CHAPTER 2
REVIEW OF LITERATURE

2.1 Overview

Review of literature refers to the process of studying the current knowledge prevalent on the subject of interest. It includes a list of studies and contributions made by the researchers till date with respect to a research question. In this chapter, the studies available in the literature are reviewed for assessing the current scenario of social media usage for marketing communications in the Indian FMCG sector and the neglected dimensions as outlined in the current research work.

2.2 Social Media

An understanding of the term ‘Social Media’ would assist further contemplation on the topic. Generally, the websites that allow users to upload and share their files for other people’s perusal are known as social media sites. The shared content is further appended by users on the basis of the feedback received from other users. The shared content could be documents, illustrations, images, presentations or video files. Apart from the communication and promotion of commercial activities, this platform is used for various purposes, such as recruitment, customer relationship management, social requirements and humanitarian causes. Some of the examples of social networking websites include Facebook, Twitter, Youtube, Linkedin, blogs, micro blogs, etc.

Yadav (2017) pointed out that technology should be viewed upon as a means of linking people rather than customers. The author analysed the advantages of social media marketing and reported that social media has made it simple for the organizations to communicate with the target audience, irrespective of their numbers. Owing to the growing popularity of social media, almost 70% of the companies from all over the world exhibit social media participation.
Ahuja and Bharadwaj (2016) reported that the importance of social media networks increased each day among the Indian youth. The study points out several benefits such as information regarding job opportunities, useful resource for education, etc. for the youngsters as well as undeniable dangers associated with extensive use of social media networks such as distraction, cyberbullying, low self-esteem, etc. According to them, in India, Facebook is ranked as the third most used website among the youngsters. While the US forms the biggest market for Facebook, India comes next, contributing the second biggest market for Facebook.

Sajid (2016) stated that the new mantra for business organizations in the present day is community online marketing. It is impossible for any organization to deny online presence, especially when the brand has several competitors in the field. However, an organization should not make huge investments without first analyzing if the strategies associated with social media marketing would fit their products. The study also states that after implementation of a strategy, an organization should wait at least for a period of three weeks before anticipating results. The study also encourages the marketers to take part in promotional mix of social media marketing and conventional methods.

Jussila, Kärkkäinen and Aramo-Immonen (2014) studied the opportunities introduced by social media in improving business-business relationships by conducting a survey across several industries. Several gaps between the potential of social media and its usage by the B2B marketers were identified, and effective ways were suggested to utilize the advantages of social media to the fullest. Further, the study uncovered an interesting finding that the social media usage was similar between companies in spite of their size and turnover.

Phan (2011) conducted a study on the impact of social media on consumers’ purchase intentions and perceptions. The author posited that people who are well conversant with the latest communication technologies have contributed to the popularity of social media as it is consumer-friendly and instinctive. However, the author believes that purchase intentions and perceptions of consumers cannot be increased by investments in social media as it is in its initial phase and has to go a long way ahead.
2.3 Marketing Communications

The process through which intended audiences are addressed by organizations is known as marketing communications. The organizations may either be small or large, government or private, and commercial or non-commercial. Marketing communications is a necessary process as the stakeholders require a thorough understanding of the various levels of demands for products and services.

Todorova (2015) explained the nature, significance and efficacy of a mixture of marketing communications and the various kinds of marketing communications instruments. Additionally, the developments and the theoretical conceptions are demonstrated in the research paper. The author states that the product, price, place and promotion constitute the formulation of the appropriate marketing mix with an added emphasis being laid on promotion, as it assists in an instant and effective association with potential consumers. Furthermore, a combination of tools, such as public relations, sales promotion, advertising, personal selling and direct marketing, are used for efficient marketing communications meant for easy understanding of products and services.

Danaher and Dagger (2013) formulated an inexpensive approach to help organizations in evaluating the proportional efficacy of several advertising media. The organizational loyalty program is used by the researchers through an online survey for identifying the degree of media exposure, which is further compared with the respondents’ purchase history. The researchers implemented their method in a retail organization and found that customers’ purchase intentions were significantly impacted by seven of the ten channels used by the retail organization.

Varan et al. (2013) compared the effect of devices, like radios, television sets and personal computers, with the effects of communication formats, like audio, video and websites through four experiments. The effectiveness of advertising was not different in three experiments in which the format was similar among various devices, whereas consecutive synergy effects were identified in the fourth experiment that was conducted with different devices and formats. It was determined that advertising campaigns that combine several communication devices are either weakened or strengthened by synergy. The authors
conclude that latent cross-format synergies are suggested by the aggregated outcomes of the four experiments, ruling out the possibility of cross-device synergies.

**Pendleton, Lundstrom and Dixit (2012)** suggested that organizations must offer the maximum advantage to its consumers by providing them access to various social media platforms to express their views, opinions and experiences. Prior to advent of the internet, people had to bear the brunt of watching the advertisements on print media and television. However, with the advent of Web 2.0, consumers can now skip the commercial advertisements and choose the required products and services. The researchers state that this concept must be considered by the marketing personnel and suitable strategies must be in place.

**Jerman and Završnik (2012)** tested a model for examining the effective of antecedent variables on the organizational performance and effectiveness of marketing communications. The researchers surveyed 210 respondents and found that the organizational performance in Slovenian companies was positively influenced by marketing communications, which was in turn affected by different variables. The most important factor affecting B2B markets was found to be the extent of objective achievement by the companies. The second most important factor was identified as bidirectional communication, indicating the importance of feedback in improving business efficiency.

**Boutin Jr. Philip (2011)** developed a model that promotes the theory of online marketing communications (OMC) and guides the industry experts on the formulation of OMC mix. This theoretical research paper exclusively employs the theory of media naturalness in the context of OMC and offers avenues for future studies.

**Bičiūnaitė and Bakanauskas (2011)** authored a research article for creating a viable framework of productive interaction between brand ambassadors and young fashion customers. The study of Adidas brand, observation of market, survey of online sources and a review of scientific theoretical literature were collectively employed for framing two models, namely the Better model and the Five Element model. It was found that brand ambassadors were largely responsible in making the connect between the brands and the
target audience and that they need to possess flexible personalities to suit both the brand requirements and the emotional connect with the consumers. The marketing communications was found to have gradually shifted from traditional forms to contemporary forms.

**Kumar and Patra (2011)** analysed the various features and effectiveness of marketing communications on consumer perceptions about FMCG. It was found that a common advertising pattern was less efficient than an advertisement created according to the requirements of a particular geographical location. Additionally, it seems to be obvious that localized advertisements generate more interest and garner more attention than the regular ones. The investigators found that celebrities affect people’s purchase decisions more than localized advertisements, because of the associated sentimental factors.

**Samson (2010)** explored the concept of product utilization and the subsequent WOM generated by the consumers and firms. The researcher discovered that the purchase intentions of consumers were influenced by the recommendations made by those customers who have used the products. Further, it was also found that the quantum of WOM was affected by the number of times of products’ utilization. This study states that the WOM of loyal customers was relatively weaker than the WOM of non-loyal customers. Therefore, future studies can focus on the reciprocity between firm-generated WOM and consumers’ loyalty.

**Misra (2010)** utilized the information shared by various Indian FMCG industries from 1999 to 2008 for studying the inter-relation between market build-up and marketing impact. The investigator improvises a couple of existing theories to invent a novel theoretical framework, whose outcomes depict the level of competency between firms with both higher and lower market shares that are affected by the positive association between the market concentration and intensity of marketing in the Indian FMCG sector. Additionally, the outcomes of the study evidence that organizations with higher pricing and costing margins involve in marketing less than those with lower ones. Furthermore, organizations having large market shares and small asset investment incur lesser advertising expenses than the organizations with small market shares and large asset investment. In a comparison between companies of consumer durables sector and
companies of FMCG and services sector, it was found that the former had a lower advertising intensity than the latter.

2.4 Relation between Social Media and Marketing Communications

Organizations are beginning to realize the importance of social media, as it is a platform through which their customers and other likely customers interact with each other and discuss about a particular product or service followed by the execution of their purchase intentions.

Charoensukmongkol and Sasatanun (2017) explored the influence of social media on business performance and found that the organizations that used social media for the purpose of Customer Relationship Management (CRM) displayed higher satisfaction with respect to their business performance in comparison to others. A positive association between improved CRM and sales of the company was also recorded by the authors. The study suggests that entrepreneurs who lack the social skills to involve in personal interaction with the customers should make use of social media marketing, to compensate their weakness.

Wang and Kim (2017) conducted a similar study conducted and suggested that the business organizations should merge their marketing strategies to social media in order to achieve improved customer engagement, thereby resulting in enhanced business performance. While adopting social media marketing strategies, the organizations should pay attention to social CRM capability, in order to achieve better performance of the firm as well as customer engagement.

Schivinski and Dabrowski (2016) studied the impact of social media marketing communications on the brand perception of customers by comparing the effects of user-generated content and firm-generated content produced by the brand communities present in Facebook. As a result of the study, it was found that user-generated content improved customer attitude towards the brand and brand equity whereas the firm-generated content had a positive effect on brand attitude only. Further, brand attitude as well as brand equity were found to result in improved purchase behaviour.
Katiyar and Katiyar (2014) conducted a study on different factors that determine the buying behaviour of Indian FMCG consumers, with particular reference to the Indian soap industry. They state that FMCG goods contribute a significant portion to the country’s gross domestic product and hence, consumer behaviour needs to be analysed in detail for augmenting sales. In certain cases, satisfied customers may express negative feelings if the desired products and services are not available in the market. Such negative reviews may harm the brand image and reputation and therefore, it is important for firms to develop their marketing strategies for meeting the consumers’ demands as well as attaining organizational objectives. Cost efficiency is another important factor to be considered as consumers are becoming both quality conscious as well as judicious spenders.

Ab Hamid, Akhir and Cheng (2013) conducted a survey among 134 respondents to study the relationship between social media, customer retention and trust with respect to the hotel industry. The researchers found that the aforementioned three research variables were positively correlated. Further, the possibility of viral marketing using social media helped the marketers to identify and reach out to new potential customers in a cost effective way. The study also shows that young and literate customers respond well to social media tools as marketing communications.

Romaniuk, Beal and Uncles (2013) studied 16 contact points across 23 datasets for discovering about the efficaciousness of multimedia functioning. The category user profiles of consumers were matched by in-store displays, television, store displays and outdoor advertisements. Social media and positive word of mouth were found to be used by heavy brand users. Most of the other media comprised of heavy category users. The knowledge of such affiliations can be of help to advertisers who can create advertising content according to the type of targeted customers. It was found that to attain cost-efficiency in reaching the target audience, the capacity of the first media needs to be exhausted before launching the second media. This derivation was due to the fact that rather than adding new audience, the second contact points were inclined to add more duplicate audience.

Narayanan et al. (2012) observe that social media enables an unrestrained flow of communication between various groups of people who are interconnected with such online
platforms. They further posit that there is a consistent and coherent potential of growth in areas, such as communication, marketing, display of business-related content and relevant research through social media platforms.

**Asur (2012)** emphasizes on the importance of bi-directional communication as social media platforms enable consumers to engage themselves in a triad in which organizations, consumers and other customers are actively involved. The brand has found a correlation with its existing and potential groups of customers through social media platforms. However, it is important for companies to convey their message in the most prudent manner, as any miscommunication may result in a backlash.

**Amen (2011)** identified variables, namely, use of mass media, selective exposure, consumer attitude, involvement and mood, on the basis of the available literature for examining the effect of media on marketing communications. A sample of 120 people was surveyed and it was found that the respondents’ opinion on involvement was low whereas it was high on selective exposure. Regarding the customers’ mood and selective exposure, the standard deviation of the responders’ notions was the least in comparison to other attributes, thereby illustrating a lesser contradiction about the respondents’ perceptions on customer attitude. Further, the standard deviation of respondents’ beliefs on involvement was found to be the highest, indicating a high contradiction of the respondents’ thoughts on customer attitude. Negative skewness was found for the causal factors of media impact on marketing communications, indicating the below average perceptions of respondents on the respective causal factors. The correlations of attitude indicated that a higher correlation was found between attitude and selective exposure when equated with other causal factors. Thus, the correlations of all determinants were found to be high, establishing the fact that consumer attitude is significantly affected by media usage, selective exposure, involvement and mood.

**Chi (2011)** defines social media marketing as a means of rendering significant connectivity between brands and consumers, where social networking and online interaction is facilitated. The impact of consumers’ involvement with social networking sites and their interactions on such online media is analysed in this study, in which the author posits that the content of social media marketing must be according to the persisting needs of social
media users. Two types of social media marketing, namely, virtual brand community and interactive digital advertising, are studied along with two features of user motivation, namely, psychological well-being and the necessity of online social capital.

**Fogel (2010)** emphasized the challenges of measuring the efficiency of word of mouth in social media marketing, as the latent effect of online communication between consumers is exponentially exaggerated. The researcher believes that organizations must adopt some means to evaluate the features of online conversation about brands, products and services for attaining the goals of effective marketing strategies. The research paper provides an insight into the contemporary issues prevalent in the assessment of conversation in social media about products, services and brands.

### 2.5 Social media usage

The utilization of social media has rapidly increased due to the modern thought processes of the young generation of people. The impact of social media is so rampant that even older generation have begun to use social media on a daily basis. The increasing networking infrastructure and the exchange of information through mobile applications have only resulted in the proliferation of social media usage.

**Choi and Lee (2017)** compared the usage of closed and open social media networks among the marketers and consumers. It was found that several consumers preferred closed social media network due to information overload as well as privacy concerns in the open networks such as Facebook. The study reported that the customer trust was high with respect to information passed in closed networks, which in turn affected their purchase behaviour.

**Go and You (2016)** analysed the social media usage among several business organizations and reported that the organizations preferred to use established social media options such as blogs, but were hesitant to adopt options like virtual worlds. The study also reported a noteworthy finding that Facebook and Twitter were not the first options for organizations, in spite of their popularity among the internet users. Organizations preferred to use blogs over Facebook and Twitter, as blogs allowed greater control of information. It was also
found that well established and large organizations used any one channel of social media, preferably a channel that encourages one-way communication, such as blogs, to ensure complete control of information passed to the customers.

**Kaul et al. (2015)** posit that organizations have no choice but to accept and include social media in their marketing strategies as the business and communication fields have been significantly affected by the social networking websites. Corporate reputation is affected by communication through social media platform as they have the potential to cause multiple repercussions at both macro as well as micro levels.

**Fan and Gordon (2014)** undertook research on social media analytics and suggested business firms to adopt a procedure of capturing, comprehending and presenting the information required by consumers. The scholars posit that organizations must use various methods, such as considering the consumers’ opinions, studying the people’s sentiments, framing topic-based models, examining the usage of social network, studying current trends, and analyzing visuals, for enhancing the value of the products and services.

**Samkange (2014)** examines the trends about information and communication technologies (ICT) and digital methodologies, and finds that businesses and their functioning are phenomenally affected by digital technologies. A significant point to be considered is that digital technologies have penetrated the social media arena, which is increasingly becoming popular, causing considerable progress in the conduct of community-based, commercial and business activities. Organizational efficiency is associated with effective utilization of digital ICT (Rodgers, 2013). A number of consequent probabilities have emerged due to the enhanced Internet connectivity, diversity of technologically smart gadgets, increasing utilization of social media, and development of ICT applications. The technological progression is scrutinized by the researcher through both methodological and epistemological perspectives. According to Puri (2013), the marketing industry is gradually becoming technology-intensive.

**Peters et al. (2013)** posited that organizational goals can be attained through the employment and management of several kinds of media, among which social media is a significant one due to its omnipresence. However, the investigators observe that social
media is different from other media as it favors social equality and hence requires a distinguishable approach of measurement for better analysis and management. They propose three factors to be used for developing the appropriate social media metrics required for building the desired interface. The first factor is an all-inclusive model that uses sociology, psychology and marketing theories encompassing the principal elements of social media. The second factor talks about nine rules that are intended for planning suitable social media metrics. The third factor is about the derivation of managerial inferences based on the all-inclusive model and the nine rules.

**Orzan et al. (2013)** conducted a study on the Romanian small and medium enterprises’ intentions in examining the effect of blogs in corporate marketing communications. A robust association was found between the companies’ intention and attitude towards corporate blogging and the impact of perceived organizational benefits of using corporate blogs. The researchers state that corporate blogging indirectly affects consumer attitude and intention. Further, it was determined that companies, with a positive attitude and with a perception of greater benefits of using blogs, were willing to employ corporate blogging in their marketing communication. Additional benefits of using a blog included the enhancement of brand loyalty and brand awareness. On the contrary, the authors state that blogging content need to be regulated as corporate image may be negatively affected by false and offensive blogs. Several organizations refrain from using blogs due to such negative concerns. Nevertheless, modern marketing trends entail the utilization of all social media platforms for enhancing organizational competence.

**Gilfoil and Jobs (2012)** observed that the efficaciousness of social media determines the pattern of consumer spending. The authors consider that viral marketing and electronic word of mouth play an important role in shaping the consumer behaviour. Organizational and societal approaches of communication and interaction have changed substantially through web-enabled technologies. An exponential growth has been witnessed in the electronic referrals made by satisfied consumers that are used by other uses, resulting in proliferation of sales. It has been observed that organizations have acknowledged the true potential of social media by employing social media platforms, irrespective of their levels of awareness about them.
Narayanan et al. (2012) discover that the subdued public inhibitions and apprehensions have found their way out, after the advent of internet and social networking sites. The perceptions, truths, opinions, facts, substance, style, ethics and politics of news judgment have collectively come out as an open discussion through social media. The authors believe that social media websites have caused a revolution in the truest sense. They observe that small business organizations are able to economically conduct online marketing campaigns through social media platforms. The companies can also engage in personalized communications and deliver the essentials required by the users. Meaningful conversations with users generally result in a better conversion rate and this subtle art of communicating is one thing that money cannot buy.

Mora and Barnes (2011) analysed the relationship between the generation of revenues and the adoption of online media in rapidly growing organizations. The organizational performance is affected by the combination of social media platforms, as the researchers have found a significant change in the pattern of social media utilization over the years. The complexity of social media utilization and the organizational revenues were found to be positively correlated.

Furlow (2011) examined how social media reaches the target audience through integrated cause marketing. Products and services with a factor of social benefit were found to be consumed more, irrespective of the pricing. Since youngsters frequented Facebook more often, several brands were found to promote their causes on this social media platform. In order to connect with consumers in their own comfort zone and in order to enable a brand to be more successful, a social media strategy is a must in today’s world. This study analysed three campaigns that reached the intended audience through social media. However, it was found that 90% of the respondents preferred e-mail, and not Facebook, for receiving promotional material from organizations (Feldman and Grossnickle, 2010).

Garg, Smith and Telang (2011) attempted to address the challenges of measuring the dissemination of information in social media by formulating an experiential approach, which was applied to the data generated from perceptions of 4000 users of an online music community. A significant inter-relationship was discovered among the users and peers of
online media networks. The techniques of measuring the diffusion of information, by using information obtained from other online social networks, are depicted in this study.

**Kietzmann et al. (2011)** suggested that the quality of association between consumers and merchants is transformed by social media. The interaction among consumers, without any organizational regulation, is enabled by social media that has overhauled the system of marketing communications.

**Bulearca and Bulearca (2010)** conducted a study on the viability of Twitter as a marketing tool for small and medium sized enterprises (SMEs) and study the perceptions of SMEs regarding the utilization and future prospects of Twitter for attaining their organizational objectives. The objectives of this study were to determine the usage of Twitter by SMEs for marketing in the form of WOM and electronic word of mouth (e-WOM), to compare Twitter with other social media and determine its merits and demerits, and to research SMEs’ approaches in increasing the usage of Twitter in their marketing strategies. The authors chose a qualitative-interpretivist-exploratory methodology and employed a semi-structured interview conducted on a sample containing a few British and Romanian SMEs. The findings of the study suggest that Twitter is not the only medium for organizational communication and that the platform can be used for both influencing consumers as well as for paying heed to their notions. Social media and Twitter were generally found to be beneficial for organizational marketing requirements and the approach of using models like Twitter as marketing tools is discussed in this study.

**Iffort Consulting** in 2010 studied seven verticals, namely, publishing, online portals, telecom, FMCG, food chains, consumer durables and media with the help of 25 brands for a period of one month in order to understand the usage of Facebook by the brands. Criteria such as content type, type and number of discussions on the brand community page, number of fans and % growth of fans were analysed. It was found that FMCG as a vertical was struggling on Facebook.
2.5.1 Intensity of social media usage

The utilization of social media platforms has increased since people, young and old, have started to use social networking sites. As mentioned in the earlier section, the social media usage has only proliferated due to its user-friendly and instantaneous nature.

Akhtar (2016) finds social networking to be popular among people, who are inclined to develop their circle of friends, according to their intrinsic culture and lifestyles. The pattern of marketing communications and consumer attitude changes in accordance with the constantly changing social networking scenarios. Consumers have different means of communicating and interacting with other consumers, before they decide to buy a product or a service. The study intended to emphasize on the positive association between brand awareness and efficient marketing communications. The updated version of social networking sites must be used by organizations for attracting new customers and retaining old customers. Organizations need to have a proper mix of traditional media as well as social media to cater to the various requirements of their intended consumers. FMCG companies need to constantly change their promotional material to attract new customers and impact their minds. It is an established fact that satisfied consumers help in building the image of a brand.

Kaul et al. (2015) suggest that employees must be encouraged to use social media platforms and promote the online content of their organizations. The increasing significance of social media and the eventual influence it casts on the management of corporate customer relationship further necessitates the active participation of employees as they prove to be important points of contact. Employees also contribute to enhance the visibility and reach of a particular brand by endorsing the services and products. However, employees’ online participation in promotional activities need surveillance to prevent any possible cause for negative outcomes.

Oh, Agrawal and Rao (2013) employed data from three social crises, namely, the terror attacks of Mumbai in 2008, the Toyota recall in 2010 and the shooting anecdote of Seattle café in 2012, for analyzing the information processing by the public through the micro-blogging site called Twitter. The researchers analyse communities’ preparedness in
reacting to unexpected situations through their competence in collecting community intelligence and processing information. Two problems, namely, collective social reporting as an information processing mechanism and degeneration of social reporting as collective rumor mills, were explored in this study. It was found that among the causal factors of rumor on Twitter under social crises, anxiety was the least important, followed by personal involvement, and then followed by the information without source. Twitter was found to be the dominant social media platform through which people shared vital information about social crises.

Taylor, Strutton and Thompson (2012) discover that social media users’ online behaviour of sharing is due to the individual need of self-improvement. The probability of consumers sharing their feelings increases when they relate an online advertisement with their identity. Therefore, it becomes imperative for marketers to consider the attributes of various personal identities to increase the connect with masses.

According to Curran, Sarah and Christopher (2011), social media sites, such as Facebook, are far better than other channels of advertising, as Facebook stores and retrieves information about its users. This feature allows marketers to ensure that a specific target market is addressed. Marketers find social media sites as a vital platform for creating an virtual experience and use the stored users’ data to enhance the customers’ receptivity of their brands.

Heinonen (2011) conducted a study to analyse the causes of various social media activities by consumers, which can be broadly categorized as information processing, entertainment and social relations. Fifteen consumer activities were identified under these three categories that could guide the formation of organizational strategies for different strata of consumers. Such studies are important as marketers can analyse the user-created content and prepare their strategies accordingly. Further, they can predict the outcome of their strategies and take preventive measures to avoid the decline of sales.

Shankar et al. (2011) observed that brand awareness can be increased by being staying creatively involved and engaged with consumers on social media platforms. The significance of social media sites has increased due to the increased social media usage and
also due to the consumers’ reliance on social media sites for taking decisions related to their purchases.

**Weinberg and Pehlivan (2011)** found a significant amount of uncertainty among marketers regarding the allocation of budget to social media and the evidence for return on investment in social media spending. The investigators attempted to provide solutions to the aforementioned issues by finding out the organizational social media usage patterns, the difference between each of the organizational approaches and the ways of allocating appropriate budget for social media. Further, the authors described the tactical marketing implementation through the differentiation of the leading social media platforms and emphasize on the distinct nature of social objectives, the process for meeting such goals and the significance of setting up a controlling measure of social media.

**Zhang, Jansen and Chowdhury (2011)** indicated that organizations must have a brand presence on several social media platforms to increase their visibility and consumers. The modern consumers are aware of the quality of the services and products due to their access to reliable online content that paves the way of consumers being co-producers of value. Such co-producers enable a significant amount of return on investment due to the increased brand awareness. Therefore, it can be ascertained that e-WOM is a significant factor in a marketing scenario dominated by social media.

**Mishra et al. (2010)** identify the significance of the role played by online and social media platforms in affecting the consumers. People keep a close track of a company’s performance and relate their purchase decisions to other people’s opinions. The authors cite the example of the Toyota recall case, where the crisis causes thousands of online queries from existing or future customers, who were trying to gauge the frustrations and fears vented by the affected people. It was also observed that Toyota’s website traffic of visitors substantially increased in that period.

**Cox (2010)** studied the relation between age and consumer attitude and discovered that social network users’ attitude towards online communication formats varied according to their age groups. It was found that users in the age group of 18-28 were more inclined towards using online advertisements, blogs and videos, primarily due to the content and
visual appeal. Users in the age group of 35-54 were found to be inclined towards brand channels and video advertising formats as they found them to be ideally placed for garnering attention. Further, intruding advertisements were found to be disliked by online users, irrespective of their age.

2.5.2 Trends in social media usage

Organizations constantly update their knowledge on the latest fads prevalent in the public and ensure that all market demands are met. Therefore, a literature review was performed on the trends prevalent in social media usage among organizations.

Lin, Li and Wang (2017) conducted an extensive study on social commerce, otherwise referred to as e-commerce transactions occurring with the help of social media networks and identified a few trends. The study found that active research was being conducted all over the world in three major areas of social commerce, namely, advertisement, word of mouth and organization. Specifically, innovation, reputation and user-generated content were found to be the most studied areas by researchers, thereby indicating their importance in governing social media marketing effectiveness.

The Ernst and Young (2016) report on social media marketing exhibited that the primary objectives of marketers while building a social media presence was to propagate brand awareness, form a brand community and improve customer engagement. The survey identified Facebook and Twitter to be the most followed channels of social media by marketers. In spite of the plentiful latest options available with social media marketing, most of the marketers still find websites to be the most effective marketing strategy for customer engagement. By studying the customer perception of social media, the report identified that customers of all age groups spent one to two hours a day on social media and that Facebook was the champion of all channels, among customers.

The TCS GenY Survey (2014) studied the digital habits prevalent among school children in the metropolitan cities of India. The study found that three out of ten school children responded to online notifications within five minutes, indicating their excessive time spent online. Almost 72% of them possessed a smart phone, 50% of them had access to internet
and seven out of ten used media for keeping in touch with friends, than helping with studies. According to the report, 72% of them spent at least an hour a day on social media activities such as chatting, posting content, photos, etc. Analyzing the social media networking preferences among school children of age 8 to 12, the survey identified that nearly 52.0% of the survey participants were active participants of at least one Facebook community and 65.0% had accounts in Google+. Out of every ten participants, six of them used WhatsApp and four of them used Twitter to follow celebrities.

Mangold et al. (2009) posit that the capability of consumers interacting with other consumers curtails the quantum of organizational control over the content of information to be disseminated. Additionally, the consumers’ online interactions and behaviours cannot be directly regulated by any mechanism. Nevertheless, companies are capable of altering people’s online attitudes by strategically intervening and presenting user-defined products and services.

Crumpton (2014) examined the cost involved in using social media in the marketing strategies of libraries and evaluated the efficiency of social media activities, by referring to various articles and trends on the topic. The study outcomes suggested that the efficiency and effectiveness of social media activities can be significantly enhanced through a proliferated usage of social media activities within libraries and through the generation of formal judgment practices and control of expenses.

Gensler et al. (2013) proposed a model on the effect of social media on brand management and posited that consumers control brands to a large extent due to their dynamic networks through social media applications. The authors further stated that organizations must pay heed to brand requirements created by consumers for garnering extraordinary success in their endeavors. The hurdles encountered in the co-ordination of consumer-generated and organization-generated brand stories are addressed to by the researcher through the identification of vital research queries.

Sacks and Graves (2012) conducted a study on the social media usage by students and find the situational utility of social media tools, such as Facebook, Twitter and LinkedIn through a scrutiny of established concepts of social network like quality, size, diffusion,
complexity and distance. The merits and demerits of using social networks need to be assessed by students through in-class and out-of-class teaching assignments for enhancing the students’ attempts in gaining professionalism.

**Hudspeth (2012)** believed that social media is unambiguously based on values, which drive people to stay bonded in any relationship. The global financial instability is also cited in this paper to stress on the people’s distrust and insecurities, and the subsequent need for value-based relations. The author suggests that the audience must be engaged adequately for social marketing to function optimally. Marketers need to evolve out of the conventional marketing psyches to create new frontiers in social media marketing. Although such evolution requires overcoming several ramifications, it is nevertheless an attainable status as evidenced by many brands.

**Wolf and Archer (2011)** conducted semi-structured interviews with seven practicing Western Australian public relations consultants to find the level of awareness of using new media as a tool to maintain public relations. It was found that the communication methods were conventional in nature and that new media was being approached carefully. These findings were in affirmation with the findings of another study conducted by Bussy and Wolf (2009), which depicted the Australian public relations officers’ low priority for new media.

**Chu (2011)** examined the association between viral advertising responses and participation by teenagers in Facebook group. It was found that in comparison to non-members of Facebook group, the adolescents were more expressive about their true feelings about a certain product or service and that they influenced consumer attitudes. It was also found that users’ behaviours regarding viral advertising were not affected by the participation in Facebook group. Furthermore, changes in the forecasters of pass-on conducts between members and non-members of Facebook group were determined.

### 2.6 Social media strategies

Organizations have constantly evolved their marketing strategies for catering to the requirements of their customers. The advent of mobile technologies has only aggravated
the need for exploring the formulation of strategies that prove effective in the current market scenario.

Lindsey-Mullikin and Borin (2017) observed that the right kind of social media marketing strategies can improve the brand advocacy of the customers and their number of purchases of the same product. The study found that customers were exposed to reduced number of brands while buying on social media, however, their brand advocacy had improved as an effect of social media. It was also reported that the ease of purchase improved for the customers, which in turn increased the number of purchases.

Floreddu and Cabiddu (2016) conducted multiple case studies to explore the effects of six social media communication strategies, namely, conversational, supportive, secretive, selective, egocentric and openness used by marketers on the reputation of their organizations. They found that repeated interaction with the customers, support in the form of feedback redressal, transparency of customer relationship, trustworthiness and ability to promote new interactions among customers would help in improving the reputation of the organizations.

Effing and Spil (2016) formulated a social strategy cone for measuring social media strategies. The available literature and case studies were systematically studied and seven vital components of social media strategies were identified for the framework. The researchers conducted 21 interviews and utilized the outcomes for structuring the social media strategy cone. They suggest three stages of social media strategies, namely initiation, diffusion and maturity; and, they identify only three of the nine studied organizations to be in the maturity stage. Furthermore, the researchers emphasize more on the practicality aspect than the theoretical perspective of social media strategies. They concluded that the social media strategies need to keep pace with the latest technological advancements for deeper penetration into various market segments.

Kaul et al. (2015) observe that corporate social responsibility (CSR) activities of organizations are significantly monitored by various sections and that corporate companies are consciously engaging in various social activities for enhancing their goodwill and
reputation. The utilization of social networking sites have increased over the last ten years as such websites have proved to be effective means of communication.

Vernuccio (2014) conducted a quantitative analysis of social media platforms of 60 major international corporate brands for interpreting the chief emerging communication strategies in the corporate sector. Four clusters that were characterized by unique approaches used for openness and interactivity for corporate brand building through social media were identified in this study. The study outcomes suggested that more than one third of the surveyed companies adopted a cautious approach, despite the growing utilization of social media platforms. The researchers suggest that corporate strategists need to increase social media utilization and encompass a wide range of stakeholders by seeking to add conversational forms of communications.

Mount and Martinez (2014) studied the application of social media for an open innovation process through a multiple exploratory case study and suggested organizational as well as technological adaptions for effective utilization of social media. The challenges encountered in the implementation of social media in various phases of the innovation process are analysed through three case studies of social media crowdsourcing. A new framework in open innovation activities, built on prior studies on social media crowdsourcing, was formulated by this study, where the application of social media was intended for the purposes of commercialization and research and development. This study depicts the context generation for incremental and radical development in social media applications at preliminary stages. The potential for social media crowdsourcing is stressed upon by the outcomes of the present study for facilitating the twin processes of exploring and exploiting further avenues of research.

Schlinke et al. (2013) conducted a study on social media from a perspective of integrated marketing and compliance, and found that social media are effective tools for communicating with people and need to be thoughtfully executed for deriving maximal benefits. The authors suggest that communities and consumers must be kept engaged through social media tools, such as websites and blogs, meant for reciprocally exchanging views and counter-views. The authors consider the financial services industry for
addressing four vital conditions, namely, goals, strategy, tools and implementation and risks, during the formulation of social media strategies.

**Klososky (2012)** believes that a five-factor rule of social media marketing needs to be studied for a better understanding of its functioning. The five factors include the construction of productive websites, provision of social technologies, enablement of mobile applications, management of online traffic and establishment of measurement systems. The author thinks that social media is crucial in building and maintaining the client relations and that this fact needs to seriously considered by organizations. The study suggested that the organizations must implement effective social media marketing campaigns to increase sales. Further, the organizational capabilities can be increased through the provision of useful tools, such as mobile applications and superior web technologies.

**Mills (2012)** pointed out that no longer are the ways of communication valid where companies used to speak ‘to’ their customers; rather, in the contemporary settings, companies need to speak ‘with’ their customers to gauge their requirements and act accordingly. Business organizations have no other choice, but to gauge and consider the consumers’ requirements and take further action required for maintaining existing customers and adding new customers.

**Pashkevich et al. (2012)** conducted a study on empowering consumers to skip the advertisements that are displayed on social media platforms, such as YouTube. The researchers test the viability of audience empowerment in skipping the online advertisements by using data obtained from randomized experiments run on YouTube. The audience perception with regards to either viewing or skipping the in-streaming advertisements is compared by the authors through the study of YouTube log data. Further, the researchers compare the traditional and the modern in-stream advertising models for determining the efficacy.

**Asur (2012)** posited that social media not only helps companies to address their existing customers, but also their friends and contacts who are connected to them on the same platform. This probability increases the rate of conversion of potential customers as they
come to know about the interaction happening between the companies and their social media contacts. This factor may be the reason of organizations drifting their attention towards social media marketing.

Narayanan et al. (2012) state that consumers’ preferences and interests need to be considered by companies who want to make an impact in social media circles as their profitability depends on the online content, which holds the key for attracting the users’ attention. The organizational policies of social engagement need to be formulated on the basis of consumers’ participation in social networking sites.

Wilson et al. (2011) recommends four distinct marketing strategies for improving customer engagement. ‘The predictive practitioner’ is an approach where the marketer seeks the suggestions of the customer regarding a specific question. ‘The creative experimenter’ refers to the method of learning from the social media projects implemented and making decisions by listening to conversation about the product on platforms such as Facebook. The third strategy is referred to as the ‘Social media champion’, which involves initiatives taken in large scale by the companies, by closely collaborating across various departments, for predictable results. The final strategy is referred to as ‘The social media transformer’ which enable interactions with external stakeholders, thereby allowing the companies to embrace the ‘unexpected’ for improving business.

Increasing awareness on social media utilization and the constant demands of consumers have caused organizations to rethink their organizational strategies and come out with a fresh outlook towards the creation, development and sustenance of social media strategies.

2.7 Impact of Social Media on FMCG Sector

FMCG is a sector where people need to buy things on a regular basis and companies make it a beeline to sell their products on a competitive scale. The increasing penetration of social media and internet-enabled devices has facilitated the fast and easy exchange of information between companies and consumers.

Dave (2016) examines the impact of social media marketing on the Indian FMCG sector. Social media campaigns have found favorable responses from young people, who form
half of the total Indian population, leading to persistent organizational efforts in upholding their social media marketing strategies. The marketing efficiency is enhanced through effective utilization of social media tools, which is duly recognized by several corporate companies and business units, small and large, all over the world. The impact of social media on consumers’ psyche is such that the useful theories revolving around it cannot be ignored, as it has the potential to increase the volume of consumers in an exponential manner. Radically different societal interactions, without any geographical limitations, are provided by social media, which by itself is a broad term for websites. The implementation of different social media tools for marketing FMCG products and the utilization of social media as an interactive platform is analysed in this study.

Sheebarani (2013) posits that organizational goals and FMCG requirements can be mutually benefited through the exchange of information through the social media platform. For instance, the author cites the example of social media platforms, such as Facebook, Youtube and Twitter, which act as channels of both entertainment and advertising purposes. Further, the social media platforms can create a big impact on people’s minds as most of them require FMCG. Such type of mutual requirements can spur entrepreneurs to seek the support of social media and develop their commercial venture. Advertising through social media platforms is convenient and cheap, and is responsible for changing people’s attributes, such as brand loyalty, recommendation, tendency to try new products and services, and sentimental values.

Helms (2010) examined the utilization of social media for engaging with the core consumers through eighteen interviews of marketers concerned with FMCG brands. It was found that social media audience cannot be segmented by FMCG brands for identifying the core consumers. Rather, it was discovered that customers can be optimally engaged through social media, irrespective of their status, thereby substantiating the FMCG brands’ significance in social media. Based on the findings of the study, the investigator suggests ten principles to be practiced by FMCG brands’ marketers for attaining better outcomes. The ten principles can be summarized as setting distinct goals, setting up metrics for evaluating success, comprehending various social media tools, building a rapport with the consumers, paying due attention to the consumers’ message, having flexible policies,
discovering influencing forces, capitalizing on success, creating an appropriate center for responding, and willing to experiment without being afraid of failures.

2.8 Comparative Analysis between Traditional Media and Social Media

The major difference between traditional media and social media is that traditional media is a non-interactive, one-way communication system that conveys a message from one source to several intended audience, whereas social media is an interactive, two-way communication system that enables several consumers to express their views and opinions in real time.

Dewan and Ramaprasad (2014) explored the association among sales recorded in the music industry, conventional media and modern media. The methodology of panel vector auto regression (PVAR) is adopted by the researchers for specifically analyzing the interaction among music sales, radio play and blog buzz, at both the song level as well as the album level. A positive relation was found between future sales and radio play at both the song and album levels; whereas, a negative relation was found between blog buzz and song sales. It is to be observed that blog buzz is not associated with album sales. The significances of the outcomes are talked about in this research regarding the role played by new media in the music industry affecting both practitioners and researchers.

Lawrence, Fournier and Brunel (2013) examined the advertising created by consumers and the performance benefits enabled by such consumer generated advertising (CGA) over traditional methods, and recommend a basis for this derivative. The investigators conduct their study on the basis of a four-part technique and they believe that this concept is understudied. Several advantages are associated with CGA, as the advertisements are generated through consumer involvement resulting in increased credibility. The advertisements are judged by consumers on milder criteria, as they are created by consumers and not the organizations.

Brandt (2012) equated the ratings given for traditional survey methods and social media websites, and suggested the optimum use of both the methods. Three research queries were formulated for comparing the traditional survey data and social media platforms. These
research questions were centered on the website ratings, the actual expression of consumer opinions through website ratings and the similarity between the ratings of posters and non-posters. The researcher surveyed the online and offline opinions of guests, who had visited a leading hotel brand. A total of 369 website ratings were obtained from the website TripAdvisor; whereas, the author collected 1,586 completed ratings for the traditional approach. The respondents were asked to rate their experience on five core factors, namely, cleanliness, service, value, quality of sleep and overall rating of hotel. The findings of the study suggested that website ratings were different from traditional survey ratings, online reviews were posted by only a few guests, and the people who posted reviews were different from non-posters as their ratings differed vastly.

**Rishi (2011)** examined the perceptions of Indian marketers with regards to advertising through conventional and internet-enabled platforms. The Indian marketers were found to be cautious in their approach towards embracing new technology, but at the same time, a positive attitude towards utilizing a synergy of traditional and modern media was also exhibited. The Indian advertising agency professionals were not found to be aggressive in including internet in their preferred media mix, although they considered it to be significant. Several Indian advertisers and marketers preferred to simultaneously use traditional mediums and website advertising, and were not in favor of secluded advertising campaigns. The reasons for slow adoption of website advertising are explicated in this paper, which suggests appropriate measures to Indian marketers and advertising agency professionals to derive maximal advantage out of the interactive medium of website advertising.

**Colliander et al. (2011)** placed an identical piece of text in blogs as well as magazines in order to compare the effectiveness of traditional media and social media. From the experiment, they concluded that customer purchase attitude was improved as a result of blogs owing to the higher para-social interaction made possible in blogs, thereby suggesting interaction among customers to be an important factor affecting purchase attitude.

**Kichatov and Mihajlovski (2010)** posited that conventional print and broadcast media have encountered a serious challenge with the advent of social media. The researchers
observe that several television channels and newspapers are facing a decline in their audiences and social media is used by both organizations as well as political groups. However, they state that although social media is gaining widespread popularity, several of the marketers are dependent on traditional media and that they are not utilizing social media to the fullest.

Pfeiffer and Zinnbauer (2010) compared conventional communication with online communication and examined the efficiency of marketing in the allocation of marketing budgets. A marketing mix modeling case study has been presented by the researchers for evidencing the real value of different communication channels. The case study analysed the role of external factors impacting the website usage and the business impact caused by different communication channels. The study outcomes revealed that after attaining brand equity and adequate awareness, online marketing tend to be reliable, as it drives consumer activity and creates revenues for the advertisers by contributing to the rate of conversion. Nevertheless, it was found that conventional advertising medium was required in cases where strength of brand was to be built and a brand’s positioning with regards to its competitors was required to be conveyed to an extensive audience.

2.9 Evaluation of Social Media Marketing

Social media can be helpful to companies only if there is a strategic implementation, purposefully done with feedbacks. Therefore, an ideal monitoring system is required to assess both effectiveness and efficiency of the social media marketing strategies in place.

Singh et al. (2017) studied the impact of social media marketing on the consumer behaviour and brand building. The researchers interviewed 265 social media users from the Delhi-NCR region to gather the primary research data. The study outcomes signified that consumers regularly use different social media sites, such as Facebook and Linkedin, and that their purchase intentions, the brand building exercises and the consequent sales are significantly influenced by social media marketing. Five factors, namely, brand impact, brand recognition, brand approval, brand association, and brand reliability, considered by the respondents, were identified from the factor analysis. Regarding demographic data, it was found that social media marketing was affected by age and education, whereas on the
other hand, it was not affected by gender, income and lifestyle. A majority of the respondents were depicted to be influenced by social media networking sites.

Goyal, Bagga and Bansal (2016) conducted a quantitative study on a sample of 200 people for analyzing the impact of online marketing strategies on the purchase intentions of FMCG consumers and for determining the factors instrumental in the change of consumers’ preference towards online marketing over traditional marketing. This study reveals the various factors through which people shape their buying decisions. It was found that people actively search for information related to their requirements and prefer to use social media than conventional media.

Ashley and Tuten (2015) conducted a study to uncover three important aspects governing social media strategies, namely, the most used tool among top brands, the nature of message which is most appealing to customers and the effectiveness of different tools in affecting customer engagement. It was observed that microblogs, social networks, microsites, video sharing websites and discussion forums were the most used channels by most of the brands. The marketers were found to use messages with functional appeal more than experiential appeal. The study concluded that the brands should be willing to try all approaches for improved performance.

Kumar and Singh (2015) suggest social media marketing works best for business as technological advancement has enabled people to turn towards online media. The authors examined social media marketing in the context of library and information centers and found that social media utilization is the way to outreach a large number of potential customers as their requirements are multi-faceted. Additionally, usage of social media facilitates the provision of delivering customized products and services. It was affirmed that social media was a key element in attaining the library objectives of sharing information.

As'ad and Alhadid (2014) believe that in order to facilitate the access to official websites and generate associations with consumers, five dimensions of social media marketing are required. These five dimensions were listed as online communities, interaction, sharing of content, accessibility and credibility. The study emphasizes the importance of brand equity
in order to achieve the expected returns from marketing communications using social media.

**Jan and Khan (2014)** emphasized the public relation aspect in a study on social media. Five components of marketing communications, namely, advertising, direct marketing, personal selling, sales promotion and public relations, were identified in which public relations was found to be the only component that was chiefly related to social media. This was due to the fact that except for public relations, the other four components were not associated with the fundamentals of social media. The functions of social media and public relations were synonymous as both involved efficient communication with people and maintaining relationships. Consumers on social media networks can be efficiently catered to through the path-breaking instruments of social media.

**Berselli, Burger and Close (2012)** conducted a study to investigate the potential of emergency organizations in rendering their services during large-scale disasters. The study found that social media was considered as a crucial communication tool in such cases as social media users instantly and simultaneously communicate with each other through social media platforms, such as Facebook or Twitter.

**Taprial and Kanwar (2012)** observed that accessibility to social media is greatly enhanced as it is user-friendly and does not require any special skills or knowledge. Organizations must be credible by ensuring that they deliver in accordance with their online statements. Credibility not only builds organizational value and repute, but also increases customer loyalty and motivation. Organizations must be trustworthy for reaching out a wider group of people and catering to their requirements. Developments in the servicing and business areas are possible through feedbacks received from consumers through online communities that are built around particular products and/or services.

**Saravanakumar and Suganthalakshmi (2012)** suggest that social media marketing of organizations must be in accordance with the universal marketing strategy and the profile of targeted consumers must suit the company’s marketing strategy for avoiding the risk of negativity. As social media facilitates multi-pronged communication, some of the consumers may also post negative feedback and comments that may affect brand image
and sales. Organizations can pioneer in the field of online consumer research by comprehending the exact and original nature of consumers’ requirements and subsequent interactions. Companies are more careful in planning their marketing and advertising strategies by bearing the customers’ demands in their psyches, as they want to ward off any negative backlashes. Additionally, companies seek to build consumers’ online discussions in such a way that they consequently relate and align to the organizational objectives.

**Fischer and Reuber (2011)** stated that interaction among online community members is enabled through updating of pertinent information by social networking sites. The study exhibited Twitter to be an interactive medium that could trigger powerful cognitive responses in the users. The study suggests that the entrepreneurs targeting the market using Twitter should look into the perceived time affordability factor of consumers. Suitability of the consumers to communities and their community norm adherence were also found to play important roles in affecting their purchase decision.

**Babac (2011)** studied the magazine Vogue Turkey, one of the first magazines to use social media for marketing. The study observed that sharing of content revolves around the quantum and a magnitude of exchanges are made at personal levels through social media platforms. As a result of social media marketing, the brand presence, involvement of the audience, relationship with the audience and communication with the audience were found to improve.

**Golan and Zaidner (2008)** highlight the importance of viral communication from one consumer to multiple consumers through social media. The robustness of viral marketing strategies needs to be fully utilized for spreading maximum brand awareness. The researchers stress on the point that brand marketers must include social media marketing in their business strategies and set up a channel for consumer to consumer communication.

### 2.9.1 Effectiveness of marketing communications using social media

A review of several studies was performed in order to assess the effectiveness of marketing communications using social media.
Alalwan et al. (2017) reviewed several research studies conducted on the effectiveness of social media marketing. It was found that vast research was available on the benefits associated with advertising using social media. But a few areas such as the impact of the kind of social media platform on the effectiveness of marketing demands further studies. The significant number of research articles present on improving E-WOM and CRM through mechanisms such as customization, dynamic interaction, etc. indicate that marketers consider them to be important aims of social media marketing. Several studies have also been performed on the recommended extent of social media utilization by the organizations in order to achieve their objectives. Other areas such as the customer perception of social media, factors governing customer acceptance of a novel product, etc. also display the prevalence of extensive research.

De Bock (2016) reported that for effective management of social media, every organization should monitor based on the two questions; ‘Why do the customers talk about the products?’ and ‘Which products are most discussed by them?’ The first question helps the organizations to uncover the motivation of the customers in spreading a positive word of mouth while the second question helps them understand the attributes of the product leading to a positive word of mouth. With the help of such information, the marketers can design successful strategies capable of increasing the customer outreach.

Pynta et al. (2014) employed a brain-activity monitoring technique called Steady State Topography (SST) to study the association between consumers viewing behaviour across a minimum of two devices. The researchers attempted to gain an insight on the marketers’ maximal intentions to tap the potential of influencing consumers’ behaviour by using the SST on 36 volunteers. The participants were asked to watch a live television broadcast and were allowed to interact on social media platforms, such as Twitter and Fango; and, in the meantime, their neural responses were recorded. The study outcomes suggested that neural indicators of consumers, engaged in television shows, can be enhanced by their simultaneous interactions on social media.

Alberghini, Cricelli and Grimaldi (2014) analysed the individual engagement of consumers in social media being affected by involvement and participation through research queries that revolve around participation in social media at an organizational level,
factors responsible for individual participation in social media, selection of key performance indicators (KPIs) for increasing individual involvement in social media, and the assessment of social media platform that affect knowledge management (KM). A case study of an energy company called Eni S.p.A. is used in this study, which describes the application of social media technologies and its management by KPIs. It was found that the suggested methodology was able to manage and monitor the application of social technologies and the employees were motivated to participate and stay involved in using the organization’s social media.

Schweidel et al. (2014) evaluated the brand sentiment of consumers based on their posts on social media networks as a metric for monitoring social media effectiveness. According to the study, monitoring one particular social media platform while ignoring the other venues led to wrong inferences of the brand sentiment. The study shows that brand sentiment should be monitored by observing two processes: the reason behind the sentiment expressed by the customer and the platform used for expression.

He, Zha and Li (2013) assessed the extent of competition prevalent among businesses using text mining. Apart from the content generated by the users of a brand, the study also monitored the content of competitor’s brand on social media using text mining. The study found text mining to be an efficient method of listening to social media activity and for estimating business value of brands based on consumer responses.

Gilfoil et al. (2012) conducted a study on the return on investment, where a model for measuring the effectiveness of social media has been suggested. The researchers stated that the return on investment is a complicated subject and can be understood through an analysis unit model. They considered the efficacy of social media to be a vital component in the extended success of social media management and marketing programs. The suggested model explicates the fundamental requirements of business management, processes and performance, and proposes suitable rules required for enhancing the return on investment.

Wang et al. (2012) performed a study for identifying the core components of social media that help in improving customer outreach and customer engagement. Six components were identified, referred to as the six P’s, namely, Person, Profile, Post, Peer, Perception and
Pull, which can be used by the marketers as a checklist while designing social media marketing strategies.

**Durukan et al. (2012)** investigated the customer behaviours that occurred as a result of exposure to social media and identified that factors affecting customer behaviour can be classified into three categories, factors that influence consumption of the product, factors that let the customer to be influenced by others, thereby leading to consumption and social media induced consumption. By paying attention to all the three categories, effective social media marketing strategies can be devised by the marketers.

**Marshall et al. (2012)** analysed the process in which the sales and marketing domain was being affected by social media and associated technologies. A qualitative approach was adopted in which a sample of 35 sales managers and sales people – 24 from U.S. and 11 from U.K. – were interviewed by the authors for fulfilling the research objectives of attaining knowledge on the recent proclamation of social media on the sales domain and also of identifying and describing the latent influence of the increasing effect of sales technologies. Six categories of thematic comments, namely, relationships, connectivity, selling tools, global, generational and sales/marketing interface, were identified from the data. The study outcomes suggested that the association between buyers and sellers was largely impacted by social media and the associated technologies. Certain unforeseen effects that impacted the organizational sales were identified, which require further scrutiny.

**Taylor et al. (2011)** analysed the aspects that affect consumer attitudes as they encounter persistent advertising on social media. A significant point to be observed is that social networking advertisements can either be utilized or ignored, depending on the consumers’ reaction towards them. The act of balancing executed by marketers, for maintaining customer relationship as well as for promoting products and services, is delved upon by the authors, who suggest and test a model comprising of socialization, structural and content-related factors.

**Hardey (2011)** analysed the outcomes of a study intended to comprehend consumer behaviour on the basis of reviews posted on websites. The consumer opinions and reviews,
posted on social and other digital media, are regarded to be significant as the purchase decisions are vastly affected by the opinion of people who have used a product or a service. This study calls for a path breaking research agenda intended discovering novel forms of consumer informational behaviour. The reviews on websites were found to determine the consumer behaviour and the success of marketing strategies.

**Hoffman and Fodor (2010)** emphasize that the organizations should modify their ways of measuring ROI of social media marketing. Instead of the traditional ways, ROI should be measured based on customer motivations and their investment in a social media relationship with the brand. According to the authors, measuring ROI using such metrics have the ability to improve the long term benefits for the brand, unlike traditional metrics which focus only on the short term benefits. The authors refer to Web as a quantifiable environment where the brands can measure customer activity through number of tweets, blog posts, reviews, click-throughs, etc.

**Mishra et al. (2010)** affirm that organizational competence and brand value may suffer a setback if the intended message is not communicated in a professional manner through social media. Additionally, delay in responding to customer queries may also cause the reputation of the company being tarnished. Such misdemeanors may also cause harm to the associated companies and celebrities involved with the primary organizations. Therefore, the use of social media by organizations must be well modulated to suit the bi-directional communication on a real-time basis.

**Hill, Provost and Volinsky (2006)** affirm that an organization can benefit from social networks to anticipate the likelihood of consumers’ purchase intention. The evaluation of consumers’ network information considerably enhances the marketing causes as the crucial network information helps in formulating the social media marketing strategies for attaining optimized outcomes.

### 2.10 Impact of Social Media on Consumer Perception and Purchase Behaviour

The behaviours, perceptions and motivations of stakeholders, and the managerial role in the brand building exercise needs thorough investigation for establishing new benchmarks
in brand management and corporate communication. The purchase behaviour of consumers is affected by social media due to the easy availability of multifaceted information. Consumers may review a certain product or service on social media and decide whether to buy, reject or postpone the purchase.

Felix and Hinsch (2017) grouped the marketers, in general, into explorers and defenders. The defenders are those marketers who use the social media defensively, for the one-way communication of product information, whereas, the explorers encourage the customers to interact with them in a two-way communication. The marketing approach in the case of defenders was found to be encapsulated while the explorers exhibited a more flexible and open approach. The study found that the former approach failed to motivate the customers towards buying a product while the latter approach was capable of satisfying their desire to connect and engage with the brand, thereby having a positive impact on their purchase behaviour.

Goyal et al., (2016) studied how, why and when social media marketing had an impact on purchase decision with respect to FMCG products and identified four factors, namely, online appeal of the brand, quality of information, reach and reliability of source as factors responsible for improving consumer purchase behaviour towards FMCG products.

Habibi, Laroche and Richard (2016) examined the pattern of consumer behaviour and perceptions being affected by various customer relationship aspects through the formulation of an extended framework. The inter-relation between clients’ identification with brands and various features, namely, brand relationship, quality, brand loyalty, brand community markers, and brand community elements, is explored in this study. Furthermore, brand loyalty and brand relationship quality being affected by brand communities is gauged by the researchers through a sample of brand community members using social media. Social media users were found to be positively associated with other members of online communities, thereby impacting the consumer relationships and the markers of the brand community. Regarding the context of social media, brand community relationship quality was not found to be significantly affected by the relationship between consumers and organizations.
Labrecque (2014) suggested the formulation of successful social media strategies through the parasocial interaction (PSI) theory. In this study, the theoretical and fundamental aspects, which create and develop values and relationships, were explored to facilitate an empirical study of consumer-brand association on social media platforms. The role played by PSI in the generation of positive relationships is emphasized through three studies carried out by adopting a multi-method approach. Customers’ brand loyalty may not work in cases where it is generally known that the organizational social media response is automated. The outcomes of the study suggest guidelines in building consumer relationships in social media setups.

Ioanăs et al. (2014) highlighted the significance of social media as organizations have started to facilitate online consumer feedbacks and reviews on their websites. A sample of 116 social networking respondents was used for the quantitative study on consumer behaviour being influenced by social media. The outcomes of the study suggested that consumer behaviours and purchase decisions are vastly impacted by social networks, due to the increased usage of social media in the current scenario. The study recommends that organizations need to execute robust marketing strategies and offer exceptional products and services in accordance with the consumers’ requirements.

Hajli (2014) conducted a study on the effect of social media on consumers’ trust, which influenced the purchase intentions. The author believes that consumers’ trust and social commerce intentions can be determined through the comprehension of social factors via social networking sites. This study aimed for examining the impact of social media on consumer trust, scrutinizing the link between purchase intention and trust, and studying the association between a website’s perceived usefulness (PU) on purchase intention and trust. The outcomes of the study ascertained the association between trust and purchase intention. The PU of a website was also found to be instrumental in influencing consumers. The consumers’ purchase behaviour was also affected by interactive exchanges made on social media platforms. It can be concluded that this research emphasized on the role played by trust in shaping the consumers’ attitude towards products and services recommended in social media circles.
Sun and Chen (2014) conducted a study on social media’s serving efficiency in electronic word of mouth (eWOM) generated by consumers. Individuals and organizations consider the eWOM to be significant as they seek online recommendations. The outcomes suggested that eWOM and social outcome expectations are positively influenced by self-efficiency and community engagement. The concept of eWOM was found to be positively influenced by intrinsic needs. Customer satisfaction was found to be positively impacted by the quality of service offered. Consumer commitment and eWOM were found to be positively impacted by customer satisfaction.

Bronner and de Hoog (2014) considered a study on consumer decisions about vacations for determining the relevance of social media. Their study scrutinizes the association between the information about the selection options available to consumers and the different channels used for searching the options. The social media that were non-dependent on domains and with vast self-disclosure opportunities were found to be equally utilized in search-defined as well as experience-defined sub-decisions. The social media that were dependent on domains and with restricted self-disclosure opportunities were found to be more often utilized for search-defined sub-decisions than experience-defined sub-decisions. Positive and mixed feedback without any negative information was determined regarding the valence of the information received from various social media.

Stieglitz and Dang-Xuan (2013) examined the association of users’ behaviour of sharing information, with their sentiments being involved in social media content, in this case, Twitter. Two sets of information of more than 165,000 tweets about political communication were scrutinized and it was found that Twitter messages without any sentiment did not create much impact; whereas, sentimentally charged Twitter messages made a significant impact on people, as such messages got retweeted in a high frequency. Thus, it could be inferred that organizations must pay heed to the evaluation of consumer sentiment in relation to their services, products and brands, and accordingly created emotionally-charged communication content to reach a wider audience in social media circles.

Muk (2013) employed Technology Acceptance Model (TAM) for examining the acceptance of brand pages by young consumers who are using social media. The effect on
young consumers’ attitudes by perceived usefulness (PU) and perceived ease of use (PEOU) is emphasized in this study. The association between social influence, consumers’ attitudes and social media users’ intentions to like brand pages is also examined. Consumers’ decisions to like and join brand pages and their acceptance of novel products and services are affected by peer reviews. Hence, TAM comprises of peer influence in addition to PU and PEOU, as these factors collectively affect the consumer attitudes and purchase intentions. A modified brand relationship quality (BRQ) scale is used to evaluate the consumers’ intentions in joining brand pages, as their loyalty is enhanced by significant gains and security rendered by the brand relationship. The study sample consisted of college students as they were frequent users of social media platforms. Young consumers were found to join brand pages due to their positive attitudes caused by PU and PEOU of social media and also due to the peer pressure.

Agnihotri et al. (2012) addressed the issue of uncertainty revolving around the fit between the organizational sales strategy and social media tools, by formulating a theoretical model for explicating the mechanisms for enhancing organizational competence and sales, and generating value for customers. The researchers outlined a strategy on social media usage for attaining the business-to-business sales objectives by inferring the available studies on sales service behaviour, task-technology fit theory and relationship marketing. The suggested model explicated the effect of social media tools on the performance of sales personnel, resulting in value creation for consumers. The usage of social media by sales personnel is considered to be a value creating tool, as organizations encourage use of technology and prioritize customer relationship.

Naylor, Lamberton and West (2012) observed that consumers rely on social media to familiarize themselves with unknown brands and that a vast majority of Fortune 500 organizations employed social media platforms to address their clients. The term ‘mere virtual presence’ is used by the researchers in this study, in which it was found that the purchase intentions and brand evaluations can be affected by the demographic features of online consumers. Depending on the ratio of existing and new customers and the individual or combined brand evaluation, the study outcomes recommend a model for either concealing or revealing the consumers’ individualities.
Durukan et al. (2012) surveyed 416 students of Kirikkale University for finding the consumption related behaviours in social media, as students are known to be frequent users of social media. The researchers categorize consumer behaviour as behaviour to influence consumption, behaviour influenced by others for consumption, and using social media as a communication tool in relation to the consumption pattern. Additionally, social media can also be used as a platform where organizations can pay heed to customer dissatisfaction and complaints, and consumers can execute their purchase intentions. This study contributes a different point of view by considering and assessing social media as an effective tool of communication, and also by examining the consumer behaviour in social media on the basis of consumption.

Gregurec, Vranešević and Dobrinić (2011) illustrated the significance of database marketing in the field of social network advertising. A significant advantage of maintaining customer database is that the individual requirements of every customer can be fulfilled by the servicing company. Such kind of individualized attention causes customer satisfaction, which leads to the retention of existing customers and a likely proliferation of new customers. Organizational competency can be enhanced by the utilization of database marketing as consumers have turned out to be choosy in their expenses.

Mishra et al. (2010) observed that there was a time when consumers waited for a long time to register their complaints against government and private organizations. However, with the advent and proliferation of social media platforms, organizations have begun to access social media websites for knowing the consumers’ reaction about their products and services.

2.11 Models of Social Media

The different models adopted by the marketer and the factors incorporated by them for designing effective social media strategies capable of improving customer purchase attitude as well as performance of the firm were reviewed.
Key and Czaplewski (2017) offered a model based on integrated marketing communications (IMC) for helping the marketers to design effective social media marketing strategies. The model recommends a five stage approach with the stages listed as follows; determination of upstream target audience, peripheral target audience, selection of social media channels and their integration, creation of message and measurement of effectiveness, for improving the efficiency of marketing strategies adopted by the companies.

Yoo and Jeong (2013) explored the significance of enhancing the consumers’ perceptual experiences about brand transparency in social media. Comprising of four attributes, brand transparency was conceived as a multi-dimensional concept and was specified as consumers’ comprehended levels of strategic communication for establishing the brand accountability. An online experiment was used for analyzing the impact of various social media messages (one-sided, two-sided, consumer-generated and marketer-generated) on brand transparency. It was determined that in nurturing consumers’ perceptual experiences on brand transparency, two-sided messages were found to be more efficient than one-sided messages for consumer-generated messages.

Kane et al. (2012) highlighted the rapid growth and widespread acceptance of social media technologies that are studied on the basis of social network analysis (SNA). A classification of social network exploration, along with a delineation of social media platforms enunciating four fundamental characteristics, is used for outlining vital differences between offline social networks and online social media networks. Social media was found to have significant theoretical inferences for SNA at four major convergences. A sequence of theoretically discrete research queries for SNA in social media contexts is outlined during the exploration of these converging points, which are capable of formulating a social media agenda across multiple disciplines through the theoretical significances presented by social media.

Remidez and Jones (2012) observed that organizational project management and the associated processes are impacted by the evolved communication methods through social media. They found that companies are increasingly using social media for defining dimensions for varying systems, reviewing relevant literature and managing projects. A
A conceptual model is suggested for researchers and practitioners to conduct further research in the area of project management through social media platforms. The incorporation of social media increases the effectiveness of communication among organizational team members. The need for understanding the association between creating trust, communicating and analyzing the effect of social media is emphasized for project management.

### 2.12 Research Gap

Social media is still in its nascent stage and further exploration in the subject area is required. From the review of literature, the following were identified as a few areas demanding further research.

- Further studies can be based on exploring various aspects of social media, such as the frequency, tone and purpose of utilization of social networking sites by corporate companies, the overall effectiveness of social media marketing strategies in both general as well as specialized categories (Kaul et al., 2015).
- The consumer perceptions with a particular social media platform, their purchase intentions and perceived usefulness can also be determined through future studies on the topic (Hajli, 2014).
- Further studies are required to gauge the exponential progress made by social media applications in the engagement of external stakeholders (Mount et al., 2014).
- The interactive abilities of social media can drastically make or break a brand. Therefore, brand management is an important aspect while using social media, which needs to be probed further (Gensler, et al., 2013).
- Further, consumer-generated viewpoints affect the success rate of brands in the markets. Additionally, the consumer-generated brand perceptions getting impacted by firm-generated brand perceptions also need to be studied as organizations need to control consumer-generated brand opinions that may potentially deter sales (Gensler, et al., 2013).
Future studies on the efficiency of consumer generated advertising (CGA), factors responsible for CGA failures, the potency of CGA in the social media context and the correlation between firm-generated advertising and CGA needs a thorough examination for amending the organizational strategies (Lawrence et al., 2013).

An empirical research on the role of human emotions in social media settings and about the behavioural distinctions between the groups of actual and ideal consumers would be desired for gaining insights on consumer behaviour (Hollenbeck and Kaikati, 2012; Stieglitz et al., 2013).

Further studies are recommended by Durukan et al. (2012) for determining the effects of consumer behaviour on other customers and firms using social media.

The correlation between the effectiveness of marketing communications using social media marketing techniques and various other factors, such as marketing strategy and organizational performance, in the field of business-to-business markets needs further research (Castronovo, 2012).

It was identified that a wide gap existed between the expectations of customers from social media and what was offered by the companies (Heller Baird, 2011).

The advantages of database marketing over conventional marketing techniques in regions where the concept of database marketing is either not acknowledged or underplayed (Gregurec et al., 2011).

Therefore, the current study was conducted with the aim of bridging this gap by studying the trends in the use of social media by FMCG companies, consumer perception of social media with respect to FMCG products and the effects of social media on purchase behaviour as well as an increase in sales of a company, when compared to traditional media. The Summary of Research Gap is presented in Table 2.1.
<table>
<thead>
<tr>
<th>Author</th>
<th>Focus area</th>
<th>Summary of research gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effing and Spil (2016)</td>
<td>The social strategy cone: Towards a framework for evaluating social media strategies</td>
<td>Studies on social media strategies and the interlining components to keep pace with the latest technological advancements are lacking.</td>
</tr>
<tr>
<td>Habibi, Laroche and Richard (2016)</td>
<td>Testing an extended model of consumer behaviour in the context of social media-based brand communities</td>
<td>A study of brand communities other than those using social media to compare the effects is required. The perceptual differences among the online and offline brand communities should be studied.</td>
</tr>
<tr>
<td>Kaul et al. (2015)</td>
<td>Social media: The new mantra for managing reputation</td>
<td>Exploring various aspects of social media, such as the frequency, tone and purpose of utilization of social networking sites by corporate companies, the overall effectiveness of social media marketing strategies in both general as well as specialized categories and the number of social networking sites of organizations.</td>
</tr>
<tr>
<td>Vernuccio (2014)</td>
<td>Communicating corporate brands through social media: An exploratory study</td>
<td>Further studies on every social media platform’s qualitative content analysis to attain worthy perceptions about discussing specific brands’ significances.</td>
</tr>
<tr>
<td>Mount et al. (2014); Hajili (2014)</td>
<td>Social media: A tool for open innovation</td>
<td>Further studies are required to gauge the exponential progress made by social media applications in the engagement of external stakeholders</td>
</tr>
<tr>
<td>Gensler, Völckner, Liu-Thompkins and Wiertz (2013)</td>
<td>Social media metrics - A framework and guidelines for managing social media</td>
<td>Brand management in the real-time environments demands further research. The consumer-generated brand perceptions getting impacted by firm-generated brand perceptions need to be studied as organizations need to control consumer-generated brand opinions that may potentially deter sales.</td>
</tr>
<tr>
<td>Lawrence, Fournier and Brunel (2013)</td>
<td>When companies don't make the Ad: A multimethod inquiry into the differential effectiveness of consumer-generated advertising</td>
<td>Areas to be studied: Efficiency of consumer generated advertising (CGA) in various media, the factors responsible for CGA failures, the correlation between firm-generated advertising and CGA and the factors affecting the efficiency of the CGA mechanisms</td>
</tr>
<tr>
<td>Author</td>
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<td>Summary of research gap</td>
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<tr>
<td>Castronovo and Huang</td>
<td>Social media in an alternative marketing communication model</td>
<td>Areas that require further exploration: Events-based marketing, guerilla marketing, viral marketing, search engine optimization, brand communities, CRM and word of mouth marketing.</td>
</tr>
<tr>
<td>Hollenbeck and Kaikati</td>
<td>Consumers' use of brands to reflect their actual and ideal selves on Facebook</td>
<td>Behavioural distinctions between the groups of actual customers using social media and ideal consumers who would increase the sales of a company.</td>
</tr>
<tr>
<td>Durukan, Bozaci and Hamsioglu</td>
<td>An investigation of customer behaviour in social media</td>
<td>Significance of social media and potential marketing strategies in altering consumer behaviour should be studied further.</td>
</tr>
<tr>
<td>Heller Baird et al.</td>
<td>From social media to social customer relationship management: Strategy and leadership</td>
<td>Gap exists between the expectations of customers from social media and what is offered by the companies.</td>
</tr>
<tr>
<td>Garg, Smith and Telang</td>
<td>Measuring information diffusion in an online community</td>
<td>Evaluation of peer influence in online social networks is inadequate.</td>
</tr>
<tr>
<td>Pfeiffer and Zinnbauer</td>
<td>Can old media enhance new media?: How traditional advertising pays off for an online social network</td>
<td>Categories of Internet pure play, other than social networks should be studied. The drivers of consumers’ online interests towards social networks should be explored.</td>
</tr>
</tbody>
</table>

### 2.13 Chapter Summary

The review of literature illustrates that social media is a significant tool of marketing communications not only in the Indian FMCG sector, but in other sectors too. Going through the literature in this section, it can be ascertained that social media and marketing communications are inter-related to each other as the former is capable of triggering favorable responses regarding the latter. The instantaneous communication enabled through social media has rendered it as a popular platform for both organizations as well as consumers. Organizations identify marketing and sales opportunities by gauging the consumer behaviour and purchase intentions through their interactions with other members of the social networking communities. The current trends and requirements of consumers
can be easily gauged through social media platforms and appropriate solutions can be
customized to cater to the individual needs of customers.

In keeping tune with the contemporary demands, organizations have begun to recognize
the importance of social media and have started to incorporate it in their advertising, sales,
marketing and organizational structure. On the other hand, consumers are increasingly
becoming tech-savvy and are always on the lookout for genuine, affordable and trustworthy
products and services, mostly on online websites and mobile applications. The increasing
penetration of social media has facilitated the exchange of views, reviews, opinions, and
positive and negative feelings for both consumers and potential consumers, and
subsequently created a scope for further improvement on the part of organizations. Thus,
it can be concluded that social media and marketing communications are significantly
correlated and the impact of social media on the FMCG sector is multifarious. The
utilization of social media is progressing on a regular basis, leading to novel avenues of
market research and consumer behaviour.

Organizations are steadfastly in search of improvisation of their social media strategies, as
their business goals are dependent on the consumer perceptions. The consumers have been
keeping pace with the changing trends in social media and various other related
applications as they attempt to gain more value out of their money. Marketing through
social media is only gaining importance in several regions, due to the increase in internet
connectivity and convenient mobile applications. Additionally, the instantaneous nature of
social media renders the marketing communications to be more effective than that of the
traditional media.

From the review of literature, it is evident that the current studies prevalent on social media
as a tool of marketing communications, customer relationship management in India using
social media, organizational viewpoint on the usage of social media platforms and
implementation of social media by organizations are inadequate. Therefore, further
exploration of the influence of various factors related to utilization of social media by the
customers and the companies is required for formulating an all-inclusive model capable of
assisting the marketers. The current study was conducted with the aim of bridging this gap
by studying the trends in the use of social media by FMCG companies, consumer
perception of social media with respect to FMCG products and the effects of social media on purchase behaviour as well as an increase in sales of a company, when compared to traditional media.