

photo: Soňa Hlavatá

Tahreem Noor Khan

The Usage Of Social Media Tools By Islamic Banks In Pakistan And The UAE

ABSTRACT

Realizing the fact that social media has become the mainstream of corporate marketing, this research aims to investigate the use of social media tools by Islamic banks: Facebook and YouTube. To identify and evaluate the social media activities, this research analyses four fully-fledged Islamic banks in Pakistan and seven fully-fledged Islamic banks in the UAE. Since there is a lack of research on the topic of social media marketing by Islamic banks, therefore eight effective features of utilising Facebook in corporate marketing have been extracted from the existing literature. Subsequently, in order to evaluate the eight factors descriptive observation analysis and coding methods were used. The findings deduce that Islamic banks require influential ways to distinguish their social media activities. This research believes that by channelizing such active social mediums aptly, consumer's concerns about Islamic banking can be addressed. Islamic banks need to realize that these social mediums enable them to offer differentiated services according to the target segment and audience, which will result in greater satisfaction and customer loyalty. Monitoring social media activities of local and global Islamic banks can assist in devising a unique corporate marketing approach for using Facebook and YouTube. There are few existing articles available on social media and Islamic banking topics, therefore this research makes an attempt to fill that gap and brings attention to conduct further study about social media as a corporate marketing communication tool.

KEY WORDS

Social Media. Islamic Banks. Marketing.

1. Introduction

Social media is the use of web and mobile technologies to turn communication into interactive dialogue, open participation and community connectedness.¹ The social platforms engagement assists brands to initiate their communication, intensify their interaction and re-shape their relationship with customers.² Such platforms also encourage new variations for the organizations that are promoting customer interaction and foster engaging relationships.³

Some of the influential social media platforms are Facebook, Twitter, YouTube, Instagram, Snapchat, and LinkedIn. Among these platforms, Facebook is the third most visited site after Google and YouTube (Statista and Alexa.com).⁴ Facebook was created in 2004, for collaborative study amongst college students however, today it has evolved to be the world's premier platform with over 250 million users globally.

Due to its large user base, companies have great opportunities to reach the target audience and market their services or products through official Facebook pages. The companies learn about consumer's attitude towards brand impression, promotional offers, and their interaction in posts through the number of comments, shares, views and likes.⁵ The 'Like' button is a powerful tool to access new audiences as on average users on Facebook have 120 friends, and liking a Facebook page by one influences other friends to join the page and follow the brand.⁶

Realizing the importance of social media in fostering engagement and increasing followers, businesses should consider social media as a formal corporate marketing tool that requires a considerable strategy. However, a finding of concern was indicated by the literature that 'most Fortune 50 companies' are not using Facebook to its full potential; to share company or product related information with the public.⁷

While analysing the social media initiatives of global financial institutions, another study found that the lack of strategies implementing effective corporate dialogue with customers was a factor of worry.⁸ The research further insisted on identifying the factors of reluctance to using social mediums.

Compared to other social media platforms that focus on pictures and text, YouTube is considered the best media-centric platform for online marketing, branding, and promotion.⁹ YouTube is the second most visited video sharing social platform; where users can upload, view and share videos.¹⁰ Businesses can draw consumers' attention by video advertisements through YouTube and encourage the viewers to subscribe to their official channels, whereas

¹ BHANOT, S.: Use of social media by companies to reach their customers. In *SIES Journal of Management*, 2012, Vol. 8, No. 1, p. 4.

² SASHI, C. M.: Customer engagement, buyer-seller relationships, and social media. In *Management Decision*, 2012, Vol. 50, No.2, p. 253-272.

³ MITIC, M., KAPOULAS, A.: Understanding the Role of Social Media in Bank Marketing. In *Marketing Intelligence & Planning*, 2012, Vol. 30, No. 7, p. 668-686.

⁴ Alexa Internet Inc. *The top 500 sites on the web*. [online]. [2020-01-01]. Available at: <<http://www.alexa.com/topsites>>.

⁵ HANSSON, L. et al.: Optimal Ways for Companies to Use Facebook as a Marketing Channel. In *Journal of Information, Communication, and Ethics in Society*, 2013, Vol. 11, No. 2, p. 112-126.

⁶ BUSHELOW, E.: Facebook Pages and Benefits to Brands. In *Elon Journal of Undergraduate Research in Communications*, 2013, Vol. 3, No. 2, p. 6-17.

⁷ MCCORKINDALE, T.: Can you see the writing on my wall? A content analysis of the Fortune 50's Facebook social networking sites. In *Public Relations Journal*, 2010, Vol. 4, No. 3, p. 1-13.

⁸ BONSON, E., FLORES, F.: Social media and corporate dialogue: the response of global financial institutions. In *Online Information Review*, 2011, Vol. 35, No. 1, p. 34-49.

⁹ WATERS, R. D., JONES, P. M.: Using Video to Build an Organization's Identity and Brand: A Content Analysis of Nonprofit Organizations' YouTube Videos. In *Journal of Nonprofit & Public Sector Marketing*, 2011, Vol. 23, No. 3, p. 248-268.

¹⁰ EDOSOMWAN, S. et al.: The History of Social Media and its Impact on Business. *Journal of Applied Management and Entrepreneurship*, 2011, Vol. 16, No. 3, p. 79-91.

customers receive regular updates through notifications. In addition, the number of subscribers and video views results in monetary benefit.¹¹

For integration and alignment of social media strategies¹, a study¹² concluded that four key themes need to be explored by bank leaders: (1) social media knowledge management, (2) social media marketing strategy implementation, (3) social media data challenges and communication, and (4) social media competitive gain and future enhancements.

More specifically, banks can realign and readjust their social media strategies by answering the following questions: What role does social media play in their overall marketing position and ambitions? What are the factors to differentiate social media marketing from traditional marketing channels? What could be the potential benefit or loss of social media presence?

By addressing these questions, banks can identify the missing elements in their corporate marketing communication and utilize their capabilities to eliminate the gap.¹³

According to the existing literature, the effectiveness of social media channels is evaluated by the quality and relevance of message content.¹⁴ Furthermore, the following eight characteristics are essential for corporate marketing through Facebook:

1. Product Marketing¹⁵ advertisement and promotions¹⁶
2. Financial education and advice¹⁷
3. Online security information and support¹⁸
4. Customer review and bank representativeness^{19;20;21;22}
5. Customer engagement^{23;24}
6. Career Advice / Online recruitment through social media^{25; 26}

¹¹ WIGGINS, B. A.: The Culture Industry, New Media, and the Shift from Creation to Curation; or, Enlightenment as a Kick in the Nuts. In *Television & New Media*, 2013, Vol. 15, No. 5, p. 395-412.

¹² WRIGHT, M.: Social Media Data Strategies Bankers Use to Increase Customer Market Share. [Dissertation Thesis]. USA : Walden University, 2019, p. 28.

¹³ COSTIN, D.: Banking Business and Social Media - A Strategic Partnership. In *Theoretical & Applied Economics*, 2015, Vol. 22, No. 4, p. 121-132.

¹⁴ SMITH, T.: The social media revolution. In *International Journal of Market Research*, 2009, Vol. 51, No. 4, p. 559-561.

¹⁵ QUESENBERRY, K.: *Social Media Strategy: Marketing and Advertising in the Consumer Revolution*. Lanham, Maryland, USA : Rowman & Littlefield, 2015, p. 164.

¹⁶ BOHLIN, E. et al.: Social Network Banking: A Case Study of 100 Leading Global Banks. In *International Journal of E-Business*, 2012, Vol. 14, No. 2, p. 3-10.

¹⁷ EFRAIM, T. et al.: *Information Technology for Management: On-Demand Strategies for performance, growth, sustainability*. Hoboken, New Jersey, USA : John Wiley & Sons, 2018.

¹⁸ SMITH, T.: The social media revolution. In *International Journal of Market Research*, 2009, Vol. 51, No. 4, p. 559-561.

¹⁹ KAPLAN, A. M., HAENLEIN, M.: Users of the world, unite! The challenges and opportunities of social media. In *Business Horizons*, 2010, Vol. 53, No. 1, p. 59-68.

²⁰ CHAMPOUX, V. et al.: Corporate Facebook Pages: When Fans Attack. In *Journal of Business Strategy*, 2012, Vol. 33, No. 2, p. 22-30.

²¹ YASA, E., MUCAN, B.: Paper presented at 12th International Marketing Trends Conference with subtitle Turkish Companies Value Creation through Social Media Tools: Analysing Fortune 100 Turkey. Paris, presented on 12th Jan 2013.

²² ARLI, D., DIETRICH, T.: Can Social Media Campaigns Backfire? Exploring Consumers Attitudes and Word-of-Mouth toward Four Social Media Campaigns and Its Implications on Consumer-Campaign Identification. In *Journal of Promotion Management*, 2017, Vol. 23, No. 6, p. 834-850.

²³ COSTIN, D.: Banking Business and Social Media - A Strategic Partnership. In *Theoretical & Applied Economics*, 2015, Vol. 22, No. 4, p. 121-132.

²⁴ DEKAY, S.: Are business-oriented social networking Web sites useful resources for locating passive jobseekers? Results of a recent study. In *Business Communication Quarterly*, 2009, Vol. 72, No. 1, p. 101-105.

²⁵ ARLI, D., DIETRICH, T.: Can Social Media Campaigns Backfire? Exploring Consumers Attitudes and Word-of-Mouth toward Four Social Media Campaigns and Its Implications on Consumer-Campaign Identification. In *Journal of Promotion Management*, 2017, Vol. 23, No. 6, p. 834-850.

²⁶ MARCIA, D., DENISE, S.: *Ethical Practice of Social Media in Public Relations*. London : Routledge, 2014, p. 38.

7. Survey and polling²⁷; ²⁸
8. Other posts (Bank news updates, sharing achievements, and greetings)²⁹; ³⁰

Despite the powerful impact of social media on consumers, limited data is available about the usage of social media for marketing purposes in banking services.³¹ Realizing the existence of the gap in the literature, this research suggests a need to conduct more qualitative studies to explore key practices and barriers in using social media for financial corporate marketing specifically in the context of Islamic banks. This research attempts to fill the gap, by observing key social media practices of Islamic banks in Pakistan and the UAE.

2. Research Method

Islamic banking emerged rapidly to meet the financial needs of consumers, by using different viable modes of financing to avoid interest/usury, risk-free returns and high uncertainty. However, literature indicates that Islamic banks face negative criticism because their marketing strategies focus on rewards and incentives, rather than the moral and ethical perspective of Islamic product values.^{32,33} The limited and insufficient information on the characteristics of Islamic financial products evoke authenticity concerns amongst consumers. The literature³⁴ insists, in order to gain the trust of customers, Islamic banks must provide correct, sufficient and clear information on the principles of Islamic financial accounts.

Although the article confirms that Islamic bank marketing through social media will surely accelerate customer connectivity and engagement; there is still a lack of research in the context of evaluating Islamic banking social media marketing efforts.³⁵ In reference to Islamic banking and social media, few news articles³⁶; ³⁷ and a report³⁸ found, that emphasize the need

²⁷ YASA, E., MUCAN, B.: Paper presented at 12th International Marketing Trends Conference with subtitle Turkish Companies Value Creation through Social Media Tools: Analysing Fortune 100 Turkey. Paris, presented on 12th Jan 2013.

²⁸ QUESENBERRY, K.: *Social Media Strategy: Marketing and Advertising in the Consumer Revolution*. Lanham, Maryland, USA : Rowman & Littlefield, 2015, p. 164.

²⁹ DEKAY, S.: Are business-oriented social networking Web sites useful resources for locating passive jobseekers? Results of a recent study. In *Business Communication Quarterly*, 2009, Vol. 72, No. 1, p. 101-105.

³⁰ SMITH, T.: The social media revolution. In *International Journal of Market Research*, 2009, Vol. 51, No. 4, p. 559-561.

³¹ ALVES, H. et al.: Social Media Marketing: A Literature Review and Implications. In *Psychology & Marketing*, 2016, Vol. 33, No. 12, p. 1029-1038.

³² KAHF, M.: *Strategic Trend in the Islamic Banking Finance Movement*. Paper presented at Harvard Forum on Islamic Finance and Banking on 6th April 2002, Harvard University, Cambridge, Boston.

³³ HENRY, C., WILSON, R.: *The Politics of Islamic Finance*. Edinburgh University Press, 2004 [online] [2012-08-22]. Available at: <www.jstor.org/stable/10.3366/j.ctt1r27cw>.

³⁴ KAHF, M.: *Strategic Trend in the Islamic Banking Finance Movement*. Paper presented at Harvard Forum on Islamic Finance and Banking on 6th April 2002, Harvard University, Cambridge, Boston.; HENRY, C., WILSON, R.: *The Politics of Islamic Finance*. [online]. [2012-08-22]. Available at: <www.jstor.org/stable/10.3366/j.ctt1r27cw>.

³⁵ ALVES, H. et al.: Social Media Marketing: A Literature Review and Implications. In *Psychology & Marketing*, 2016, Vol. 33, No. 12, p. 1029-1038.; KAHF, M.: *Strategic Trend in the Islamic Banking Finance Movement*. Paper presented at Harvard Forum on Islamic Finance and Banking on 6th April 2002, Harvard University, Cambridge, Boston.; HENRY, C., WILSON, R.: *The Politics of Islamic Finance*. [online]. [2012-08-20]. Available at: <www.futureislam.com/20050501/insight/Rodney_Wilson/The_Politics_of_Islamic_Finance.asp53k>.

³⁶ *Khaleej Times: Why Gulf's lenders need to bank on social media*. [online]. [2016-05-20]. Available at: <[https://www.khaleejtimes.com/business/banking-finance/why-gulfs-lenders-need-to-bank-on-social-media](http://www.khaleejtimes.com/business/banking-finance/why-gulfs-lenders-need-to-bank-on-social-media)>.

³⁷ *Gulf News: UAE bank introduces banking via Twitter*. [online]. [2016-04-25]. Available at: <<https://gulfnews.com/business/banking/emirates-nbd-introduces-banking-via-twitter-1.1585093>>.

³⁸ MIFC – Malaysia's Islamic finance Centre. *Social Media an Opportunity for Islamic Finance*. Bank Negara Malaysia Report. [online]. [2016-04-25]. Available at: <[https://www.mifc.com/index.php?ch=28&pg=72&ac=126&bb=uploadpdf](http://www.mifc.com/index.php?ch=28&pg=72&ac=126&bb=uploadpdf)>.

for social media for customers interaction and engagement, however there is a lack of academic research conducted in this area. Realizing the gap in the academic literature, this research attempts to investigate and explore the existence of eight effective features of the Facebook pages and YouTube channels of Islamic banks in Pakistan and the UAE.

At a national level, Islamic banks’ market share of Pakistan (10% assets) and UAE (22% assets) have been impressive; as a result both countries are making noticeable presence at the regional level. Recognizing the emerging growth of Islamic financial products in Pakistan, the UAE established a subsidiary of the largest bank (Dubai Islamic Bank) in Pakistan in 2005. Due to the sturdy growth of the Islamic banking industry in both countries, it will be interesting to identify the social media marketing practices of Islamic banks in Pakistan and the UAE.

According to the ranking sites,³⁹ YouTube is the second most visited website, while Facebook ranks fourth in Pakistan and the UAE. Therefore, it was interesting to explore how Islamic banks utilize these social mediums to connect with their customers. Considering the usage of social media (Facebook, Twitter and YouTube) in the UAE, a study⁴⁰ determined that social media has gained recognition recently and UAE firms utilized social media for three main reasons: awareness, advertising, and feedback. Though, overall the “picking up” pace of social media is still slow in the UAE.

In this research, we explore social media activities of four fully-fledged Islamic banks in Pakistan and seven fully-fledged Islamic banks in the UAE. A list of Islamic banks was obtained from the Central Bank of Pakistan and the UAE (Table 1). The information was derived using the qualitative research method of observing social media activities, we visited the homepage of said Islamic banks from January 2020 - February 2020.

Name of Islamic Banks in Pakistan		Name of Islamic Banks in UAE	
AlBaraka Islamic Bank	(AIB)	Abu Dhabi Islamic Bank	(ADIB)
BankIslami	(BI)	Al Hilal Bank	(HB)
Dubai Islamic Bank	(DIB-PK)	Ajman Bank	(AB)
Meezan Bank	(MB)	Dubai Islamic Bank	(DIB)
		Emirates Islamic Bank	(EIB)
		Noor Bank	(NB)
		Sharjah Islamic Bank	(SIB)

TABLE 1: Full-fledged Islamic banks in Pakistan and UAE

Source: List of Islamic banks Pakistan and UAE from Central bank

During the observation, the placement of Facebook and YouTube icons on Islamic bank web homepages were noted (ease of icon accessibility?). Upon accessing their official social media pages and channels, the number of Facebook followers, YouTube subscribers and activities were observed and recorded. We filtered out YouTube activities, by identifying the most popular videos (views count). The descriptive information is summed up in table 2 of the finding section.

Additionally, the effectiveness of Islamic banks’ Facebook pages is presented in Table 3 of the findings section, corresponding to the eight key features and characteristics extracted from the literature.

³⁹ Alexa. [online]. [2017-02-05]. Available at: <<http://www.alexa.com>>.

⁴⁰ TENAIJI, A. A., CADER, Y.: *Social media marketing in the UAE*. In *European, Mediterranean and Middle Eastern Conference on Information Systems: Global Information Systems Challenges in Management*. Abu Dhabi, UAE: ISEING, 2010. p. 1-14. [online]. [2017-02-05]. Available at: <https://www.academia.edu/1180767/SOCIAL_MEDIA_MARKETING_IN_THE_UAE>.

- 1. Product marketing:** The identification of most common products marketed through social media, the products demonstrated a higher level of customer interest and received the most likes and shares on Facebook pages.
- 2. Financial education:** The use of social media to educate consumers about the importance of financial savings or the structural elements of Islamic products.
- 3. Online security information and support:** The online safety and security of information and its concern through the use of social media platforms.
- 4. Customer reviews and presence of bank customer service representatives:** The customer reviews and comments on the Facebook page and presence of Islamic bank representatives and their efficiency in handling customer enquiries and responses to comments. Observations about the common comments shared by customers on Facebook walls.
- 5. Customer engagement activities:** The customer engagement activities posted on their Facebook page such as icebreaking questions, open ended questions, games, competitions and the customers' responses to interactive posts.
- 6. Career Advice / Online recruitment through social media:** The use of official Facebook pages to post job openings, recruit potential candidates or provide career advice to graduates.
- 7. Survey and polling:** Facebook posts related to surveys or polls about the product development and services for customers.
- 8. Other posts:** posts related to bank updates, achievements and greetings were found on the Facebook page.

To explore the effectiveness of Islamic banks using Facebook among the eight elements discussed in the literature, a descriptive analysis and coding method was used. For example a pattern of customer comments on Islamic bank Facebook pages was observed for a month (January 2020 - February 2020) and coded accordingly. Coding was measured by considering the textual content of negative expressions focused on bank service (worst, pathetic, awful, horrible, unprofessional, disappointed, delay, bad experience), product-related concern (application process and charges on car/home/credit card charges), call centre bad service (late, delay, not answering, query not dealt through the call center).

The same negative expression stated twice, by the same individual, was considered as one. Sometimes the issue of product / call centre or bank service mentioned in one post, in that case, was considered as 1 point for each category. Messages in Arabic or Urdu were translated and the text context was categorized accordingly. Considering the bank's image and reputation, the name of the bank was not mentioned in the negative comments. Furthermore, this research suggests ways to enhance marketing activities and develop effective relationships with customers using social media tools effectively.

3. Findings

Due to frequency, usability, and immediacy factors, as research suggested the implementation of social tools initiates a powerful connection with customers.⁴¹ On a similar note, developing connections using interactive communications channels assist businesses in understanding and satisfying customers' needs.⁴² Even though the buzz about social media is optimistic and positive, it has its style, protocols, and etiquette that require learning for survival and these criteria have to be meticulously maintained.

⁴¹ CROWE, A.: The Social Media Manifesto: A Comprehensive Review Of The Impact Of Social Media On Emergency Management. In *Journal of Business Continuity & Emergency Planning*, 2010, Vol. 5, No. 1, p. 19-42.

⁴² MORGAN, N. et al.: *Social Media. The Complete Guide to Social Media, from the Social Media Guys*. [online]. [2017-02-05]. Available at: <<https://rucreativebloggingfa13.files.wordpress.com/2013/09/completeguidetosocialmedia.pdf>>.

Tables 2 and 3 provide an overview of the Facebook and YouTube activities of four fully-fledged Islamic banks in Pakistan and seven fully-fledged Islamic banks in the UAE. The research findings suggest that there is a need for Islamic banks to improve the style and fine-tune the flair of social media activities with sophistication. Islamic banks should not use social media merely for the purpose of broadcasting messages, rather leverage it as two-way communication. Social media must be utilized as an effective tool to listen to the consumers and gain insights, moreover, provide customized financial solutions, and to address concerns about the Islamic aspect of financial products.

3.1 Ease of accessibility - Social media icons on Islamic bank's homepage

The observation, as per Table 2, shows that YouTube channel icons were not seen on the three UAE and one Pakistani Islamic banks' homepages. Most Islamic banks (around 7) placed social media icons at the 'bottom right' of the main webpage (Table 2) whereas, few banks placed social media icons twice (on a sidebar and at the bottom) on their main webpages. Instead of scrolling to the bottom of the webpage to look for the icons, this research suggests that the placement of icons should be visible on the 'upper right side' as the goal of social media icons are to encourage the consumers to click, visit and share.

To assess usability of web information, visual, and consumer response effectively, literature believes that eye-tracking technology can be applied.⁴³ Islamic banks can take advantage of neuro-imaging, eye-gazing and psychological assessment techniques to provide accurate evaluation, which cannot be measured by conventional testing methods.

3.2 Product marketing approach through YouTube videos

The YouTube icon was not found on three UAE Islamic bank's home page, as seen in Table 2. The videos of two UAE Islamic banks' (NB and SIB) with the highest number of views are considered old and were posted in 2017.

Meezan Bank (Pakistan) and Emirate Islamic Bank (UAE) have higher numbers of YouTube subscribers. Overall, Home finance (UAE) and lecture series on Islamic banks (Pakistan) were popular videos posted on YouTube (Table 2). In addition, it has been noticed that a bank in Pakistan, utilized a celebrity marketing approach in which famous cricket players endorse Islamic bank products. Interestingly, the marketing technique coupled with fan following was considered attractive amongst consumers and rated as the highest viewed YouTube video on the bank's channel (Table 2).

It was noted that YouTube videos marketing of the Islamic banks channels (Pakistan and UAE) missed showcasing the various stages of real-life segments to foster human connections.

The US bank (Ally Bank) featured real-life retirees in a video, their decisive financial turning and current retirement lifestyle. It has the highest number of views on YouTube (viewed more than 75,000) and highest engagement rate using Facebook (60,000 people liked, commented on or shared). Islamic banks should portray realistic life issues of local customers and offer the appropriate banking solutions through social marketing messages.

On a cautionary note, this research suggests that a logical balance is needed in social media marketing campaigns as too much emotional content will cause havoc on reasoning and excessive theoretical information can be overlooked.

43 QIN, L., ZHONG, N., SHENGFU, L. V.: Interaction effects of web content appeal strategies with user tasks and their influence on eye-movement patterns. In *Journal of Guangxi Normal University: Natural Science Edition*, 2012, Vol. 30, No. 4, p. 30-35.

	1-Facebook icon easy to locate on webpage	2-Facebook followers	3-YouTube most popular video views	4-YouTube Subscribers
PK 1-AIB	Facebook icon was not on the main webpage, it was found on clicking the contact us page. At the bottom right, it was found, only Facebook and LinkedIn social media icon was found	59 661	Youtube Icon was not found on the main bank webpage (only Facebook and LinkedIn)	-
PK 2-BI	Facebook and YouTube icons were found twice: at the bottom of the webpage as well as the right sidebar	940 245	The highest viewed ad was 535 110 posted on Feb 8, 2020. The ad feature a former cricketer explaining about transaction possible with thumb impresion	3,69k
PK 3-DIB-PK	Facebook and YouTube icon was found at the left bottom of the webpage	366 570	Most viewed YouTube video was about a lecture by late Junaid Jamshed (singer turn to more religious) last lecture at Dubai Islamic Bank-views 161k posted three year ago	7,79k
PK 4-MB	Facebook and YouTube icons at the bottom right of the webpage	2 000 519	Most viewed video about: the best bank in Pakistan-bank product and services (1,1m) posted a year ago	10,7k
UAE 1-ADIB	Found Facebook icons twice at the bottom right and another one as a sidebar but it is asking to like the Facebook page and not accessible futher	1 164 858	no YouTube icon on bank website	- no YouTube icon on website
UAE 2-HB	Facebook and YouTube icons were at the bottom left of the webpage	59 670	no YouTube icon on bank website	- no YouTube icon on website
UAE 3-AB	Facebook and YouTube icons were found twice top left and right sidebar	8 494	no YouTube icon on bank website	- no YouTube icon on website
UAE 4-DIB	Facebook and YouTube icons were at the bottom right of the webpage	225 979	The most popular home finance video 323 posted a year ago	2,59k
UAE 5-EIB	Facebook and YouTube icons were found at the bottom right of the webpage	585 950	Time change value remain the same posted a year ago 317k	2,06k
UAE 6-NB	Facebook and YouTube icons were found at the bottom right of the webpage	79 919	Legacies Are Forever: Taking traditions, leaving marks and sharing legacy posted 37k views posted 3 years ago	734k
UAE 7-SIB	Facebook icons were found left top sidebar	9 663	Video was abput apartments and facilities at Burj Asas real estate. 3,7k 3 years ago	231k

TABLE 2: Social media Islamic banks activities-Pakistan and UAE in 2020

Source: Author collected from Facebook page and YouTube of Islamic banks Pakistan and UAE

3.3 Product Marketing through Facebook

Estimating and measuring the success of social strategies in terms of return on investment is time-consuming and quite difficult.⁴⁴ Therefore, as an alternative, the effectiveness of product marketing on Facebook can be measured by the number of views (seen by people), followers (people's interest to receive updates), engagement (response to the messages), and results (achievement of campaign goals). Islamic banks should also consider effective marketing strategies to attract and increase the number of new visitors to their corporate Facebook page, as each user is seen as a potential brand ambassador to invite and introduce the bank's

⁴⁴ COSTIN, D.: Banking Business and Social Media – A Strategic Partnership. In *Theoretical & Applied Economics*, 2015, Vol. 22, No. 4, p. 121-132.

page to hundreds of their friends and followers. As per Table 2, Meezan Bank (Pakistan) and Abu Dhabi Islamic Bank (UAE) have the higher numbers of Facebook followers, therefore, the said banks can interact with their followers to outreach to the larger audience and maximize marketing impact.

Tables 3 and 4 depicts that the highest number of customer ‘comments’ are found for the Islamic bank ‘products’ and the higher number of ‘Likes’ are for ‘other posts’ (such as bank updates and achievement). It has been further noted, from the table below, that more comments with simultaneously more likes for a single post is a rare combination. The table below shows that two posts (recruitment branch trainees and word/pic of UAE leaders) were attractive to the customer and received more ‘Comments’ as well as higher number of ‘Likes’ (Table 4).

Moreover, it has been observed that the most frequently common post on the Facebook pages of Pakistan Islamic banks was ATM/debit or student card deals (Table 3), whereas the UAE Islamic banks repeatedly posted messages about the saving plans/accounts and credit/debit accounts that offer appealing features (winning air miles and reward incentives) for their customers.

Highest comments, share & likes Products/Services on Facebook page - Pakistan		Comments	Share	Likes
1)	Easy money instalment for phone	402	299	–
2)	Cash ATM withdrawal limit increase 50,000 RS	402	187	–
3)	Recruitment for branch trainee	37	42	121
4)	Protect your iman (faith) by banking with us	0	57	–

Highest comments, share & likes Products/Services on Facebook page - UAE		Comments	Share	Likes
1)	Skyward mile competition	127	37	–
2)	Words of UAE leaders	1200	1100	1100
3)	Saving plans	73	4	–
4)	Mobile App	79	75	–

TABLE 3, 4: Highest comments, share/like on Pakistan and UAE Facebook page

Source: Author collected from Facebook page of Islamic banks Pakistan and UAE

3.4 Financial literacy, education and advice on Facebook Pages of Islamic banks

Table 3 reflects that through a Facebook page, a bank in UAE chose to take up an interactive financial literacy approach by correlating the habits of saving with different personality traits. To induce customer interest the bank announced 10,000 AED for taking personality tests, and also encouraged the customers to post results on the corporate Facebook page and tag friends to qualify for the prize.

This research suggests that Islamic banks can design proper strategies for financial literacy and marketing through YouTube and Facebook to connect with confused consumers seeking personalized financial solutions. Such as the U.S. based subsidiary of Canada’s (TD Bank) created a social space for financial literacy (managing credit, investment, and retirement) through open consumer interactions with financial experts and peers.⁴⁵ It helps to address the specific needs of customers across distinct segments. Similarly, Islamic financial experts and scholars can be incorporated into the literacy session for greater impact.

⁴⁵ Deloitte: *Who says banks can't be social?* [online]. [2017-02-05]. Available at: <<https://www2.deloitte.com/lk/en/pages/financial-services/articles/banks-can-be-social.html>>.

3.5 Online security information on Islamic banks' Facebook pages

All four of Pakistan's Islamic banks displayed an elevated concern toward online security information and data protection initiatives. However, only two out of seven UAE Islamic banks posted about online safety precautions on the corporate Facebook page (Table 3).

3.6 Customer reviews and comments on Islamic banks' Facebook pages

On the corporate Facebook pages of Pakistani Islamic banks, query-based questions regarding banking branches or ATM service, remittance, deals, and discounts on cards were commonly found. Among customer complaints, most common comments were related to branch service, internet, ATM, and App (Figure 1). Two Islamic banks representatives in Pakistan were efficient and prompt in replying to the customers' comments about bank products and services. A few negative comments by the users of Islamic banks in Pakistan are shared below:

- *„This card has become useless as it can't be used internationally anymore due to the reason it's no more a VISA card.“*
- *„Worst banking experience with this bank from the last 2 months, unable to use any facilities due to link down, no transfer, no Western Union, and no compliance to any complaint. Hopeless banking.“*
- *„Indeed they have the best service but in some areas they have very bad heads in some North region branches. Very abusive to their juniors. Which is very sad and disappointing. Must remove such managers immediately. It will damage the image of the bank.“*

It has been noticed that on UAE Islamic banks' Facebook pages, the higher number of positive comments were for the pictures of UAE leaders. Furthermore, it is revealed through observation that UAE corporate Facebook pages had limited communication between customers and the bank's representatives (Table 2).

The UAE consumers express their lack of satisfaction with banking service as amongst the total of 115 negative comments, 35 posted comments were about the worst /poor banking service experience. 22 consumer comments indicated the unfriendly and rude behaviour of bank staff. 10 negative comments referred to the slow customer service, 5 negative comments pointed out that their e-mail was not answered (Figure 1). Some UAE Islamic bank customers' Facebook comments are shared below:

- *„..... Islamic Bank your customer service is very poor and unprofessional, And your supervisor they don't know how to make the customer satisfied and They disrespectfully treat customers. I will share my bad experience in the social media and e-commerce and I will send an email to your COO and I will raise a complaint in the central bank to have my money back.“*
- *„Don't even think about this bank guys -They will add any charges they like even it's not applicable and they just try to convince you it's your mistake, if u didn't convince so it's your mistake and they will charge it anyways.“*
- *„For God sake how can someone raise a complaint on your worst customer service ever!!! Nothing in your list when I try calling your 600 number!!!“*

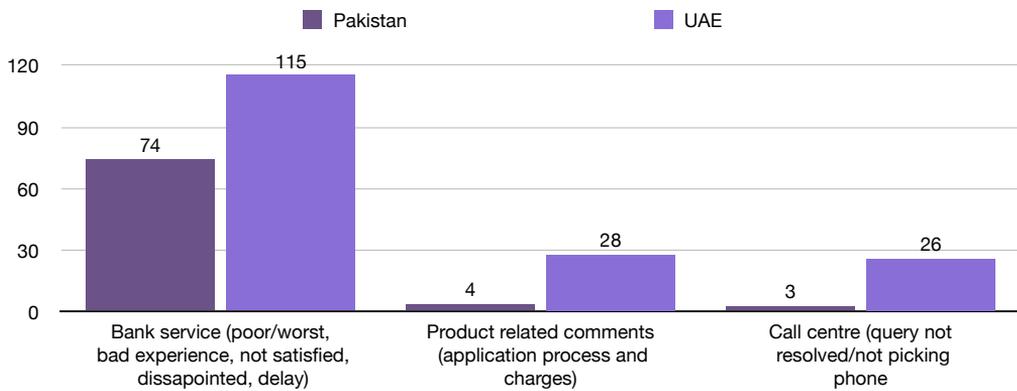


FIGURE 1: Analysis of negative comments on Islamic banks' Facebook pages-Pakistan and UAE

Source: Author collected from Facebook page of Islamic banks Pakistan and UAE

3.7 Customer Engagement activities on Islamic banks' Facebook pages

The Islamic banks' social media posts are not only to increase the number of clicks and views, but to create awareness, engagement, and goodwill for generating in-depth customer relations. During the observation process, it was noticed that customer engagement posts were found on the Facebook page of the UAE Islamic bank, however no such posts were seen on any Islamic bank in Pakistan (Table 3).

Islamic banks can encourage customers' engagement for product feedback, suggestions or service testing through social media platforms. For instance, in 2012, Barclaycard launched a feedback experiment for credit card holders on Facebook, where users were opinionated and were welcomed to suggest and vote on new product features.⁴⁶ Likewise, Barclays used social media to conduct a product test of their first mobile application through social media to save time (usually takes 18 months) and made necessary changes on application based on customers' feedback.⁴⁷ Similarly, an icebreaker-style question can be posted on the Facebook page of Islamic banks to increase customer engagement and interaction, for example TD Bank (U.S. based subsidiary of Canadian bank) posted „If you're looking to unwind this summer, what's the one thing you have to have?“ , this post resulted in more than 35,000 likes, shares, and comments, and promoted the use of the bank's debit card for summer time purchases.

3.8 Recruitment method or Career advice through Facebook page of Islamic banks

Facebook has proven to be one of the most effective ways of promoting banks' events within the community as well as to attract talent.⁴⁸ Royal Bank of Scotland and HSBC UK used Facebook and other social media platforms to advertise jobs openings and career opportunities.⁴⁹

⁴⁶ MORGAN, N. et al.: *Social Media. The Complete Guide to Social Media, from the Social Media Guys*. [online]. [2017-02-05]. Available at: <<https://rucreativebloggingfa13.files.wordpress.com/2013/09/completeguidetosocialmedia.pdf>>.

⁴⁷ QUESENBERRY, K.: *Social Media Strategy: Marketing and Advertising in the Consumer Revolution*. Lanham, Maryland, USA : Rowman & Littlefield, 2015, p. 213.

⁴⁸ MARCIA, D., DENISE, S.: *Ethical Practice of Social Media in Public Relations*. London : Routledge, 2014, p. 43.

⁴⁹ *Innovalue Management Advisors*. [online]. [2015-04.02]. Available at: <https://www.innovalue.de/publikationen/INNOVALUE_LockeLord_SocialMediainFinancialServices2015.pdf>.

Our findings indicate that three Pakistani banks and three UAE Islamic banks used Facebook to post job fairs and recruit graduates (Table 3). A bank in Pakistan has the highest comments and shares for the post, which was related to vacancies for the position of Branch trainees (Table 4). However, none of Islamic banks utilized an innovative approach in hiring the suitable candidate or talent through their Facebook page (separate career content page, getting referral, simple application process, 60-seconds video pitch).

3.9 Survey and Polling on Islamic banks' Facebook pages

Surveys and polls were not conducted through the Facebook page except for one Islamic bank from Pakistan; the polling question was 'who will win the cricket game'? (Table 3). For more customer input, all bank managers (relationship managers, sales managers, product development managers, and senior managers) should hear the publicly expressed customer voice through comments, feedback and surveys.⁵⁰ By asking questions or conducting polls, banks can expect customers to initiate discussions on the post (likes, tags and shares), thereby increasing followers, traffic and engagement.

3.10 Other posts (Islamic bank activities, achievements and greetings)

In the category of other posts related to bank activities and achievements, the result showed that the claim 'Best bank' was posted by one Islamic bank in Pakistan and one Islamic bank in the UAE. Two banks in Pakistan posted about their financial performance using the term (after tax profit/excellent profit result) and three banks in UAE posted about 'net profit' and 'financial result'. Quranic verses, hadith references and Islamic quotations were posted by two Islamic banks in Pakistan. Along with that, the presence of cricket players endorsing Islamic products was observed in Islamic banks in Pakistan. In the case of the UAE Islamic bank, photographs of their leader and their quotes were frequently posted. Two Islamic banks in the UAE posted about employee health and fitness activity and trips to local site-seeing places. We further note that Islamic banks use the Facebook platform to update and communicate their corporate social responsibilities. According to Table 3, the four Islamic banks in Pakistan posted appeals for donation, support for education in rural areas, cancer support and awareness. One Pakistani bank posted about winning an award on CSR environment and health (receive higher number of 'likes'). In addition to that, two banks in the UAE posted about CSR specific activities (donation appeal for the Red Crescent, blood donation by bank employees, social initiative partnership, donations to Medicine University and rehabilitation activities). For CSR, engaging opportunities can be used, such as UBS encouraged customers' participation in community service and social welfare projects through Facebook.⁵¹

⁵⁰ QIN, L., ZHONG, N., SHENGFU, L. V.: Interaction effects of web content appeal strategies with user tasks and their influence on eye-movement patterns. In *Journal of Guangxi Normal University: Natural Science Edition*, 2012, Vol. 30, No. 4, p. 30-35.

⁵¹ *Innovalue Management Advisors*. [online]. [2015-04.02]. Available at: <https://www.innovalue.de/publikationen/INNOVALUE_LockeLord_SocialMediaInFinancialServices2015.pdf>

4. Discussion: Harness the power of social media to enhance Islamic financial brand

Based on the findings of observation and coding, this research asserts that Islamic banks have to define the purpose of using social media – is it only used for routine marketing or utilization of the social media accounts to seek consumer inputs, educate and guide customers through their financial decision-making journey? The analysis of this research established that the interaction and communication of Islamic banks on the Facebook platform is limited/restricted, the reasons have to be identified (Table 2 and Table 3). The literature pointed out that the main reason for Islamic banks to refrain from use of social media could be the customers' reduced preferences for bank interaction through Facebook; due to safety concerns about sharing sensitive information; and the lack of alignment with current marketing strategies.⁵²

The research findings reflect that Islamic banks are required to fine-tune their social media marketing pitches according to the requirements of existing audiences concurrently addressing the needs of personalized financial solutions for new customers. Observations conducted through the Facebook pages, show that banks of both countries use Facebook posts to share information about their products and discount deals (Table 3). Islamic banks should consider that excessive self-promotional posts will detour users. Banks can share opportunities to enrich their social media content by financial literacy/education/advice, online recruitment and online security support in the form of success stories, Thank you videos for customer loyalty, articles, tips, tools, and infographics.

To overcome negative customer concerns, Islamic banks can evaluate the efforts and effectiveness of existing social media by measuring complaint resolution. Negative customer attitudes can cause harm to the corporate image, marketing, advertising, and ethical activities of the firm.^{53,54} Since social media provides an exposed platform for customer's interaction, Islamic financial institutions should be concerned about the lack of control over negative comments posted on their social media page.⁵⁵ Anyone can connect and log-in to social media pages, and can share bad comments or negative experiences about products or customer service.⁵⁶ False or negative information spreads rapidly, causing confusion and disruption. In the case of a Facebook wall attack, research⁵⁷ suggested to enact immediate action and rehabilitate the company's online reputation. Facebook-based customer service should be developed specifically for the UAE Islamic banks to pay more attention to negative views that may pose a potential threat to the brand. Expatriates living in the UAE (88,5% of the country's total population)⁵⁸ might have a different set of financial product or service issues, their concerns should be heard and resolved through proactive Facebook customer service. ICICI

⁵² MITIC, M., KAPOULAS, A.: Understanding the Role of Social Media in Bank Marketing. In *Marketing Intelligence & Planning*, 2012, Vol. 30, No. 7, p. 668-686.

⁵³ KAPLAN, A. M., HAENLEIN, M.: Users of the world, unite! The challenges and opportunities of social media. In *Business Horizons*, 2010, Vol. 53, No. 1, p. 59-68.

⁵⁴ ARLI, D., DIETRICH, T.: Can Social Media Campaigns Backfire? Exploring Consumers Attitudes and Word-of-Mouth toward Four Social Media Campaigns and Its Implications on Consumer-Campaign Identification. In *Journal of Promotion Management*, 2017, Vol. 23, No. 6, p. 834-850.

⁵⁵ MIFC – Malaysia's Islamic finance Centre. *Social Media an Opportunity for Islamic Finance. Bank Negara Malaysia Report*. [online]. [2016-04-25]. Available at: <<https://www.mifc.com/index.php?ch=28&pg=72&ac=126&bb=uploadpdf>>.

⁵⁶ YASA, E., MUCAN, B.: Paper presented at 12th International Marketing Trends Conference with subtitle Turkish Companies Value Creation through Social Media Tools: Analysing Fortune 100 Turkey. Paris, presented on 12th Jan 2013.

⁵⁷ CHAMPOUX, V. et al.: Corporate Facebook Pages: When Fans Attack. *Journal of Business Strategy*, 2012, Vol. 33, No. 2, p. 22-30.

⁵⁸ *Global Media Insights. United Arab Population Statistic 2020*. [online]. [2020-01-05]. Available at: <<https://www.globalmediainsight.com>>.

Bank successfully launched a Facebook-based customer service approach that transformed its reputation from negative to a net positive bank's service image in 15 months.⁵⁹

Along with above considerations, Islamic banks may require social media leaders, Islamic e-scholars, and marketing technologists, (1) to formulate social media strategies (governance and policy) for protection of brand image, (2) to test and manage the various content for higher traffic and more followers, (3) to assess and evaluate social media strategies from different platforms and monitor target audience responses and their sentiments, (4) to track and measure performance against benchmarks and key indicators to excel among the local, regional, and national banks, (5) to design innovative service by integrating information technology with creative marketing to enhance customer experience, (6) to expand brand outreach collaboration with Islamic social media influencers for brand awareness and to attract new audiences (7) to revise and consistently modify social media strategies in line with evolving trends for greater impact, (8) to mend the damaged relationship, train conversational strategies to bank representatives for amicable customers service (9) to clarify the Islamic aspect, inclusive presence of Islamic e-scholars for establishing credibility with potential or confused customers.

For optimizing the effectiveness of social media activities, this research suggests that Islamic banks can use web analytics and ranking tools (such as Social Bakers, Unmetric, Quintly, Cyfe, Simply Measured, Like Analyzer, Rival IQ), to get data analytics of financial brands that market on Facebook, Twitter, LinkedIn, YouTube, and Instagram.⁶⁰ Some online digital marketing analytic platforms and ranking tools are free, while some charge fees for providing detailed analysis reports. These consulting and analytical tools can create a list of best performers, such as how 'The Financial Brand' listed and ranked the top 100 banks based on an engagement rate on their YouTube (video views and subscribers) and Facebook page (likes, shares, and comments). Interestingly, the table below indicates that for Facebook engagement, only one Islamic bank (Meezan Bank - Pakistan) ranked 19th among the top 100 international banks (Table 5). Information from these sources can assist Islamic banks to set benchmarks against competitors, and to track key performance indicators of social media for improving their social media marketing success and performance. Monitoring the social media activities of local Islamic banks, regional and international Islamic banks as well as conventional banks can definitely assist to design unique and differentiated social media marketing strategies.

Facebook Ranks-Banks Q4 2019					YouTube Ranks-Banks Q4 2019				
Rank	Bank	Area	Facebook Likes	New Likes in Q4 2019	Rank	Bank	Area	YouTube Views	New Views in Q4 2019
1	State Bank of India	IN	18 153 662	68 907	1	State Bank of India	IN	311 068 260	23 672 721
2	YES	IN	7 168 746	-41 452	2	ICICI	IN	241 914 981	1 746 829
3	GT Bank	NIG	6 309 464	-73 512	3	Kotak Mahindra	IN	209 332 098	67 352 475
4	Zenith Bank	NIG	5 890 666	221 494	4	Axis	IN	201 767 738	34 231 049
5	BBVA Compass	USA	5 563 630	30 293	5	TD Bank (Canada)	CAN	136 078 164	15 602 170
6	ICICI	IN	5 460 888	-17 046	6	CIMB	MAL	133 078 164	5 764 039
7	Capital One	USA	4 207 625	-10 692	7	RBC	CAN	122 125 378	11 799 599
8	Chase	USA	4 004 023	-10 699	8	HDFC	IN	115 961 424	16 454 808
9	Axis	IN	3 690 817	-3 841	9	Wells Fargo	USA	106 851 273	20 656 466
10	BDO	PHI	3 526 149	8 348	10	Goldman Sachs	USA	105 517 344	12 956 041
11	BofA	USA	2 845 819	-7 596	11	BDO	PHI	84 461 026	2 913 971

TABLE 5. The Financial brand website listed Top 100 banks on Facebook & YouTube

Source: The financial brand 2019

⁵⁹ *Innoval Management Advisors*. [online]. [2015-04.02]. Available at: <https://www.innoval.de/publikationen/INNOVALUE_LockeLord_SocialMediaInFinancialServices2015.pdf>.

⁶⁰ ICHA, O., AGWU, M. E.: Effectiveness of Social Media Networks as a Strategic Tool for Organizational Marketing Management. In *Journal Internet Bank Commerce*, 2015, Vol. 2, No. 6, p. 4.

5. Conclusion

In conclusion, Islamic banks in Pakistan and the UAE have to realize the benefits of social media for improvements in business authenticity and impact of their corporate image. Islamic banks must consider that the social media platforms enable them to offer a wider range of privileges than to simply market their products or services.

Thus, the key is not to ignore the significance and prevalent nature of this medium; there is a dire need to channelize active social platforms aptly. Islamic banks need to review the purpose of social media, the ease of locating media icons on the bank webpage, monitor activities on social media pages and identify customer sentiments and reactions to the post. In order to handle negative customer comments on social media and to safeguard brand reputation, Islamic banks managers and leaders should actively monitor, react and govern social media strategies. For establishing strong presence and impact, Islamic banks require consistent revision of social media initiatives based on emerging trends. Moreover, they can offer enhanced user social media engagement opportunities such as online surveys, job openings, and provide realistic human connection features in video marketing.

This research calls for further study on the usage of social media as a corporate marketing communication tool in Islamic banking. Furthermore, customers' perspectives can be investigated according to cultural and socio-economic differences to enhance exclusive users' engagement and participation on the Islamic banks' social media platforms.

Bibliography and sources

Alexa. [online]. [2017-02-05]. Available at: <<http://www.alex.com>>.

Alexa Internet Inc. *The top 500 sites on the web*. [online]. [2020-01-01]. Available at: <<http://www.alex.com/topsites>>.

ALVES, H. et al.: Social Media Marketing: A Literature Review and Implications. In *Psychology & Marketing*, 2016, Vol. 33, No. 12, p. 1029-1038. ISSN 0742-6046.

ARLI, D., DIETRICH, T.: Can Social Media Campaigns Backfire? Exploring Consumers Attitudes and Word-of-Mouth toward Four Social Media Campaigns and Its Implications on Consumer-Campaign Identification. In *Journal of Promotion Management*, 2017, Vol. 23, No. 6, p. 834-850. ISSN 1540-7594.

BHANOT, S.: Use of social media by companies to reach their customers. In *SIES Journal of Management*, 2012, Vol. 8, No. 1, p. 1-9. ISSN 0974-2956.

BOHLIN, E. et al.: Social Network Banking: A Case Study of 100 Leading Global Banks. In *International Journal of E-Business*, 2012, Vol. 14, No. 2, p. 3-10. ISSN 1470-6067.

BONSON, E., FLORES, F.: Social media and corporate dialogue: the response of global financial institutions. In *Online Information Review*, 2011, Vol. 35, No. 1, p. 34-49. ISSN 1468-4527.

BUSHELOW, E.: Facebook Pages and Benefits to Brands. In *Elon Journal of Undergraduate Research in Communications*, 2013, Vol. 3, No. 2, p. 6-17. Without ISSN.

CHAMPOUX, V. et al.: Corporate Facebook Pages: When Fans Attack. In *Journal of Business Strategy*, 2012, Vol. 33, No. 2, p. 22-30. ISSN 275-6668.

COSTIN, D.: Banking Business and Social Media - A Strategic Partnership. In *Theoretical & Applied Economics*, 2015, Vol. 22, No. 4, p. 121-132. ISSN 2576-3970.

CROWE, A.: The Social Media Manifesto: A Comprehensive Review Of The Impact Of Social Media On Emergency Management. In *Journal of Business Continuity & Emergency Planning*, 2010, Vol. 5, No. 1, p. 19-42. ISSN 1749-9216.

DEKAY, S.: Are business-oriented social networking Web sites useful resources for locating passive jobseekers? Results of a recent study. In *Business Communication Quarterly*, 2009, Vol. 72, No. 1, p. 101-105. ISSN 2329-4906.

- Deloitte: *Who says banks can't be social?* [online]. [2017-02-05]. Available at: <<https://www2.deloitte.com/lk/en/pages/financial-services/articles/banks-can-be-social.html>>.
- EDOSOMWAN, S. et al.: The History of Social Media and its Impact on Business. *Journal of Applied Management and Entrepreneurship*, 2011, Vol. 16, No. 3, p. 79-91. ISSN 1077-1158.
- EFRAIM, T. et al.: *Information Technology for Management: On-Demand Strategies for performance, growth, sustainability*. Hoboken, New Jersey, USA : John Wiley & Sons, 2018.
- Global Media Insights. *United Arab Population Statistic 2020*. [online]. [2020-02-23]. Available at: <<https://www.globalmediainsight.com>>.
- Gulf News: *UAE bank introduces banking via Twitter*. [online]. [2016-04-25]. Available at: <<https://gulfnews.com/business/banking/emirates-nbd-introduces-banking-via-twitter-1.1585093>>.
- HANSSON, L. et al.: Optimal Ways for Companies to Use Facebook as a Marketing Channel. In *Journal of Information, Communication, and Ethics in Society*, 2013, Vol. 11, No. 2, p. 112-126. ISSN 1477-996X.
- HENRY, C., WILSON, R.: *The Politics of Islamic Finance*. Edinburgh University Press, 2004 [online]. [2012-08-22]. Available at: <www.jstor.org/stable/10.3366/j.ctt1r27cw>.
- ICHA, O., AGWU, M. E.: Effectiveness of Social Media Networks as a Strategic Tool for Organizational Marketing Management. In *Journal Internet Bank Commerce*, 2015, Vol. 2, No. 6, p. 1-10. ISSN 1204-5357.
- Innovalue Management Advisors. [online]. [2015-04.02]. Available at: <https://www.innovalue.de/publikationen/INNOVALUE_LockeLord_SocialMediainFinancialServices2015.pdf>.
- KAHF, M.: *Strategic Trend in the Islamic Banking Finance Movement*. Paper presented at Harvard Forum on Islamic Finance and Banking on 6th April 2002, Harvard University, Cambridge, Boston.
- KAPLAN, A. M., HAENLEIN, M.: Users of the world, unite! The challenges and opportunities of social media. In *Business Horizons*, 2010, Vol. 53, No. 1, p. 59-68. ISSN 0007-6813.
- Khaleej Times: Why Gulf's lenders need to bank on social media*. [online]. [2016-05-20]. Available at: <<https://www.khaleejtimes.com/business/banking-finance/why-gulfs-lenders-need-to-bank-on-social-media>>.
- MARCIA, D., DENISE, S.: *Ethical Practice of Social Media in Public Relations*. London : Routledge, 2014.
- MCCORKINDALE, T.: Can you see the writing on my wall? A content analysis of the Fortune 50's Facebook social networking sites. In *Public Relations Journal*, 2010, Vol. 4, No. 3, p. 1-13. ISSN 1942-4604.
- MIFC – Malaysia's Islamic finance Centre. *Social Media an Opportunity for Islamic Finance. Bank Negara Malaysia Report*. [online]. [2016-04-25]. Available at: <<https://www.mifc.com/index.php?ch=28&pg=72&ac=126&bb=uploadpdf>>.
- MITIC, M., KAPOULAS, A.: Understanding the Role of Social Media in Bank Marketing. In *Marketing Intelligence & Planning*, 2012, Vol. 30, No. 7, p. 668-686. ISSN 0263-4503.
- MORGAN, N. et al.: *Social Media. The Complete Guide to Social Media, from the Social Media Guys*. [online]. [2017-02-05]. Available at: <<https://rucreativebloggingfa13.files.wordpress.com/2013/09/completeguidetosocialmedia.pdf>>.
- QIN, L., ZHONG, N., SHENGFU, L. V.: Interaction effects of web content appeal strategies with user tasks and their influence on eye-movement patterns. In *Journal of Guangxi Normal University: Natural Science Edition*, 2012, Vol. 30, No. 4, p. 30-35. ISSN 1001-6600.
- QUESENBERRY, K.: *Social Media Strategy: Marketing and Advertising in the Consumer Revolution*. Lanham, Maryland, USA : Rowman & Littlefield, 2015.
- SASHI, C. M.: Customer engagement, buyer-seller relationships, and social media. In *Management Decision*, 2012, Vol. 50, No.2, p. 253-272. ISSN 0025-1747.
- SMITH, T.: The social media revolution. In *International Journal of Market Research*, 2009, Vol. 51, No. 4, p. 559-561. ISSN 14707853.

TENAIJI, A. A., CADER, Y.: *Social media marketing in the UAE*. In *European, Mediterranean and Middle Eastern Conference on Information Systems: Global Information Systems Challenges in Management*. Abu Dhabi, UAE : ISEING, 2010. p. 1-14. [online]. [2017-02-05]. Available at: <https://www.academia.edu/1180767/SOCIAL_MEDIA_MARKETING_IN_THE_UAE>.

WATERS, R. D., JONES, P. M.: Using Video to Build an Organization's Identity and Brand: A Content Analysis of Nonprofit Organizations' YouTube Videos. In *Journal of Nonprofit & Public Sector Marketing*, 2011, Vol. 23, No. 3, p. 248-268. ISSN 15406997.

WIGGINS, B. A.: The Culture Industry, New Media, and the Shift from Creation to Curation; or, Enlightenment as a Kick in the Nuts. In *Television & New Media*, 2013, Vol. 15, No. 5, p. 395-412. ISSN 15274764.

WRIGHT, M.: *Social Media Data Strategies Bankers Use to increase Customer Market Share*. [Dissertation Thesis]. USA : Walden University, 2019.

YASA, E., MUCAN, B.: Paper presented at 12th International Marketing Trends Conference with subtitle Turkish Companies Value Creation through Social Media Tools: Analysing Fortune 100 Turkey. Paris, presented on 12th Jan 2013.

Author



Tahreem Noor Khan, PhD.

University of Ha'il, Saudi Arabia,
College of Business Administration – Management,
AJA Hail campus, 33464
SAUDI ARABIA
tahrimnoor@hotmail.com

Tahreem Noor Khan completed her PhD. at the University of Aberdeen Scotland- UK. Teaching Business Management Courses in the University of Ha'il, Saudi Arabia. Her research interest is Islamic Bank Marketing, Organization Behaviour and Human Resources.