Review of Literature – Social media & its strategic importance for businesses.

Shabana Ahmed, Dr. A.A. Syed, Dr. Mohammad Firoz

Research scholar, All India Management Association –Aligarh Muslim University.
Associate Professor, Department of Business Administration, Aligarh Muslim University, Aligarh, India
Director/Professor, NSHM School of Media &CommunicationsKolkata
Corresponding Author: Shabana Ahmed

ABSTRACT *– This paper is a review of literature of extant researches in the field of social media. This paper has tried to incorporate the different areas where work has been done in social media and the conclusion that has been derived from various findings of the effects & impacts of social media on businesses. It highlights the strategic importance of this media in terms of businesses, how the power shift of communication has happened from producers to customers. How the businessesare incorporating their strategies for customer engagement on social platforms to harness the potential of this powerful media. Engagement also leads to creating a long lasting relationship with the customers. This happens on brand communities and other social media platforms. This study tries to cover the various researches that cover the many facets of the dynamic media from the perspective of the motives of the customers as well as why and how they engage with companies on social media. Finally it also highlights the challenges faced in social media research.*
Key Words: *Social media, customer engagement on social media, strategic importance of social media. Journal review. User generated content, e word of mouth.*

--- --------

I.   INTRODUCTION:

Social Media: no less than a revolution!!

From Main Street to Wall Street and from schoolrooms to boardrooms, there is a revolution happening. It is being driven by a fundamental shift in how we communicate, and it is enabled by the unprecedented rise of what is commonly called "social media."(Qualman, 2012)

"Know Me, Like Me, Follow Me…." charts out the entire social media footprint as coined by Power & Power, (2009), it is not a new jargon for a new phenomenon, indeed, most SNS users have already gone through all three of these stages on every online social network that they are a part of.

Social technology has outpaced all other technologies of the past with the speed of its adoption especially among consumers. It took 13 years for commercial television to reach 50 million households and 3 years for internet service providers to reach 50 million subscribers. On the contrary social media has broken all records with its speed. Facebook reached the 50th million user mark in just a year while twitter in nine months only due to sweeping cultural, economic and social changes happening around (Bughin et al. 2012). The inherent value of social media and new communication technology appears to be a forgone conclusion (Taylor & Kent, 2010)

Methodology:

Social media related research papers and articles were identified from EBESCO host, Emerald Publishing, Science Direct, ResearchGate, Academia, Google Scholar and internet search for quality articles relevant to the subject. The articles & papers were reviewed to understand the key findings and observations. Various sub topics were chosen and used as keywords to search various areas of research in social media. Those pertaining to businesses and management were chosen and review analysis done.

Defining Social Media:

Social media are the online means of communication, conveyance, and collaboration among interconnected and interdependent networks. These capabilities are affecting many areas of life, including how businesses are run, how individuals behave (Tuten and Marks,2012). Social networks can amass like-minded people around shared interests with little external force, no organizational center, and a group sense of what is important and what comes next. (Agresta et al. 2010). It can be perceived from different points of view. From the sociological point of view, social network is a connected group of people who can influence one another. In

most cases, the group is based on common interests (Klimova & Poulova, 2015) Social media is defined as "a group of Internet-based applications that is built on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content. (Kaplan & Haenlein, 2010).

Social Media as a strategic tool

An eye catching line in an entry for case study for Warc prize for social strategy, 2015, which was a competition to see how marketers have effectively used social media in their marketing efforts, says "*Start a fire and then rely on our social tribes to fan the flames*." This speaks as a strategy by marketers to start a brand awareness campaign by owned media or paid media and then complement it through social media.

Social media touches nearly every facet of our personal and business lives, so it is imperative for it to be an integral part of a company's overall strategy (Qualman, 2012). Whether a business is large or small, its overall success will be partly owed to its success within social media from customer service and frontline sales to human resources and information technology Social media is living and breathing, and it touches every part of an organization (Qualman, 2012)

The question today is not so much a question of "if" but "how" to use social media in public relations (Taylor, Kent, 2010).It is crucial for organizations to understand how different groups of users influence, receive, curate, and interact via social media (Kilgour et al.2015). Social media can be an earpiece to listen to customers or a microphone to speak to them (Brown & Eileen 2015)or a powerful strategy for brands which are struggling financially, social can be a savior, substituting for media spend (Fulgoni & Gian, 2015). Social Media Marketing is a means of marketing using the social media and has tremendous potential for viral marketing through e- WOM, product development involving customers in the process of new product development and market Intelligence (Cvijikj &Michahelles, 2013).With consumers deeply engaging in social media, an increasing share of communication is occurring in these new environments (Berthon et al. 2008).Communication, customer service, sales and internal usage are the four main areas of strategy that is vital to get closer to customers, for employee engagement & brand awareness(Katona & Sarvary, 2014).

Another strategy well applied by companies like Apple is to harness the potential of User generated content. Companies or brands should try to foster consumer-generated comments and sharing of experiences that perhaps are more credible to consumers as information sources than are brand generated communications (Andrew et. al. 2013)

One major strategy of businesses is to engage the customers to build a relationship through customer engagement and involvement. By managing customer engagement, companies can build up at-least two strategic resources: corporate reputation &customer loyalty (Hollebeek et.al. 2014) which lead to customer knowledge value (Kumar et al., 2010).Microblogging is a potentially rich source for companies to explore as a part of their overall branding strategy, given the ease of monitoring brand sentiments, microblogging could be a competitive intelligence source. It has been apparent that much of the prior focus of research has been on aspects of e- word of mouth from customers' point of view from blogs, review sites and other social networks (Jansen et al 2009). Given theirdistinct characteristics, these social communication services,we believe, have the potential to substantially impact word-of-mouth branding, which can impact key elements of thecompany–customer relationship including brand image andbrand awareness.

Social media has the potential to dramatically affect every step in the process to better leverage a salesperson's network.Every stage in the sales cycle, every tactic, and every strategic plan has the potential to be affected by the organization's adoption of a social media presence, that every step of the sales process (understanding the customer, approach, needs discovery, presentation, close, and follow-up) now can be affected by social media (Andzulis et al. 2012).

Though some researches contend to the fact that social media is just an extension of the promotional mix of a company which can be called a new hybrid element in promotional mix (Mangold & Faulds, 2009) or as Smedescu, (2013), questions if social media is more of a sales support tool that goes by the name "social customer relationship management (sCRM)?" Is it a promotion tool that helps raise brand awareness and shares the latest deals in order to attract customers to a certain product or is it a tool for revolution through which people can make their formerly silent cries heard?

Social Media as an indispensable two way marketing communication tool and as a means of customer engagement

Social Media is about communication, not marketing. It's about engaging, not pushing (Katona & Sarvary, 2014). These social media tools allow consumers to get more information, search, evaluate, choose and review products and services which is a critical component in attracting people to shop online and drive ecommerce business (Chantinok et al. 2015). Both traditional as well as social media communications have a significant impact on brand equity. While traditional media has a stronger impact on brand awareness, social media strongly influences brand image. (Bruhn & Schafer 2012).

Billions of people create trillions of connections through social media each day, but few of us consider how each click and key press builds relationships that, in aggregate, form a vast social network (Hansen et.al. 2011). There have been various researches to understand the motives and implications of firms engaging with customers. A firm's engagement can be active or passive (Dholakia et al, 2009). Proper management of customer engagement is vital to the company for tapping the potential in social media communications. Customers respond differently to engagement efforts of companies for different product categories, customers respond with diminishing returns to active firm engagement (primarily interested in product support) which in some cases even undermine sentiments at very high levels of engagement (Homburg et al, 2015).

Engagement on the Social Web means customers or stakeholders become participants rather than viewers. They are willing to participate, and it is this participation that defines engagement in the context of the social web. Engagement is central to the effective use of social technology and the creation of social business. Unlike traditional media and the business processes of selling based on it, social technologies push toward collaboration rather than exposure and impression in the first wave of social technology(Evans, McKee, 2010). Customer engagement are behavioral manifestation that have a brand or firm focus, beyond purchase, resulting from motivational drivers (Doorn et al. 2010). Customer engagement as defined by Holleybeek, (2011), is the level of an individual customer's motivational, brand related and context dependent state of mind characterized by specific levels of cognitive, emotional and behavioral activity in direct brand interaction. Krowinska, 2017 analyses this to be well grounded in psychology (motivational theory) and adopts a multidimensional approach as it consists of cognitive, emotional and behavioral dimensions. Our consumers and our partners have become the new marketers who drive the conversation about our brands. (Brown &Eileen, 2010). Customers' engagement are behavioral manifestation that have a brand or firm focus, beyond purchase, resulting from motivational drivers (Doorn et al, 2010). This one-dimensional approach is solely based on consumer actions which can be both positive (likes) and negative (negative WOM). Customer engagement is presented as consumer's behavioral manifestation that goes beyond purchase behavior and therefore the value of the interaction is not monetary (transactions are not considered here as being a part of engagement) which is in concurrence with Hollebeek's conceptualization (Krowinska, 2017). Brodie et al.(2011), extend the theoretical foundations of customer engagement to also have apart from behavioral dimensions, emotional and cognitive dimensions. Reconciling both views on customer engagement, customer engagement can be seen as a psychological disposition, which translates into observable customer engagement behaviors (Beckers &Marie, 2016). However Kumar et al. (2011) partially agree with the above definitions, the behavioral manifestations towards a brand or a firm resulting from motivational drivers but also argue that it would be incomplete without the inclusion of customer purchase from the firm. CBE is conceptualized as a customer's positively valenced brand related cognitive, emotional and behavioral activity related to focal consumer/brand interactions. The three CBE dimensions are cognitive processing, affection and activation. While the consumer brand involvement acts as a CBE antecedent, consumer self-brand connection and brand usage intent represent key consequences. (Holleybeek et.al 2014)

Engagement has been defined in different dimensions by various researchers. Experiences give rise to engagement and engagement is manifested in various levels of experiences, one view of engagement defined by Calder at.al, (2016), is a multilevel, multidimensional construct that emerge from the thoughts and feelings about one or more rich experiences involved in reaching a personal goal. Their research studying engagement with readership, the engaged reader was more likely to repeat his reading experience or an engaged customer with a great experience in a concert was more likely to continue going to concerts meaning thereby in repeat behavior which could be extrapolated to repeat purchases as well by marketers.

In management context much attention is focused on behavioral customer metrics with a strong focus on purchase intention. Doorn et al., (2010), posit that customer engagement behaviors go beyond transaction, beyond behavioral manifestations such as purchase to other manifestations which can be negative (organizing a public action against a firm) to positive (posting a positive brand message on a blog). They propose five dimensions of CE behavior: valence, form or modality, scope, nature of its impact and customer goals. Valence includes all actions by the customers positive or negative. Modality refers to the ways in which the customer gets involved example time or money. Scope can be temporal (momentary or on going) or geographical (local or

global). Nature of impact includes immediacy, intensity, and longevity of impact or WOM on other people and customers goal which is what the customers seek from engaging.

Digital Engagement through brand communities:

A strategic move for a company is to set up a brand page which can connect with customers. It is however is not enough just to attract traffic to build a relationship. The goal of a strategy of a brand fan page is to completely engage, integrate and to immerse users in a vivid and active community. Besides that the company needs to give users realistic reasons to engage in a fan page community and foster the "we" sense. (Kunz, 2012)

Building brand communities is an important strategy for a company though not limited to the marketing function. It should be framed as a high level strategy to support a business wide goal (Fournier & Lee, 2009). They argue that it should be a participative model involving each and every employee and its whole structure and working mechanism so that it can be embedded into the more extensive stakeholder model.

Brand communities are two way communications between the brand and the people. It indicates some affiliation with the brand through brand loyalty and purchase decisions. However, Bushelow, (2012) did not find any conclusive evidence in the study to verify that. There is no strong evidence that amount of time a person devotes in interacting with a brand on a facebook brand page affects brand loyalty or affiliation with the brand and neither does it have any strong evidence for enhancing brand purchase intention as per the study. Authenticity, honesty and transparency are three qualities that help develop trust in online brand communities (Bushelow, 2012).Zaglia, (2013) highlights the key motivational antecedents for participation in the latter as passion for the brand and the field of interest, willingness to learn and improve skills, social relation to others, and reception of information tailored to specific members' needs (which individuals perceive as more objective and useful than information from other sources), entertainment, and enhancement of one's social position.Further they highlight the use of social networks that offer brand management benefits. These being: the access to unbelievable numbers of consumers, at low costs, high speed and ease of applicability. In addition, the findings help marketers choose which tools are more suitable to build brand communities within social network environments, and under which circumstances these tools should be used. As groups state true brand communities, they are more appropriate to build long-term relationships between and with groups of members.

Thus by tapping the wisdom of the crowd through customer engagement initiatives such as through creation of brand communities, they complement their internal resources with the strategic resources posed within their external customer base and an entire new spectrum of resources emerge (Holleybeek as quoted O'Hern and Rindfleisch, 2009) this is the resource based views or economic outcomes of engagement.

Calder, (2016) found in his study that customers who feel engaged in an experience are more likely to repeat their behavior or action and participate in that experience again. Five broad categories by which the consumers can experience an event, which may even be, the distinct metrics of measuring effectiveness of engagement. These five experience categories being: interacting with others, discovering something new, affirming their identity or contributing to society.

Content and context in Brand Customer engagement:

Customer engagement is formed by co-creation and social value together with usage intensity and brand strength (De Vries &Carlson 2014) and the main drivers of customer engagement are none the less extremely important to be analyzed. Two of the main drivers being content and context.

Contents matter a lot to engage the customers, (Kunz (2012), De Vries, Carlson, (2014). Both hedonic and functional content is important to drive customers to the brand fan page. Exclusive content, online events, contests are important drivers of engagement (Kunz, 2012). Voorveld et al. (2017), differ on the important drivers to engagement. They contend that context matters more than content for customer engagement which means the choice of medium of engagement should be very specific. The medium is key to engagement efforts' effectiveness. Each platform offers unique experience to customers, engaging them differently. Each social media channel has its own strengths and weaknesses in various experiences delivered to users. A higher engagement results in two important components: an attitudinal (brand commitment) and a behavioral component (purchase, patronage) of brand loyalty (Kunz, 2012).

However, one size fits all approach doesn't fit here as well. Not only content should be customized for each channel suiting their user base and trends but it should be customized according to the countries as well. Advertisers should target distinct sets of motives that apply to each country as there are differences in social media adoption by people of different countries in terms of usage , technological adoption etc.(Minton et al., 2013)

Motivations for brand – consumer interaction on social media:
Every step in the sales process now has a role to play in social media (Schuldt, Totten, 2015)

Grissa, 2017 propose the following motivation of companies to be active on SNS and creating their own brand pages: Information diffusion and advertising. The motivation of an enterprise page is to create a brand community which can attract potential customers and attract them to engage with their content. The strategic choice is diffusion of information.There are three types of consumer - brand related activities online: consumption, contribution and creation (Schivinski et al 2016). Andrew et al. (2013), characterize these interactions by five primary motivations or themes namely: entertainment, brand engagement, timeliness of information and service responses, product information and incentives and promotions. Hence brands should employ social media platforms for a number of different outcomes.

Consumers consciously differentiate the sources of information, the user generated social media communication and the firm generated content have different influence on the customers. Firm created social media communication is shown to have an impact on functional brand image while user generated social media communication exerts a major influence on hedonic brand image and also stresses the importance of source credibility. The different effects of firm created compared to UGC on brand image dimensions demonstrate that consumers consciously differentiate between sources of information (Bruhn et al 2012)

Wang, (2015) studied microblogging and WeChat for uses and gratification of social media. They reveal three types of gratifications: content gratification, social gratification and hedonic gratification. The strength of each type differing for the different platform. Content component being the most important for microblogging with dominant aspects like information seeking and sharing while social gratification mostly important for WeChat with essential components like private social networking and convenient communication. Hedonic gratification is primarily from passing time and entertainment reasons.

Brand consumer interactions driven by social media have been characterized by five primary motivations or themes by Rohm et al. (2013), these are entertainment, brand engagement (identification or connection to the brand), timeliness of information and service responses, product information and incentives & promotions. Hence the strategy should include communication, disbursing information, addressing customer service issues, fostering consumer generated contents & feedback and sharing experiences to enhance credibility.

Consumer motives to use Social Media & generate content:

One way to understand the motives for customers to connect on social media is under the light of the user gratification theory. User gratification theory is a socio psychological approach which is epistemologically considered as positivistic (Grissa, 2017). It assumes that individuals are active, rational and objective in their choices and goal oriented. This theory seeks to answer why these active people use the various aspects and features of social media by the identification of gratification/ rewards they seek. Earlier this theory was used for traditional media but with the onset of digital age, it can be further extended to understand the Internet aided communication, viral communities and social networks.

A factor analysis from Facebook usage by undergraduate students reveal six key dimensions: pastime, affection, fashion, share problems, sociability and social information. Facebook is about having fun and knowing about the social activities occurring in one's social network whereas instant messaging is more focused on relationship maintenance and development (Hasse & Young, 2010)

Whiting & Williams, 2013, identified ten uses and gratifications of using SNS by people. These are social interaction, information seeking, pass time, entertainment, and relaxation. Communicatory utility, convenience utility, expression of opinion, information sharing and surveillance/knowledge about others.

Uniqueness or the unique features of communication aided by computer CMC where self-disclosure and the amount of information you share lies with the people so they feel in control rather than face to face communication. It enhances the wellbeing of the person because they can favorably present themselves to other on the sites (Kim & Lee, 2011)

Social support and wellbeing: Liu & Yu, 2013 studied students on Facebook to understand if their presence and socializing on Facebook can lead to psychological wellbeing. They found that it helped students obtain online social support which is an extension of general social support. General social support contributes to well-being but online social support appears to have little direct effect on well-being. However it can mediate general social support which can result in psychological well-being. Social wellbeing was also reported by Huang, 2010.

Lin and Lui, 2011 studied interactions on brand Facebook pages to identify the motivating factors for patronizing their usage. The study discovered the ties related to social interaction (structural dimension), shared values (cognitive dimension, and trust (relational dimension) play important role in users' continued intention to use Facebook pages.

In another study on university students' use of Facebook by Ross et al. (2009), studied how personality characteristics and competence affects socializing on Facebook. In consistence with similar researches they found personality and competency does affect Facebook use. Extroverts are more likely to be associated with social groups and may use it as a social tool though it might not be an alternative to social activities. Those with high traits of neuroticism like to control what information is shared, people with high level of openness to experience were associated with a greater tendency to be sociable through Facebook.

Karnik et al. (2013) found in their study on uses and gratifications of a Facebook media sharing group, SNS fall in 4 main uses/groups: contribution, discover, social interaction and entertainment.

For those people who suffer from fear or avoid face to face communication and lack meaningful relations in their life, the SNS gives them a platform to address their social isolation, social anxiety and loneliness issues. For such people SNS offers a gateway to a world where they can express their feelings without inhibition, receive social and emotional support they crave and thereby increase their sense of wellbeing. Disclosing personal information is also easier due to anonymity and absence of any kind of criticism along with the feeling of being in control (Das, 2014). Hence avoiding social isolation, social anxiety and loneliness all lead to wellbeing. Zaglia (2013), lists down the motivational antecedents for participation in embedded brand communities for the consumers being passion for the brand and the field of interest, willingness to learn and improve skills, reception of information tailored to specific need, entertainment and enhancement of one's social position. For the brand the motivational antecedents being access to a large audience at low cost and high speed and ease of applicability.

Challenges in social media and research:

When the actual effectiveness of social media is scrutinized and their use in public relations held up for critique, little evidence exists that social media are effective tools for relationship building between organizations and publics. An inconsistency exists between social media's promise to make the practice of public relations more effective, and the actual evidence supporting the value of social media (Taylor, Kent, 2010). Lack of technical skills lead to limited data access and recently the tightening of control by the social media channels to use the free API data and restricting the sharing of these data. (Weller 2015). Data access has been the most obvious challenge in social media research. Earlier the companies had to deal with one customer at a time but on social media being a connected and interactive channel the role of customer service increases manifold. This implies new challenges for customer service (Bruggen et al. 2010) this gives rise to a professional social media management need to proactively contribute to customer service, mangers must learn to shape customer discussions in a manner that is consistent with the organization's mission and performance goals (Mangold & Faulds 2009). Social media phenomenon can now significantly impact a firm's reputation, sales and even survival, yet many executives eschew or ignore this form of media because they don't understand what it is, the various forms it can take and how to engage with it and learn (Kietzmann et al.2011)

The essence of challenges are the facts that a companywide organizational change and education is required in the process of adopting and acquiring social media philosophy, furthermore the organization as a whole is required to generate new capabilities e.g. data mining to be able to perceive, extract an apply user led intelligence (Gati et.al 2014)). Alignment of customers' goals with the company engagement strategy is needed for its effectiveness. It's helpful to know the customer's purpose when engaging, focusing on three questions: to whom is the engagement directed? To what extent is the engagement planned and to what extent are the customers' goals aligned with the firm's goals? (Doorn et al. 2010)

Each kind of social media has its own biases in terms of kinds of communication it facilitates and the social consequences and rewards for its users. Also users do not replace one kind of social media with another because each form supports unique communication needs which the other one cannot completely fulfill (Haase et al. 2011). The companies also need to be aware that the user data can be deceiving. (Baird &Parasnis, 2011)

At the organizational level, however, firms have been slower to adopt these technologies as against the customers but are quickly seeing the potential value in their use (Andzulis et al. 2012)

The enigma that surrounds the social media pose a challenge to the marketers, primarily due to the very nature of the social phenomenon. There is an ever increasing number of consumers taking the social technology to start conversation, the volume of conversation happening on various platforms among diverse communities is huge but what poses the challenge is how to influence those conversations and secondly and most importantly the lack of a single measure to justify devoting resources (Divol et.al.2012)

Customers have always been spoilt for choice for products and services with competitors and substitutes available at ease and similarly now they have a plethora of choices of medium of channels which has a flip side to it. The people can switch from one channel to the other so retaining them and keeping them engaged on a particular channel or on a particular subject is a big challenge.

References:

[1]. Agresta, Stephanie, Bough, B. Bonin, and Miletsky, Jason I. (2010) Perspectives on Social Media Marketing. Boston, US: Course Technology / cengage Learning.

[2]. Andreas M. Haenlein K.P, (2012),"Social media: back to the roots and back to the future", Journal of Systems and Information Technology, Vol. 14 Iss 2 pp. 101 - 104

[3]. Andzulis, James "Mick", Nikolaos G. Panagopoulos, and Adam Rapp. 2012. "A Review of Social Media and Implications for the Sales Process." Journal of Personal Selling & Sales Management 32, no. 3: 305-316.

[4]. Ashley, C., & Tuten, T. (2015). Creative Strategies in Social Media Marketing: An Exploratory Study of Branded Social Content and Consumer Engagement. Psychology & Marketing, 32(1), 15-27. doi:10.1002/mar.20761

[5]. Baird C.H, Parasnis G, (2011),"From social media to social customer relationship management", Strategy & Leadership, Vol. 39 Iss 5 pp. 30 - 37

[6]. Berger J and Katherine L. MiLKMan (2011) "What makes online content viral?" American Marketing Association ISSN: 0022-2437 (print), 1547-7193 (electronic) Journal of Marketing Research, Ahead of Print DOI: 10.1509/jmr.10.0353

[7]. Beckers, S. F. M. (2016). Going beyond transactions: Theoretical perspectives and empirical studies on customer engagement behavior effectiveness. [Groningen]: University of Groningen, SOM research school

[8]. Berthon, P., Pitt, L. F., and Campbell, C. (2008). When Customers Create the Ad, California Management Review (50:4), pp. 6-30

[9]. Brodie, R. J., Hollebeek, L. D., Jurić, B., & Ilić, A. (2011). Customer Engagement: Conceptual Domain, Fundamental Propositions, and Implications for Research. Journal of Service Research, 14(3), 252–271. https://doi.org/10.1177/1094670511411703

[10]. Bronner, F., & de Hoog, R. (2011). Vacationers and eWOM: who posts, and why, where, and what? Journal of Travel Research, 50(1), 15-26. DOI: 10.1177/0047287509355324

[11]. Bughin, J., Chui, M. & Manyika, J. (2012), "Capturing Business Value with Social Technologies", McKinsey Quarterly, 2012, 4, pp. 72-80

[12]. Bruhn M, Schoenmueller V, Daniela B. Schäfer, (2012),"Are social media replacing traditional media in terms of brand equity creation?", Management Research Review, Vol. 35 Iss 9 pp. 770 - 790

[13]. Bushelow, E. E. (2012). Facebook Pages and Benefits to Brands,The Elon Journal of Undergraduate Research in Communications, 3(2), PP. 5-20

[14]. Calder, Bobby J., Mathew S. Isaac, and Edward C. Malthouse (2016), "How to Capture Consumer Experiences: A Context-Specific Approach to Measuring Engagement Predicting Consumer Behavior across Qualitatively Different Experiences," Journal of Advertising Research, 56 (1), 39–52.

[15]. Chanthinok K, Ussahawanitichakit, Jhundra P.-Indra,(2015) - Social Media Marketing Strategy And Marketing Outcomes: A Conceptual Framework, Volume 19, Number 2

[16]. Cvijikj, I., & Michahelles, F.(2013). Online Engagement Factors on Facebook Brand Pages. Social Network Analysis and Mining, 3(4), 843-861. http://dx.doi.org/10.1007/s13278-013-0098-8

[17]. Das M. (2014) Using Social Networking Sites (SNS): Mediating Role of Self Disclosure and Effect on Well-being. IMJ Pg 30-38,

[18]. De Vries, N. J., & Carlson, J. (2014). Examining the drivers and brand performance implications of customer engagement with brands in the social media environment. Journal of Brand Management, 21(6), 495-515.

[19]. Divol, Edelman, Sarrazin, 2012) accessed from https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/demystifying-social-media.

[20]. Dholakia,U.M., Blazevic. V, Wiertz. C and Algesheimer R. (2009), " Communal service delivery : how customers benefit from participation in firm hosted virtual P3 communities" Journal of Service Research, Vol 12 No. 2, pp 208-226..

[21]. Evans, Dave (2010) Social Media Marketing: The Next Generation of Business Engagement (1)

[22]. Fournier, S., & Lee, L. (2009). Getting brand communities right. Harvard Business Review, 7(5), 105-111.

[23]. Fulgoni, Gian. (2015). How Brands Using Social Media Ignite Marketing and Drive Growth Measurement of Paid Social Media Appears Solid But Are the Metrics for Organic Social Overstated?.Journal of Advertising Research. 55. 10.2501/JAR-2015-004.

[24]. Gáti, Mirkó & Csordás, Tamás & Markos-Kujbus, Eva. (2014).The Attributes of Social Media as a Strategic Marketing Communication Tool. Journalism and Mass Communication. 4. 48-71..

[25]. Grissa, K. (2017). What "Uses and Gratifications" Theory Can Tell Us About Using Professional Networking Sites (E.G. LinkedIn, Viadeo, Xing, SkilledAfricans, Plaxo…). Lecture Notes in Business Information Processing, 15-28. doi: 10.1007/978-3-319-62737-3_2

[26]. Hansen, D. L., Shneiderman, B., & Smith, M. A. (2011). Part I. Getting Started with Analyzing Social Media Networks. Analyzing Social Media Networks with NodeXL, NODEXL "Insights from a Connected World", Elsevier Inc. doi:10.1016/b978-0-12-382229-1.00016-3

[27]. Hollebeek, L. D., Glynn, M. S., & Brodie, R. J. (2014). Consumer Brand Engagement in Social Media: Conceptualization, Scale Development and Validation. Journal of Interactive Marketing (Elsevier), 28(2), 149–165.

[28]. Homburg C, Ehm L, and Artz M. - Measuring and Managing Consumer Sentiment in an Online Community Environment Vol. LII (October 2015), 629–641

[29]. Jahn B, Kunz W, (2012),"How to transform consumers into fans of your brand", Journal of Service Management, Vol. 23 Iss 3 pp. 344 - 361

[30]. Jansen, B.J., Zhang, M., Sobel, K. & Chowdury, A. (2009) Twitter power: tweets as electronic word of mouth. Journal of the American Society for Information Science and Technology, 60(11), pp. 2169–2188

[31]. Kaplan, A. & Haenlein, M. (2010). Users of the World, Unite! The Challenges and Opportunities of Social Media. Business Horizons. 53. 59-68. 10.1016/j.bushor.2009.09.003.

[32]. Karnik, M., Oakley, I., Venkatanathan, J., Spiliotopoulos, T., & Nisi, V. (2013). Uses & Gratifications of a Facebook Media Sharing Group. ACM 978-1-4503-1331-5/13/02.

[33]. Katona Z, Sarvary M, Maersk Line's B2B Social Media- "It's communicating, not marketing" - University Of California, Berkeley Vol. 56, No. 3 Spring 2014

[34]. Katrin Weller , (2015),"Accepting the challenges of social media research", Online Information Review, Vol. 39 Iss 3 pp. 281 – 289.

[35]. Kietzmann, Jan & Hermkens, Kristopher & McCarthy, Ian & Silvestre, Bruno. (2011). Social Media? Get Serious! Understanding the Functional Building Blocks of Social Media. Business Horizons. 54. 241-251. 10.1016/j.bushor.2011.01.005.

[36]. KilgourM, Sheila L. Larke Roy S. (2015) "Social Media Transformation Process: curating content into strategy," Corporate Communications: An international journal, Vol. 20 Iss 3 pp. 326-343

[37]. Kim, H. D., Lee, I. and Lee, C. K. (2013) 'Building Web 2.0 enterprises: A study of small and medium enterprises in the United States.' International Small Business Journal, 31(2) pp. 156-174.

[38]. Krowinska, A. (May 2017). Fifty Shades of Consumer Engagement: An exploration of factors influencing digital natives' brand-related consumer engagement behaviors on Facebook. Retrieved from https://www.napier.ac.uk/~/media/worktribe/output-1034828/fifty-shades-of-consumer-engagement-an-exploration-of-factors-influencing-digital.pdf.

[39]. Kumar A, Bezawada R, Rishika R, Ramkumar, Janakiraman, & Kannan P.K (2016) - "From Social to Sale: The Effects of Firm-Generated Content in Social Media on Customer Behavior" Journal of Marketing Vol. 80 (January 2016), 7–25 DOI: 10.1509/jm.14.0249

[40]. Klimova, B., & Poulova, P. (2015). Asocial networks in education. 12th International Conference on Cognition and Exploratory Learning in Digital Age (CELDA 2015), 240-245

[41]. Leung, D., Law, R., van Hoof, H., & Buhalis, D. (2013). Social Media in Tourism and Hospitality: A Literature Review. Journal Of Travel & Tourism Marketing, 30(1-2), 3-22. doi: 10.1080/10548408.2013.750919

[42]. Li C. and Bernoff J. (2011) Groundswell: Winning in a world transformed by social technologies

[43]. Liu, Chia-Yi & Yu, Chia-Ping. (2013). Can Facebook Use Induce Well-Being?. Cyberpsychology, behavior and social networking. 16. 674-8. 10.1089/cyber.2012.0301.

[44]. Mangold, W.G. & Faulds, D.J. 2009. Social Media. The new hybrid element of the promotional mix. Business, Horizons. 52, pp.357—365.

[45]. Minton, Elizabeth & Lee, Christopher & Orth, Ulrich & Kim, Chung Hyun & Kahle, Lynn. (2012). Sustainable Marketing & Social Media : A Cross-Country Analysis of Motives for Sustainable Behaviors. Journal of Advertising. 41. 69-84. 10.2307/23410034.

[46]. Power, P., & Power, T. (2010). Know me, like me, follow Me: What online social networking means for you and your business. London: Headline Publishing Plus

[47]. Qualman E, (2012) "Socialnomics: how social media transforms the way we live and do business"

[48]. Quan-Haase, A. Young, A. L.(2010) Uses and gratifications of social media: A comparison of Facebook and instant messaging. Bulletin of Science, Technology and Society. 30(5), 350–361

[49]. Rohm A, Kaltcheva V.D, George R. Milne , (2013),"A mixed-method approach to examining brand-consumer interactions driven by social media", Journal of Research in Interactive Marketing, Vol. 7 Iss 4 pp. 295 - 311

[50]. Ross, Craig; Orr, Emily; Sisic, Mia; Arseneault, Jaime Michelle; Simmering, Mary G; and Orr, Robert. (2009). Personality and motivations associated with Facebook use. Computers in Human Behavior, 25 (2), 578-586.

[51]. Schivinski, B. Christodoulides G. and Dabrowski D., 2016. Measuring consumers' engagement with brand-related social-media content: development and validation of a scale that identifies levels of social-media engagement with brands. Journal of Advertising Research, 56 (1), pp. 1-18. ISSN 0021-8499

[52]. Schuldt, B. A., & Totten, J. W. (2015). Application of Social Media Types in the Sales Process. Academy Of Marketing Studies Journal, 19(3), ccxxx-ccxlii.

[53]. Smedescu, D. A. (2013). Social Media Marketing Tools. Romanian Journal Of Marketing, (4), 23-29

[54]. Taylor, M., & Kent, M. (2010). Anticipatory socialization in the use of social media in public relations: A content analysis of PRSA's Public Relations Tactics. Public Relations Review, 36(3), 207-214

[55]. Tuten, Tracy & Marks, Melanie (2012). The Adoption of Social Media As Educational Technology Among Marketing Educators. Marketing Education Review. 22. 201-214. DOI: 10.2753/MER1052-8008220301

[56]. Van Bruggen, G. H., Antia, K. D., Jap, S. D., Reinartz, W. J., & Pallas, F. (2010). Managingmarketing channel multiplicity.Journal of Service Research,13, 331–340

[57]. Van Doorn, J., Lemon, K.N., Mittal, V., Nass, S., Pick, D., Pirner, P., and Verhoef, P.C. (2010), "Customer Engagement Behavior: Theoretical Foundations and Research Directions," Journal of Service Research, 13(3), 253–266.

[58]. Victor A. Barger, James W. Peltier, and Don E. Schultz (2016), "Social media and consumer engagement: A review and research agenda," Journal of Research in Interactive Marketing, 10(4), 268-287.

[59]. Voorveld, H. M., van Noort, G., Muntinga, D. G., & Bronner, F. (2018). Engagement with Social Media and Social Media Advertising: The Differentiating Role of Platform Type. Journal Of Advertising, 47(1), 38-54. doi:10.1080/00913367.2017.1405754

[60]. Weller K , (2015),"Accepting the challenges of social media research", Online Information Review, Vol. 39 Iss 3 pp. 281 - 289

[61]. Whiting A, Williams D, (2013) "Why people use social media: a uses and gratifications approach", Qualitative Market Research: An International Journal, Vol. 16 Issue: 4, pp.362-369

[62]. Zaglia, M. (2013). Brand communities embedded in social networks. Journal Of Business Research, 66(2), 216-223. doi: 10.1016/j.jbusres.2012.07.015