The long journey of social media marketing in the fashion industry

From companies' strategies to consumer responses
Rationale
is a driver of transformation
- Collaborative
- Social
- Co-creation
- Exchanges
- Personal
- Individual
The Journey:
From companies to consumers

- Social Media Marketing Strategies (Step 1)
- Social Media Marketing Strategic Actions (Step 2)
- Marketing Outcomes (Consumer Behavior) (Step 3)
Step 1. Understanding companies
Defining the framework

Baseline

- Industry reports
- Search keywords
  - social media (and) marketing
  - social media (and) business
  - Additional searches include adoption
- Search engines (only peer-reviewed articles)
  - ISI Web of Science
  - Scopus
  - ScienceDirect
  - Google Scholar
- 147 research articles
Defining the framework

Social media

“A group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, allowing the creation and exchange of user generated contents.”

Objectives of social media as a marketing tool (eMarketer, 2010)

• Increasing brand awareness
• Generating word-of-mouth
• Developing brand loyalty
• Creating closer relationships with customers
• Managing customer service issues
• Educating media and public about company-related issues
Defining the framework

Refining

- Additional search keywords
  - Strategy
  - Action
  - Activity
  - Tactic

- 43 research articles
Defining the framework

Conceptualization: Social Media Marketing Strategy (SMMS)

“The integrated means and set of actions by which a company or organization expects to achieve its marketing objectives and meet the requirements of its target market through the use of social media tools.”

Adapted from Olson & Slater (2011)

Consequently, global strategic decisions of the firm drive their SMMS
Defining the framework: SMMS Actions

Mergel (2013)

1. **Representation**: Representation of the agency on social media channels ("push").
2. **Engagement**: Interaction between the audience and the agency ("pull").
3. **Networking and “mingling”**: Measured voice and listening to the citizens (passive).

Constantinides (2009, 2014)

1. **Public relations and direct marketing tools.**
2. **Engaging personalities as a means to influence customers and as product/brand advocates.**
3. **Personalizing customer’s online experience and allowing product customization.**
4. **Engaging the customer in the co-creation and innovation process, as well as in product reviews or advertising concepts.**
5. **Listening-in.**
Defining the framework
Initial proposal (Ananda et al., 2014)
Defining the framework
Initial proposal (Ananda et al., 2014)

1. Representation
   1. Public relations.
   2. Promotion and sales.

2. Engagement/value-added proposition
   1. Engaging online opinion leaders, key influencers, and personalities.
   2. Personalizing customer/user experience and product/service customization.
   3. Engaging customers in product/service development and innovation processes.
   4. Calls to action for participatory promotion.
   5. Interacting with competitors.
   6. Customer support.
   7. Engaging (with) suppliers and business partners.

3. Listening-in
   1. Market intelligence.
Step 2. Analyzing companies
Validating Ananda et al. (2014)

Case studies (Ananda et al., 2015a)

- 2 Spanish SMEs (Non-luxury)
- Method:
  - Semi-structured interviews
  - CEO
  - Marketing/communication manager
  - FB content analysis (1 year)
  - Facebook Graph API (posts)

Case studies (Ananda et al., 2015b)

- 2 Italian luxury fashion companies (SME & Large)
- Method:
  - FB/Twitter content analysis (3 months)
    - Fashionbi (FB/Twitter API)
  - Consumer responses (like, comment, share, retweet, reply)
  - Expanded to 6 companies in Ananda et al. (2017).
  - Luxury & Non-luxury
Findings

Ananda et al. (2015a)

• Mostly pictures.
• Main objective: brand awareness.
• Predominant actions:
  • Medium brand: promotion and sales (e.g. link to online catalog).
  • Premium brand: public relations (e.g. offline social meetings and events).
• New actions found.
• Some actions not used.

Ananda et al. (2015b)

• Main objective: branding.
• Predominant actions:
  • Large: product sneak-peeks, links to online shop and show live-streaming (Twitter).
  • SME: links to online shop, offline events and brand values and culture.
• Strong emphasis on “Made in Italy”
• Higher response from consumers to links to catalog.
Further findings

Drivers of SMM adoption in companies [1, 2, 3, 4].

Perceived benefits of SMM.

Perceived risks of SMM.
Representation (Transaction)

Engagement (Relationship)
Are companies harnessing the potential of social media?
The framework revisited: N-REL (Ananda et al., 2016)
Step 3. N-REL and SM users
How do consumers respond?
Study 1: Research question

Does consumers’ perception of the type and frequency of fashion brands’ SMM activities match the observed type and frequency of said SMM activities?
Study 1: Consumer perceptual process

“The perceptual process is the means by which individuals select, organize and interpret physical sensations—sight, hearing, smells—into a meaningful whole.”

(Solomon and Rabolt, 2009)

Factors:

1. Exposure to the stimulus (frequency/intensity).
2. Attention the stimulus generates.
3. Interpretation of the stimulus by the individual.
Study 1: Research design

• 36 SMM Actions from N-REL.
• Convenience sample.
• Members of at least one fashion brand’s SM “official” community.
  • Indonesia, Spain, France, Italy.
• 2 questionnaires (Likert-7):
  • Text (Q1, N=45)
  • Examples (Q2, N=43)
• Comparison with company data (C).
• Correlation (Spearman’s rho).
### Study 1: Results

<table>
<thead>
<tr>
<th>Id</th>
<th>Action</th>
<th>Rank</th>
<th>[C]</th>
<th>(Q1)</th>
<th>(Q2)</th>
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<td>Product promotion (e.g. pictures and videos of products)</td>
<td>2</td>
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<td>2</td>
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<td>Providing access/link to e-commerce/shop</td>
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<td>2</td>
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<td>Contents on brand's expertise, values, and culture</td>
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<td>Upcoming product sneak-peeks</td>
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<td>13</td>
<td>Providing exclusive campaign previews</td>
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<td>32</td>
<td>Reporting or sharing events about product, offline stores, or other offline promotional events (e.g. live-streaming of fashion weeks)</td>
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<td>Casual socialization and greetings contents</td>
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<td>8</td>
<td>Posting contents about personalities, celebrities, or influencers</td>
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<td>9</td>
<td>4</td>
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<td>Sharing/retweeting/liking personalities', celebrities' or influencers' (e.g. blogger's posts or endorsements)</td>
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<td>Brand profile and corporate information</td>
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<td>Offering free product or price-discount for customers on social media</td>
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<td>12</td>
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<td>20</td>
<td>Contents not directly related to the brand's field of expertise but are associated with brand 's culture and value</td>
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<td>Promoted-posts or ad banners</td>
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<td>14</td>
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<td>Customer appreciation (e.g. thanking customers for the purchases, feedbacks, or being members of the community)</td>
<td>19</td>
<td>15</td>
<td>12</td>
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<td>Showcasing customers' positive reviews about the brands</td>
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<td>Answering customers' inquiries about brand and its products</td>
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<td>Encouraging and engaging customers to share their brand-experiences in social media</td>
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<td>18</td>
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<td>31</td>
<td>Applications related to a special event or theme (e.g. games)</td>
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<td>19</td>
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<td>Responding to customers' complaints</td>
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<td>Inviting customer to offline social gathering events</td>
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<td>21</td>
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<td>Product giveaway promotions or contests (encouraging winners to share their experiences on social media)</td>
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<td>23</td>
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<tr>
<td>6</td>
<td>Location-specific deals (e.g. through &quot;check-ins&quot; or other location-sharing applications)</td>
<td>24</td>
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<td>Encouraging regular customers to participate in the review process</td>
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<td>18</td>
<td>Following/joining competitor’s social media account</td>
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<td>34</td>
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<td>Addressing issues raised by customers about products or services</td>
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<td>Retailers’/business partners’ news or activity contents</td>
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<td>26</td>
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<tr>
<td>16</td>
<td>Applications to allow mass product/experience customization</td>
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<td>27</td>
<td>29</td>
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<tr>
<td>3</td>
<td>Polling or posting questions to get customer feedback</td>
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<tr>
<td>19</td>
<td>Providing a specific Q&amp;A session or applications about the brand and its products</td>
<td>24</td>
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<tr>
<td>24</td>
<td>Inviting positive reviewers to become brand advocates/ambassadors</td>
<td>24</td>
<td>30</td>
<td>34</td>
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<tr>
<td>7</td>
<td>Publishing customers' purchases to encourage others</td>
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<td>31</td>
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<td>27</td>
<td>Engaging customers to participate in CSR campaign</td>
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<td>25</td>
<td>Crowdsourcing tactic in gathering ideas for product design or companies’ profile</td>
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<td>33</td>
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<td>33</td>
<td>Apologies to customers</td>
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<td>35</td>
<td>18</td>
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<td>11</td>
<td>Sharing competitors’ social media contents</td>
<td>23</td>
<td>36</td>
<td>36</td>
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</tr>
</tbody>
</table>

- $r_s=0.702 \ (p<0.01) \ (C-Q1)$
- $r_s=0.654 \ (p<0.01) \ (C-Q2)$
- $r_s=0.700 \ (p<0.01) \ (Q1-Q2)$
- $r=0.759$.
- Mann-Whitney’s U (27 similar).

High differences in:
- Brand’s expertise.
- Publishing purchases.
- Brand achievements.
- Apologies to customers.
Study 1: Findings

• Higher exposure to social shopping activities (product promotion, links to online shop).

• Consumers are mostly aware of representation actions, but not engagement actions.
  
  • Important implication: fashion brands may be missing an opportunity to reach a wider audience, by favoring fashion involvement over brand engagement.

• Six actions that rank consistently high are potential indicators to measure SMM activities.

• The results suggest the removal of the seventeen items that are rare/infrequent from both brand and consumer perspectives.
Study 2: Research questions

1. Which SMM actions are perceived by Indonesian fashion consumers as most frequently used by fashion brands?

2. Which SMM actions by fashion brands drive the most eWoM engagement in Indonesian fashion consumers in terms of (a) pass-on, (b) endorsement, and (c) overall eWoM engagement?

3. What is the relation between Indonesian fashion consumers’ perceived frequency of fashion brands’ SMM actions and their eWoM engagement behaviors?
Study 2: Why Indonesia?

1. Convenience.
2. Test N-REL in a different setting.
   - Companies are using social media as sales channels (e.g. direct sales via Instagram).
3. Low Internet penetration rate (34%) but quickly embracing SM (79M active users, 80% of them using mobile devices). 4th largest FB user base in the world.
4. Nongkrong (“hanging-out”) fits with the idea of eWOM engagement.
Study 2: Basic (new) concepts

• Social media consumer response:
  • “The behavioral dimension of consumer brand engagement that occurs as a consequence of social media brand community interactions and manifests as a behavioral response to a post.”

• WoM:
  • “Any positive or negative statement made by potential, actual, or former customers about a product or company, which is made available to a multitude of people and institutions via the Internet.”
  • SNS facilitate eWOM.

• Two SM eWOM engagement behaviors:
  • ‘Pass-on’ or ‘recommendation’ behavior (sharing a post in Facebook or a video in YouTube, retweeting, or re-posting in a blog, etc.).
  • ‘Endorsing’ behavior (liking a FB post, a ‘gram’, a YouTube video, faving a tweet, pinning, etc.).
Study 2: Research design

• 19 (6+13) SMM Actions from N-REL.
• Self-administered questionnaire (3rd party, N=250, $N_{\text{valid}}$=241)
• Random stratified sampling method.
• Member of any SM fashion brand community.
• Real examples as stimuli.
• Measures:
  • Perceived frequency: Likert-7
  • Likeliness to have a pass-on (sharing/retweeting/reposting) or endorsing (liking/favoriting/pinning) and aggregate (any) response.
• Point-biserial correlation and Mann-Whitney U-test.
## Study 2: Research design

### Representation

<table>
<thead>
<tr>
<th>Type of action</th>
<th>Highly recommended</th>
<th>Code</th>
<th>Require further testing</th>
<th>Code</th>
</tr>
</thead>
<tbody>
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<td>Providing access to the brands’ e-commerce/e-shop site</td>
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<td>SMMA1</td>
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<tr>
<td>Providing product promotion contents (e.g., picture or videos about products)</td>
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<td>SMMA2</td>
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<tr>
<td>Providing upcoming product sneak-peeks</td>
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<td>SMMA3</td>
<td></td>
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<td>Providing exclusive campaign previews</td>
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<td>SMMA4</td>
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<td>Publishing customers’ purchases (to encourage others)</td>
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<td>Publishing casual socialization contents (e.g., greetings)</td>
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<td>Publishing promoted-posts or ad-banners</td>
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<td>SMMA10</td>
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<td>Providing contents associated with brand’s culture and values not directly related to the brand’s field of expertise</td>
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<td>SMMA12</td>
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<td>Customer appreciation (e.g., thanking customers for the purchases)</td>
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<td>SMMA13</td>
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<td>Sharing activities and news of retailers/business partners</td>
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<td>Posting contents about brand profile and corporate information</td>
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<td>SMMA15</td>
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<td>Offering free products or price discounts</td>
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<td>SMMA16</td>
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### Engagement

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</thead>
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<td>Posting contents about personalities (e.g., celebrities) or influencers</td>
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<td>SMMA6</td>
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<tr>
<td>Encouraging customers to share their brand experiences</td>
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<td>SMMA17</td>
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<td>Sharing personalities’ or influencers’ posts and endorsements about the brand and its product</td>
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<td>Giveaway promotions or contests (encouraging winners to share their experiences on social media)</td>
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<td></td>
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<td>SMMA19</td>
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Study 2: Research design
Study 2: Results

<table>
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<tr>
<th>SMM action</th>
<th>Frequency scale (average)</th>
<th>Pass-on</th>
<th></th>
<th>Endorse</th>
<th></th>
<th>Aggregate eWoM</th>
</tr>
</thead>
</table>
|            | % | r
pb | U-test | % | r
pb | U-test | % | r
pb | U-test |
| SMMA1      | 4.813 | 19% | 0.83 | 0.31 | 63% | 118* | 0.36 | 73% | .112* | 0.36 |
| SMMA16     | 4.531 | 45% | .287* | 0.89* | 61% | .234* | 0.74* | 77% | .251* | 1.54* |
| SMMA9      | 4.523 | 29% | .177* | 0.63* | 57% | .119* | 0.39 | 71% | .132* | 0.47 |
| SMMA2      | 4.515 | 15% | .135 | 0.57* | 54% | .189* | 0.57* | 62% | .268* | 0.84* |
| SMMA10     | 4.361 | 19% | .077 | 0.29 | 46% | .132* | 0.39 | 56% | .105 | 0.31 |
| SMMA18     | 4.257 | 18% | .167* | 0.67* | 46% | .093 | 0.29 | 54% | .117* | 0.37 |
| SMMA8      | 4.199 | 20% | .165* | 0.64* | 49% | .185* | 0.57* | 60% | .189* | 0.59* |
| SMMA19     | 4.178 | 43% | .310** | 0.92* | 53% | .154* | 0.45* | 73% | .297** | 0.99* |
| SMMA6      | 4.104 | 19% | .189* | 0.76* | 56% | .287* | 0.91* | 64% | .313** | 1.03* |
| SMMA3      | 4.041 | 20% | .169* | 0.61* | 56% | .207* | 0.60* | 65% | .240** | 0.71* |
| SMMA17     | 4.025 | 20% | .244** | 0.89* | 42% | .06 | 0.18 | 55% | .163** | 0.48* |
| SMMA12     | 3.942 | 27% | .261** | 0.85* | 55% | .239* | 0.62* | 66% | .284** | 0.87* |
| SMMA11     | 3.934 | 25% | .236* | 0.79* | 59% | .227* | 0.67* | 69% | .270** | 0.85* |
| SMMA4      | 3.905 | 16% | .280** | 1.13* | 54% | .307* | 0.91* | 61% | .324** | 0.98* |
| SMMA13     | 3.842 | 16% | .230* | 0.94* | 55% | .180* | 0.53* | 62% | .194** | 0.60* |
| SMMA14     | 3.788 | 16% | .196* | 0.78* | 42% | .199* | 0.59* | 48% | .209** | 0.60* |
| SMMA7      | 3.577 | 25% | .275** | 0.90* | 49% | .105 | 0.30 | 66% | .277** | 0.84* |
| SMMA15     | 3.303 | 19% | .325** | 1.23* | 36% | .286* | 0.89* | 47% | .380** | 1.14* |
| SMMA5      | 3.232 | 11% | .279** | 1.33* | 37% | .255* | 0.78* | 42% | .262** | 0.79* |

*Significant at p<0.05
**Significant at p<0.01
Study 2: Findings (I)

• Representation actions perceived as more frequent than engagement.
• Pass-on engagement (avg. 22%)
  • >40%: “free products/price discounts”, “giveaway contests”.
• Endorsement engagement (avg. 51%)
  • >60%: “access to e-commerce site/e-shop”, “free products/price discounts”.
• Aggregate eWOM engagement (avg. 62%)
  • >70%: “free products/price discounts”, “giveaway contests”, “access to online shop”, “casual socialization contents”.
  • Contents about the brand (expertise, values, culture, achievements) >66%. 
Study 2: Findings (II)

- Positive but moderate/low correlations between perceived frequency and eWOM engagement.
- Variance explained by perceived frequency:
  - 41% of aggregate.
  - 47% of endorsement.
  - Only nearly 11% of pass-on.
- Top actions (as perceived by consumers):
  1. Access to e-commerce/e-shop site.
  2. Free products/price discounts.
  3. Casual socialization.
  4. Product promotion.
Study 2: Findings (III)

• Pass-on engagement relates not to frequency, but to specific types of action (cognitive-inducing, i.e. information).

• Socialization, brand stories and images around the community generate eWOM (part of shared rituals and traditions).

• Pass-on and endorsement are different in nature and purpose.
  • Is pass-on stronger? (boundary trespassing).
  • Cognitive vs Affective.
Study 2: Findings (IV)

• Two ways to enhance engagement:
  • Increase reach by enhancing cognitive-inducing actions (e.g. pre-purchase information).
  • Improve focus on brand and fostering sense of community by leveraging frequency.
    • Creation of loyalty and brand love.
    • Creation of friendly atmosphere.
Study 2: Limitations and further research

• Interpretation.
• Individual characteristics.
• Role of involvement.
• Investigate if and how eWoM engagement in SM translates to other behaviors.
Ongoing research

- Involvement
  - Brand
  - Fashion
  - Social Media

- Engagement
- SM CBE

- Response
  - Brand love
  - Loyalty
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