

Ahuja, Vandana; Tabeck, Pooja Sehgal

Article

Enhancing brand trustworthiness, relationships, congruence and positioning through social media marketing in the FMCG sector

Cogent Business & Management

Provided in Cooperation with:

Taylor & Francis Group

Suggested Citation: Ahuja, Vandana; Tabeck, Pooja Sehgal (2024) : Enhancing brand trustworthiness, relationships, congruence and positioning through social media marketing in the FMCG sector, Cogent Business & Management, ISSN 2331-1975, Taylor & Francis, Abingdon, Vol. 11, Iss. 1, pp. 1-15,
<https://doi.org/10.1080/23311975.2024.2434203>

This Version is available at:

<https://hdl.handle.net/10419/326726>

Standard-Nutzungsbedingungen:

Die Dokumente auf EconStor dürfen zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden.

Sie dürfen die Dokumente nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, öffentlich zugänglich machen, vertreiben oder anderweitig nutzen.

Sofern die Verfasser die Dokumente unter Open-Content-Lizenzen (insbesondere CC-Lizenzen) zur Verfügung gestellt haben sollten, gelten abweichend von diesen Nutzungsbedingungen die in der dort genannten Lizenz gewährten Nutzungsrechte.

Terms of use:

Documents in EconStor may be saved and copied for your personal and scholarly purposes.

You are not to copy documents for public or commercial purposes, to exhibit the documents publicly, to make them publicly available on the internet, or to distribute or otherwise use the documents in public.

If the documents have been made available under an Open Content Licence (especially Creative Commons Licences), you may exercise further usage rights as specified in the indicated licence.



<https://creativecommons.org/licenses/by/4.0/>

Enhancing brand trustworthiness, relationships, congruence and positioning through social media marketing in the FMCG sector

Vandana Ahuja & Pooja Sehgal Tabeck

To cite this article: Vandana Ahuja & Pooja Sehgal Tabeck (2024) Enhancing brand trustworthiness, relationships, congruence and positioning through social media marketing in the FMCG sector, Cogent Business & Management, 11:1, 2434203, DOI: [10.1080/23311975.2024.2434203](https://doi.org/10.1080/23311975.2024.2434203)

To link to this article: <https://doi.org/10.1080/23311975.2024.2434203>



© 2024 The Author(s). Published by Informa UK Limited, trading as Taylor & Francis Group



Published online: 29 Nov 2024.



Submit your article to this journal [↗](#)



Article views: 2242



View related articles [↗](#)



View Crossmark data [↗](#)



Citing articles: 2 View citing articles [↗](#)

Enhancing brand trustworthiness, relationships, congruence and positioning through social media marketing in the FMCG sector

Vandana Ahuja  and Pooja Sehgal Tabeck 

Symbiosis Institute of Business Management, Noida & Symbiosis International (Deemed) University, Pune, India

ABSTRACT

The Fast-Moving Consumer Goods Sector (FMCG) is the fourth largest sector in the Indian economy, with Food and Beverages constituting 19%, healthcare constituting 31%, and Household and Personal Care constituting 50%. The key growth drivers for the Fast Moving Consumer Goods market are growing awareness among consumers, a more digitally literate population, greater disposable income, greater access to information pertaining to product comparisons and purchase opportunities in the e-commerce era, and changing lifestyles. As consumers pass through Instagram, Facebook, X, and various other social networks, brand communities, and blogs, marketers can see an interesting opportunity to benefit from virtual conversations. These virtual conversations have the ability to impact various aspects of the marketing realm and a detailed investigation on this would be meaningful. This manuscript uses the multiple-case method to investigate the impact of social media on various marketing aspects like brand trustworthiness, brand relationships, congruence and positioning. For this purpose, distinct research questions have been evolved and an examination of the social media presence of four brands – Amazon, Amul (*Gujarat Cooperative Milk Marketing Federation*), Nivea and Hindustan Unilever Ltd has been carried out. Subsequently, the authors conclude that marketers can leverage their social media presence to enhance brand trustworthiness, brand relationships, congruence and positioning.

ARTICLE HISTORY

Received 12 January 2024
Revised 12 October 2024
Accepted 20 November 2024

KEYWORDS

Brand trustworthiness;
social media marketing;
brand relationships;
congruence

SUBJECTS

Organizational
Communication;
Communication Theory;
Development
Communication

1. Introduction

The FMCG sector indulges in multi-channel marketing and responds strongly, to the needs of the new age, digitally empowered consumers. The life cycle of products in the FMCG category is relatively stable, and recurring marketing exposures across social media and e-commerce platforms help organizations to push sales and promote their brands. Sometimes, social media content (Goh et al., 2013) generates product awareness and attracts consumers to a brand. This may push consumers to travel to a retail outlet, and the associated in-store promotions may drive them to purchase the product. Furthermore, consumer behavior is evolving in the age of digitization and social media. Companies need to build product awareness so that relevant knowledge pertaining to products and brands is built into the consumer's mind. According to the theory of planned behavior (Taylor & Todd, 1995), this is the stage of cognition or learning. Social media can be used intensely by the FMCG sector to build cognition or learning for products. Consumer engagement occurs, and consumers like and share social media content. This engagement subsequently enhances the perceived value pertaining to brands and products, and enhances consumer involvement with the brand, thereby allowing individuals to communicate with and about the brand. Consumers begin to participate in brand-related conversations. Subsequently, high levels of engagement and involvement trigger behavioral responses to purchases.

CONTACT Pooja Sehgal Tabeck  pooja.tabeck@sibmnoida.siu.edu.in  Symbiosis Institute of Business Management, Noida & Symbiosis International (Deemed) University, Pune, India

© 2024 The Author(s). Published by Informa UK Limited, trading as Taylor & Francis Group

This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0/>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited. The terms on which this article has been published allow the posting of the Accepted Manuscript in a repository by the author(s) or with their consent.

The high level of consumer engagement results in Brand trustworthiness, which is considered to be an important dimension shaping the connection between consumer and brand (Kumar Mishra et al., 2016). Brands can use social media to showcase consumer testimonials, any awards that they have received and other content which not only adds to their credibility, but also strengthens consumer conviction and belief with regard to the brand. As consumers witness their peers engaging with the brand on social media, consumer-brand relationships strengthen and confidence in the brand goes up.

As consumers interact with a brand on social media, their knowledge about the brand goes up. As they get to know more about a brand's products and their attributes, the brand's achievements and competitive standing, milestones achieved by the brand etc., the consumer perceived value associated with the brand, goes up.

One major role of social media is to enhance consumer acceptability of a brand. As consumers feel comfortable with a brand, their affinity for the same goes up. Studies related to brand congruence state that consumers who are comfortable with a brand, feel better about themselves (Abosag et al., 2020). As brands customise communication with individual customers on social media, they are able to get better emotional and cognitive responses from them. This way brands are able to enhance congruence between their own image and a consumer's self-concept.

In addition to the above, brands can also use social media content to strengthen their own image and brand identity. By maintaining a good content postage frequency, they can ensure that their brand remains strongly ingrained in the consumer mind and, subsequently, in the consumer choice set. This way, brands can build a strong positioning for themselves.

While several studies have addressed social media usage by brands, there appears to be a gap with regard to studies on specific marketing functionalities. It is important for managers to focus on the nuances and specifics of content marketing and showcase the competitive advantages and core competencies of their brands. Subtle social media mannerisms can enable brands to focus on the appropriate social media content marketing strategies for differentiation and positioning. In this context, it is important for researchers to focus on how content imagery, vividness and interactivity can help brands in serving specific marketing functions. This manuscript uses a case-based approach to demonstrate how the following brands are leveraging their social media presence to enhance brand trustworthiness, build consumer engagement and relationships, enhance consumer perceived value, match the brand with the consumer's self-concept and also focus on brand positioning. The manuscript addresses the following objectives:

- i. Analyse how the E-commerce brand, *Amazon* uses social media to influence consumer behavior, enhance consumer trustworthiness and build consumer relationships
- ii. Study how Brand *Amul* (*Gujarat Cooperative Milk Marketing Federation*) is using social media to enhance consumer perceived value
- iii. Explore and understand how brand *Nivea*, is using social media to enhance congruence between brand image and consumer self-concept; and
- iv. Appreciate how brand *Hindustan Unilever Limited* is using social media to enhance its social positioning

2. Literature review

2.1. Consumer behavior and the FMCG sector

Traditional models of consumer behavior (Figure 1) indicate that consumer response depends on marketing and other stimuli that impact buyer characteristics (Dowling, 2002) and buyer decision process (Ingavale, 2013) pertaining to product and brand choice as well as the timing of purchase.

Social media can be used to provide marketing stimuli (Kwak et al., 2011) that pertain to all elements of the marketing mix. Content pertaining to product attributes and features (Akpoyomare et al., 2013) can be shared actively, and posts about competitive pricing, discounts, offers, etc. can be promoted across the social media presence of the FMCG brand.

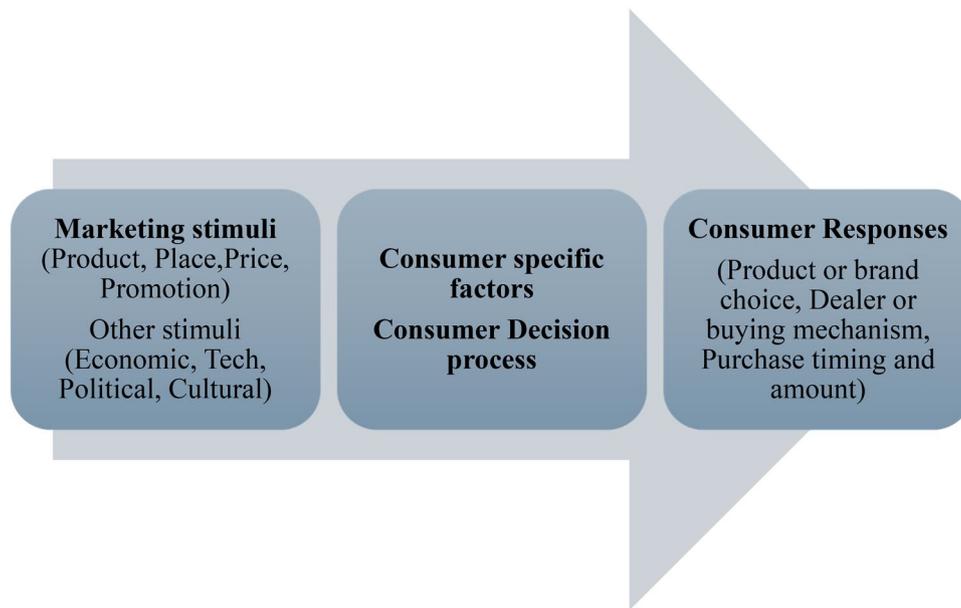


Figure 1. Traditional model of consumer behavior.

Research has shown that cognitive (Shiv & Fedorikhin, 1999) play a very significant role in consumer decision-making, and memory and attentional factors play important roles. Once a consumer is subjected to brand-related information (Kim & Johnson, 2016) multiple times, there is a chance that the same is ingrained in the long-term memory of the consumer. This information can be retrieved by the consumer when required, and he/she may choose to consider the information as useful or unimportant based on external factors. Regular frequency of social media content (Rishika et al., 2013) ensures that the products remain in the consumer choice or evoked set when they need to make a purchase. This ensures high brand salience (Romaniuk & Sharp, 2004) (the degree to which a brand is considered when a consumer is in a buying situation) and superior brand recall (the extent to which a consumer recollects the name of a brand).

Tungande et al. (2020) used semi structured interviews to study opportunities and challenges associated with social media usage in the South African FMCG retail industry. Bednarz and Orelly (2020) used quantitative surveys to study the impact of social media in the Bangladeshi FMCG market. Minh and Hoa (2023) used a combined quantitative research approach to analyse the role of social media in Vietnam in the retail sector. Yapa (2017) used correlation and regression techniques to analyse user generated content to study the impact of social media on brand awareness in Sri Lanka.

In contemporary times, it is clear to the authors that social media marketing appears to have greater responsiveness and is more targeted towards the audience as compared to traditional marketing methods. Social media metrics (Peters et al., 2013) is available to measure the degree of relevance as well as the success and reach of each campaign. The measurability of social media as a marketing medium, supported by its cost effectiveness makes it a more viable medium. Optimisation of social media (Ohara et al., 2024) campaigns has been known to contribute to greater marketing efficiency.

The consumer decision-making process comprises five stages (Peter et al., 1999) need recognition, search, evaluation, purchase, and post-purchase. Table 1 traces how the FMCG sector can use social media to influence consumers across these five stages.

Consumer product evaluations and purchase decisions in the FMCG sector are influenced by consumer-specific factors. These include:

- i. Demographic factors (Mainieri et al., 1997), as age, gender, occupation, income, and education
- ii. Psychographic (Lin, 2002) based on consumers' social class, life-style components, and personality traits
- iii. Behavioral (Metzger, 2007) factors including buying habits and attitudes.

Table 1. Using social media to influence FMCG consumers across the consumer decision making process.

Consumer Decision making stage	Social media usage
Need recognition	FMCG companies can attract consumers using social media content.
Search	Relevant social media content can respond to task directed online searches by consumers when they are looking for information. Also, social media content can entice consumers who are browsing randomly.
Evaluation	Social media can be used to influence the consumer's attitudinal response to information he comes across. This is further affected by demographic, psychographic and behavioural factors, discussed below.
Purchase	Consumers are willing to purchase FMCG products from social media platforms, are also willing to receive and share shopping information on these platforms.
Post purchase	Positive feedback from consumers, after their purchase, can serve as consumer testimonials for other consumers. Peer to peer interactions in the social media space are akin to socialising and can significantly benefit FMCG organizations.

Keeping this in mind, social media (Arora & Sanni, 2019) can be used to influence consumers by generating relevant content that impacts them.

Demographic factors-Due: Owing to demographic differences, availability, choices, preferences, and needs differ for every consumer. By hosting posts on social media, containing information regarding how products are suitable for particular age groups, genders, nationalities, professions, and so on, brands can influence customers. For example, the brand Kellogs has a very colorful presence on Instagram. Directed towards enticing children, the posts include vivid pictures of cakes, doughnuts, cake houses, strawberry crispies, smoothies, and fruit loops. Additionally, specific content directed towards tempting older people to try the brand as a healthy breakfast option included posts about nutritional benefits, going back to the roots, delightful food experiences directed towards wellness, and authentic Indian flavors. By using food at the center stage and letting the ingredients speak for themselves, Kellogs is appealing to a wider population across demographic boundaries.

Psychographic Factors-Social media content linking a product and its usage to an affluent lifestyle or social status-can resonate with the social aspirations of individuals and trigger purchase intent. Brand Kellogs uses social media to promote Granola and Muesli premiums, thereby encouraging people across diverse social classes to try products.

Behavioral factors-Brand attractiveness and variety-seeking behaviors, often drive consumers' purchase intentions. Several brands, such as Pantene shampoo, use vivid content hosting celebrity Priyanka Chopra on their social media platforms to enhance brand attractiveness and attract consumers. Urban India, driven by a hyper-professional, multitasking young population, has severe time constraints and seeks convenience across purchase decisions and choices. Social media is the answer for organizations trying to cater to this segment. With well-directed promotional campaigns fighting for consumer attention, brands that can solicit consumer participation and induce perceptions of high quality, are the usual winners. Participation breeds consumer engagement and subsequent involvement with a brand. In addition, cognitive processes play a significant role in consumer decision-making. The above discussion helps to identify the first research question for this study.

(RQ1): Can social media be effectively used to enhance brand trustworthiness and manage consumer relationships?

In addition, consumers are exposed to large volumes of information from traditional advertising media, including Television, Print Media, Radio etc. Diverse varieties of social media content elevate consumers' perceived value of products and, subsequently, the consumer likelihood to purchase the brand. In-store promotions, family income, family size, and repeated social media triggers, which are subtle and tactful, can further accelerate purchase actions. As organizations use social media, they form communities centered around their brands, in the virtual space. These communities are followed by consumers who represent the social capital of the community, which can be used by brands to enhance value, using the following social media strategies.

1. *Personalization* of content to trigger conversations around brand mentions. FMCG brands need to find ways to ensure that social media content goes viral and that large volumes of consumers engage in interaction with the brand. This interaction can comprise consumer-brand conversations as well as peer-to-peer interactions among consumers, but needs to be centered around the social media

content generated by the organization. Positivity in user-generated content enhances value perceptions pertaining to the brand. Subsequently, these FMCG brands can use text mining and sentiment mining software, and social media analytics can help brands derive actionable information from large volumes of text generated from consumer conversations. This analysis can help brands understand the consumer cognitive space, identify areas where consumers perceive value, and formulate their marketing strategies accordingly. By understanding the mental orientation of consumers, brands can develop separate content strategies for brand-conscious consumers, novelty- and fashion-conscious consumers, impulsive consumers, price-conscious consumers, and many more. Sometimes, consumers give some very valid suggestions, about products or processes that can be adopted by the brands.

2. *Storytelling.* FMCG brands can use social media platforms for storytelling. Instagram allows brands to share stories. FMCG brands can develop stories around their mission and vision, and develop a consistent storytelling method to showcase passionate stories pertaining to the brand. Brands can tell stories about their corporate social responsibility endeavors, product creation ventures, consumer co-creation efforts, draw examples from history, their happy employees, awards to contest winners, rewards to loyal customers, real-time trends, photographs, etc. In the words of marketing guru and, Seth Godin, *brands are no longer about their products, but about the stories they tell.* These stories generate value perceptions for the brands.
3. *Showcasing brand ambassadors for influencer marketing.* Branding represents value distinction and can be used by FMCG brands to obtain a competitive advantage, increased financial returns, and high customer loyalty. By using celebrities as brand ambassadors, brands impact consumer attitudes, psyche, personality, loyalty, and other traits. The ability of a celebrity to affect a consumer's decision depends on how the consumer perceives the celebrity's personality, credibility, image, popularity, acceptability, and appeal. If the connection is positive, a celebrity's image can be used to enhance the perceived value of the brand, build salience, and differentiate. Hence, the first thing that FMCG brands need to consider is the right choice of celebrity. Subsequently, social media and other forms of traditional media can be used by brands to establish a link between the celebrity and product specialties, thereby tactically verbalizing the message of the brand and attracting significant consumer attention. It is important to accept that the role of a brand is not only to promote a product but also to stimulate purchases. The role of a brand is to contribute to a consumer's self-identity, which is enhanced after product purchase and brand adoption. The appropriate use of social media can make consumers believe that a specific brand will aid their self-reference, self-identity, and self-articulation.
4. *Usage of regional content.* Approximately 25% of Indian consumers use English for communication and information consumption. The rest communicate in languages, such as Hindi, Gujarati, Malayalam, Marathi, Bangla, Tamil, Telugu, and Kannada. The regional language user base is growing at a significant pace in India, as the booming digital audience witnesses the availability of the Internet, smartphones, and social media content across regional and language barriers. The demographic dividend offered by this regional population, especially the rural segment, makes it a very attractive medium for brands. The time spent on digital is rising, and a regional content strategy can help organizations break language barriers to form emotional connections with brands, and drive consumer engagement by boosting consumer confidence.
5. *Selling products through social platforms.* Several FMCG brands have started hosting the 'shop now' option on their social media platforms, with the intention of pushing consumers to indulge in impulse purchases. Research has shown that many consumers engage in interactions with brands they like, and the primary query is about price and where to purchase the product from. Healthcare FMCG brands such as Patanjali, maintain a Facebook presence, and a shop now features on their Facebook page directs consumers directly to the Patanjali site form, where an online order for the products can be placed. Additionally, social commerce brands can also use tools such as *Shopial, Soldsie, Olapic, Beetailer* and *Insellie* to integrate their social media presence with their selling agenda.
6. *Usage of YouTube videos which are a visual treat.* The FMCG brand, Kissan uses Youtube to host product-related videos, and interestingly, the number of views of these videos runs to several million. Video about the Kissan jam, sauces and orange squashes are visual treats. However, videos shot around food recipes made using Kissan products are

popular among the audience. The viewership of videos about kisan soya burgers, peanut butter and jam squares, jam cookies, cheese and jam French toasts, pancakes, bread pizza and so on is stupendous. However, there is much scope for improvement in postage frequency. The brand is not active on Twitter (X) or Instagram, and its presence is clearly inadequate. What is noteworthy here, is the stupendous reach of the limited content hosted by the organization. A clear opportunity for enhancing a consumer-brand relationship (Pinto et al., 2019), using social media exists here, for the brand.

7. *Hosting contests on social media.*

In a bid to engage customers using social media, brands can host contests that can aid consumer participation and conversation with the brand. Contests are a smart way for companies to build equations with customers.

The above discussion helps me identify the second research question for this study.

(RQ2): Can social media usage enhance consumer perceived value?

The social media marketing objectives of FMCG firms can be summarised into the following categories (Figure 2).

- i. Triggering sales by providing marketing stimuli to acquire new consumers and retain old ones. When the brand is not part of a consumer's consideration set, it can use social media to disrupt the consumer thought process and decision-making patterns. By using social media content, brands can intercept a consumer's decision-making during his information search and attempt to become the preferred brand by claiming competitive superiority.
- ii. Triggering brand visibility to ensure high brand recall and high brand salience, thereby ensuring that the consumer buys that brand only, once the need for purchase arises.
- iii. Maintaining the consumer-brand relationship by showing the emotional and sensitive side of the brand. Maintaining consumer-brand relationships results in the formation of social, financial, and structural bonds between organizations and consumers and enhances both customer share and customer lifetime value. When a customer buying one product from an FMCG brand starts buying more products from the same FMCG brand, customer share increases. For instance, if a customer buys shampoo from Proctor and Gamble, and starts buying detergents from the same brand, because of good advertising or a good product usage experience, the customer share of P&G increases. On the other hand, if a customer buys toothpaste from P&G, then the brand would like to ensure that the customer buys all toothpaste tubes, during his entire lifetime, from P&G only. For this purpose, P&G can ensure a continuous stream of information is sent to the consumer to enhance his perceived value for the brand and ensure brand loyalty and social media can be used as an active tool for this purpose.

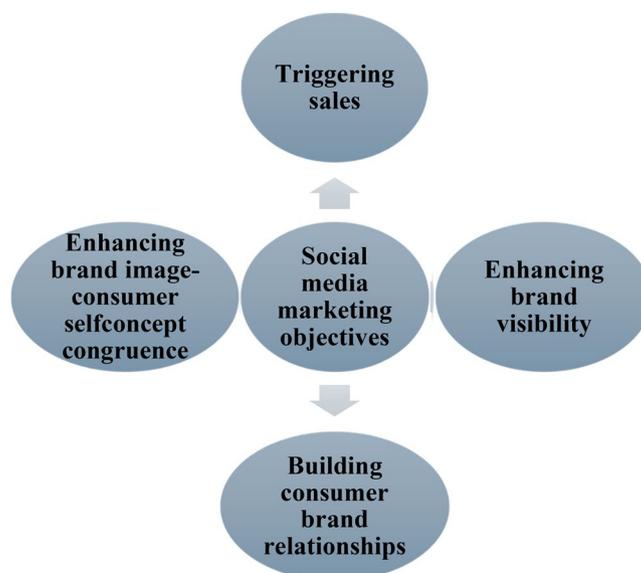


Figure 2. Social Media marketing objectives of FMCG firms. Source: Author's Compilation.

- iv. Enhancing congruence (Paul & Bhakar, 2018) between a brand's image and a consumer's self-concept. A consumer's self-concept involves his/her personal attributes, fantasies, role identity, relationships, possessions, and other purposes based on one's understanding. The brand image comprises the benefits, personality, or tangible and intangible attributes of a brand (Cho et al., 2015). When a consumer buys a product, he is looking for something that can perform a certain function and solve their specific needs. When he/she has a choice, he/she starts looking for a product that is similar to him and his/her personal attributes. This similarity or congruity between a consumer's self-image and a brand's image influences their product preferences, motives, and purchase intent (Ericksen, 1997). Congruence between brand image and consumer self-concept develops a harmonious relationship between a consumer and brand, and social media can be used to play a significant role in this equation.

The above discussion helps me identify the third research question for this study.

(RQ3): Can a brand use social media content to augment the congruence between the brand's image and consumer self-concept?

In addition to the social media marketing objectives detailed above, several FMCG brands are using the medium for brand positioning and creating relevant brand-related perceptions in consumer minds. This is primarily aimed at crafting solid brand identities that have long-term impacts on consumer minds. By hosting appropriate brand-related content on social media, marketers can create a competitive advantage and differential positioning for a brand.

(RQ4): Can social media usage enhance a brand's positioning?

The research questions can be summarised as follows:

RQ1: Can social media effectively enhance brand trustworthiness and manage consumer relationships?

RQ2: Can social media usage enhance consumer perceived value?

RQ3: Can a brand use social media content to augment the congruence between its image and consumer self-concept?

RQ4: Can social media usage enhance a brand's positioning?

3. Research methodology

This manuscript uses a case-based method to investigate the usage of social media by diverse organizations. Media organizations have been highly successful in leveraging this new digital tool for a range of objectives. The study makes use of the work on *Crucial case theory* by (Eckstein, 1975) who described the crucial case as one "that must closely fit a theory if one is to have confidence in the theory's validity." Using this philosophy as a base, this manuscript has identified some decisive examples of FMCG organizations that have used social media effectively. The manuscript deviates from the traditional 'one case' methodology to a 'multiple case' method and progresses to explore diverse propositions of interest. The four research questions discussed above, are examined by using four cases from Amazon.com, Gujarat Cooperative Milk Marketing Federation (Amul), Nivea and Hindustan Unilever Limited.

The four organizations were selected based on the following criteria:

1. A well-defined social media presence spanning over one decade.
2. An integrated and consistent social media presence across multiple social media platforms including Instagram, Facebook, X, YouTube etc.
3. Significant evidence of active engagement of consumer audience across the Social Media Platforms.

Some generic information about the four organizations under consideration is presented in [Table 2](#).

Table 2. Information about the 4 organizations under study.

Organization	No. of employees	Annual Revenue	Type (SME/mid-size/Large) and Nature
Amazon (India)	Over 60,000 employees	₹ 10,847.6 crore (USD\$14,80,000)	Large Ecommerce conglomerate specially used to purchase FMCG products
Gujarat Cooperative Milk Marketing Federation-AMUL (India)	1000 employees in the Marketing Arm, 36 lakh milk producing members.	₹38,550 crore (US\$5.4 billion) (2020)	Large, Cooperative federation
Nivea (India)	Over 200 employees	Over ₹500 crore (Over US\$ 6,87,51,100)	German Personal Care brand. Large multinational.
Hindustan Unilever Ltd. (India)	Over 21,000 employees	₹38,785.00 crore (Over US\$ 5.3 billion)	Large, Indian Consumer Goods company

The multiple case study approach is useful in providing an analytic generalization however the associated theorizing has limitations. This method of qualitative research is context-sensitive and in the dynamic social media world things may change quickly as the pace of disruption is high and the complete context may change drastically.

4. Case analysis

4.1. Social media case 1: Amazon, India

With over one crore products of all types on offer, Amazon is the most popular ecommerce platform in India, today. The ecommerce brand enables consumers to buy any FMCG product of their choice. By using market basket analysis techniques, when consumers add products to their shopping carts, Amazon is able to use big data analytics to identify consumer needs and preferences. Additionally, Amazon throws up choices for consumers, using association rules, where consumers are sent notifications saying People who bought this, also saw... Brand Amazon is actively using its social media presence to promote its products, showcase the special attributes of the items, spread consumer awareness, initiate need recognition and trigger consumer intent to purchase.

Active discussions on prices, continuously attempt to lure customers. The delivery model propagates convenience at the consumers' doorstep. Regular promotional tactics, contests, free coupons etc., ensure consumer loyalty towards the brand.

A vivid range of posts detail a diverse variety of products ranging from beverages and grocery, to detergents, cleaners, noodles, ketchup, cremes, moisturisers, shampoos, biscuits, soaps, toothpastes, confectionary and bakery products, etc.-the list is endless. With adequate knowledge of consumer expectations, demographic, psychographic and behavioural factors, the social media content is regularly tweaked to promote products of both the utilitarian category as well as those with hedonic benefits. The intention is to target individuals across all consumer segments. Consumers process the information shared by Amazon and once they perceive value in a purchase, they arrive at the relevant brand and product choice and subsequent purchase decision.

Research has shown that social media content of 4 types is most appreciated by consumers of FMCG brands. These are informative, interactive, entertaining and credible. Amazon's social media presence has ensured that all four content typologies are regularly posted on their social media platforms. As Amazon lures more and more sellers to host their products on its ecommerce platform, regular updations pertaining to new products and new pricing schemes keeps consumers informed about available options. Amazon's campaign on twitter #Chhoti Cheez BadiBaat, promoting simple products and #Selfmade promoting Amazon sellers were well received by social media enthusiasts. Amazon is also using its social media platforms to promote its other services like Amazon Pay and Amazon Prime.

Interactive and entertaining posts enticing consumers to participate in contests like #HomeSweet Office, where consumers could stream the first episode and watch how the protagonist, Shagun decided to promote her products using Amazon, and answer questions to participate in weekly contests and win exciting rewards caught on very well with Amazon's consumers.

A large volume of content spun around testimonials of consumers and sellers is further adding to brand Amazon's trustworthiness. As consumers gain knowledge about Amazon's special discount schemes

and special discount days, they feel that the organization is empathetic towards them. Similarly, information pertaining to the celebration of special days for small businesses makes the Amazon sellers feel that the brand is concerned about them. All these activities gradually build Amazon's popularity amongst its consumer base.

A social media journey continuously bombarding consumers with relevant content ensures high brand salience and brand recall for Amazon. Whenever a consumer thinks of buying a product online, his subconscious mind directly takes him to the Amazon site. This way, the brand effectively uses social media to enhance trustworthiness and manage consumer relationships.

4.2. Social media case 2: Amul

Gujarat Cooperative Milk Marketing Federation (Amul) is India's largest food-producing organization with an annual turnover over USD 4.5 Billion. Amul's social media presence, which is a part of Amul's advertising strategy across several media vehicles, is a vibrant mixture of humorous ideas, witty taglines, quirky concepts and interesting stories.

Amul's social media success is gauged by the substantially large number of tweets, retweets and likes that the brand is garnering. Appreciation for the social media presence is not merely a function of the social media content that is being hosted by the brand. This appreciation has been earned by a strong product portfolio, a sturdy branding strategy, an effective pricing strategy, a vast distribution network and a well-calculated advertising (Dwivedi et al., 2015) strategy implemented by Amul, across all traditional media channels for over several decades.

Amul's product portfolio includes Amul Milk, Amul bread spreads, Amul Cheese, Amul Milk, Amul kool and its variants, Amul pro, Amul ice cream, Amul Paneer, Amul Dahi, Amul Ghee, Amul Milk powders, Amul Nutramul, Amul mithai range, Amul mithai mate, Amul chocolates, Amul butter milk, and the vast range of dairy products, gives Amul a distinct competitive advantage. A penetrative pricing strategy has made Amul a household name in India today. Additionally an efficient distribution network, firstly for the procurement of milk from farmers, by cooperatives and secondly for distribution of the final products to the end consumers, by marketing intermediaries like distributors, retailers etc.

The brand which has already entered the hearts and minds of the masses in India, maintains an invigorating social media presence to maintain its efforts towards continuously enhancing consumer perceived value in the brand and building a social connect with the consumers. The beautifully crafted, innovative and creative twitter presence successfully stimulates consumer curiosity through the use of techniques of novelty and surprise. A continuous use of parodies, slogans, metaphors, proverbs, movie dialogues and blended words, ensures high attention value and memorability.

The thematic content on Amul's twitter page revolves around topics ranging from product related content, sports, politics, films, current events and social issues. Some significant features of the campaigns are listed below.

- i. Amul's usage of portmanteau or blending of words to create scintillating, reverberating content is commendable. Additionally parodies, proverbs or movie dialogues create an echoing presence for the brand Amul. Examples include:
 - A SATisfying dish (Context-India is the fourth nation to test an anti-satellite missile)
 - It's khelebration time (Context-Drama and dhamaal of IPL)
 - Letting bhaigones be byegones (Context-Mukesh Ambani clears Anil Ambani's dues)
 - 500 won-dayers(context-Indian cricket's achievement pertaining to number of one day matches played)
 - Tab bhi B, Ab bhi B (context-Legendary Indian film star, Amitabh Bachhan,'s completion of 50 years in cinema)
 - Apna Time hai-khayega (context-the popular rap song in the Indian movie, Gully Boy)
 - Imprezive candidates (context-the impressive line up of five women in the fray for 2020 for US presidential elections)
 - Who'll score this Bengoal? (context-standoff between CBI and Kolkata police)

- India ki victorious(context-victory of Indian cricket team under captain, Virat Kohli)
 - Makhan ka josh(context-URI-the surgical strike and the popular and patriotic movie)
 - Family Stree (context-Priyanka Gandhi, from the Gandhi family actively joins politics)
- ii. Amul's #Harbitemeinbachpan campaign is directed at the hindi speaking audience and a series of youtube videos pertaining to Amul products like ice cream, kulfi etc., use storytelling to generate nostalgia in the consumer minds. The regional orientation and the use of hindi adds to the appeal of the posts, in respective consumer audiences.
 - iii. A continuous stream of brand building content showcasing brand Amul's achievements like the Economic Times Best Brand award, reinforce the value perceptions (Ibrahim et al., 2020) in the consumer minds.
 - iv. Topical and contextual content like Har Goan ka Manohar (a tribute to the revered politician Manohar Parrikar, who died recently) and Zinedine zinda bana rahe (in response to the news stating that the frenchman had returned as the coach to the Spanish club) adds to the consumer-brand resonance. The brand also generates content around popular events like Valentine's day, Women's day, republic day etc.
 - v. A reasonable volume of content revolves around condemning negative happenings, complimenting positive national achievements (commending Indian Air Force pilots for their skill and bravery), creating awareness (International women's day), mourning (RIP Karl Lagerfeld) etc.

By using social media for creating and maintaining top-of-mind brand recall (Lee & Baack, 2014), Amul has reinforced its relationships with its customers as well as enhance the perceived value for the brand and subsequently more consumers have started following the brand on twitter.

4.3. Social media case 3: Nivea

Nivea is one of the most recognised and trusted skin care brands founded in 1911 and maintains a superior brand image in the minds of consumers. Nivea's brand image is characterized by the following attributes-the world's highest-selling skincare brand depicted by beautiful, smiling women, characterized by the functional attributes of nourishing the skin for softness and smoothness. The brand is perceived as an effective, caring and committed entity. Nivea is successfully using its social media presence to create a linkage between its functional attributes of providing nourishment to the skin and its symbolic attributes epitomised by the pretty models who represent the brand. A continuous stream of posts pertaining to its cremes, Nivea soft moisturisers, Nivea color-on lip crayons, rose water, pearl and beauty deodrants, milk washes and lip balms, attracts a lot of interest from consumers. The successful brand engagement outcomes using social media are visible through a continuous stream of consumer queries pertaining to product suitability with specific skin types and product prices. The superior relationship between the brand and its consumers is reflected in the product ideas being given by consumers on social media. A satisfied Nivea consumer, Mamta Sahni, gave Nivea the idea of launching a shampoo and conditioner brand. This happens, when the consumer self-concept is exactly in line with the brand's image. A Nivea consumer is someone who is conscious of her appearance and takes care of her skin and this is exactly what the brand claims to deliver. The brand ambassador of Nivea, Tapsee Pannu is a celebrity with a common girl look who has transformed into a glamorous lass. Her role in the film, Pink, where a young girl stands up for herself, against discrimination and abuse, has imparted a righteous brand image to her. This further, helps build the linkage between the consumer self-concept and the brand image of Nivea.

The consumer brand relationship is visible in the consumer responses to the contests hosted by Nivea on its social media platforms. The #Tell the Magic Ball where consumers were expected to share details about which lip balm was the perfect match for them and why, was immensely successful because it addressed an issue very close to the everyday needs of Nivea consumers. Nivea's social media post asking consumers a question-What is your skin type? received a humongous response from the consumers and many of them responded with details of their oily, dry, sensitive skin etc. This activity not only

enhanced the caring image of the brand, but also enabled the brand to collect significant volumes of consumer specific data, which can be used by the brand for a more personalised targeting strategy. It can be successfully concluded that the brand is successfully using social media to augment the congruence between its brand image and its self-concept.

4.4. Social media case 4: Hindustan Unilever Limited

Hindustan Unilever Ltd (HUL) is a British-Dutch manufacturing company, producing food, beverages, cleaning agents, personal care products etc. A careful scrutiny of the brand's twitter presence shows that the brand is using the same to showcase its commitment to growing its business, reducing the negative environmental impacts of its operations, make sustainable living commonplace, and increasing its social impact.

The virtual presence is directed towards two types of posts-Those directed at enhancing the perceived value of the brand by sharing organizational achievements and those directed towards enhancing the social image of the brand.

The brand building posts include content pertaining to awards received by the company for the use of artificial intelligence in consumer and marketing research, from the Market Research Society of India, company of the year award for its corporate social responsibility endeavours, CNBC India's business leadership awards, corporate governance awards, advertiser of the year awards etc. additional information pertaining to the organization's collaborative ventures with other bodies like UNDP etc. further add to the company's accomplishments.

The social activities of the brand are documented across a series of posts including the #start a little good campaign, centred around water conservation, environmental cleanliness and sanitation. The #SafetyFirst campaign, #Gosafelyoutside campaign, the #helpa child reach five campaign are commendable efforts from HUL. Kwality Wall's drive promoting entrepreneurship, Lifebuoy's efforts towards consumer health, the social innovation drive and many more present HUL as an organization, not directed towards making profits, but committed towards benefitting society at large.

Posts pertaining to enhancing consumer motivation, positivity, resilience and family bonds, further add value to the brand's image.

Interestingly, the social media presence seems to be less about building consumer engagement and more about brand positioning. The absence of content which can engage customers like contests and other promotional content clearly shows that the primary objective of the company's social media presence is less about building consumer relationships and more about securing the respect of the consumer, society, media and other corporates, by making a statement about the brand-its identity and social standing.

The above case analysis is summarised in Table 3, shown below.

Table 3. Summary of case analysis.

S. No	Brand	Social Media presence schema	Impact of social media activities on Consumers
1	Amazon	<ul style="list-style-type: none"> • Product Promotion • Showcasing special attributes of items • Spreading consumer awareness • Initiating need recognition • Triggering consumer intent to purchase 	Higher Brand Trustworthiness, salience and recall
2	Amul (Gujarat Cooperative Milk Marketing Federation)	<ul style="list-style-type: none"> • Thematic content, Portmanteau, parodies, metaphors for brand building • Build brand resonance and popularity 	Higher consumer perceived value and a strong consumer-brand relationship
3	Nivea	<ul style="list-style-type: none"> • High content interactivity • Showcasing strong product and brand attributes • Soliciting product ideas from consumers • Personalised targeting 	Augment congruence between the brand image and brand's self-concept
4	Hindustan Unilever Limited	<ul style="list-style-type: none"> • Strengthening Brand Image • Showcasing organizational achievements • Brand building • Strengthening social image • Crafting brand identity 	Strong brand positioning

5. Discussion

Based on the findings in the Literature review section and the case analysis, the manuscript makes the following theoretical contributions.

- Social media content can be created to target diverse consumer segments and well directed campaigns can promote products, increase consumer awareness and trigger intent to purchase. Showcasing consumer testimonials through social media can help in building consumer trustworthiness and a strong consumer-brand relationship. Enhancing consumer engagement can lead to higher brand salience and recall.
- Personalisation of content using social media, showcasing product attributes, usage of tactics like storytelling, usage of brand ambassadors for influencer marketing, regional content, selling products through social media platforms can enhance consumer knowledge about a brand, increase consumer-brand engagement and enhance consumer perceived value.
- Social media content can be used by brands to establish a congruence between a brand's image and the consumer self-concept thereby developing a harmonious relationship between consumer and brand. Interactive social media content and personalised targeting will be instrumental in this.
- Well-crafted social media content showcasing a brand's achievements can be used to strengthen a brand's image (Suparto, 2024) and craft the brand's identity, thereby creating a strong brand positioning.

Managerial Implications-It is clear that Social media is a digital tool which can be used by brands to enhance the effectiveness of marketing. Managers can instruct their social media teams to develop social media content in the following manner:

- i. Brands can create social media content highlighting the attributes of products, promotional schemes can be shared, consumer awareness can be built, consumer testimonials can be shared. This will enhance brand salience and recall and eventually strengthen brand trustworthiness. Interactive content can enhance consumer-brand engagement and strengthen consumer-brand relationships.
- ii. Brands can share social media content through various interesting and innovative ways to enhance consumer product knowledge, thereby strengthening consumer perceived value.
- iii. Brands can post content with higher interactivity, showcasing strong product and brand attributes, solicit product ideas etc. from consumers and use personalised targeting strategies. As the consumer starts feeling comfortable with the brand, he will start liking the same and this enhanced congruence between the image of the brand and the consumer's self-concept will trigger purchase, repeated interactions with the brand and subsequently, brand loyalty.
- iv. Social media content should be directed towards strengthening brand image, showcasing organizational achievements and crafting a brand identity. This will enable brands. This will help brands in creating a strong positioning.

6. Conclusions

Contemporary times have witnessed the advent and growth of the internet. As organizations, brands, and consumers venture forward to understand the medium and leverage it to their benefit, a plethora of opportunities arise for all stakeholders. The above study clearly shows how brands can make use of social media platforms for building consumer trust and strengthening consumer relationships, enhancing consumer perceived value, managing brands, augmenting congruence between a brand's image and consumer self-concept and above all, strengthening brand positioning. Social media enables brands to trigger sales, enhance consumer loyalty and manage organizational reputations (Bartoloni & Ancillai, 2024). The power of social media ecosystems is here to stay, and smart organizations will need to stay ahead in using the same for their maximum benefit.

7. Future research directions

The world of social media has vast implications and this manuscript does not address several issues. As we think of future research directions, three paths come to mind:

- i. A similar study can be conducted, using a multiple case-based approach, for the banking or the health care sector. It will be interesting to see how social media usage varies across different industry verticals. In the FMCG sector, brands hope to strengthen brand identity to trigger sales. However, in other sectors like banking or healthcare, trust and credibility are of paramount importance and the primary usage of social media focusses on building these before sales can be initiated.
- ii. Another research direction can pertain to collecting customer intelligence using social media and looking at the implications from a Marketing analytics perspective. Consumer generated media serves as a rich reservoir for organizations and the data generated herewith, can be analysed and used for decision making.
- iii. Imagery (Huang & Ha, 2020), vividness and interactivity (Capriotti et al., 2024) are three important characteristics of social media marketing. More research can be pursued to identify which of these characteristics is more significant in the social media content created for diverse marketing functionalities.

Authors contributions

Conceptualization, Vandana Ahuja; methodology, Vandana Ahuja; validation, Vandana Ahuja; investigation, Vandana Ahuja, Pooja S. Tabeck; writing-original draft preparation, Vandana Ahuja, Pooja S. Tabeck; writing-review and editing, Vandana Ahuja; Pooja S. Tabeck; supervision, Vandana Ahuja.

Disclosure statement

No potential conflict of interest was reported by the author(s).

Funding

The authors reported no funding associated with the work featured in this article.

About the authors

Dr. Vandana Ahuja is the Director at Symbiosis Institute of Business Management, Noida. She has over 25 years of work experience and is a Professor of Marketing. She is the author of the book on Digital Marketing – published by Oxford University Press and is the proud recipient of the ILDC-AMP women achiever's award for excellence in Management Teaching. She has also published several edited books and several manuscripts in International and National journals and also serves on the Editorial Board of several International Journals. She has organized and chaired several National and International conferences and has guided PhD. students in the domain of Management.

Dr. Pooja Sehgal Tabeck is a seasoned academician with 18 years of experience in marketing education and research. She holds an MBA from CSJM University, Kanpur, where she was a gold medallist, and is NET-qualified in Management. Dr. Tabeck has an extensive publication record, with numerous research papers published in reputed national and international indexed journals. In addition to her academic pursuits, she has been actively involved in organizing and chairing several national and international conferences, contributing significantly to academic discourse in her field.

ORCID

Vandana Ahuja  <http://orcid.org/0000-0002-4512-7203>
Pooja Sehgal Tabeck  <http://orcid.org/0000-0001-7473-3096>

Data availability statement

The derived data supported the findings of this study and was available from the corresponding author upon reasonable request.

References

- Abosag, I., Ramadan, Z. B., Baker, T., & Jin, Z. (2020). Customers' need for uniqueness theory versus brand congruence theory: The impact on satisfaction with social network sites. *Journal of Business Research*, 117, 862–872. <https://doi.org/10.1016/j.jbusres.2019.03.016>
- Akpoyomare, O. B., Adeosun, L. P. K., & Ganiyu, R. A. (2013). The influence of product attributes on consumer purchase decision in the Nigerian food and beverages industry: A study of Lagos Metropolis. *American Journal of Business and Management*, 2(1), 196–201. <https://doi.org/10.11634/216796061706211>
- Arora, A. S., & Sanni, S. A. (2019). Ten years of 'social media marketing' research in the Journal of Promotion Management: Research synthesis, emerging themes, and new directions. *Journal of Promotion Management*, 25(4), 476–499. <https://doi.org/10.1080/10496491.2018.1448322>
- Bartoloni, S., & Ancillai, C. (2024). Twenty years of social media marketing: A systematic review, integrative framework, and future research agenda. *International Journal of Management Reviews*, 26(3), 435–457. <https://doi.org/10.1111/ijmr.12360>
- Bednarz, J., & Orelly, P. (2020). The importance of social media on the FMCG market in Bangladesh. *International Journal of Management and Economics*, 56(3), 230–242. <https://doi.org/10.2478/ijme-2020-0019>
- Capriotti, P., Carretón, C., & Zeler, I. (2024). Exploring interactivity strategies in social media communications of leading universities: A cross-continental study. *Sage Open*, 14(2), 21582440241259399. <https://doi.org/10.1177/21582440241259399>
- Cho, E., Fiore, A. M., & Russell, D. W. (2015). Validation of a fashion brand image scale capturing cognitive, sensory, and affective associations: Testing its role in an extended brand equity model. *Psychology & Marketing*, 32(1), 28–48. <https://doi.org/10.1002/mar.20762>
- Dowling, G. (2002). Customer relationship management: in B2C markets, often less is more. *California Management Review*, 44(3), 87–104. <https://doi.org/10.2307/41166134>
- Dwivedi, Y. K., Kapoor, K. K., & Chen, H. (2015). Social media marketing and advertising. *The Marketing Review*, 15(3), 289–309. <https://doi.org/10.1362/146934715X14441363377999>
- Eckstein, H. (1975). Case studies and theory in political science. In F. I. Greenstein & N. W. Polsby (Eds.), *Handbook of political science* (Vol. 7, pp. 94–137). Addison-Wesley.
- Ericksen, M. (1997). Using self-congruence and ideal congruence to predict purchase intention: a European perspective. *Journal of Euromarketing*, 6(1), 41–56. https://doi.org/10.1300/J037v06n01_04
- Goh, K. Y., Heng, C. S., & Lin, Z. (2013). Social media brand community and consumer behavior: Quantifying the relative impact of user-and marketer-generated content. *Information Systems Research*, 24(1), 88–107. <https://doi.org/10.1287/isre.1120.0469>
- Huang, R., & Ha, S. (2020). The role of need for cognition in consumers' mental imagery: a study of retail brand's Instagram. *International Journal of Retail & Distribution Management*, 49(2), 242–262. <https://doi.org/10.1108/IJRDM-04-2020-0146>
- Ibrahim, B., Aljarah, A., & Ababneh, B. (2020). Do social media marketing activities enhance consumer perception of brands? A meta-analytic examination. *Journal of Promotion Management*, 26(4), 544–568. <https://doi.org/10.1080/10496491.2020.1719956>
- Ingavale, D. (2013). An impact of advertisements on purchase decision of youth with reference to consumer goods. *Advances in Management*, 3(1), 18–22.
- Kim, A. J., & Johnson, K. K. (2016). Power of consumers using social media: Examining the influences of brand-related user-generated content on Facebook. *Computers in Human Behavior*, 58, 98–108. <https://doi.org/10.1016/j.chb.2015.12.047>
- Kumar Mishra, M., Kesharwani, A., & Das, D. (2016). The relationship between risk aversion, brand trust, brand affect and loyalty: Evidence from the FMCG industry. *Journal of Indian Business Research*, 8(2), 78–97. <https://doi.org/10.1108/JIBR-04-2015-0045>
- Kwak, D. H., Kim, Y. K., & Hirt, E. R. (2011). Exploring the role of emotions on sport consumers' behavioral and cognitive responses to marketing stimuli. *European Sport Management Quarterly*, 11(3), 225–250. <https://doi.org/10.1080/16184742.2011.577792>
- Lee, S., & Baack, D. W. (2014). Meaning or sound? The effects of brand name fluency on brand recall and willingness to buy. *Journal of Promotion Management*, 20(5), 521–536. <https://doi.org/10.1080/10496491.2014.946203>
- Lin, C. F. (2002). Segmenting customer brand preference: demographic or psychographic. *Journal of Product & Brand Management*, 11(4), 249–268. <https://doi.org/10.1108/10610420210435443>
- Mainieri, T., Barnett, E. G., Valdero, T. R., Unipan, J. B., & Oskamp, S. (1997). Green buying: The influence of environmental concern on consumer behavior. *The Journal of Social Psychology*, 137(2), 189–204. <https://doi.org/10.1080/00224549709595430>
- Metzger, M. J. (2007). Making sense of credibility on the Web: Models for evaluating online information and recommendations for future research. *Journal of the American Society for Information Science and Technology*, 58(13), 2078–2091. <https://doi.org/10.1002/asi.20672>
- Minh, T. N., & Hoa, A. N. (2023). The role of social media in FMCG retail in Vietnam. *GPH-International Journal of Social Science and Humanities Research*, 6(10), 01–14.

- Ohara, M. R., Suparwata, D. O., & Rijal, S. (2024). Revolutionary marketing strategy: Optimising social media utilisation as an effective tool for MSMEs in the digital age. *Journal of Contemporary Administration and Management*, 2(1), 313–318. <https://doi.org/10.61100/adman.v2i1.125>
- Paul, J., & Bhakar, S. (2018). Does celebrity image congruence influences brand attitude and purchase intention? *Journal of Promotion Management*, 24(2), 153–177. <https://doi.org/10.1080/10496491.2017.1360826>
- Peter, J. P., Olson, J. C., & Grunert, K. G. (1999). *Consumer behaviour and marketing strategy* (pp. 329–348). McGraw-Hill.
- Peters, K., Chen, Y., Kaplan, A. M., Ognibeni, B., & Pauwels, K. (2013). Social media metrics—A framework and guidelines for managing social media. *Journal of Interactive Marketing*, 27(4), 281–298. <https://doi.org/10.1016/j.int-mar.2013.09.007>
- Pinto, L., Loureiro, S. M. C., Rita, P., & Sarmento, E. M. (2019). Fostering online relationships with brands through websites and social media brand pages. *Journal of Promotion Management*, 25(3), 379–393. <https://doi.org/10.1080/10496491.2019.1557817>
- Rishika, R., Kumar, A., Janakiraman, R., & Bezawada, R. (2013). The effect of customers' social media participation on customer visit frequency and profitability: An empirical investigation. *Information Systems Research*, 24(1), 108–127. <https://doi.org/10.1287/isre.1120.0460>
- Romaniuk, J., & Sharp, B. (2004). Conceptualizing and measuring brand salience. *Marketing Theory*, 4(4), 327–342. <https://doi.org/10.1177/1470593104047643>
- Shiv, B., & Fedorikhin, A. (1999). Heart and mind in conflict: The interplay of affect and cognition in consumer decision making. *Journal of Consumer Research*, 26(3), 278–292. <https://doi.org/10.1086/209563>
- Suparto, Y. H. (2024). The role of social media in increasing brand awareness: A literature review. *Maneggio*, 1(3), 126–134. <https://doi.org/10.62872/bry58b32>
- Taylor, S., & Todd, P. (1995). Decomposition and crossover effects in the theory of planned behavior: A study of consumer adoption intentions. *International Journal of Research in Marketing*, 12(2), 137–155. [https://doi.org/10.1016/0167-8116\(94\)00019-K](https://doi.org/10.1016/0167-8116(94)00019-K)
- Tungande, F., Meyer, A., & Niemann, W. (2020). Opportunities and challenges of social media in supply chain management: A study in the South African FMCG retail industry. *Acta Commercii*, 20(1), 1–12.
- Yapa, U. A. (2017). The impact of social media on brand awareness (with special reference to Facebook use in fast moving consumer goods in Sri Lanka). *International Journal of Engineering and Management Research*, 7(5), 262–272.