

Holistic model for business resource and effective social media contents on MSME'S marketing

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Abstract: Business in the 21st century cannot function without social media marketing. The literature on social media marketing, however, is still fragmented and mostly concerned with isolated issues like communication techniques. To describe what constitutes a successful social media marketing strategy, this research uses a qualitative, theory-building technique to develop a conceptual framework. The spectrum of conservatives and progressives, of hierarchies and networks, of total authority and full anarchy may all be found in the realm of social media marketing. This research provides a holistic framework for understanding strategic social media marketing, expanding beyond the confines of conventional marketing theory. The framework also enables business leaders to position their organizations along these four dimensions in a manner that serves their long-term objectives.

Keywords: *Global perspective, Online marketing, Promotional strategies for social media, Recent communications, Social media, Their respective strategies.*

1. Introduction

Researchers and managers alike need a thorough understanding of how social media is changing the face of marketing (e.g. Fong & Burton, 2008; Kumar, Bezawada, Rishika, Janakiraman, & Kannan, 2016; Schultz & Peltier, 2013). Most of the literature that has been produced thus far has been written with a specific topic in mind, such as consumer behavior (Chang, Yu, & Lu, 2015; Kumar et al., 2016; Relling, Schnittka, Sattler, & Johnen 2016), customer relationship management (CRM) (Trainor, Andzulis, Rapp, & Agnihotri, 2014), brand management (Asmussen, Harridge-March, Occhiocupo (Sivertzen, Nilsen, & Olafsen, 2013). While these studies show how various areas of social media marketing and management are progressing, no comprehensive framework for social media marketing is provided by the available literature. Given that academics and professionals alike (Labrecque, von dem Esche, Mathwick, Novak, & Hofacker, 2013; Schultz & Peltier, 2013; Yadav & Pavlou, 2014) acknowledge the new complexities brought about by these media and agree that this area of study needs to be rethought, the paucity of research on social media marketing is puzzling. Thus, strategic social media marketing remains an unproven user interaction paradigm, and there is a dearth of scholarly literature on the subject (Naylor, Lamberton, & West, 2012).

This article aims to address this theoretically and managerially important research gap by examining the following two areas of inquiry. Exactly what does it imply when someone says they are doing "strategic social media marketing?" Moreover, what should a company prioritize when formulating its social media advertising strategy? The goal of this research is to provide a unified framework for making important strategic decisions about social media marketing.

There are three theoretical contributions from this research. This research begins by providing a comprehensive definition and framework for the field of strategic social media marketing. The earlier research on social media marketing often focused narrowly on consumers and/or communication features; this paradigm broadens that focus. Human resource management (Sivertzen et al., 2013), organizational theory (Heller Baird & Parasnis, 2011), public relations (Eyrich, Padman & Sweetser,

2008), and communications theory are all integral parts of strategic social media marketing (Linke & Zerfass, 2013). Second, this research constructs a theoretical framework outlining the main axes along which strategic social media marketing decisions are made and the costs and advantages of establishing a particular firm's position along each of the main continuums. This research is important because it provides a context for social media marketing within a broader, more strategic marketing and management framework. The findings of this research contribute to the theoretical understanding of social media marketing at a level that may help guide management decision making as they develop and improve their own strategic social media marketing efforts.

2. Literature Review

The aims and results of social media advertising. The goals of social media marketing have been the subject of empirical study (e.g. Ashley & Tuten, 2015; Bernoff & Li, 2008; Bianchi & Andrews, 2015; Schultz & Peltier, 2013), with studies focusing on topics like lead generation, sales, brand awareness, brand image, website traffic, marketing costs, and user engagement. However, companies are not limited to the aforementioned mostly proactive uses of social media marketing. Companies may monitor and analyze social media comments to get a sense of how the public feels about a product or advertising campaign (Schweidel & Moe, 2014). Businesses typically try to mitigate the risks associated with employees' careless social media use on the job by enforcing guidelines for acceptable behavior (Rokka, Karlsson, & Tienari, 2014). Indeed, the objectives and challenges of social media marketing may vary greatly depending on the sector (e.g., business-to-business vs business-to-consumer) and the size of the organization.

Limits to successful social media advertising. Research into the fundamentals of social media allows for the forecasting of both the positive and negative outcomes of these channels for commercial enterprises (Hennig-Thurau et al., 2010; Labrecque et al., 2013). For instance, the seven functional building components shared by all forms of social media are identity, discussion, sharing, presence, connections, reputation, and groups (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011). In order to create value for their audiences, social media marketers focus varied levels of emphasis on these qualities.

The success of social media marketing might also be affected by how customers see businesses and brands online. Companies and brands risk being seen as "interlopers" or "party crashers" by consumers in the online interactive realm (Fournier & Avery, 2011). (Schultz & Peltier, 2013). Current research (see, for example, Ashley & Tuten's 2015 or Canhoto & Clark's 2013) shows that customers expect and even actively bring firms into the social media conversation by making brand references or "hashtagging" the company. A more varied clientele, where some patrons want aggressive and engaged companies and others are hostile to the corporate takeover of social media may account for this discrepancy.

Last but not least, research has demonstrated that the effectiveness of social media marketing may differ by industry and by product. In the hospitality business, for instance, a company's reputation has a role in how successful its social media marketing is, as shown by research by Corstjens and Umblijs (2012). Relationship-based social media marketing is used by both B2B and B2C salespeople to accomplish similar goals in the buying cycle, as discovered by Moore, Raymond, and Hopkins (2015). In conclusion, characteristics that affect the success of social media marketing campaigns have been identified in the marketing literature. In order to make situational or company-specific social media marketing choices, managers need a framework that accounts for more than just industry and company specifics.

The importance of taking a comprehensive strategy to social media marketing. There is a lack of a holistic review of social media marketing in the existing marketing literature. The term "holistic" in the context of this study refers not to the environment, scenario, or concept per se, but rather to the configuration of the components that eventually determine a response to these things (Brunner-Sperdin, Scholl-Grissemann, & Stokburger-Sauer, 2014). In terms of employee responsibility, social media platforms are infamously difficult to govern and even to conceive due to their intrinsic interconnection and complexity. Rokka et al. (2014) show that management, employees, and customers all utilize social

media to create meaning in their own unique ways. They conclude that the organizations they looked at were trying to establish a system for dealing with employees' social media responsibilities, but that it was in its infancy at the time of their research.

According to Quinton, the term "linear, relational, exchange-based partnership" is no longer relevant to characterize the relationship between firms and their consumers (2013, p.913). The power structure between those in charge of molding the group's experiences and those who can express their own brands has evolved with the advent of social media. The emphasis, according to Quinton, should be shifted from relationships to interactions, with the latter including exchanges that transcend both place and media. While the relational perspective prioritizes human relationships, the interactional orientation looks to the members of various online communities to solve problems together (Thompson & Coskuner-Balli, 2007). Marketers working on social media, in a trend mirroring the transition from advertising to integrated marketing communication, need to be aware of the many different limits and results that might arise from their efforts.

It has been brought to light by De Swaan Arons, van den Driest, and Weed (2014), the marketing landscape of the digital era is very fluid. That "technologies and methods that were cutting-edge only a few years ago are swiftly becoming outdated, and new approaches are developing every day" is something they note (p. 56). As a result, marketers must constantly handle novel difficulties and philosophic shifts, such as the integration of non-marketing functions into marketing campaigns or the training of non-marketers to carry out marketing tasks. In a nutshell, "marketing has grown too crucial to be left simply to the marketers," as stated by De Swaan Arons et al. (2014, p. 59).

Finally, the marketing literature does not deal with additional difficulties associated with social media. Included in this category are the obligations of social media marketers as well as those of the company's internal and external stakeholders (such as establishing policies and guidelines for managing the company's online reputation) (such as defining the employees who are responsible for managing social media marketing). Therefore, scholars and practitioners in the field agree that a more in-depth and interdisciplinary approach is necessary to correctly understand strategic social media marketing.

3. Methodology

Given the scant and scattered character of the current literature on strategic social media marketing, the present research adopts a discovery-oriented, theories-in-use approach (Argyris & Schön, 1978). The respondents all have managerial or consulting expertise in social media marketing, thus their insights accurately represent the major features, meanings, and motivations of the sector. Finding concepts like this using more conventional methods of quantitative study is very challenging, if not impossible (Corbin & Straus, 2008). This approach is not based on statistical generalizability, but rather on the issue of how well the study's findings may be transferred to other contexts (Marshall & Rossman, 2006).

Samples and data collection. The technique of the research was divided into two parts. Seven experts in the area of social media marketing were interviewed in-depth (Fontana & Frey, 1998). Purposive sampling (Lincoln & Guba, 1985) was used to choose experts based on their experience, credentials, and exposure to SMM in the corporate sector at large. For a qualitative research paradigm, whereby small samples are used to give data that is rich in detail rather than quantity, the sample size in Stage 1 was adequate (Patton, 1990). The interviews (which lasted anywhere from 25 to 60 minutes) were all audiotaped with the participants' permission, and the resulting transcripts totaled 117 double-spaced pages.

As part of the second round of research, in-depth interviews with social media marketing professionals were conducted (Miles & Huberman, 1994). In-depth interviews and online surveys were conducted, and the survey findings were used to triangulate the information gained from both sources (Jack & Raturi, 2006). A total of 265 social media marketing experts were identified using a combination of manager-focused publications, business magazine interviews, and word of mouth. After emailing each expert twice to remind them to fill out the survey, we obtained 50 responses (18.9 percent response rate). Seven datasets were discarded because of missing information or because respondents didn't

actively engage with social media marketing. The final sample consisted of 43 participants (74% male) from a broad variety of occupations and fields.

Participants were asked to (a) provide their own definition of social media marketing, (b) share examples of both successful and unsuccessful uses of social media marketing in their own words, (c) causes and indicators of success in discussions, and (d) provide an example of how social media marketing should be implemented at a company of your choice. In order to encourage respondents to offer as much data as possible, the survey used standard design strategies (Smyth, Dillman, Christian, & McBride, 2009), such as providing enough space for respondents to enter their responses and encouraging them to be as particular as they could be.

Data analysis. Free-form, informant-driven text was generated in both the in-depth discussions from Step 1, as well as the free-form inquiries from Step 2, therefore the same interpretive data analysis methods were used for both sets of data. The conceptual framework was built using a three-step data-coding procedure (Pratt, Rockmann, & Kaufmann, 2006). Open coding (Miles & Huberman, 1994) was used to analyze all of the data from the interviews and surveys to find the first notions (Harrison & Rouse, 2015). In the second phase, we employed axial coding to find higher-level, second-order motifs. Stage 2 "compare and contrast" established links between ideas that had formed during free coding in stage 1. Finally, in Stage 3, we increased the frequency with which data and theory iterated to probe the data's emergent patterns.

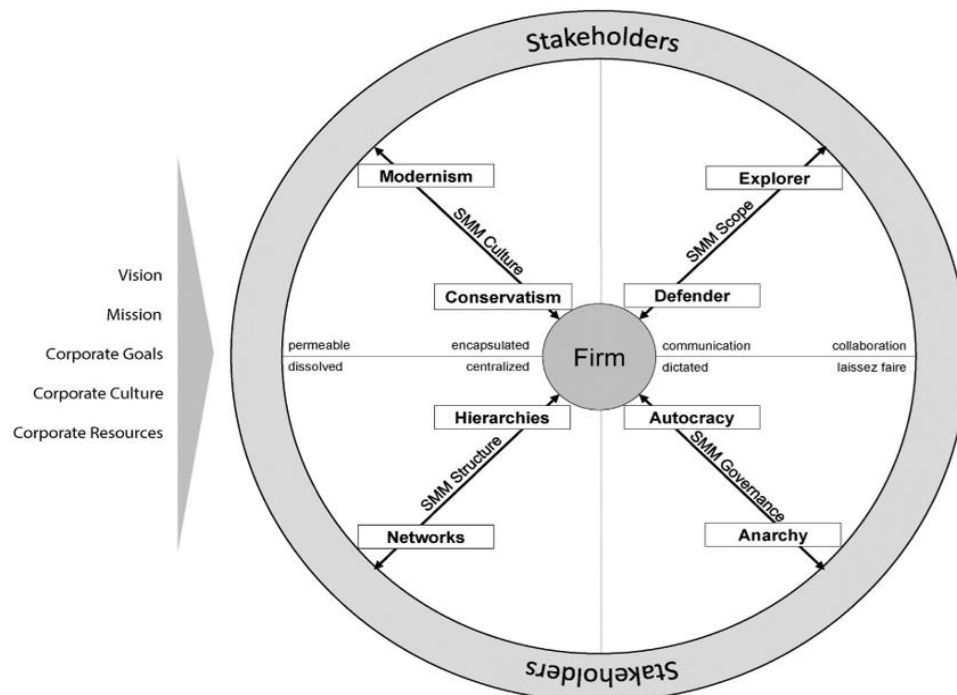


Figure 1.
Framework for strategic social media advertising.
Note: SMM=Social media marketing.

4. Findings

Figure 1 displays the four major parts of the strategy framework for social media marketing. The first facet of social media marketing's reach is the extent to which a business employs it as a genuine instrument for collaboration, rather than just as a communication channel with a small number of stakeholders (both externally and internally). In contrast to its intended purpose of bringing together a company's workforce and community, the majority of defense organizations utilize social media marketing as a one-way communication channel, either to entertain consumers or inform stakeholders.

On the other side, the explorer community is on the lookout for a social media marketing relationship built on open lines of communication with a diverse group of stakeholders.

Second, there is a clear divide within the culture of social media marketing between the conservative, which is exemplified by an enclosed, conventional, mass advertising strategy, and the contemporary. It is characterized by a more open, fluid, and adaptable attitude.

Third, the organizational framework for the company's social media marketing initiatives describes the interplay between the different departments. A centralized strategy for social media marketing may be recognized by its hierarchical structure with defined lines of authority. Since all employees in a network structure would be responsible for social media marketing, a director of social media marketing role would be superfluous.

Forth, the term "social media marketing governance" describes the company's approach to establishing rules and norms for, and managing, social media marketing efforts. Autocracy is the extreme stance, describing a setting with strict rules on who in the business is authorized to use social media and how. On the other hand, anarchy is characterized by the absence of any guiding principles.

While this study focuses on the extremes of each continuum, most businesses probably settle on a middle ground, whether on purpose or not. For instance, businesses must take a stand on social media marketing governance that doesn't stifle free speech but also doesn't leave workers in the dark about their roles and expected conduct. It is important for a company's internal drivers (its mission, values, strategic goals, corporate culture, and resources) to align with the firm's external drivers (shown in Fig. 1). Like communities, rivalry, and government oversight.

From gatekeepers to frontiersmen, the reach of social media marketing. Regarding the field of social media advertising, the sources identified many entry points for interacting with stakeholder groups. One way that businesses utilize social media marketing is as a straightforward means of communicating with their target audiences, whether they clients, members of the public, or internal staff. The informants did not endorse this defensive method since it narrowly targeted a small number of stakeholders. Today's tendency toward releasing entertaining or thought-provoking content is exemplified by the German word *bespassungsfunktion*, which means "entertainment function (roughly translated as "entertainment function," which was used by many informants). This technique differs significantly from the explorer strategy, which places an emphasis on harnessing the integrative, interactive, and collaborative potential of social media technology. According to one of the interviewees, the defense strategy results in customers trying to contact the organization through social media and receiving generic responses or no response at all. Conversely, "explorers" are businesses that actively engage in social media marketing to build and nurture connections of mutual benefit with their target audiences. Two of the sources provided the following description of the later strategy:

Everything has become social. I now refer to "social business" rather than "social media," which is too narrowly defined in terms of channels and content. (Extensive interview with Respondent)

Whereas, if money were no object...I'd put my efforts into founding a nonprofit. Openness to your clients is a hallmark of social entrepreneurship. One of our customers [an Asian airline] has made social networking an integral part of their business. Into both the internal and outward aspects of communication. In-Depth Interview with Respondent

Explorers prioritize a social media marketing strategy that involves a wide variety of the company's stakeholders, including existing and future clients, workers, vendors, and the general public. An important part of this strategy is figuring out how various stakeholders may contribute to the value creation process of the organization and then listening to and acting on the input they offer via social media platforms. One source said that consumers can back the business by spending more at higher prices, workers can put in longer hours for the same pay, and financial institutions may provide more loans at lower interest rates. These businesses' successes with social media marketing are exceptional and by no means typical. Therefore, managers should create broad communication objectives in light of the firm's online and offline reputation among these groups of interested parties. A manager of a business-to-business company once said that in order to encourage the company's most crucial constituents to support it, "generic communication objectives [ought to be developed] for the most

significant stakeholders" (Respondent; online survey). Similarly, a pharmaceutical manager has said that getting patients to talk to the company is a major obstacle (Respondent, online survey).

The explorer method encourages open, honest, and mutually beneficial conversation and cooperation rather than one-way broadcasting. The term "collaboration" within the framework of an exploratory method encompasses a wide range of scenarios, including but not limited to collaboration between a company and its clients, among many workers and as a means of managing stakeholders between companies and governments and other external interest groups through the use of social media. Many sources stressed that social media should inspire users to talk to one another; hence, exploratory marketing in the age of social media has to go beyond just providing information about products. Defenders of social media marketing tend to concentrate only on the consumer side, which leads them to believe that it has very little use in business-to-business settings. Their all-encompassing perspective, however, allows researchers to investigate the potential of social media promotion in both business-to-consumer and business-to-business settings:

We have approached it less from a commercial standpoint and more from a holistic one. We convinced ourselves that we needed to have a far more comprehensive understanding of and approach to social media because of the breadth of its applications and the client- or consumer-centric nature of marketing. Because businesses aim to amuse their clients on social media platforms like Facebook and Twitter, the marketing department is usually in charge of managing these channels. But there are numerous additional uses for social media, as I noted earlier.... Social media's collaborative potential is grossly underappreciated in all sectors at the present time. (Respondent, in-depth interview)

Cultural shifts in social media advertising from traditionalism to innovation. The respondents offered divergent assessments of the social media marketing community's values and norms. The conservative perspective emphasizes safety above experimentation when promoting products and services on social media. However, the sources said that a culture of openness, transparency, authenticity, and even risk-taking is essential for successful social media marketing. According to one source, "all personnel and especially top management have to believe in it and bear the danger that someone may speak adversely about the business" when it comes to social media (Respondent, online survey). Consequently, a contemporary social media marketing culture that is backed by upper management may need businesses to re-evaluate how projects are carried out inside the company. That, as another responder put it, is the utmost significance. That's the first step: convincing upper management. Attenuating resistance to change requires knowledge of the situation, particularly as it relates to upper management. (Profound conversation with Respondent)

Because corporate culture is a generally consistent indicator of organizational performance, businesses with a more conventional corporate culture (one that is incongruent with the openness necessary for successful social media marketing adoption) confront a substantial hurdle (Zheng, Yang, & McLean, 2010). Consumers, unlike in conventional media marketing, have a lot of say in what a company posts online (Labrecque et al., 2013). For this reason, businesses must reevaluate how much control they want to have over the marketing messages they place on these channels. Marketers should also be grateful for users' interest in the company's social media material, even if customers' reactions to it modify or distort the contents in ways that are inconsistent with the company's intended message.

A new perspective and way of thinking are required, in my opinion. As a business owner, I must naturally consider which of my brands and material will be made public on social media. Because I have to keep in mind that people who see these posts on social media will have a broader latitude in how they interpret and use the information contained within.... The fact that people are paying attention to me when they spoof or parody a video I've uploaded—a video that was intended to promote me—is, of course, a good thing. And if that's an issue, the individual should ask themselves again whether social media is right for them and what they want to accomplish by using it. (Deep conversation with Respondent)

From pyramids to networks in social media marketing. Hierarchies (signifying a unified and centralized social media marketing structure) and networks (showing a decentralized social media marketing structure) are contrasted in this research to determine the most effective organizational framework for social media marketing (i.e., in which control of social media marketing is fragmented,

decentralized, dissolved, and cross-functional). Companies with strict hierarchies often have a militaristic focus on command and control. No one suggested firms go all the way to the authoritarian end of this scale, but several did find value in a more hierarchical approach to social media marketing:

In my opinion, every kind of social media content creation and management responsibilities should fall under the purview of a single team. As an example, if HR wishes to accept applications through Twitter, they will need to get in touch with the social media team for assistance. in-depth interview with Respondent

On the opposite end of the structural dimension, network proponents were also heard from. All workers, regardless of their respective departments, share responsibility for social media operations under the umbrella of a networked organization for social media marketing. This philosophy is in line with that of current quality management, which views quality as everyone's responsibility inside an organization rather than the jurisdiction of a separate "quality department" (Lai & Cheng, 2005). According to this view, a company's social media marketing activities, if any, should be directed by a director or expert rather than carried out by an individual, since social media marketing is seen as something that should infiltrate all processes and departments.

At this point, the use of social media in modern businesses has grown so pervasive that a designated representative is no longer required. Obviously, this may take anywhere from five to 10 years, but once social media has been integrated into the company's many departments, there will be no need for a social media expert. The incorporation of social media into fields like [customer relationship management] and [marketing] will become the standard. When I think of industry leaders, I think of businesses where employees return to their departments after working in a competence center, where they may remain and when a sufficient amount of information has been sent to occurs that this new way of doing things becomes the norm and everyone is able to adapt to it. Then, social media management will be a core responsibility, eliminating the need for dedicated staff. In-Depth Interview with Respondent

The results of the online polls show a clear preference for networks (as opposed to hierarchies). The necessity of "flat hierarchies" was underlined by respondents, and they thought "social media works best as a cross-departmental structure" (Respondent, online poll). (Respondent, Web-based Interview).

From dictatorship to anarchy in social media marketing. Fourth, think at how the firm handles social media advertising. Several sources stressed the significance of rules and procedures for workers in identifying who is authorized to submit what kind of material on what social media platform. The two ends of the spectrum, autocracy and anarchy, are suggested by the range of alternatives. Control over social media in an autocracy is vested in a single agency. In contrast, anarchy is exemplified by a "let it all hang out" attitude in which no such regulations are in place and divisions/employees are allowed to interact on social media sites as they see fit. Clear social media standards become more critical when an organization's culture and structure become more transparent. Companies placed further toward the network end of the social media marketing hierarchy may not need quite as specific of guidelines (i.e., in which every employee in any department, rather than a single person or department, may execute social media marketing). The interviews also revealed a paradox in social media marketing governance: the need for rules and standards from upper management is inversely proportional to the number of employees permitted to conduct social media communication. They also spoke about how firms might encourage the internalization of social media policies by incorporating workers in the policy-making process from the beginning (vs. a mere acceptance).

The organization has to establish social media standards that spell out ground rules and outline consequences for employees who violate them. Without a clear definition of what constitutes "willful misconduct," it will be impossible to determine the repercussions of an employee's actions. It's a different story if they signed an agreement acknowledging the rules as part of the hiring process. This isn't done maliciously, but employers need to protect themselves from what workers post online about the organization. (Extensive interview with Respondent)

The need of educating personnel to increase the efficacy of social media rules was also stressed by the sources. In spite of moving closer to the autocracy pole on the social media marketing governance dimension, informants agreed that the quality and professionalism of social media marketing would

decline without proper training. The ability to make independent judgments based on one's understanding of the company's operations was cited as a potential benefit of training by a source.

There doesn't seem to be an issue with training in the service industry. Therefore, making sure customers are happy should be standard practice. The service worker's ability to be "themselves" at work is restored if the service organization strives for openness and transparency. (Extensive interview with Respondent)

5. Discussion and Implications

This research seeks to address the need for a complete approach to marketing through social media. Strategic client relationship management (e.g., Payne & Frow, 2005) and marketing infrastructure are only two examples of the many areas where marketing theory and practice provide a variety of approaches to addressing the challenges they bring (Workman, Homburg, & Gruner, 1998). However, few pieces discuss social media marketing on a strategic level, and none provide a comprehensive social media marketing framework.

Unlike other studies on social media marketing, which have looked at the topic exclusively through the prism of a single marketing issue, this one takes a more holistic approach. The results of this research point to four overarching dimensions of social media marketing that companies should take into account when developing or supervising their strategic approach to social media marketing (e.g. Fong & Burton, 2008; Kim & Ko, 2012; Kumar et al., 2016) or when concentrating on their customers and their means of communication (e.g. Chang et al., 2015). The results show that these factors are interconnected, thus businesses should work to establish a holistic stance across all four dimensions rather than focusing on just one of them in isolation.

A revised concept of online promotion through social media. The findings of this research provide a new perspective on advertising on social media: Social media marketing is a concept that transcends traditional marketing and advertising by using social media (in combination with other communications channels) to provide value for an organization's customers and clients. Business decisions about social media marketing's depth (from traditionalists to progressives), breadth (from flat organizations to complex ones), culture (from hierarchies to networks), structure (from simple to highly layered), and governance (from decentralized to centralized) are all part of strategic social media marketing (ranging from autocracy to anarchy).

Consequences for the overall reach of social media advertising. Business-to-customer, business-to-community, and other stakeholder connections may all benefit from a company's usage of social media for marketing purposes (i.e., when they act as explorers). However, businesses might opt to see social media as just an additional communications channel to broadcast messages to consumers (i.e., while assuming the role of protector). While the defender approach may provide some benefits to customers, it loses out on opportunities given by modern relationship marketing to create meaningful bonds with the many constituents that make up the business's ecosystem (Payne & Frow, 2005). On the other hand, the explorer approach may require firms to reevaluate the roles of internal stakeholders.

Consequences for the norms of social media advertising. Academics and professionals in the field of marketing as well as those in the fields of management and organizational behavior (Zheng et al., 2010; Deshpandé & Farley, 2004) all agree on the importance of a company's culture and environment to the success of the business as a whole. The findings of this study highlight the significance of cultural factors in social media advertising. Social media marketing firms must recognize that content may be influenced by a variety of parties (Labrecque et al., 2013). Therefore, businesses should weigh the benefits of a closed-off, conservative approach to social media marketing (which protects vital brand elements) against the costs of alienating customers who want to do business with open, progressive organizations (i.e., modernism).

Implications for organizing social media campaigns. Existing marketing research examines how marketing functions should be organized taking into account the formalization, centralization, and specialization that characterize modern businesses (e.g., Olson, Slater, & Hult, 2005). Thus, social media marketing structure, which is concerned with responsibilities and lines of authority, places significant attention on setting up such arrangement. Methodology for Social Media Advertising, in contrast to

social media marketing governance, places emphasis on who is accountable for making posts and responding to comments on social media. According to the interviews, it is crucial for businesses to include social media marketing into their overall operations. Both a hierarchical and a networked structure have their advantages, but the informants highlighted distinct sets of advantages for each. They did, however, advise that the company have a formal discussion about who exactly is responsible for interacting online with consumers, activists, and commentators.

Implications for the Regulation of Social Media Marketing. Examining the roles, duties, and power dynamics of various personnel within a company is a common focus of governance studies (Freeman & Reed, 1983). As a subfield of corporate governance, IT governance is concerned with identifying those who should be held accountable for IT-related choices (Brown & Grant, 2005). Any worker may use social media in either an official (through company-granted access) or unofficial (via personal account access) capacity, which is in contrast to the focus of IT governance, which has typically focused on the use of IT for business purposes. Therefore, research on IT governance provide nothing to the subject of social media marketing. Several companies have proposed the idea of educating employees on the private and professional repercussions of "undesirable" social media activity via social media marketing guidelines (Linke & Zerfass, 2013). Unique, however, is the attempt to integrate social media marketing standards and policy. The literature on the subject of workers' roles in marketing brands outside of the workplace (and thereby enhancing corporate value) is extensive (Morhart, Herzog, & Tomczak, 2009). Third of those asked in a recent research by Weber Shandwick (2014) identified as "social media activists" who defended their bosses and advocated on social media on the company's behalf. As a result, workers may be more equipped to advocate for the company online and market its goods to customers who have specific demands. Almost everyone in the company may now act as an advocate thanks to these innovations in technology. Policies at Nordstrom, a clothing store, for instance, outline what workers may expect from the company and how they should perform their duties. This implementation of social media marketing governance has the possibility for increased social media marketing for the organization efforts as a whole (Nordstrom, 2015; Ross, Beath, & Sebastian, 2015).

6. Conclusion and Prospects for Further Study

Several limitations of this work provide interesting avenues for further investigation. To begin, we use the qualitative approach to identify the outliers across four components of social media marketing strategy. Future research may use quantitative techniques to assess the impact of changing parameters' settings. It's also possible to investigate how these variables affect a company's or campaign's social media marketing results. For instance, researchers may look at how various variables affect brand engagement in new media vs traditional forms of advertising (Schultz & Peltier, 2013). (Hennig-Thurau et al., 2010). Second, there is an over reliance on European (and especially German) sources in the analyses. Cultural disparities in consumer social media activity have been the subject of prior research (Bernoff & Li, 2008; World News media Network, 2015). Further, existing studies support tailoring social media material to the intended audience's culture according to demographic information (Tsai & Men, 2012). Therefore, the framework should be extrapolated with care to various cultural settings. Whether cultural and economic contexts contribute to the suggested framework or merely demand alternative methods to the four dimensions is a question that may be answered by further study.

Considerations such as company culture, business-to-business versus business-to-consumer orientation, industry focus (financial services versus advertising agency), company size, and available resources can all affect where a business "should be" along each dimension of strategic social media marketing. Finally, future research should investigate how companies may develop value and core competencies by going above and beyond the requirements of regulatory or self-regulatory organizations (like the Association for WOM Advertising) in social media marketing governance.

In this study, we go into the depths of the intricacy that is effective social media marketing. In actuality, a single individual or even a small group would struggle to keep up with the complexity of social media marketing. Businesses need to encourage collaboration across departments and the four dimensions of social media marketing if they want to succeed in today's volatile market.

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