

العوامل الهامة لنجاح التسويق عن طريق الهاتف النقال من وجهة نظر المدراء

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المستخلص:

هدفت هذه الدراسة لإستشراف آراء وجهات نظر مدراء التسويق في الممارسة الفعلية للتسويق عن طريق الهاتف المحمول في السودان وتحديد العوامل الهامة التي تساهم في نجاح الحملات التسويقية عن طريق الرسائل القصيرة في الهاتف النقال .

ولتحقيق اهداف الدراسة استخدمت الدراسة منهج دراسة الحالة المتعددة باختيار خمس شركات من الشركات التي تستخدم التسويق عن طريق الهاتف النقال في ولاية الخرطوم وتم تنفيذ جمع البيانات من خلال المقابلات المهيكلية مع مديري الشركات .

أشارت النتائج أن معظم مدراء التسويق يرون ان الاعلان عن طريق الهاتف النقال له مستقبل جيد باعتباره وسيلة جديدة وواحدة واداة تسويقية فعالة من حيث التكلفة و الوصول لأكبر شريحة من المستهلكين. وتشير النتائج إلى أن محتوى الرسالة ، والتكلفة، والقبول، والوصول بالإضافة الى الحصول على إذن المستهلكين، فضلا عن عامل عدد الرسائل المرسله تعتبر بالترتيب عوامل بالغة الأهمية لضمان نجاحالحملات التسويقية عن طريق الرسائل القصيرة في الهاتف النقال .

وتعتبر هذه الدراسة ذات دلالات عملية هامة لمساعدة مدراء التسويق في تصميم حملات تسويقية ناجحة بالاسترشاد بنتائج هذه الدراسة والعوامل الهامة التي تم تحديدها. ومن محددات الدراسة انها اقتصرت على عدد محدد من الشركات في ولاية الخرطوم وتوصى الدراسة بتوسيع الدراسة ونطاق البحث في الدراسات المستقبلية على عدد اكبر من الشركات في ولايات مختلفة من اجل الوصول لنتائج تساعد على استدامة عوامل النجاح لهذه الوسيلة الواعدة.

الكلمات المفتاحية: حملات الرسائل القصيرة، عوامل النجاح، التسويق النقال، السودان

Success Factors of SMS Marketing Campaigns: A Managerial Perspective

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Abstract:

The aim of this study is to explore the actual practice of mobile marketing in Sudan and to outline success factors of SMS based campaigns from managers' points of views.

The study is based on an exploratory multiple case study methodology. The data collection was carried out through structured face-to-face interviews with five companies' managers.

The analysis of available data indicated that most of the managers saw SMS advertising as a new promising, cost effective and high reach marketing tools. The findings indicate that content, cost, acceptance, reach & permission as well as the messages frequency factor are critical to ensure the success of SMS based campaigns.

The study 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. The study recommends that 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 success factors and how they may change over time.

Key word: SMS campaign, Success factors, mobile marketing

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I. Introduction:

With the increase in mobile phone and other mobile communication devices, companies and marketers started to see this convenient and moveable device as a new and powerful channel for marketing, which increases the promotion budget of mobile advertising. Mobile marketing is still at its infancy but has a tremendous potential to grow as the environment experiences further technological revolution (Persaud and Azhar, 2012). The potential for mobile advertising is huge, and many major brands are already integrating mobile into their marketing and advertising plans worldwide, such as Starbucks, Pepsi and Coca-Cola. For example, Coca-Cola has launched some of the largest mobile marketing campaigns in history, including their Beijing Coke Cool Summer program in 2003 and their 2005 summer campaign in Germany where they put a text code on 800 million bottles (Morrissey 2002, Marketing Goes Mobile 2005)

Compared to other traditional marketing media, the mobile communication devices, especially the mobile phone, are seamlessly carried by consumers every time and everywhere; therefore the mobile advertising can be more directive, interactive, and personalized. Mobile marketing can, for example, be used for: Building brand awareness, changing brand image, sales promotion, enhancing brand loyalty, building customer database and mobile word-of-mouth (Pousttchi & Wielemann, 2006). Mobile marketing can also be used for internal communications, direct marketing and as an effective business to business communications tool (Mobile Marketing Association, 2009).

According to Sultan and Rohm (2005) the key challenge in mobile marketing is to interact with individuals in a meaningful manner that adds value to the brand-consumer relationship without being intrusive. Customers have to feel they get something that has value in exchange, for example, relevant information or entertainment. The success that SMS has had as a messaging service provides a potentially huge SMS messaging customer base which could lend itself as an attractive opportunity for marketers. Wei *et al.* (2010) reported that product advertisements by SMS

are very effective in satisfying the social and instrumental needs of consumers and because of that, the advertisements do generate consumer acceptance of mobile marketing messages. Consumers are likely to accept mobile marketing because it is: cost effective, fast, helps consumers to receive immediate and personalized information from anywhere and at any time (Smutkupt, Krairit&Esichaikul, 2010). In addition, SMS (Short Message Service) text messaging is increasingly being used as a means of communication. According to Africa Investor report annual worldwide SMS traffic volumes rose to nearly 6.6 trillion in 2010. The high penetration of mobile phones and text messaging combined with the low cost of text messaging make this an interesting medium for precision marketing (Mansour,2011).

On the other hand, Mobile devices such as Smartphone's & Tablets are seeing rapid adoption rate globally. With consumers carrying the mobile devices along for the majority of the time, it has become the most efficient medium to reach larger number of consumers with advertisements & promotions. Mobile advertising platform & technology allow advertisers to use advance targeting technologies to reach the desired consumers of differential characteristics & criteria. According to Transparency Market Research Report (2014) The transition in mobile advertising market has occurred due to advanced features in the mobile handsets, smart phones such as voice, SMS, MMS, content, commerce, email, mobile Web, applications, photography, video, location, games, maps, search and flashlight offering a new marketing opportunity. Given these advancements in the emergence of mobile advertising, it then remains to examine the companies' views regarding their current and potential adoption of these emerging technologies in their marketing plans and strategies.

Sudan has a large relatively well-equipped telecommunications system by regional standards, including a national fiber optic backbone and international fibre connections. The cellular market hosts three cellular service providers: Zain Sudan, a 100 percent-owned subsidiary of Kuwait's Zain, state-owned Sudani and South Africa's MTN. MTN ended

the monopoly of Mobitel (now Zain) in July 2005 when it launched its services. Later the same year, Sudatel finalized its cellular network, commercially named “Sudani”, and started its operations limitedly in late 2005. The number of mobile subscribers in the Sudan grew to 29,537,375 by the mid of 2013, up from one million at the start of 2005, recording a population coverage of 79% ,while SMS traffic growth of 240% to mid-2013 shows consumer preference for mobile telecoms (Source: BuddeComm: Sudan–Telecoms, Mobile and Broadband Report, 2013)

One of the main challenges and opportunities for companies that planning to use mobile advertising is to understand the factors that help them implement and use SMS successfully. The purpose of this study is twofold. First, is to investigate the actual practice of mobile marketing in Sudan and shed light on the marketer point of view in using mobile marketing as new advertising media. Second, to outline success factors of SMS based campaigns from a managerial perspective, which propose opportunities for individuals and organisations to uncover unseen problems, thereby improving the use and acceptance of mobile marketing in Sudan.

Research questions:

1. How do marketers perceive mobile advertising in Sudan?
2. What are the most important factors associated with the success of mobile advertising messages?

The remainder of this article proceeds as follows: a review of existing Literature on mobile marketing will be discussed, followed by the methodology used and the results. The study concludes with the limitations, contribution, and recommendations for further research. Finally, the study presents managerial implications

II. Conceptual framework & Literature Review:

Mobile Marketing

When the mobile channel emerged on a larger scale at the end of the 1990s marketers realized the potential early on. Together with some positioning technology it could have huge impact. The Mobile Marketing

Association (2009) defines mobile marketing as: “a set of practices that enables organizations to communicate and engage with their audience in an interactive and relevant manner through and with any mobile device or network”.

There are many strengths of mobile marketing, mobile marketing can be defined as a medium that offers a context-sensitive, personal, interactive and quick way to communicate with customers (Tahtinen j., 2006). Dickinger et al (2010) define mobile marketing as using a wireless medium to provide consumers with time- and location-sensitive, personalized information that promotes goods, services and ideas, thereby benefiting all stakeholders. The mobile phone is a highly interactive media channel that enables immediate reply from the receiver of the message (Bauer et al, 2005.). This interactivity is a key element that separates mobile channel from other media channels. With mobile marketing it is possible to personalize the message based on the consumer's location, time and preferences. Content of the message and how it is being delivered to customers are key success factors of mobile marketing. (Scharl et al., 2004). One of the best advantages of mobile marketing is that it enables high-speed message delivery (Forrester Research, 2002)). Customers can also be reached fast and effectively (Takkula&Tähtinen, 2006).

Mobile marketing enables one-to-one dialogue with consumers (Hein, 2007). With mobile marketing it is possible to reach customers anywhere and anytime because people carry their mobile phones with them almost everywhere, and mobile phones are on most of the time (Bauer et al, 2005). Because of the personalized messages and the personal nature of mobile devices, mobile marketing should not be targeted for masses but individuals (Salo&Tähtinen, 2005). Mobile devices can be addressed individually, which means that it is possible to send very personalized and target oriented advertising (Bulander et al, 2005).

“Mobile campaigns complement other media, such as television, print and Internet, and vice versa” (Leppäniemi et al., 2005). Mobile marketing is most effective when it is being used with other more traditional media channels. Strength of the mobile marketing is also its multimedia

capabilities which enable more diversified advertising with pictures and sounds.

Types of Mobile Advertising Campaigns

- **Mobile Push Campaign:** Push refers to the marketer sending unsolicited, but expected, messages to a respondent (Dickinger et al. 2010), it can be explained as the message that are delivered proactively to mobile device users, using this approach companies can use database containing information about existing customers or purchase externally, to reach the target groups. For the success of a campaign, it is essential to ensure that the selected target group from the database is interested in the specific advertising, which requires extensive profiling of the database (Pearse, 2002)

- **Mobile Pull Campaigns:** Pull mobile marketing refers to the process of an individual (or respondent) replying to a call-to-action in traditional media or mobile channel via their mobile phone (Dickinger et al. 2010). Pull advertisement are messages served to users as they are navigating WAP or wireless sites/properties. It is usually seen when a user is requesting specific information from a provider and an advertiser's message is displayed to the viewer, as banner ad are presented on the fixed internet. To apply a pull approach, advertisers use their traditional marketing media mix such as TV, radio, print or packaging to promote an interactive mobile campaign (Jelassi & Enders, 2009).

- **Mobile Dialogue Campaigns:** A dialogue campaign is different from pull and push campaign in terms of duration and the intensity of interaction between the customers and advertisers. It spans for several months and includes various themes that build on one another. The main objective is to create long term relationship with customers, in order to have full insight into customer's preferences (Jelassi & Enders, 2009).

Text Messaging Applications:

Text message advertising integrates easily into the media mix. Experts agreed that SMS campaigns should complement other media. The 160-

character limitation hinders the design of cell phone messages, and SMS should not serve as the main media in a campaign. The different application of SMS in advertising is as follows:

- **Information Services:** Advertising funded information services include news, weather, traffic, market rates, horoscopes, or songs just played on the radio. The receiver of the services would pay little or nothing for this relevant and personalized information. Three advertising agency experts noted that a prerequisite for increasing this advertising method's success is a strong relation between the required information and the advertisement. Accordingly, companies should only send advertisements that complement customer interests.

- **Mobile CRM:** Text messaging supports Customer Relationship activities such as receiving free newsletters, pictures, ring tones, bonus points and coupons after joining a customer program. Mobile communication companies can use SMS for customer relationship management, sending their clients information on where to get cheap pre-paid phone cards when their credits are running low. Cited from (Dickinger A., 2010), companies can use mobile marketing for customer relationship management by sending SMS based reminders if clients do not pay their bills on time. This kind of reminder is more effective and less expensive for the operators but legal consequences need to be checked first.

- **Branding:** Mobile marketing can be used a branding tool. Mobile marketing helps create brand awareness, customer loyalty, and most importantly generate sales (Sultan & Rohm,2005). For over a century, branding efforts have attempted to link images and emotions with a brand in order to gain a competitive edge beyond utilitarian differences (Veblen, 1999). Brands, usually, are a company's most stable asset and a fundamental tenet of business success; simplify consumer's choice with a brand name that links closely to a product category(Rubinstein& Griffith,2001).Barwise et al (2002) posit that trusted brands are more important in the virtual world where they influence online purchases,

generate customer loyalty, and attract customers to their Web sites. This "virtual branding" effect may apply to SMS as well.

- **Competition:** Is the most popular form of mobile advertising as it provides mobile users with a great incentive to make contact with the company. Some main reasons of running competitions are to launch a service, to build a database and to limit opt-outs (subscribers wanting to opt-out). (Barwise& Strong 2002)

- **Location based services (LBS):** are services that is able to utilize of location of mobile device user; a geographically specific adverts can be delivered to smart phone user wherever they are travelling to. Location based services that connect to a distinct location are highly relevant for local advertising such as a person can receive a message including directions to the nearest restaurant or train station. Companies can send advertisement to registered customer when he passes the point of purchase, illustrating the sensitiveness of this approach (Dickinger et al, 2010)

- **Mobile Coupons:** A mobile coupon is an electronic ticket solicited and or delivered to a mobile phone that can be exchanged for financial discount or rebate when purchasing product or service(MMA, 2007). Companies can send coupons to mobile phones through SMS, MMS, application, image, or e-mail formats(Banerjee &Yancey 2010). Raskino (2001) predicts that, customers will use mobile coupons more than ordinary paper coupons because the coupons will be stored in the mobile phone memory and therefore difficult to misplace or forgot compared to their paper-based equivalents. By sending mobile advertising coupons, advertisers have created the value to message instead of sending the message with general promotions, they make the message activate and create good feeling for customers. Mobile coupons is important with the development of location based service but advertisers still must care about spam and over sending message problems even if the product offer is good. In addition mobile coupons are a good way to build customer loyalty.

- **Alerts:** mobile alerts, or simply text alerts, text message alerts are pre-arranged text messages that are sent automatically to subscribers who have indicated they wish to receive the messages. Alerts fit well with mobile Medias because they are location or time sensitive. Advertisers can reach users at any time because mobile devices are carried along by people wherever they go. Alerts can be also used to deliver real time information such as sport results, stock quote and business news all for sale purposes, and it should be permission-based (Haig 2002).

- **Sponsorships:** sponsorship for an already established service is another way advertisers can use to reach mobile users. The sponsorship money can be used to add value to the service or reduce cost for customers. To be successful, sponsorship activities should be relevant to the company or brand and the service should target specific users so that the company knows who subscribe to the service. (Haig 2002).

Success Factors of Mobile Advertising:

The term success factors gained widespread acceptance as the necessary conditions for success in a given market. Nevertheless, many organizations still struggle to define or measure the success of mobile data service. Most authors of mobile marketing research, 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 (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; Carroll, Barnes and Scornavacca, 2005; Haghirian et al. 2005). Among the critical success factor 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 spam via SMS (Heinonen and Strandvik 2003; Barnes and Scornavacca, 2004; Haghirian et al., 2005).

However, this study will cover the perceptions of critical success factors of SMS based campaigns from a managerial perspective in Sudan. Verifying whether campaign managers share the same perceptions is valuable to mobile marketing companies as well as to the researchers in this area. There are many success factors of SMS based campaigns found in the literature. Factors that influence the success of mobile adverting can be grouped into two categories, message characteristics and media characteristics. Descriptions of these factors are as follow

Content: The content of the message or the copy of an SMS advertisement is important. A message should contain an attractive underlying idea, be concise, use language understood by the target group and use the available 160 characters effectively (Barwise, and Strong 2002). Another important aspect is information on how the customer can stop receiving future company messages. Finally, when addressing young people, messages should be entertaining and show familiarity with the abbreviations and the spitfire conversational style typical of SMS and instant Internet messaging. It should be entertaining, informative and be relevant to the target audience and not irritating (Dickinger et al., 2004; Leppäniemi, & Karjaluo 2004; Haghirian et al., 2005)

Time & Frequency: frequency of the message is the number of advertising messages received per day. SMS messages are less intrusive than phone calls as recipients can read the message at their leisure and choose whether to respond. Nevertheless, organizations must consider the time and frequency to send messages, based on both the target group and the topic. Real time transmission, whereby the message appears on the potential consumer's screen within seconds, will further increase mobile marketing success. These instantaneous broadcasts offer opportunities, such as ordering songs played on the radio instantly after hearing them.(Haghirian et al., 2005; Carroll, Barnes and Scornavacca, 2005).

Personalization: Users receive personalized advertising customized to their profile. Targeted advertising based on client profiles enhances the experience for mobile owners and brands. Personalizing the message increases its impact. Thus, a structured and well-maintained database is crucial for targeting customers effectively. To build such a database for SMS campaigns, clients must disclose information about their habits, interests and preferences. Common attributes include leisure activities, number of holidays taken within a particular interval, music interests, favorite newspapers, favorite radio, Internet access, occupation, marital status, car ownership and income. Obtaining explicit data from consumers, rather than leveraging existing databases, increases the message's relevance.

Acceptance: Sultan, Rohm and Gao (2009) conceptualized consumer acceptance of mobile marketing as the degree to which consumers engage in mobile marketing activities. As consumers are increasingly exposed to mobile advertising, their acceptance is also increasingly regarded as a critical success factor (Heinonen and Strandvik 2003). It is important to notice that most of the Critical Success Factors drawn from the literature review take into account a consumer perspective in terms of their acceptance of receiving advertising messages in their mobile phone. According to Yousif, (2012) consumers are likely to accept mobile marketing activities because it provides information to consumers on a regular basis and helps marketers to showcase their products to consumers and this ultimately induces consumer interest.

Complementary: SMS is used in conjunction with other media in order to strengthen advertising campaign. (Dickinger et al., 2004, Scornavacca & McKenzie, 2006)

Cost: The cost of running a campaign. It usually can be justified due to campaigns' ability to reach customers (Dickinger et al., 2004). Mobile marketing can be more cost-effective than other media. The main cost in a text messaging campaign, buying mobile phone numbers, is only necessary if a company fails to convince consumers to "opt-in"

Credibility: 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. The term "source credibility" is repeatedly used to refer to traits of the communicator including expertise, trustworthiness, attractiveness, and power. Researches had found that credibility strongly influenced attitude towards advertiser and attitude towards advertiser was the most important predictor of attitude towards the advertising. (Haghirian et al., 2005)

Permission: Customers give permission to receive messages from the campaign operator. Even though SMS offers myriad marketing possibilities, there are practical limitations. Sending high loads of data via text messaging is time consuming. Content restrictions i.e., messages may not exceed 160 characters – might inhibit consumers from signing up for SMS. Without consent, clients will refuse to accept messages. Permission, a relatively new marketing term but actually an old concept, has come of age thanks to e-mail. Both the customer and the company benefit from permission marketing. While marketers get an audience interested in their message, customers receive fewer and more relevant messages. Researchers cited fear of spam as the strongest negative influence on customer attitudes towards SMS advertising. Dread of unwanted messages and privacy fears may prevent consumers from registering for SMS ads. Unlike changing one's email address hosted by free Web-based services such as Yahoo or Hotmail, changing one's cell phone number is far more difficult. (Heinonen and Strandvik, 2003; Carroll et al , 2005 Haghirian et al., 2005)

Reach: is the number of consumers that can be reached through a campaign. (Scornavacca and McKenzie, 2006)

Incentive: are benefits such as price discounts derived from direct marketing programs (Drossos, et al., 2007). Individuals are interested in deriving some monetary benefit from direct marketing programs (Milne and Gordon 1993). Prior research proposes that price discounts are

particularly effective in inducing effects, such as purchase acceleration and product trial (Shi, Cheung, and Prendergast 2005).

III: Methodology:

Since this study aims to explore the actual practice of mobile marketing in order to shed light on the marketer opinions in using mobile marketing as new advertising media and to outline the perceived critical success factors of SMS based campaigns, an exploratory qualitative research approach employing a multiple case study method was applied. Qualitative research is often about depth, nuance, and complexity thus the act of focusing through sampling is very essential, strategic and practical (Mason, 2002). Yin (2009) defines the case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used. Case studies allow collection of rich data and are appropriate to study a contemporary phenomenon within its natural setting (Yin, 2009). Case research is appropriate for examining practice based problems, since it allows a researcher to capture the knowledge of practitioners and use it to generate or deduce theory.

Five companies were studied in this study. This number is believed to provide sufficient empirical grounding for generating theory (Eisenhardt, 1989). All case companies are operating within the private sector and have been identified through the services providers. The selection criteria for organization comprise the following:

- (a) Should be deploying SMS based campaigns as a marketing tool.
- (b) Should be operating in Khartoum

Using these criteria, five potential companies were identified and contacted and agreed to participate in this study. In each organization an interview with a manager - who has been deeply involved with SMS based campaigns - was carried out. The data collection was carried out primarily through structured face-to-face interviews which lasted between 50 minutes to 60 minutes. To help reduce the risk of memory loss towards the context and observations from the interaction, the interviews were written

and noted during the interview into Arabic then translated in English. All interviews were transcribed as soon as possible after its conclusions.

Initially the interviewees were asked to describe:

- a) His/her role in the organization;
- b) His/her role regarding SMS based Campaigns;
- c) The technology used in their SMS based campaigns; and
- d) How the use of SMS campaigns integrates with existing marketing strategy.

Afterwards, open ended questions were presented, then the managers were asked to choose the most important success factors out of a list of 10 factors presented earlier in Table (1).

IV. Analysis & Results:

Cases Summary:

Case 1: is a leading mobile solutions provider that offers SMS based campaigns, through bulk SMS Service from Zain Communication Company, which is located in Khartoum. The interviewee is the company director who worked closely with his clients to determine the goals of each campaign and assure that the clients' needs are being met.

When answering the open ended questions, this manager explained that he sees SMS marketing as a new promising media in Sudan that deliver the information at any time at any place. The most important success factor of SMS advertising from his point of view is consumer acceptance to participate and permission to receive the messages which should be personalized.

When asked about the obstacles confronting mobile advertising in his organization the manager mentioned that the major obstacles are the difficulty in building the database i.e to reach the consumer to get his permission, this because the incentive based campaigns (as lottery) is prohibited by law in Sudan. In addition the commercial companies do not know the existence of this new media as an advertising tool.

However, when ranking the top five critical success factors of SMS advertising from Table (1), the manager stated that permission followed

by acceptance were undoubtedly the most important factors of a SMS based campaign.

Case 2: is an aviation Services Company started to operate with passengers and cargo, to and from domestic stations in 1998 located in Khartoum and has a branch in Dubai. The interviewee is the marketing manager of the company. The company uses SMS in customer relation management and customer service particularly in booking confirmation or confirmation of goods delivery

When answering the open ended questions, this manager explained that SMS marketing is a promising marketing media especially with the increased use of mobile phone. When asked about the obstacles confronting mobile advertising he mentioned that there are no obstacles as they build their database from their clients.

However, in ranking the top 5 success factors from Table (1), he stated that content followed by frequency of messages and media reach, were the most important factors of a SMS based campaign.

Case 3: is a service company that deals in airlines tickets, Hajj and Omra service, limozin cars rental and labor contract services. The interviewee is the customer relations' manger in the company. When answering the open ended questions, this manager explained that SMS marketing is fastest way to deliver information and is the less cost alternative. He further believes that this new media should be used with other media such as TV to reach all market segments. When asked about the obstacles confronting mobile advertising he mentioned that the obstacles are that some areas are not covered by the network and some customers being unable to read so they cannot read the messages. However, when ranking the top 5 Success Factors from Table (1), he stated that SMS usage in conjunction with other media followed by content are the most important factors of a SMS based campaign.

Case 4: is a leading exchange company in the Middle East established in 1980, with a branch in Sudan primarily focusing on money transfers and money exchange. The Company's portfolio of services includes mail

transfers, demand drafts, telegraphic transfers, electronic transfers, Western Union money transfers, and purchase and sale of foreign currency. When answering the open ended questions, this manager explain that his company uses SMS in introducing new services and in informing its customers about the new service or discount in exchange rates. He sees SMS as an easy, fastest, time saving, cost effective media that is capable of delivering of the information to a large number of customers. The success factor of SMS advertising from his point of view is its ability to reach a large segment in a short time with less cost.

When asked about the obstacles confronting mobile advertising he mentioned that the obstacles are that the SMS cannot be used alone because there are some customers who are unable to read. There is also the network coverage difficulty in building the database i.e., to reach the consumers in order to get his permission as the incentive based campaigns and lottery is prohibited by law in Sudan. In addition the commercial companies do not know this new media as advertising tool.

However, when ranking the top 5 important factors from Table (1), the manager believed that cost followed by content were undoubtedly the most important factors of a SMS based campaign.

Case 5: it is one of the fastest growing beauty companies selling diet in 62 countries founded in Sweden in 1967. The company offers a wide range of high-quality beauty products. Its sales force consists of approximately 3.3 million Consultants that are marketing products around the globe. The marketing manager of Sudan's branch who answering the open ended questions explained that they use the SMS in informing the company's sales personnel about the new product and discounts. When asked about the obstacles confronting mobile advertising she mentioned that they face limited obstacles as they have a large database of their customer and SMS advertising is the fastest targeted medium that can be used to deliver information. In addition to that it is cost effective. However, when ranking the top 5 important factors from Table (1), the manager believed that cost is the most important factor followed by permission, Content, reach and credibility.

Manager's Perceptions of the Top Five Success Factors:

This section first presents the results of the managers ranking of the top five success factors (Table 2). This is followed by a description and analysis of the individuals' perceptions regarding the role and importance of each factor.

After each manager pointed out and ordered what they believe to be the top five Critical Success Factors, a point scheme was applied in order to generate an overall ranking. Five points were assigned to the first success factors rating, four points to the "second place", three points to the "third place", two points to the "fourth place", and finally one point to the "fifth place". Factors 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 (2):The Top Ranked success Factors of Mobile Marketing

Success Factor	Case1	Case 2	Case 3	Case 4	Case 5	Final Score	Final Rank
1.Acceptance	2 (4)	4(2)	3(3)	5(1)		10	3
2.Complementary			1(5)			5	6
3.Content	5(1)	1(5)	2(4)	2(4)	3(3)	17	1
4.Cost		5(1)		1(5)	1(5)	11	2
5.Credibility	4(2)		5(1)		5(1)	4	7
6.Permission	1(5)				2(4)	9	4
7.Frequency		2(4)		3(3)		7	5
8.Personalization							
9.Reach		3(3)	4(2)	4(2)	4(2)	9	4
10.Incentive	3(3)					3	8

Source: the researcher own data: managers' interviews analysis

The results from table (2) showed that the top ranked success factors which are:

1. Content
2. Cost
3. Acceptance
4. Reach & Permission

5. Frequency

In the following paragraph, a brief description of each of these factors is given together with the analysis of the managers' perceptions.

1. **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, not entertaining, and useless or not wanted. 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 success factor.
2. **Cost** was in the second place. Most managers found it 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.
3. **Acceptance** came in the third place ranking even though most managers did not seem to be concerned about this factor when answering the open ended questions because most of these company use their own database when each consumer give his or her contact information. Barnes and Scornavacca (2004) understood that consumer's acceptance of mobile marketing derives from user's permission, mobile operator control and brand trust.
4. **Reach**: regarded as a fourth key success factor together with the **Permission**. Most managers perceived it as an important factor due to the fact that SMS can reach a large number especially with the increase of number of mobile users. Permission also appeared as the fourth important factor. Only one manager perceived it as being a key factor to avoid irritation to consumers. Since a mobile phone is a much more personal environment, undesired messages certainly generate a very negative impact on consumers' perceptions (Barnes and Scornavacca, 2004; Haghirian et al., 2005).

5. **Frequency** was also come in the fifth place; two managers place it in the second and third place because the excess number of messages will be irritating. It is interesting to note that Haghirian et al (2005) found that a high frequency of exposure tend to decrease the value of advertising.

However, two managers thought that **credibility** was an important issue and one of them considered it as a key factor and placed it in the first place, while the other placed it in the fourth place but its overall score is low. Only one manager considered incentive as one of the important factor the other manager perceived that it was not a relevant factor.

The above mentioned findings indicate that content, cost, acceptance, permission, reach as well as messages frequency are critical to insure the success of SMS based campaigns in Sudan. Most of these results are in line with previous research (Scornavacca, 2005).

V. Conclusions, Limitations and Future research:

As stated earlier the study aimed to investigate the marketer point of view of using mobile as a marketing tool. The results showed that most of the managers consider SMS advertising as a new promising, cost effective and high reach marketing tools. With regard to the factors that contribute to the success of SMS campaigns the findings indicate that content, cost, acceptance, reach & permission as well as the messages frequency factor are critical to ensure the success of SMS based campaigns.

The outcomes of this study have practical implications for marketers and organisations venturing into marketing in Sudan and similar developing countries by identifying the factors that leading to successful mobile marketing campaigns. Thus study presents that mobile marketers seeking to find ways to attract customers should begin to consider these factors that enhance the acceptance of mobile marketing. Therefore, marketers should use the findings of this study to benefit from Mobile advertising and establish a wider customer base in order to reach the right people with relevant content and use permission based mobile advertising in their marketing mix.

On the academic side, this study makes a significant contribution to the mobile marketing literature by exploring the managers' opinions to outline the critical success factors of SMS based campaigns and thereby improving the use and acceptance of mobile marketing in the context of the Sudan.

One of the limitations of the study is that it 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 Success Factors and how they may change over time. Future research could also investigate business and revenue models of SMS.

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