
How social media increase selling trend in clothes industry?
(Case study: selling brand clothes named Cotton in Iran via Instagram)

Sima Zomorodian
Business School of Sichuan University, China
Simamoon@yahoo.com

Yi Lu
Business School of Sichuan University, China
luyiscu@scu.edu.cn

Editor Científico: José Edson Lara
Organização Comitê Científico
Double Blind Review pelo SEER/OJS
Recebido em 02.11.2018
Aprovado em 23.12.2018



Este trabalho foi licenciado com uma Licença Creative Commons - Atribuição – Não Comercial 3.0 Brasil

Abstract

Social media changed different aspects of human life. More and more people use this tool for different aims such as make communication, find friends and family members, share the information and idea, and speak about products' experience and even searching for advice about special brands and goods. Companies have been started to think about the way they can use this tool for advertising and earn more benefits. Although most companies put social media in the top of marketing strategy. The difference in marketing method and strategy which happened recently based on social media makes a big question about the effective method for using this opportunity. The aim of this article is to identify the different variables which have an effect on increase selling brand clothes named Cotton via Instagram in Iran. Instagram has the ability for sharing the photos and it is a big benefit for advertise clothes. Although previous studies have shown interest in social media for making the new strategy, this article aims to focus on increasing the selling process, finding effective variables and ranking them. The results of the survey revealed there are four effective factors on grow selling including social media capability, the power of the brand, marketing strategy, and customer reaction. The result can be useful for the owner of the cotton brand and the strategy designer in the clothes shop to have the better understanding and view of the customer and their behavior and the researcher who wants to do research in this area.

Keywords: Social media. Brand clothes, Advertising via Instagram, Cotton in Iran

Como as mídias sociais aumentam a tendência de vendas na indústria de roupas? (Estudo de caso: venda de roupas de marca chamada Cotton no Irã via Instagram)

Resumo

As mídias sociais mudaram diferentes aspectos da vida humana. Mais e mais pessoas usam essa ferramenta para diferentes objetivos, como fazer comunicação, encontrar amigos e familiares, compartilhar informações e ideias, falar sobre a experiência dos produtos e até mesmo procurar conselhos sobre marcas e produtos especiais. As empresas começaram a pensar em como podem usar essa ferramenta para publicidade e ganhar mais benefícios. Embora a maioria das empresas coloque as mídias sociais no topo da estratégia de marketing. A diferença no método de marketing e estratégia que aconteceu recentemente com base nas mídias sociais faz uma grande pergunta sobre o método eficaz de usar essa oportunidade. O objetivo deste artigo é identificar as diferentes variáveis que afetam o aumento da venda de roupas de grife denominadas Cotton via Instagram no Irã. O Instagram tem a capacidade de compartilhar as fotos e é um grande benefício para anunciar roupas. Embora estudos prévios tenham mostrado interesse nas mídias sociais por fazerem a nova estratégia, este artigo visa focar no aumento do processo de venda, encontrando variáveis efetivas e classificando-as. Os resultados da pesquisa revelaram que existem quatro fatores efetivos no crescimento da venda, incluindo capacidade de mídia social, o poder da marca, estratégia de marketing e reação do cliente. O resultado pode ser útil para o dono da marca de algodão e para o designer de estratégia na loja de roupas, para ter uma melhor compreensão e visão do cliente e do seu comportamento e do pesquisador que deseja fazer pesquisas nessa área.

Palavras-chave: Mídia social. Roupas de marca, Publicidade via Instagram, Algodão no Irã

¿Cómo las redes sociales aumentan la tendencia de venta en la industria de la ropa? (Estudio de caso: venta de ropa de marca llamada Cotton en Irán a través de Instagram)

Resumen

Las redes sociales cambiaron diferentes aspectos de la vida humana. Cada vez más personas utilizan esta herramienta para diferentes fines, como comunicarse, encontrar amigos y familiares, compartir información e ideas, hablar sobre la experiencia de los productos e incluso buscar asesoramiento sobre productos y marcas especiales. Se ha empezado a pensar en la forma en que pueden usar esta herramienta para la publicidad y obtener más beneficios. Aunque la mayoría de las empresas ponen a los medios sociales en la cima de la estrategia de marketing. La diferencia en el método y la estrategia de marketing que ocurrió recientemente en las redes sociales hace una gran pregunta sobre el método efectivo para aprovechar esta oportunidad. El objetivo de este artículo es identificar las diferentes variables que tienen un efecto en el aumento de la venta de ropa de marca llamada Cotton a través de Instagram en Irán. Instagram tiene la capacidad de compartir las fotos y es un gran beneficio para publicitar la ropa. Aunque estudios anteriores han mostrado interés en las redes sociales para elaborar la nueva estrategia, este artículo apunta a centrarse en aumentar el proceso de venta, encontrar variables efectivas y clasificarlas. Los resultados de la encuesta revelaron que hay cuatro factores efectivos para aumentar las ventas, incluida la capacidad de las redes sociales, el poder de la marca, la estrategia de marketing y la reacción del cliente. El resultado puede ser útil para el propietario de la marca de algodón y el diseñador de estrategia en la tienda de ropa para tener una mejor comprensión y visión del cliente y su comportamiento, y del investigador que desea investigar en esta área.

Palabras clave: redes sociales. Ropa de marca, Publicidad a través de Instagram, Algodón en Irán.

1. Introduction

Nowadays, social media is the large capacity method for advertising. The internet, social media, mobile apps, and other digital devices have become part of daily lives for most of the people around the world. As an example, the American adult's internet user's rate is about 87% and is almost 100% for demographic groups such as high-educated and people with high income. Recently statistics survey showed (Kotsenas et al, 2018). the most popular social network is Facebook, with more than 1.79 billion active users per month during 2016. Also, the popular site for sharing photos is Instagram with 500 million users monthly, who share 95 million photos and videos an average during one day. Billboard as a commercial form of better business performance has been affected by social media (Rapp et al, 2013). In the way of result, \$5.1 billion was spent on advertising in social media by U.S. companies in the year 2013 (Gallup, 2014). By 2018, that amount of money increased to nearly \$15 billion (Gallup, 2014).

Social media has become the new message delivery connection between the company and customer (Mangold & Faulds, 2009). Social media provide a popular place for communication and sharing content between people (Buhalis & Foerste, 2015). Based on the social network, consumers are able to communicate more effectively. For instance, via a social network, customers can look for others' experience with products (Berthon et al, 2012; Pitt et al 2002). Growing social media create a new method for companies and brands to searching new way of obtaining and encouraging the customers (Gallaugher & Ransbotham, 2010; Kozinets et al, 2010). The connection between consumers and social media started to increase dramatically. Social media became the place for people to share their personal stories about purchase process (Adams, 2011). Social media give access to the customers to share their experiences and recommend the products, so, the purchasing decisions change after using that source of information (Chen et al, 2011).

In Instagram has ability for sharing photos and this makes it powerful tools for clothing brands to show their goods in the best way. For customers, it is easier to find the clothes they want via Instagram and order it. Most shops have the delivery service for that kind of customer who has no time for window-shopping and finding their suitable request answer. Iranian people especially women are very busy with long hours working out of the home and family after their work time, so, nowadays they prefer to spend less time for shopping. Online shopping is one solution for a busy person to overcome the rate race in a new decade.

Instagram as a kind of social media has used with Iranian to find the best products and sharing their experience with the quality and other items related to goods. Based on the effect of using social media on selling process, in this article the authors follow two main contributions; to find the essential social media marketing elements for selling brand clothes named "Cotton" in Iran via Instagram, and to categorize these elements as special marketing concepts. Cotton is the Turkish cloth's Brand which has started selling their products in Iran from 2012. Firstly, they started to sell female clothes and after customers welcome the second part of selling which was including male and children clothes started. There are 9 big Branches of this brand in Iran (3 branches in Tehran and 6 in other cities).

2. Literature Review

This article aimed to exam four key elements which affected the amount of selling during the online shopping via Instagram. The article has four hypotheses which made base on the previous study which was done in this area.

H1: Social media capability is likely to have a positive effect on improving selling trend

Social media capability speaks about the companies' ability for using social media platform (Braojos-Gomez et al, 2015). Social media has to define as an Internet resource capability which is powerful and can mix with other company's resource (Sigala et al, 2012). Marketing capabilities are one of the items which determined the firm performance of companies (Su et al, 2013).

In the year 2012, Morgan showed marketing capabilities have special effects on companies' profits. Social media strategic capability has positive effects on brand innovation, market orientation and so on (Nguyen et al, 2015). Capabilities are not fixed and can change based on different companies resource, strategy and a new way of developing (Morgan et al, 2009; Teece et al 1999). Rapp and his colleagues in 2010 suggest that a multidimensional customer relation marketing capability has the strategic dimension of both static and operational sides (Rapp et al, 2010).

H2: The the power of the brand is likely to have a positive effect on improving selling trend

Booth and Matic in the year 2011 suggested the brand identify has effects on customers on social media, in this way can put those customers on the brand's social media strategy (Booth & Matic, 2011). For increasing the business brand image and the power of brand most companies try to use social media (Nisar & Whitehead, 2016). Based on a study which is done by Jing Zhang and his colleagues in 2015, brand community and the brand quality have a significant effect on value creation and communication (Zhang et al, 2014).

H3: Marketing strategy is likely to have a positive effect on improving selling trend

Without, social networking media strategy as a marketing strategy companies will lose the nice opportunity to obtain the potential customer (Worldwide et al, 2008). The social media has the powerful tools and mechanism to make the marketing strategy and goal, especially in the area related to customer relationship and communication (Filo et al, 2015; Saxena & Khanna, 2013).

Kietzmann and his colleagues in 2011, pointed out that a firm must develop strategies that are congruent with, or suited to, different social media functionalities and the goals of the firm (Kietzmann et al, 2011). The effective items on social media marketing strategy are included the ability for making the decision, filter the useless information; analyze the data, massage, and other information (Makadok & Barney, 2001). Also, the branding strategy can use several functions and symbolic characteristics to establishing service or brand (Hankinson & Cowking, 1993).

Iyer et al (2005), found the advertising strategy should focus more on customers who have a strong preference for their product (Iyer et al, 2005).

H4: Customer reactions is likely to have a positive effect on improving selling trend

Social media is a challenge for marketers because the customer's conversation on social media has more effect compare with the formal marketing strategies (Fournier & Avery, 2011). Customers increased their connection for sharing personal experience during purchase like where they go shopping and what they buy (Adams, 2011). Customers who interact on social media platforms and share their experiences make a stronger sense of community (Gruzd et al, 2011; Hays et al, 2013).

Between different ways of organization, make organize based on customer reactions is more trusting and analyze the customer purchase behavior play an important role as a competitive advantage (Brooks et al, 2014). The resent study proof around three-quarters of customer use social media to guide them in purchase decisions and almost half of this population buy the products after sharing it on social media (Brooks et al, 2014).

The social users are very important for the social network sites the base is probably because they can be relative to the promotion of the brand, products and extra (De Valck et al, 2009). The customer can add some value the general content, brand, and influence in other customer purchase with electronic word-of-mouth (Bruhn et al, 2012; Kozinets et al, 2010). When the loyal or satisfy customer share their feeling with other in social media doing some advertising for products, brand, and company (Gummerus et al, 2012; Sashi et al 2012).

3. Methodology

3.1 Data collection

This study examined the effect of Instagram on grow selling clothes brands named Cotton in Iran. Data collection was conducted by sending questioner to online shopper customer in December 2017. A questionnaire was developed with 28 questions arranged under four main sections; social market capability, the power of the brand, marketing strategy, and customer reaction; each of which was answered on a 5 point Likert scale ranging from very little to a great deal. Also 4 questions design to find the frequency of gender, age group, education and time spending on Instagram between responders. The Cotton online shopper was invited to complete the questionnaire.

Overall, 300 completed questionnaires were collected. To evaluate the reliability of the questionnaire, Cronbach’s alpha was used, with the total coefficients being 0.893; therefore, the reliability of the questionnaire was supported.

The respondents were 300 shoppers, who buy clothes from cotton brands via Instagram. The descriptive information for these respondents is shown in Table 1.

Table 1
Frequently of the respondent in a different category

	Valid	Frequency	Percent
Gender	Male	155	51.7%
	Female	145	48.3%
Age	Less than 20 years old	63	21%
	Between 20-30	58	19.3%
	Between 30-40	62	20.7%
	Between 40-50	59	19.7%
	More than 50 years old	58	19.3%
Education	Less than diploma	35	11.7%
	Diploma	48	16%
	Associate degree	34	11.3%
	Bachelor	50	16.7%
	Master	51	17%
	Doctoral	49	16.3%
	Higher than PhD	33	11%
Time spending on Instagram	Less than 1 hour	54	18%
	Between 1 to 2 hours	58	19.3%
	Between 2 to 3 hours	60	20%
	Between 3 to 4 hours	72	24%
	More than 4 hours	56	18.7%

3. 2 Analysis methods

Using the parametric Pearson’s correlation test, the relationships between the variables were investigated and based on the results of the SPSS software (Table 2) analyses, the significance levels for each of four social marketing variables (social market capability, the power of brand, marketing strategy, customer reactions) were found to be less than 0.05. All four hypotheses were supported with a confidence interval of 0.95 direct and significant association with sales.

Table 2
The hypothesis test

Independent variable	Pearson’s correlation coefficient	Sig. (significance)	The result of the hypothesis test
Social market capability	.847	.000	The first hypothesis supported
The power of Brand	.845	.000	The second hypothesis supported
Marketing strategy	.849	.000	The third hypothesis supported
Customer reactions	.825	.000	The fourth hypothesis supported

Based on Pearson’s correlation coefficient and the SPSS software significance levels, with each unit increase in each of the four social marketing variables, the relationship with the increase selling cotton to 0.847, 0.845, 0.849, and 0.825, respectively.

To evaluate the interaction effect of the variables, structural equations and AMOS were used. Structural equations are a comprehensive statistical approach that is used to test hypotheses on the relationships between the observed and latent variables. Using this approach, it is possible to test the acceptability of theoretical models in specific communities using non-experimental and experimental correlation data. The results of the structural equation modeling were presented in a chart. After presenting the initial model using the structural equation modeling software, one of the challenging issues was to modify the model. The most important index for model fit is chi-square which was found to be 0.893, indicating that the model had a good fit. Some secondary indices were also presented, the most important of which were the RMSE, GFI, and CMIN/DF. The RMSEA is the second fit statistic reported in the Amos program. The RMSEA tells us how well the model, with unknown but optimally chosen parameter estimates, would fit the population’s covariance matrix (Byrne et al, 1998). The Goodness of Fit (GFI) statistic an alternative to the Chi-Square test and calculates the proportion

of variance that is accounted for by the estimated population covariance (Tabachnick & Fidell, 2007). By looking at the variances and covariance accounted for by the model it shows how closely the model comes to replicating the observed covariance matrix (Diamantopoulos and Siguaw, 2000). CMIN is the minimum value of the discrepancy between the model and the data. The chi-square divided by its degrees of freedom (CMIN/DF) has acceptable values in the 3/1 or 2/1 range.

MacCallum and his colleagues in 1996, suggested that the GFI should be equal to or greater than 0.9; when a GFI is above 0.9 and close to 1, the model is considered to be better (MacCallum et al, 1996). MacCallum and his colleagues in 1996, also claimed that when the RMSEA is less than 0.05, the fitness is good and that the lower the RMSR values, the better (MacCallum et al, 1996). Kline in 2005, suggested that the CMIN/DF should be “between” 1 and 3. The final results indicated that all elements were in the defined area (Kline et al, 2005)

3. 3 Procedure

3. 3.1 first stage: Initial study model

The GFI (Goodness of Fit Index) was .688 and the NFI (Normed Fit Index) was .627; however, these should be higher than 0.90. The RMSEA value was 0.113. The index was designed to evaluate the goodness of fit; therefore, the value needed to be less than 0.08. The CMIN/DF value was 4.825. These results indicated that the model was insufficient to effectively evaluate the required variables and therefore required modification. Fig 1 illustrates the initial structural study model.

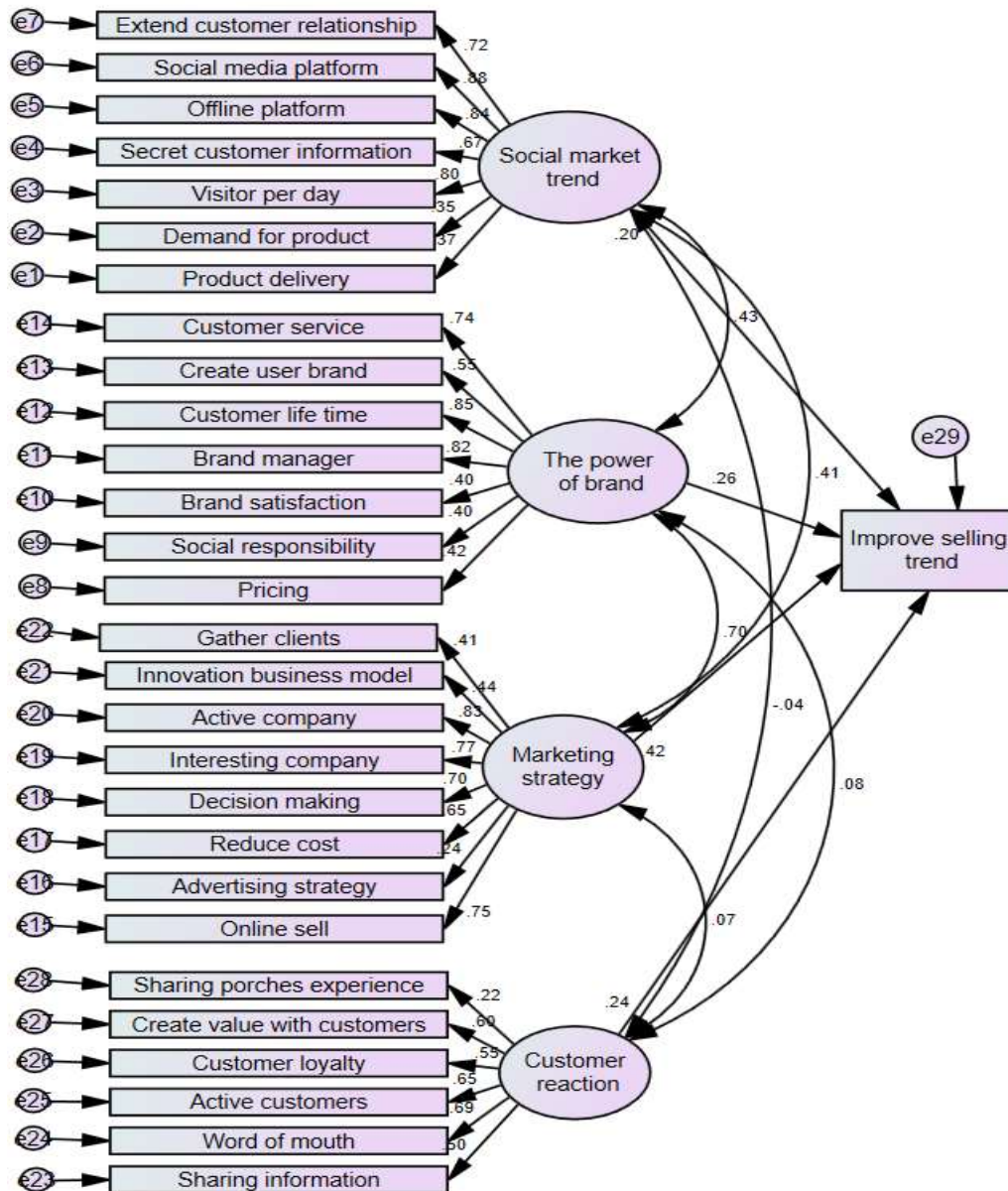


Figure 1: Estimate model.

As shown, based on the estimated indices (Table 3), the structural study model had poor fit and the model estimation results were not reliable; therefore, the initial model required modification (Table 4).

Table 3

Fit indices for the initial structural model

Result	Good value	Fit index
4.824	3<	X ² /df
.763	>0.90	GFI
.121	<0.08	RMSEA
.531	>0.90	NFI
3.845	<3	CMIN/DF

Table 4

The significance level for the initial model for the relationships between the study variables

Improve selling Cotton	Estimate	S.E.	C.R.	P-Value
Improve selling trend < ----- Social market capability	.341	.092	3.720	***
Improve selling trend < ----- The power of brand	.214	.060	3.576	***
Improve selling trend < ----- Marketing strategy	.253	.040	6.278	***
Improve selling trend < ----- Customer reaction	.214	.046	4.655	***

3. 3.2 Second stage: Modified model

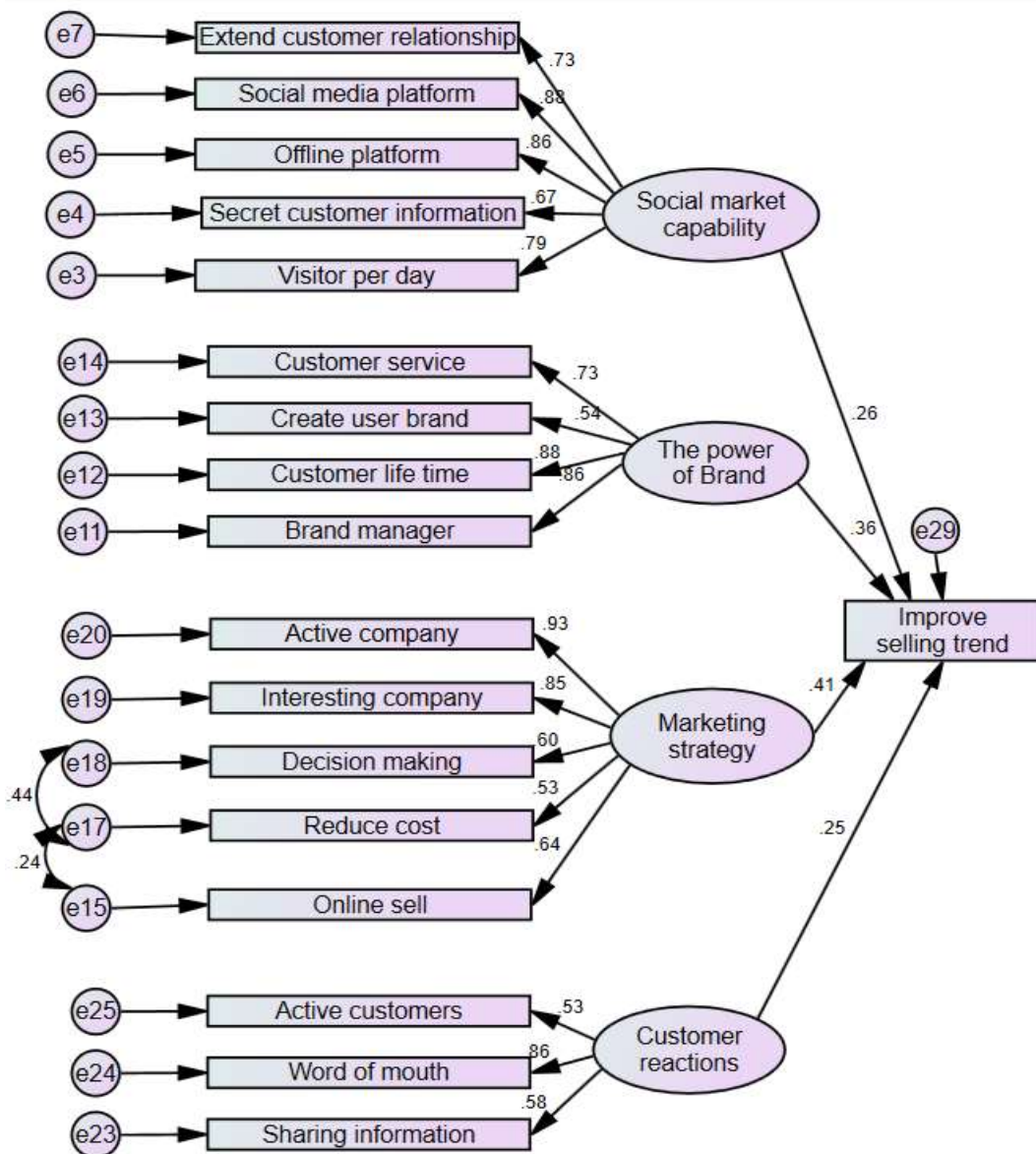


Figure 2: Modified model.

Table 5
Modified model's chi-square value

Result	Good value	Fit index
3.609	3<	X2/df
0.901	>0.90	GFI(Goodness of Fit Index)
0.073	<0.08	(RMSEA)
0.941	>0.90	NFI (Normed Fit Index)
2.610	<3	CMIN/DF

3. 3.3 Results

The evaluation of the model fit based on the estimated indices (Table 5) found that the structural model had a good fit and the estimation results were reliable, as shown in Tables 5 and 6.

Table 6
Significance levels for the modified model for the relationships between the studied variables

Improve selling Cotton	Estimate	S.E.	C.R.	P-Value
Improve selling trend < ----- Social market capability	.174	.038	4.536	***
Improve selling trend < ----- The power of brand	.260	.044	5.890	***
Improve selling trend < ----- Marketing strategy	.253	.039	6.465	***
Improve selling trend < ----- Customer reaction	.168	.035	4.770	***

Finally, based on the structural equations, the results indicated that Social market capability, The power of the brand, Marketing strategy, and Customer reaction had a significant effect on the dependent variable (Cotton sales), and could be used in the structural equations for the designed model.

4 Discussion

Although social media find the part in people daily life, it is unknown whether it can be useful for advertising the special brand in developing countries like Iran or not. The purpose of this study is to understand the effect of Instagram on selling brand clothes (Cotton) in Iran. The glance of the result provided reveals that there are four factors which can help Cotton's brand to sell their products via Instagram. Those elements are social market capability, the power of the brand, marketing strategy, and customer reaction.

Instagram has the ability for sharing photos and gives chances to the companies to show their goods in better shape with using model and lights and good background. The social media improve the customer relationship and increased the photos' chance of seeing with other. As people make stranger relationship they spend more time per day and there is a chance for companies advertise to have more visitors.

While people seeking for good quality clothes most of the time they look at famous brand first and make their purchase decision base on other items later. The brand with good quality and different kind of clothes design for different taste has more power compared to other.

The companies put their marketing strategy for advertising or just improve the audience knowledge based on the social media capacity and their aim. Instagram is not the place for a lot of text and most people visit the Instagram pages for photos. So, it is important to have an update page and give the visitors new photos based on fashion.

Customers who visit the pages or buy something share their experience with others in social media. If the customers satisfied the sharing experience has a positive effect on companies and otherwise, it is kind of negative advertising. The companies should aware about those reactions and try themselves to make a good purchase experience for buyers and visitors.

5. Conclusion

This survey had some limitations, especially in collecting data. The responders should fill the online questioner and the researcher should limit the questioners which had the same answers. Collecting data take a lot of time and it was not easy to persuade people to fill the form even there were no personal questions inside.

Present survey design to find the effect of Instagram as a social media on selling clothes brand (Cotton). Further research can focus on different types of social media marketing on increase selling trend and different products. Also, social media is a useful and easy access platform, so, every change and chance in this area should find and measured to make a new strategy for companies which use this platform for advertising or selling process. Finally, as social media change the previous method for advertising is the new area for academic research and need more dig in details.

Reference

- Adams, P. (2011). Grouped: How small groups of friends are the key to influence on the social web. New Riders.
- Berthon, P. R., Pitt, L. F., Plangger, K., & Shapiro, D. (2012). Marketing meets Web 2.0, social media, and creative consumers: Implications for international marketing strategy. *Business horizons*, 55(3), 261-271.
- Booth, N., & Matic, J. A. (2011). Mapping and leveraging influencers in social media to shape corporate brand perceptions. *Corporate Communications: An International Journal*, 16(3), 184-191.
- Braojos-Gomez, J., Benitez-Amado, J., & Llorens-Montes, F. J. (2015). How do small firms learn to develop a social media competence?. *International Journal of Information Management*, 35(4), 443-458.
- Brooks, G., Heffner, A., & Henderson, D. (2014). A SWOT Analysis of Competitive Knowledge from Social Media for a Small Start-up Business. *The Review of Business Information Systems (Online)*, 18 (1), 23.
- Bruhn, M., Schoenmüller, V., Schäfer, D., & Heinrich, D. (2012). Brand authenticity: Towards a deeper understanding of its conceptualization and measurement.
- Buhalis, D., & Foerste, M. (2015). SoCoMo marketing for travel and tourism: Empowering co-creation of value. *Journal of Destination Marketing & Management*, 4(3), 151-161.
- Byrne, B.M. (1998). *Structural Equation Modeling with LISREL, PRELIS and SIMPLIS: Basic Concepts, Applications and Programming*. Mahwah, New Jersey: Lawrence Erlbaum Associates.
- Chen, Y., Fay, S., & Wang, Q. (2011). The role of marketing in social media: How online consumer reviews evolve. *Journal of Interactive Marketing*, 25(2), 85-94.
- De Valck, K., Van Bruggen, G. H., & Wierenga, B. (2009). Virtual communities: A marketing perspective. *Decision support systems*, 47(3), 185-203.
- Diamantopoulos, A., and Sigauw, J.A. (2000). *Introducing LISREL*. London: Sage Publications.
- Filo, K., Lock, D., & Karg, A. (2015). Sport and social media research: A review. *Sport management review*, 18(2), 166-181.
- Fournier, S., & Avery, J. (2011). The uninvited brand. *Business horizons*, 54(3), 193-207.
- Gallaugh, J., & Ransbotham, S. (2010). Social media and customer dialog management at Starbucks. *MIS Quarterly Executive*, 9(4).
- Gallup. (2014). the myth of social media. Retrieved July 3, 2014, from http://online.wsj.com/public/resources/documents/sac_report_11_socialmedia_061114.pdf
- Gruzd, A., Wellman, B., & Takhteyev, Y. (2011). Imagining Twitter as an imagined community. *American Behavioral Scientist*, 55(10), 1294-1318.
- Gummerus, J., Liljander, V., Weman, E., & Pihlström, M. (2012). Customer engagement in a Facebook brand community. *Management Research Review*, 35(9), 857-877.
- Hankinson, G., & Cowking, P. (1993). *Branding in action*. London: McGraw-Hill.
- Ifeng (2011). The most beautiful scenery in Wuhan: Wuhan city image poster campaign. http://news.ifeng.com/gundong/detail_2011_08/17/8464286_0.shtml Accessed 10.01.13.
- Hays, S., Page, S. J., & Buhalis, D. (2013). Social media as a destination marketing tool: its use by national tourism organisations. *Current issues in Tourism*, 16(3), 211-239.
- Iyer, G., Soberman, D., & Villas-Boas, J. M. (2005). The targeting of advertising. *Marketing Science*, 24(3), 461-476.

- Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (2011). Social media? Get serious! Understanding the functional building blocks of social media. *Business horizons*, 54(3), 241-251.
- Kline, R. B. (2005). Principles and practice of equation modeling (2nd Ed). New York, NY: *The Guilford Press*
- Kotsenas, A. L., Arce, M., Aase, L., Timimi, F. K., Young, C., & Wald, J. T. (2018). The strategic imperative for the use of social media in health care. *Journal of the American College of Radiology*, 15(1), 155-161.
- Kozinets, R. V., De Valck, K., Wojnicki, A. C., & Wilner, S. J. (2010). Networked narratives: Understanding word-of-mouth marketing in online communities. *Journal of marketing*, 74(2), 71-89.
- MacCallum, R.C., & Browne, M.W., & Sugawara, H., M. (1996). Power Analysis and Determination of Sample Size for Covariance Structure Modeling. *Psychological Methods*, 1 (2), 130-49.
- Makadok, R., & Barney, J. B. (2001). Strategic factor market intelligence: An application of information economics to strategy formulation and competitor intelligence. *Management Science*, 47(12), 1621-1638.
- Mangold, W. G., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. *Business horizons*, 52(4), 357-365.
- Morgan, N. A., Vorhies, D. W., & Mason, C. H. (2009). Market orientation, marketing capabilities, and firm performance. *Strategic management journal*, 30(8), 909-920.
- Nguyen, B., Yu, X., Melewar, T. C., & Chen, J. (2015). Brand innovation and social media: Knowledge acquisition from social media, market orientation, and the moderating role of social media strategic capability. *Industrial Marketing Management*, 51, 11-25.
- Nisar, T. M., & Whitehead, C. (2016). Brand interactions and social media: Enhancing user loyalty through social networking sites. *Computers in Human Behavior*, 62, 743-753.
- Pitt, M. A., Myung, I. J., & Zhang, S. (2002). Toward a method of selecting among computational models of cognition. *Psychological review*, 109, 472.
- Rapp, A., Beitelspacher, L. S., Grewal, D., & Hughes, D. E. (2013). Understanding social media effects across seller, retailer, and consumer interactions. *Journal of the Academy of Marketing Science*, 41(5), 547-566.
- Rapp, A., Trainor, K. J., & Agnihotri, R. (2010). Performance implications of customer-linking capabilities: Examining the complementary role of customer orientation and CRM technology. *Journal of Business Research*, 63(11), 1229-1236.
- Saboo, A. R., Kumar, V., & Ramani, G. (2016). Evaluating the impact of social media activities on human brand sales. *International Journal of Research in Marketing*, 33(3), 524-541.
- Sashi, C. M. (2012). Customer engagement, buyer-seller relationships, and social media. *Management decision*, 50(2), 253-272.
- Saxena, A., & Khanna, U. (2013). Advertising on social network sites: A structural equation modelling approach. *Vision*, 17(1), 17-25.
- Sigala, M. (2012, October). Web 2.0 and customer involvement in new service development: A framework, cases and implications in tourism. In *Web* (Vol. 2, pp. 25-38).
- Su, Z., Peng, J., Shen, H., & Xiao, T. (2013). Technological capability, marketing capability, and firm performance in turbulent conditions. *Management and Organization Review*, 9(1), 115-138.
- Tabachnick, B.G., Fidell, L.S. (2007). Using Multivariate Statistics (5th Ed.). New York: Allyn and Bacon.

- Teece, D. J., Pisano, G., & Shuen, A. (1999). Dynamic capabilities and strategic management. In *Knowledge and strategy* (pp. 77-115).
- Worldwide, D. E. I. (2008). Engaging consumers online: the impact of social media on purchasing behavior. *Volume one: Initial findings, United States*.
- Zhang, J., Shabbir, R., Pitsaphol, C., & Hassan, W. (2014). Creating brand equity by leveraging value creation and consumer commitment in online brand communities: A conceptual framework. *International Journal of Business and Management*, 10(1), 80.