barnes and Scornavacca, 2004; Carroll, Barnes and Scornavacca, 2005</td>
</tr>
<tr>
<td>Complementing</td>
<td>SMS is used in conjunction with other media in order to strengthen advertising campaign.</td>
<td>Dickinger et al., 2004; McManus and Scornavacca, 2005</td>
</tr>
<tr>
<td>Content</td>
<td>The content of the message (text or multimedia). It should be entertaining, informative and be relevant to the target audience and not irritating.</td>
<td>Dickinger et al., 2004; Haghiri et al., 2005; Barnes and Scornavacca, 2004</td>
</tr>
<tr>
<td>Cost</td>
<td>The cost of running a campaign. It usually can be justified due to campaigns’ ability to reach customers.</td>
<td>Dickinger et al., 2004</td>
</tr>
<tr>
<td>Credibility</td>
<td>The consumers’ perception of truthfulness and believability of advert in general. It also can be understood as brand trust regarding the organization sending the message.</td>
<td>Barnes and Scornavacca, 2004; Carroll, Barnes and Scornavacca, 2005; Haghiri et al., 2005</td>
</tr>
<tr>
<td>Frequency</td>
<td>The number of advertising messages received per day. It should not cause irritation to customers.</td>
<td>Haghiri et al., 2005; Carroll, Barnes and Scornavacca, 2005</td>
</tr>
<tr>
<td>Permission</td>
<td>Customers give permission to receive messages from the campaign operator.</td>
<td>Heinonen and Strandvik, 2003; Barnes and Scornavacca, 2004; Haghiri et al., 2004; Jelassi and Enders, 2004; Carroll, Barnes and Scornavacca, 2005; Haghiri et al., 2005; McManus and Scornavacca, 2005</td>
</tr>
<tr>
<td>Personalisation</td>
<td>Users receive personalised advertising through their unique identifier codes which is customised and targeted correctly.</td>
<td>Barnes and Scornavacca, 2004 Dickinger et al., 2004; Jelassi and Enders, 2004; Haghiri et al., 2005</td>
</tr>
<tr>
<td>Reach</td>
<td>The number of consumers that can be reached through a campaign.</td>
<td>Jelassi and Enders, 2004; McManus and Scornavacca, 2005</td>
</tr>
<tr>
<td>Response time</td>
<td>The amount of time taken to respond to an event generated by the campaign operator or consumer. In order to generate interactivity, it is imperative the message sent makes the consumer respond quickly.</td>
<td>Dickinger et al., 2004; Haghiri et al., 2005</td>
</tr>
<tr>
<td>Richness</td>
<td>Message format, ubiquity, media richness and interactivity.</td>
<td>Jelassi and Enders, 2004; Haghiri et al., 2005; McManus and Scornavacca, 2005</td>
</tr>
<tr>
<td>Time</td>
<td>The time that the transmission of message occurs. It should not cause irritation towards customer.</td>
<td>Dickinger et al., 2004; Haghiri et al., 2005; Barnes and Scornavacca, 2004</td>
</tr>
</tbody>
</table>

Table 1. CSF of SMS-based campaigns found in the mobile business literature
It is important to notice that most of the CSFs drawn from the literature review take into account a consumer perspective. Since little research has been conducted on the perceptions critical success factors of SMS based campaigns from a managerial perspective, verifying whether campaign managers share the same perceptions will be valuable to mobile marketing companies as well as researchers in this area. The following section describes the methodology applied in this study.

3 METHODOLOGY

The purpose of this study is to investigate the critical success factors of SMS based marketing campaigns from a managerial perspective. To address this objective the study attempts to unveil the experiences obtained by companies that deploy SMS based campaigns as a marketing tool. This study is based on an exploratory multiple case study methodology. Four case studies were conducted with organizations based in New Zealand. Case research is appropriate for researching an area where theories are at formative stages, for emerging technologies, and where little research has been completed (Benbasat, Goldstein and Mead, 1987). Case research is also appropriate for examining practice based problems, since it allows a researcher to capture the knowledge of practitioners and use it to generate theory (Benbasat, Goldstein and Mead, 1987). The investigated organizations were identified opportunistically. The organization selection criteria was the following: (a) should be deploying SMS based campaigns as a marketing tool for the past 12 months; and (b) should be operating in the New Zealand marketplace. Initially six potential companies were identified and contacted via email. Fortunately four of them agreed to participate in this study (names suppressed for confidentiality). In each organization an interview with a manager - who has been deeply involved with their SMS based campaigns – was carried out.

The data collection was carried out primarily through semi-structured face-to-face interviews (Leedy, 1997; Creswell, 2003). They lasted between 50 minutes to 70 minutes. The interviews were recorded on audiotape and supplementary field notes were made during the interview. Some supplementary data was collected through supporting documents volunteered by the interview participants. All interviews were transcribed as soon as possible after its conclusion. This was to help reduce the risk of memory loss towards the context and observations from the interaction (Hufnagel and Conca, 2001).

Initially the interviewee was asked to describe: a) his/her role in the organization; b) his/her role regarding their SMS based Campaigns; c) the technology used in their SMS based campaigns; and d) how the use of SMS campaigns integrates with their existing marketing strategy. Afterwards, in order to avoid miss-interpretation the interviewer presented Rockart’s (1979) definition of CSF. Once a clear understanding of the term was obtained, the following open ended question was presented: “In your opinion, what are the CSFs of SMS based campaigns in your organization?” The following step was to present in alphabetical order a list of 12 CSFs that emerged from the literature review (Table 1). For each Critical Success Factor the interviewee was asked to indicate his/her perception regarding: a) what role the CSF plays in SMS based campaigns; and b) how important it is to SMS based campaigns. The final step was to request them to rank the top five CSFs from the provided list. The following section presents the results obtained.

4 RESULTS

This section is organized in the following order: initially a summary of each case is presented. This is followed by an analysis of the manager’s perceptions regarding ranking, role and importance of each CSF.
4.1 Case Summary

Case 1 is a leading mobile solutions provider that offers a variety of services such as SMS based campaigns. It is located in Wellington and has been involved in some of the most successful SMS based campaigns in the country.

The interviewee was involved in a split role between company director and sales and marketing manager. As a director, his job was to watch over the higher end of the organisation. However, as sales and marketing manager, his role was to generate new sales, work with clients on new and existing projects and be a liaison between technology developers and clients. Regarding SMS based campaigns, he worked closely with his clients to determine the goals of each a campaign and assure that the clients’ needs are being met.

When answering the open ended question, this manager associated CSF of SMS campaigns to company-client interaction and client’s satisfaction. He mentioned “…you must have good understanding of what is achievable and what (the) requirements are going to be…knowing what the aims are and how realistic they are, so that everybody agrees on what is (going) to be the outcome”. In addition he mentioned that “good planning throughout the campaign” was an important aspect in order achieving success. Perhaps his focus towards company-client relationship may come from his position as head of sales and marketing.

However, when ranking the top 5 CSFs from Table 1, he believed that permission followed by content were undoubtedly the most important CSFs of a SMS based campaign. His perception was the permission and content should go hand in hand.

Case 2 is a leading international advertising company. It offers a large range of marketing and advertising strategies over multiple communication channels including SMS based campaigns.

The manager interviewed in this case has the job title of “head of interactivity”. His main responsibility is to look after any project that the company is involved which requires any type of customer interactivity. Regarding SMS campaigns, he has been involved in generating the initial concepts, planning the campaigns, acting as a liaison between parties involved and overseeing the development of the projects.

When asked the open ended question about the CSF of a SMS campaign, he briefly mentioned that “the CSFs vary according to the goal of each project”. Thus this manager was reluctant to name any specific CSF, he pointed out that in addition to the goal of the project, the CSFs may change according to the nature of the campaign and target audience.

When asked to rank the top five items of Table 1, he ordered content and richness as the most important CSF of all. He mentioned that users should receive information in an entertaining and informative way in order to persuade them to further interact with the campaign. This strategy is focused in providing good content and adequate media richness for the purpose of each campaign. This manager also perceived “acceptance” and “complementing” are critical success factors for SMS based campaigns.

Case 3 is a Wellington based company offering experiential marketing solutions via non-traditional channels such as SMS.

The interviewee is one of the founding partners of this experiential advertising agency. He works as a strategic planner and creative director for his clients’ campaigns. His role is also to think of new and innovative ways to produce advertising campaigns that “create meaningful involvement and
“entertainment”. He believes that the use of SMS is a way for the clients to create a marketing campaign that is “truly engaging”.

Once asked what the CSFs of an SMS based campaign are, he initially stated that simplicity, authenticity, clarity, consistence and professionalism are vital factors. He believes that a campaign has to be easily understood (simple) and useful in order to be successful. Also authenticity was seen as critical in order to portray the appropriate organizational/product image. His final point was that Channel, Authenticity, Relevance and Engagement/entertainment (‘CARE’) are relevant factors for a campaign success. The factors mentioned above, specially the ‘CARE’ acronym were also apparent is his CSF ranking process. Content was considered the most important aspect, followed by credibility. He believed that these two factors influence largely user’s permission. In his opinion, media richness may vary according to the campaign objective.

**Case 4** is a radio station based in Wellington. The organization combines radio with the mobile channel (SMS) in order to deliver interactive campaigns.

Interviewee 4 is the radio station manager. He is in charge of the daily running of the station as well as generating and implementing marketing strategies. Regarding SMS campaigns, he saw it as a very successful and easy way to interact with his public. He viewed SMS as a way to increase their marketing presence not only through the wireless medium but also via word-of-mouth. He mentioned “…just getting people talking about gigs coming up is great for generating interest in what the station is doing”.

When asked the open-ended question about the CSF of SMS campaigns, he mentioned the following items: viral marketing, cost and viability. He believed that SMS works as a perfect viral marketing tool - causing people to talk to others about the information received in their phones. Regarding cost, he referred that most consumers do not object spending a few cents in order to send a message to them. Finally he said that SMS is a viable marketing tool because it allows promoting their brand as well as their promotions.

He presented firm beliefs on ethical issues regarding the usage of SMS as a marketing tool. He placed permission as the number one CSF among the 12 factors presented. He also indicated that end-users should initiate the interaction between themselves and the organization instead of the opposite (the company sending unwanted messages). He also said that a dual-channel (radio + SMS) is of great value. He also indicated that sending a timely response to customers’ requests is a key CSF to any SMS based campaigns.

**4.2 Manager’s perceptions towards the 12 CSF found in the literature**

This section initially presents the results obtained from the ranking procedure (Table 2). This is followed by a description and analysis of the individuals’ perceptions regarding the role and importance of each CSF.

After each manager pointed out and ordered what they believe to be the top five CSFs from Table 1, a point scheme was applied in order to generate an overall ranking. Five points were attributed to CSFs rating “first place”, four points to “second place”, three points to “third place”, two points to “fourth place”, and finally one point to the CSFs on “fifth place”. CSF that did not make the manager’s “top five” list did not obtain any points. Table 2 presents the results of the ranking process:
<table>
<thead>
<tr>
<th>CSF</th>
<th>Rank (Points)</th>
<th>Final Score</th>
<th>Final Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Case 1</td>
<td>Case 2</td>
<td>Case 3</td>
</tr>
<tr>
<td>Content</td>
<td>2 (4)</td>
<td>1 (5)</td>
<td>1 (5)</td>
</tr>
<tr>
<td>Permission</td>
<td>1 (5)</td>
<td>-</td>
<td>3 (3)</td>
</tr>
<tr>
<td>Acceptance</td>
<td>-</td>
<td>3 (3)</td>
<td>-</td>
</tr>
<tr>
<td>Richness</td>
<td>-</td>
<td>2 (4)</td>
<td>4 (2)</td>
</tr>
<tr>
<td>Complementing</td>
<td>5 (1)</td>
<td>4 (2)</td>
<td>-</td>
</tr>
<tr>
<td>Credibility</td>
<td>-</td>
<td>-</td>
<td>2 (4)</td>
</tr>
<tr>
<td>Personalisation</td>
<td>3 (3)</td>
<td>5 (1)</td>
<td>-</td>
</tr>
<tr>
<td>Response Time</td>
<td>-</td>
<td>-</td>
<td>5 (1)</td>
</tr>
<tr>
<td>Time</td>
<td>4 (2)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Cost</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Frequency</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Reach</td>
<td>-</td>
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</table>

Table 2. Overall CSF ranking

During the data collection it was evident that **content** plays a vital role on SMS based campaigns. Each of the managers placed content in their top three of their list - two of them ranked it as the number one CSF. One of them mentioned “**Content is king! Good content makes a difference as it provides a positive user experience**”. Content mostly refers to whether the message is entertaining, informative and relevant to the audience (Haghirian et al., 2005). Most managers have previously experienced issues with a campaign being unsuccessful when the messages sent to the audience were not clear, entertaining, useful or wanted.

**Permission** also appeared as one of the most significant CSF. It was perceived as being a key factor to avoid “brand damage” or cause irritation to consumers. Barnes and Scornavacca (2004) point out that permission is the dynamic boundary produced by the combination of one’s personal preferences. It is well known among marketers that asking for a customer’s permission is better and easier than asking for forgiveness (Peppers and Rogers, 1993). Since a mobile phone is a much more personal environment than a mailbox or an e-mail inbox, undesired messages certainly generate a very negative impact on consumers’ perceptions (Barnes and Scornavacca, 2004; Haghirian et al., 2005; McManus and Scornavacca, 2005).

Vodafone and Telecom NZ have installed mechanisms that prevent the occurrence of spam on mobile phones in New Zealand. Two managers mentioned that as SMS continues to grow; preventing organisations from spamming mobiles may prove to become difficult. They believe that in the future, permission will play a more dominant role in New Zealand’s SMS mobile marketing arena. According to them, companies that place an emphasis on permission will be rewarded. In addition, they mentioned that managers of SMS based campaigns should follow strictly a code of ethics in order to be successful.

**Acceptance** also received a relevant ranking even though most managers did not seem to be concerned about this CSF when answering the open ended question. They perceived that acceptance may be subjective to incentives (e.g. prices) and usually complements other factors such as relevance, promotion and authenticity. Barnes and Scornavacca (2004) understood that consumer’s acceptance of mobile marketing derives from user’s permission, mobile operator control and brand trust.

**Richness** was perceived as an important variable on campaigns that requires a high level of interaction. Most managers pointed out that interactivity plays a key role in creating a successful campaign which usually draws interest from a range of target audiences and has the ability to retain users’ interest. Jelassi and Enders (2004) observed that richness has three sub dimensions: interactivity, ubiquity and format. Most managers stated that richness will become more important as 3G handsets gain popularity due to the improvement of the technological platform (Evans and Wurster, 1997).
Against the researchers expectations, complementing did not receive high a ranking. However, all managers believed that an SMS campaign needs to be complemented by other channel(s). Only one person mentioned that SMS could be used as a “single channel approach without complementation”, however, he did not regard as a wise strategy. Using a channel such as TV, radio or website to generate a “call-to-action” has proven to be very effective way of initiating interactions with users. In addition, allowing consumers to choose between SMS or a website in order to enter competitions has shown a significant increase in the number of participants in comparison to those campaigns that only used one channel.

Only one manager thought that credibility was an important issue. The other three managers perceived that it was not relevant in the New Zealand context due to the high level of spam control and opt-in nature of the campaigns. Surprisingly previous studies with end-users (e.g. Haghirian et al., 2005) found that consumers’ strongly relate advertising value with perceived credibility.

Personalisation was perceived by most of the managers as a factor that currently is not significant. Perhaps this is due to the fact that most of the campaigns these managers have developed did not offer a high level of personalisation. However, they believe that as technology evolves it will certainly play a key role in the future. One mentioned “people don’t like to feel like a number.... personalisation will help to avoid this.”.

Response time was regarded as an important factor for transaction confirmation and creation of trust. Some managers mentioned that consumers can become concerned if they do not receive an immediate response from the campaign operator right after they send a message. Some managers perceived that many consumers may think that if they do not receive a reply the information they have just sent would be “floating in the air” and did not reach the campaign operator.

Time did not seem to be a relevant issue for most of the managers. However, they mentioned that some recent campaigns are being developed around new concept called “mission critical”. In this type of highly interactive campaign consumers opt-in to participate and they must respond to the messages sent to them within a certain amount time in order to be rewarded. Perhaps time was not considered a critical factor because personalized and location dependent campaigns are still in an embryonic stage in New Zealand (Scornavacca and Barnes, 2004). As technology evolves, some factors such as time, location and personalization should play a more significant role in mobile marketing (Carroll, Barnes and Scornavacca, 2005).

Another interesting finding was that most managers believed that cost was not relevant to the success of an SMS based campaign. They believe that SMS based campaigns (especially in a multi-channel approach) are very cost effective. Concomitantly, frequency was also perceived as not relevant due to the fact that all campaigns in New Zealand are based on user’s permission. The managers reported as a by-product of permission - “when a user gives permission to receive messages, they are most likely to be aware of the number and frequency of messages that they will receive”. It is interesting to note that Haghirian et al. (2005) found that a high frequency of exposure tend to decrease the value of advertising.

Finally reach was also not regarded as a key CSF. Most manager perceived it as “a given” since New Zealand enjoys a high level of mobile converge – especially in urban areas. It was also perceived as a good selling point when trying to entice a company to invest in an SMS based campaign.

5 CONCLUSION

The rapid proliferation of SMS based campaigns is an exciting and growing phenomenon worldwide. The immediacy, interactivity and mobility of wireless devices provide a novel platform for marketing. Through the increasing deployment of mobile technologies as a marketing tool, SMS based campaigns are becoming a more attainable channel for a range of businesses. The available literature on mobile
marketing presents a strong emphasis on consumer perceptions towards SMS based campaigns. Thus, there is a clear lack of knowledge regarding the experiences obtained by companies that have deployed SMS based campaigns as a marketing tool. This research attempts to overcome the apparent gap in literature by highlighting the importance of managerial perceptions towards the critical success factors of SMS based campaigns. Four case studies were conducted with organizations based in New Zealand.

The findings indicate that most campaign managers perceived that having a clear understanding of their clients needs and goals, good planning, as well as deep knowledge of the main capabilities of the mobile medium are critical factors to ensure the success of SMS based campaigns. In addition, a number of CSFs drawn in the literature were also perceived by the manager as important aspects of SMS marketing.

Content was perceived as the most important CSF of SMS based campaigns. Managers believed that a positive experience for the user relies on the message content being entertaining, interactive informative and relevant to the audience. Permission was also seen as one of the most significant aspects of a SMS based campaign. Since the New Zealand marketplace has strict restrictions on companies’ ability to purchase mobile phone numbers and push advertisements without permission, all managers perceive this factor as a key to ensure a sustainable future for this channel. They also pointed out that messages received without permission are likely to cause irritation as well as harm their clients’ brand and credibility. In addition, they believed that user acceptance can be increased by providing better incentives. Finally, SMS campaign managers shared a unanimous opinion that SMS should be used in a multi-channel approach, complementing other media.

It is expected that popularization of 3G devices will be important in the evolution of mobile marketing campaigns; higher bandwidth allows the deliver a richer and more interactive content. Notwithstanding, it is important to keep the consumer in mind; the key to success is the management of and delivery upon user expectations. In addition, considerable effort is still needed in expanding consumer acceptance, legislation for privacy and data protection, and creating better pricing structures.

This research was based on four case studies of organizations within SMS campaign operators in New Zealand. The CSF described in this research, while generalisable to this context, must be closely scrutinized in their application to other contexts. The research was conducted at a singular point in time and consisted of only one round of data collection. The results were drawn solely from the interviewees’ perspectives and thoughts. Future research should widen the scope of the research in order to provide results that are indicative of a broader range of organizations. A longitudinal study is also suggested in order to understand the sustainability of the CSF and how they may change over time. Future research could also investigate business and revenue models of SMS based campaigns.

REFERENCES


