

Digital Innovations: Breakthrough Opportunities To Build Novel Business Models

Tanusree Chakraborty*

Raiswa Saha**

Abstract

The places where marketers find their potential customers have changed with time immemorial. The potential customers do not restrict themselves to the brick and mortar stores and can virtually connect with each other as buyers and sellers. The pattern of customer relationship management (CRM) has changed with the go helps to cut costs and become more efficient. The social sphere wants instant communication using social networking, blog marketing, and online communication. Innovation in today's business marketplace elevates the creativity in research by giving solutions to the world economies in terms of intrinsic diffusion of new ideas in terms of marketing, selling, and even researching before a product launch. It is also a matter of fact that people are accepting social media in marketing with revolutionary high spirits. Taking its root from the reasoned action theories and adaptation theories, current research aims to explore the variations which impact the ease for both the user and the seller through commercialization of social media and benefits within it.

The focus would include the wireless and personal technology digitizing. The present research aims to add new ideas to the relevant literature through factor exploration and benefits of social media technique as an innovative marketing tool both from customers' and marketers' perspective. It would also attempt to bring into light the perspectives of adoption of social media by the stakeholders. Finally, the paper would probe into the challenges in the innovation funnel with respect to social media.

Keywords: CRM, social media, innovation, commercialization, marketing.

Introduction

A revolution in communication has been noticed with the advent of social media's far-reaching aspect (Patino et. al., 2012). Social media has drastically changed the customer's pattern of sharing, evaluating, and choosing information (Smithee, 2011). The market research industry has been

*Presidency University, Bangalore, India

**SRM University Sonepat, Haryana, Delhi NCR, India

enormously influenced by improvements in online networking and social communication (Patino et. al., 2012).

The recognition and growth of social networks have emerged in a unique environment within which innovations in different forms have been visualized (Chua & Banerjee, 2013; Flanagin & Bator, 2011). The impact of social media can be seen in everyone's lifestyle as well as the cultural framework; it posits offers creativity and innovation altogether. Social CRM is characterized as the combination of web-based social networking with client relationship as the next cutting edge for organizations who desire to maximize the influence of social associations in order to expand the force of social connections to get nearer to clients (IBM, 2015). Online networking can be characterized as the creation, utilization, and exchange of information over stages for social collaboration. It has continuously permitted people to depend and rely on the internet to communicate and share.

Utilizing social media, clients can connect with almost any organization and express their conclusions. Web-based social networking seems to offer advantages to organizations in all segments (Patil, 2014). With the advent and rise of vast social networking platforms, the client's role has also enriched with a more active participation in maintaining relationships with the organization. In addition, information about competitive products has been made accessible for electronic gadgets, where clients can simply disperse their feelings and views of larger communities, (Schultz, Malthouse, & Pick, 2005). With the universal growth of social media usage, business houses are under extreme pressure to engage their operations where their customers are heading towards; thus, the core of all customer activities is virtual centric placed on a social media platform or a site (Baird & Parasnis, 2011).

Marketers can often use these online networks and communities to endorse their products and services and can significantly increase their new customer acquisition with stronger ties (Castronovo & Huang, 2012). Social networks do not only include network through social sites like Facebook, Twitter, Instagram or Whatsapp, rather it's more of a connection between the customers and the sellers.

The present paper tries to add to the relevant literature by analyzing essential factors and benefits of using social media as an innovative marketing tool both from customers' and marketers' perspective. It would also attempt to bring to light the perspectives of implementation of social media by the stakeholders. Finally, the paper would probe into the challenges in the innovation funnel with respect to social media.

Review of Literature

Social Media and Social Networks Conceptualization

Social media network technology comprises enormous presence and influence on the consumers

providing a user-centric environment of interaction wherein, marketing between brands and users find a commonplace. McKenna & Bargh (2000) have identified that people previously used the internet in an anonymous way, later the realm of social media presence and networking have taken a manifold step ahead in terms of better socialization.

In a market environment driven by technical extension social media usage has become platforms wherein, retailers can communicate with their end users on a wider perspective (Paquette, 2013). Campbell et. al (2011) in their study has highlighted that it is the people's responsibility to use the technology itself; hence, creation and consumption rests on the principles of individuals. Online social networks provide emphasis on the socialization of internet (Sigala, 2012) and smooth the process of sharing knowledge between the users (Sigala & Chalkiti, 2014; Sigala & Chalkiti, 2015). Social media can be termed as "a group of internet based applications that build on the ideological and technological foundations of Web 2.0, and allow the creation and exchange of user-generated content." (Kaplan & Haenlein 2010).

According to Wang et. al. (2009) there can be seen a huge transition in online social networking from niche areas of wide adoption. In order to succeed in any business proper networking is a must (Kelley et. al., 2010). We can see rapid changes in social media tools bringing huge transformations in the organizational relations.

Social Media as a Promotional Marketing Tool

Mangold & Faulds (2009) have stated that customer interaction changes with the advent of various tools and approaches of social media. Web-based social networking promotion is showcasing utilization on the web groups, informal organizations, blog advertising, etc.

In order to bring value to the business, developing social media network's relationships between the brand (marketer) and the online networking community is a must (Odhiambo, 2012). There is a great necessity for an organization to realize the actual networks in order to attract the quality prospects and maintain relationships with the right customer. Web 2.0 a term coined by Tim O Reilly (2009), has remained difficult to define which is all about information sharing and collaboration on the World Wide Web. Morgan & Hunt (1994) recommended that a victorious relationship between a business house and its customers requires loyalty and trust. Looking path once again into the historical backdrop of the web where web-based social networking may have advanced from a reasonable comprehension of related ideas can be determined.

The internet has significantly changed the human experience. We utilize the web to discover data, purchase and offer items, watch television appears, look for mates, and take part in political circles (Gil de Zúñiga, Puig, & Rojas, 2009; Valenzuela, Park, & Kee, 2009). Web-based social networking is progressively executed in work associations as apparatuses for correspondence among the

representatives. It is critical that we build a comprehension of how they empower and compel the open exercises through which work is proficient in light of the fact that it is these extremely progressions that constitute and propagate associations (Leonardi et. al., 2013). Organizations with a definitive competitive advantage are those prepared to do ceaselessly making new learning and effectively handling the information resources (Zhang & Benjamin 2007). Online social networks encourage the association among individuals by giving an element which empowers dialogs, sharing of media content, an association of occasions, and so on.

Social Media: Platform for Market Influence

Web-based social networking presents the organization with different key preferences. The organizations can pick different methodologies to embrace the online networking stage, to communicate with an extensive variety of buyers on a single platform. The definition of web-based social networking is given as the web stage through which online clients can share their thoughts and form a virtual group. Having the capacity to control, oversee and get to various types of achievement through web-based social networking gives organizations an aggressive edge that is boundless. Online networking has permitted numerous organizations to oversee thoughts that originate from various points of their industry. Web-based social networking has a novel place in helping a brand oversee how they speak with others while guaranteeing client relations stay neutral. Analysts have generally utilized the idea of “social capital” to clarify how and why connections between people or associations create values (Bourdieu, 1977; Coleman, 1988).

Interest in business arranges specifically has been appeared to give firms important resources as industry information, new thoughts, financing and correlative abilities and mastery. These benefits can enhance business execution and help firms accomplish a competitive edge over others (Schroeder et. al, 2013).

Technological advancements and the development of online networking are likewise making possible inventive types of business connection and movement including new sorts of business connections. Web-based social networking is an invented instrument for correspondences on a business level. Organizations can speak with their market in regards to items, administrations, and input. There are organizations that have unique offices, or they employ an organization to keep up their online networking nearness. For some substances, they utilize this device to keep up interchanges inside and outside of the organization. On account of the arrival organization’s involvement with using online networking all the time, it has turned into an imperative part of the business and administrative correspondence (Schroeder et. al., 2013).

Leveraging Social Media and Innovations

Online networking is changing the core of communications, with a phenomenal rate of appropriation that outpaces past developments; for example, the radio, phone, TV, and even the

iPod. These instruments are instinctive to utilize what's more, permit individuals to share data, work together, talk about regular interests furthermore, and build connections.

The world is getting to be "Glocal" from worldwide and is pressing its monetary, social what's more, political limits in this way giving it a typical stage for improvement. The merging of the media has extended the use of the web that gave birth to online networking. Online networking is an idea that has given individuals a typical stage for sharing their news, perspectives, and suppositions with respect to the happenings around them. Not just this, online networking is likewise being utilized by the publicists what's more, organizations for their advancements, experts in seeking and enlisting, understudies for entry-level positions, novices for expert work, guardians and instructors as social learning instruments, and so on (Kalia, 2013). Table 1 provides the summary of the earlier discussed details.

Table 1: Literature review summary

Author and Year	Purpose	Findings
Palacios-Marques et. al (2015)	Exploration of the effect of online social networks and competency - based management of innovation capability.	The online social network uses for internal cognitive processes and external cognitive processes positively affects knowledge transfer.
Palacios-Marques et. al. (2015)	Effect of online social networks on firm performance and value generation.	The relationship between online social networks and innovation capacity.
Razak & Latip (2016)	Factors influencing the usage of social media as a marketing tool for the small medium enterprises (SMEs).	By using social media, SMEs will be more competitive in the global economy and are able to access larger markets.
Lekhanya (2013)	Establish and develop an understanding of the effect social media and social network technologies.	Cost benefits and advantages of using social networks as marketing, promotional tools.

Parveen (2012)	Investigate the various factors that influence the social media usage and its subsequent impact on organizations.	The performance of the firm depends on social media usage.
Roblek et. al. (2013)	Investigate the significance of Web 2.0 and social media for organizational development.	The important role of social media in the value-added chain in knowledge-based industries.
Paquette (2013)	Explanation of terminology that defines social media metrics (SMM), followed by a discussion of the four main themes found within current research studies: Virtual Brand Communities, Consumers Attitudes and Motives, User Generated Content, and Viral Advertising.	Retailers can increase awareness of their br and by being creative when engaging customers on social media sites.
Brodie et. al. (2013)	Complex, multi -dimensional and	Consumer engagement process is initiated

Source: Authors' compilation

Social Media: Goodness of Fit for Consumers

Social media ensures inter-connectedness, and it outlines that individuals are exposed to other fellow members' behaviors, and this, in turn, generates normative perceptions about a particular behavior and this is also applicable for individuals' behaviors on social media (Chu & Kim, 2011). And it was also true that people had no scope and opportunity to interact with the media platform. This is where social media has done a revolutionary job to have provided the opportunity for the audience to create, design, develop, and even distribute advertising content. Earlier studies on TRA (Theory of Reasoned Action) have shown that both attitudes and subjective norms do predict individuals' behaviors. In TRA, the most important predictor of subsequent behavior is one's intention to act; here the intention is to engage in social media consuming. One's behavior influences attitude, subjective norm, one has about the behavior, and finally, one's attitude is determined by one's beliefs about both the results and attributes associated with the behavior (Fig. 1).

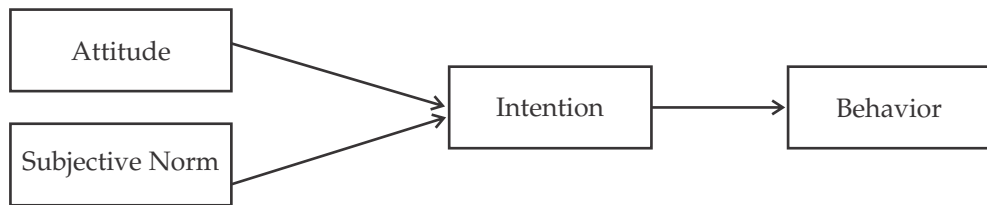


Fig. 1: Conceptual model: Ajzen & Fishbein's (1980)

Martin, Wentzel, Tomczak, & Henkel (2007) states that people have a tendency to collect information about others, mainly their friends and family members, as a credible source of information and they can adopt the behavior that their friends and family members are exhibiting and this will be reflected in the way word-of-mouth influences a customer. Thus, it has become a matter of fact that people are accepting social media in marketing with revolutionary high spirits. Social networks can captivate a huge amount of information about their users, advertising their products on the used social channels permits for a level of targeting unavailable on traditional digital advertising platforms. These sophisticated targeting alternatives can increase the chance of conversion of the displayed ads and get the intended message in front of the exact demographic group the company has a target to reach.

For the customers, the perceived usefulness of social media is another reason for greater acceptability and adoption among consumers. Perceived usefulness relates to a person's belief that if he uses the technology will enhance a salient task (Taylor & Todd, 1995; Davis, et. al., 1989). People consider social media platforms to be functional to the degree that they lessen ambiguity or vagueness across these categories of marketing communications and manipulate customer behaviors (Kaplan & Haenlein, 2010).

Besides, perceives usefulness, the other explanation for SMM tools being accepted by the audience is the perceived ease of use. In a study conducted by Taylor & Todd (1995) it has been found that that perceived ease of use has a positive relation to attitudes toward technology and behavioral adoption. So is the case with social marketing tools. Studies by Milewicz, C., & Saxby, C. (2013) has asserted that perceived ease of use as directly influencing satisfaction with social media for marketing communications and indirectly impacts intentions to use social media for inbound customer communications through satisfaction with social media.

Social Media: Goodness of Fit for Marketers

Social media metrics is endowed with a commanding prospect to engage the target audience of the company directly and engenders buzz around the company's brand or content. For the companies engaging in SMM, it is increasingly becoming relevant for companies to do the following:

- (1) To create important base of consumers, and
- (2) Make them participate in decision-making.

Social media gives marketers a voice and a way to communicate with peers, customers, and potential consumers. It personalizes the “brand” and helps you to spread the message in a relaxed and conversational way.

The SMM targets at the following:

- Boost in website traffic;
- Engender customer leads;
- Gain more social shares on their content;
- Develop brand reach and awareness;
- Build up social communities;
- Target their ideal demographic more efficiently;
- Create consequential relationships with customers;
- Increase an enhanced understanding of their audience;
- Provides an identity about the companies;
- Social media makes companies appear “real” to consumers;
- Used to associate themselves with their peers;
- Provide higher the interaction;

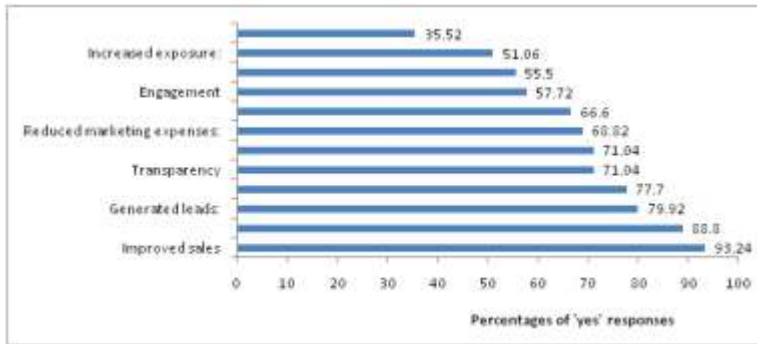
Table 2 shows that looking at the “yes” responses why the marketers engage in SMM, maximum percentage of “yes” response has been received by improved sales, (93.24%), followed by market size (88.80%), generated lead (79.92%), reachability (77.70%) and minimum responses have been received by customer loyalty (35.52%). Thus, it can be seen that marketers are highly optimistic and many of them do expect improved sales and being able to target a bigger market size when they employ SMM.

Table 2: The percentage showing as to the reasons why companies engages in SMM

S. No.	Reasons	Frequencies N=45	Percentage of Yes Responses
1.	Market Size	40	88.80
2.	Transparency	32	71.04
3.	Reachability	35	77.70
4.	Traffic Tracking	25	55.50
5.	Building Brand Consciousness	30	66.60
6.	Customer Loyalty	16	35.52
7.	Engagement	26	57.72
8.	Improved Sales	42	93.24
9.	Increased Exposure:	23	51.06
10.	Generated Leads:	36	79.92
11.	Reduced Marketing Expenses	31	68.82
12.	Provided Marketplace Insight	32	71.04

Source: Author's Compilation

Figure 2 from rank-ordered results shows the responses of marketers' with respect to reasons for engaging in SMM.



Source: Authors' compilation

The basic diagram of how the activities are undertaken in SMM is depicted in Fig. 3.

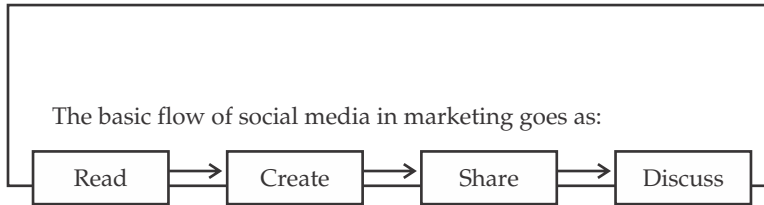


Fig. 3 Flow of social media

Source: Authors' compilation

Companies have multiple benefits from SMM. If people are following the updates provided by the company and if the company is in a particular niche it is very likely that the company will have a very focused following. If the company is active in the social media community and there is a large follower list, then the company will be perceived as an industry leader by those that follow it.

Challenges in the Innovation Funnel

With the overwhelming response towards accepting social media as a marketing tool, though the positivities and benefits come surfaced out, it cannot, however, be ignored that social media also faces numerous disadvantages.

There are a large number of advantages that can be utilized such as speedy viral exposure for products, greater than before search engine rankings, and above all competent leads and sales. Social media platforms enlarge reach and diminish costs by providing three areas of advantage for customers (Watson et. al., 2002; Sheth & Sharma, 2005). There are also some issues to be careful about if SMM has to be done successfully. Social media is a fantastic tool if used properly, but it takes time and perseverance. If specifically looked at, the disadvantages could first be identified as a wrong online brand strategy that can end a company and put the company at a huge viral social

nuisance. Sustained commitment and maintenance of social media is extremely important. Negligence towards social media cannot yield results; rather spreads a very bad word-of-mouth about the company's commitment. Social media is an alive, breathing creature, and has to be fed and watered every now and then. So time and sustained attention are extremely important. Barefoot & Szabo (2010) states that social media needs remarkable time and effort.

The nature of the social media should have the validity that it must do what it purports to do; it should not turn to be a personal blogger's den. Corporate blogs and feeds should be agnostic. They need to be appealing and symbolize the company, and not the content writer. They should be planned in such a way that author's can be swapped out with a limited drop in the following. Keeping a dedicated time for the social media is again utterly important. There has to be somebody continuously responsible to monitor each network, respond to comments, come back with answers, and post product information the customer believe are valuable (Barefoot & Szabo, 2010). Sometimes, companies expect a fast and speedy return on investment; it must be kept in mind that considering a return could take anywhere quite some time, it may vary between some months to a year before a company sees the payback of enlarged customer loyalty and sales.

Besides, Steinman & Hawkins (2010) state that it is indispensable that companies should protect their own trademarks and copyrights if they are being a part of social media to promote their brands and products; sometimes there might be chances of third-party abuse of business trademarks and copyrights. Social media marketers, who use, particularly promotions and user-generated content campaigns, must lay down some rules in place that comprises some definite prohibitions regarding trademark and copyright violation and impersonation (Steinman & Hawkins, 2010).

(Fig. 4).

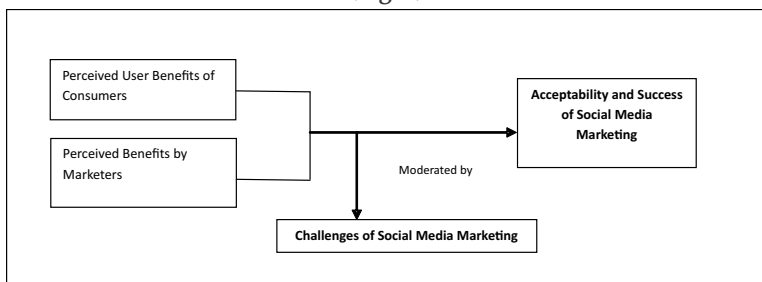


Fig 4: Social media: An impression towards revolution

Source: Authors' compilation

Discussion and Conclusion

The review of this study has been initiated by giving the foundation to the social media relevance at the customer's front. It was perceived how web-based social networking is gradually turning into a critical promoting medium which offers the companies a chance to connect with their business

sectors and find about customers' needs. It is further studied as to how social media impacts the market and how the user benefits can lead to successful social media applications in various fields.

Practical Implications

The present paper outlines the practical utilities and factor in the driving of social media as a marketing tool. It is a matter of fact that some marketers may have bigger advertisement budgets than others, but all companies start off on an identical footing with respect to SMM. Today, the trend has become such that every business is entering into SMM. The paper tries to assert that the social media can be made as an important tool to understand the customers and why do customers relate well to SMM, and for marketers, in order to build and hold on to a gainful customer base by building an excellent CRM why marketers engage in SMM. The paper focuses on a thorough understanding of the use of social media from the customers' perspectives, the marketer's perspective, and how can marketers be careful about the probable nuisances of social media and safeguard every interest of itself and enjoy the rippled benefits of social media. The lesser the challenges of SMM or mitigation of the challenges, higher will be the acceptability and success of SMM.

Limitations and Scope for Further Research

The present paper is limited to the review of earlier researches in the area and outlines the practical importances of using the social media as a marketing tool. It is important to probe whether social media users are truly more demonstrative of general consumers or they come from some particular groups, if yes, who are they? It is also important to know the extent to which social media data are representative of real experience and how much is the only opinion? Most significantly, it is also imperative to explore, how well do SMM correspond to market reality?

Future research should be guided towards understanding the role of SMM in the different demography of consumers. Social media as on date is still fairly new, and the media themselves and the analytic tools available are still evolving. It is also true that social media actually adds to but will never be fully replaced traditional marketing research. It is relevant to explore the new and increasingly crucial foundation of insights.

References

- Ajzen, I., & Fishbein, M. (1980). *Understanding Attitudes and Predicting Social Behavior*. Englewood Cliffs, NJ: Prentice-Hall.
- Anderson, F. A new phase of Watson analytics for social media. retrieved on Jan 12, 2017 from <https://www.ibm.com/communities/analytics/watson-analytics-blog/a-new-phase-of-watson-analytics-for-social-media/>

- Baird, C. H., & Parasnis, G. (2011). *From social media to social customer relationship management. Strategy and Leadership*, 39(5), pp. 30-37.
- Barefoot, D., & Szabo J. (2010). *Friends with benefits: A social media-marketing handbook*. San Francisco: No Starch Press.
- Bourdieu, P. (1977). *Cultural reproduction and social reproduction*. In Karabel, L. & Halsey, A. H., (eds), *Power and Ideology in Education*. Oxford: OUP.
- Brewer, J., Blake, A., Rankin, S., & Douglas, L. (1999). *Theory of reasoned action predicts milk consumption in women. Journal of the American Domestic Association*, 99(1), pp. 39-44.
- Brodie, R. J., Ilic, A., Juric, B., & Hollebeek, L. (2013). *Consumer engagement in a virtual brand community: An exploratory analysis. Journal of Business Research*, 66, pp. 105-114.
- Campbell, C., Leyland F. P., Michael, P., & Pierre R. B. (2011). *Understanding consumer conversations around ads in a Web 2.0 world. Journal of Advertising* 40, pp. 87-102.
- Castronovo, C. & Huang, L. (2012). *Social media in an alternative marketing communication model. Journal of Marketing Development & Competitiveness*, 6, pp. 117-136.
- Chaffey, D. (2006). *Internet marketing: Strategy, implementation and practice*. Upper Saddle River, USA: Prentice-Hall Inc.
- Chi, Hsu-Hsien. (2011). *Interactive digital advertising vs. virtual brand community: Exploratory study of user motivation and social media marketing responses in Taiwan. Journal of Interactive Advertising* 12, pp. 44-61.
- Chu, S. C., & Kim, Y. (2011). *Determinants of consumer engagement in electronic word-of-mouth (EWOM) in social networking sites. International Journal of Advertising*, 30(1), pp. 47-75.
- Chua, A. Y. K., & Banerjee, S. (2013). *Customer knowledge management via social media: The case of Starbucks. Journal of Knowledge Management*, 17(2), pp. 237-249.
- Coleman, J. S. (1988). *Social capital in the creation of human capital. The American Journal of Sociology*, 94, pp. 95-120.
- Davis, F. D., Bagozzi, R. P., & Warshaw, P. R. (1989). *User acceptance of computer technology: A comparison of two theoretical models. Management Science*, 35(8), pp. 982-1003.
- Ellison, N. B., Steinfield, C., & Lampe, C. (2007). *The benefits of Facebook "friends": Social capital and college students' use of online social network sites. Journal of Computer-Mediated Communication*, 12(4), pp. 1143-1168.
- Filho, L. M., & Tan F. B. (2009). *User-generated content and consumer empowerment in the travel industry: A uses & gratifications and dual-process conceptualization. Paper 28 presented at the Pacific Asia Conference on Information Systems (PACIS)*.
- Flanagan, A. J., & Bator, M. (2011). *The utility of information and communication technologies in organizational knowledge management in Canary, H. and Mc Phee, R. (Eds). Communication and Organizational Knowledge: Contemporary Issues for Theory and Practice*, New York, NY: Routledge, pp. 173-190.
- Gommans, M., Krishnan, K. S., & Scheffold, K. B. (2001). *From brand loyalty to e-loyalty: A conceptual framework. Journal of Economic and Social Research*, 3(1), pp. 43-58.
- Garton, L., Haythornthwaite, C., & Wellman, B. (1997). *Studying online social networks. Journal of Computer-Mediated Communication*, 3(1).

- Gil de Zúñiga, H., Jung, N., & Valenzuela, S. (2012). Social media use for news and individuals' social capital, civic engagement and political participation. *Journal of Computer-Mediated Communication* 17(3), pp. 319-336.
- Gil de Zúñiga, H., Puig-i-Abril, E., & Rojas, H. (2009). Weblogs, traditional sources online and political participation: An assessment of how the internet is changing the political environment. *New Media & Society*, 11(4), pp. 553-574.
- Hill, P.R., & Moran, N. (2011). Social marketing meets interactive media: Lesson for advertising company. *International Journal of Advertising*, 30(5), pp. 815-838.
- Henderson, A., & Bowley, R. (2010). Authentic dialogue? The role of "friendship" in a social media recruitment campaign. *Journal of Communication Management*, 14(3), pp. 237-257.
- IBM 2015 Annual Report: A Letter from the Chairman. Retrieved from <https://www.ibm.com/annualreport/2015/bin/assets/IBM-Annual-Report-2015.pdf>
- Kalia, G. (2013). A research paper on social media: An innovative educational tool. *Issues and Ideas in Education*, 1, pp. 43-50.
- Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of social media. *Business Horizons*, 53(1), pp. 59-68.
- Kelly, L., Kerr, G., & Drennan, J. (2010). Avoidance of advertising in social networking sites: The teenage perspective. *Journal of Interactive Advertising*, 10(2), pp. 16-27.
- Kenly, A., & Poston, B. (2012). Social media and product innovation: Early adopters reaping benefits amidst challenge and uncertainty. *Kalypso White Paper*.
- Lazer, W., & Kelley, E. J. (1973). *Social Marketing: Perspectives and Viewpoints*. Homewood: Richard D. Irwin.
- Lee, S. F., Tsai, Y. C., & Jih, W. J. (2006). An empirical examination of customer perceptions of mobile advertising. *Information Resources Management Journal*, 19(4), pp. 39-55.
- Leonardi, P. M., Huysman, M., & Steinfield, C. (2013). Enterprise social media: Definition, history, and prospects for the study of social technologies in organizations. *Journal of Computer-Mediated Communication*, 19(1), pp. 1-19.
- Lekhanya, L. M. (2013). The use of social media and social networks as the promotional tool for rural small, medium and micro enterprises in Kwazulu-Natal. *International Journal of Scientific and Research Publications*, 3(7), 1-7
- Mangold, W. G., & Faulds, D. J. (2009). *Social media: The new hybrid element of the promotion mix*. Harvard Business Review Case Study.
- Martin, B., Wentzel, D., Tomczak, T., & Henkel, S. (2007). The impact of susceptibility to informational influence on the effectiveness of consumer testimonials. *Proceedings of the 36th European Marketing Academy Annual Conference* (pp. 22-25). Reykjavik: Reykjavik University.
- McKenna, K. Y. A., & Bargh, J. A. (2000). Plan 9 from cyberspace: The implications of the internet for personality and social psychology. *Personal Social Psychology Bulletin*, 4, pp. 57-75.
- Milewicz, C., & Saxby, C. (2013). Leaders' social media usage intentions for in-bound customer communications. *Management Research Review*, 36(9), pp. 849-867.
- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *Journal of Marketing*, 58(3), pp. 20-38.

- Mount, M. P., & Martinez, M. (2014). *Social media: A tool for open innovation*. *California Management Review*, 56(4), pp. 124-143.
- Odhiambo, C. H. (2012). *Social media as a tool of marketing and creating brand awareness*. *Case Study Research. Business Economics and Tourism*.
- O'Reilly, T. (2009). *What is Web 2.0 design patterns and business models for the next generation of software*. retrieved (on Jan 13, 2017) from <http://www.oreilly.com/pub/a/web2/archive/what-is-web-20.html>.
- Pak, H. S. (2000). *Relationships among attitudes and subjective norms: Testing the theory of reasoned action across cultures*. *Communication Studies*, 51(2), pp. 162-175.
- Patil, P. (2014). *Impact of social networking sites (SNS) on the youth*. *Episteme: An Online Interdisciplinary, Multidisciplinary and Multicultural Journal*, 3.
- Patino, A., Pitta, D. A., & Quinones, R. (2012). *Social media's emerging importance in market research*. *Journal of Consumer Marketing*, pp. 233-237.
- Palacios-Marqués, D., Soto-Acosta, P., & Merigó, J.M. (2015). *Analyzing the effects of technological, organizational and competition factors on Web knowledge exchange in SMEs*. *Telematics and Informatics* 32, pp. 23–32
- Parveen, F. (2012). *Impact Of Social Media Usage On Organizations*. *PACIS 2012 Proceedings*. 192. <https://aisel.aisnet.org/pacis2012/192>
- Paquette, H. (2013). *Social Media as a Marketing Tool: A literature Review*, University of Rhode Island, p. 1-27
- Raacke, J., & Bonds-Raacke, J. (2008). *CyberPsychology & Behavior* 11(2), pp. 169-174. <https://doi.org/10.1089/cpb.2007.0056>
- Riegner, C. (2007). *Word of mouth on the web: The impact of web 2.0 on consumer purchase decisions*. *Journal of Advertising Research*, 47(4), pp. 437-447.
- Ross, C., Orr, E. S., Sasic, M., Arseneault, J. M., Simmering, M. G., & Orr, R. (2009). *Personality and motivations associated with Facebook use*. *Computers in Human Behavior*, 25(2), pp. 578-586.
- Razak, S., & Latip, N. (2016). *Factors that influence the usage of social media in marketing*. *Journal of Research in Business and Management*, 4(2), 01-07.
- Schroeder, A., Pennington-Gray, L., Donohoe, H., & Kioussis, S. (2013). *Using social media in times of crisis*. *Journal of Travel & Tourism Marketing*, 30(1-2), pp. 126-143.
- Smithee, B. (2011). *How Social Media is Expanding the Definition of MR, and as Leaders Why it is Largely Your Responsibility*, *Alert! Magazine published by the Marketing Research Association*, 51(3), pp. 7-9
- Schultz, D., Malthouse, E., & Pick, D. (2005). *From CM to CRM to CN2: A research agenda for the marketing communications transition*. *Advances in Advertising Research (Vol. III)*, pp 421-432.
- Sigala, M. (2012). *Social media and crisis management in tourism: Applications and implications for research*. *Information Technology and Tourism*, 13(4), pp. 269-283.
- Sigala, M., & Chalkiti, K. (2014). *Investigating the exploitation of Web 2.0 for knowledge management in the Greek tourism industry: An utilization-importance analysis*. *Computers in Human Behavior*, 30, pp. 800-812.

- Sigala, M., & Chalkiti, K. (2015). Knowledge management, social media and employee creativity. *International Journal of Hospitality Management* 45, pp. 44-58.
- Song, J., & Kim, Y. J. (2006). Social influence process in the acceptance of a virtual community service. *Information Systems Front*, (8), pp. 241-252.
- Steinman, M. L., & Hawkins, M. (2010). When marketing through social media, legal risks can go viral. *Intellectual Property & Technology Law Journal*, 22(8), pp. 1-9.
- Sheth, J., & Sharma, A. (2005). International e-marketing: opportunities and issues, *International Marketing Review*, 22 (6), pp.611-622, <https://doi.org/10.1108/02651330510630249>
- Taylor, S., & Todd, P. (1995). Understanding information technology usage: a test of competing models. *Information Systems Research*, 6(2), pp. 144-176.
- Tim O'Reilly (2009). Tim O'Reilly and John Battelle answer the question of "What's next for Web 2.0?" in *Web Squared: Web 2.0 Five Years On*.
- Tobias L., Shintaro O., Martin E., (Eds). *Advances in Advertising Research (Vol. III): Current Insights and Future Trends (European Advertising Academy)*, pp. 421-432.
- Valenzuela, S., Park, N., & Kee, K. F. (2009). Is there social capital in a social network site? Facebook use and college students' life satisfaction, trust, and participation. *Journal of Computer-Mediated Communication*, 14(4), pp. 875-901.
- Wang, Z., Walther, J. B., & Hancock, J. T. (2009). Social identification and interpersonal communication in computer-mediated communication: What you do versus who you are in virtual groups. *Human Communication Research*, 35(1), pp. 59-85.
- Watson, R. P., Leyland, F. P., Berthon, P., & Zinkham, G. (2002). U-commerce: Expanding the universe of marketing. *Journal of the Academy of Marketing Science*, 30(4), pp. 333-347.
- Wooley, D., & Eining, M. (2006). Software piracy among accounting students: A longitudinal comparison of chance and sensitivity. *Journal of Information Systems*, 20(1), pp. 49-63.
- Wu, J., & Liu, D. (2007). The effects of trust and enjoyment on intention to play online games. *Journal of Electronic Commerce Research*, 8(2). Zhang, P., & Benjamin, R. I. (2007). Understanding information related fields: A conceptual framework. *Journal of the American Society for Information Science and Technology*, 58(13), pp. 1934-1947.
- Zywica, J., & Danowski, J. (2008). The faces of Facebookers: Investigating social enhancement and social compensation hypotheses; Predicting Facebook™ and offline popularity from sociability and self-esteem, and mapping the meanings of popularity with semantic networks. *Journal of Computer-Mediated Communication*, 14(1), pp. 1-34.