

## Management Strategy and Social Networks

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### ABSTRACT

Social network plays a vital role in the lives of people and so many people are represented in social networks. Social network provides the ideal platform for companies so that they can relate with their current and would-be customers. This study examines how companies can use social media marketing to build and maintain relationships with customers. Social media has entered into business organization and just like the internet; it has entirely changed the buying and selling processes. Social media has proven to be very effectiveness even more than the traditional marketing in spite the fact it is a recent phenomenon. Moreover, social media has been a source through which some organizations create awareness about the existence of their products and services. The social media has become a platform through which some organizations interface with their customers both far and near. As good as the social media is for organizations it has some diseconomies. This paper examines the challenges and benefits of social media as a management strategy. The study recommends amongst others that the social media platform should be used by managers in encouraging employees and not just the marketing department to participate in social media marketing which in turn will cover more ground. Also, organizations should engage consumers in friendly competitions hosted on their social media pages and also take part in self-promotion by uploading photos of events i.e., charity events Electronic Word Of Mouth is a wider horizon than word of mouth, a comment whether negative or positive placed on the internet is seen by everyone even potential customers.

**Keywords:** Social networks; Organizations; Marketing managements; Strategic tools

### INTRODUCTION

There are many ideas about the first occurrence of social media. “Throughout much of human history, technologies have been developed by humans that made it easier for us to communicate with each other” (Carlson, 2010). The Merriam-Webster dictionary defines social media as “forms of electronic communication through which users create online communities to share information, ideas, personal messages, and other content (as videos).” The same source defines networking as

“the exchange of information or services among individuals, groups, or institutions; specifically: the cultivation of productive relationships for employment or business. Social media was derived from two words – social and media. Social, as referred to here, simply means the interaction between individuals of common interest, a group, or even a community while media is the medium, channel, or platform on which allows for creation and exchange of user-generated contents. Social media, though not too long it has come into existence but it has gained widespread acceptance. In 2003, LinkedIn was launched and this was followed by Myspace and Facebook in the year 2004. Due to the characteristics of Facebook, it received a wider acceptance in social circles more than others. YouTube was launched in 2005 followed by Twitter, followed by others such as Blogging, Google+, Instagram, Pinterest, Podcasting, Snapchat, etc. All these have gained more than one billion users worldwide in just over ten years of existence. Social media networks is all about sites where individuals could relate or socialize. Where individuals could make friends, meet old and new friends and interact with each other. Social media networks has gained the attention of business managers and became the best tool used by marketers in virtually all organizations that has presence on the internet (Ahuja, 2010). The essence of social media networks is to build relationships and interactions by individuals. However, organizations use of these sites and view them as platforms on which to interact directly with existing and new customers for their goods and services. The impact of social media on business performances may be due to the effects of social media on management (Birkinshaw and Crainer, 2010), or due to the effects of social media on governance (De Hertog et al., 2011), or still due to the effects of social media on knowledge management (Schneckenberg, 2009), or its effect on strategic competitiveness (Liu and Liu, 2009). There are a large number of people who go online just to communicate in social networks. This is a unique audience that cannot be found anywhere else - not on thematic portals or in search engines. For such users, their favorite social network has become an absolute synonym for the Internet: here they communicate, get acquainted, watch videos, listen to music, search for information, and make purchases, read news and articles. Social networks have a number of advantages both for online marketing tools and for traditional advertising tools (Khalilov, 2016). This new development of using the social media networks by organizations for marketing is a clear paradigm shift from the traditional methods of interacting with customers as more than one customer can be reached easily and cheaply as well with just a click of the button. Personal interaction with customers instills smooth feeling of loyalty and questions are answered with ease. This study is meant to unfold how the effectiveness of social networks adopted by various business organizations can serve as a strategic tool for organizational marketing management.

### **LITERATURE REVIEW**

Social media is a new version of networking which individuals make use of it with the help of internet as a medium in the 21st century. It reaches large numbers of people all over the world

without the limitation of distance. Hence, it has become a highly effective tool for businesses to communicate with customers (Hartshorn, 2010). According to Elefant (2011), social media is a catchphrase that describes technology that facilitates interactive information, user created content and collaboration. Examples of social networks include Wikipedia (for reference), Facebook (for social activity), YouTube (for video sharing), and TripAdvisor (for travel networks). Social media is defined as —a group of Internet-based applications built on the ideological and technological foundations of Web 2.0. It allowed the production and exchange of the content generated by users (Kaplan and Haenlein, 2010). The presence of an exact definition of the concept of social media would help realize a comprehensive list of tools that fall into this category. But the emphasis given to collaboration assisted the common consensus on the tools that belong to the Web 2.0 generation of Web development. The ways people communicate with one another have changed as a result of Social Media. In spite of the fact that social networking existed right from the onset of humanity, with the advancement of technology the concept of social networking has become similar to other innovations and it is sophisticated increasingly in today’s world (Edosomwan et al., 2011). Social networking is the base of understanding of social media and it is impossible to learn about social media before understanding social networking. To make things simple, social media is the kind of communicating with the help of electronic media in which interested individuals generate and transfer information in the form of texts, pictures, audio and videos online. In fact, the telegraph was used to transmit messages over a long distance in the 1700s. This now has developed into the reality in which users communicate using networking tools such as Google buzz which help users to link, share photos, messages, videos and their views on a specific issue in —conversations|| and visible in the user’s inbox“ (Ritholz, 2010). Social media networks are referred to as sites or platforms that facilitate or ease the building of social relationships among different people and it offers them opportunities to share interests, activities, backgrounds, or real-life connections, (Vanessa, 2012). Social network services consist of a representation of each user’s social connections, and a variety of additional services. Social media is the medium to socialize. Social media networks are great mediums available to organizational marketers in their bids to connect with existing and prospective customers. The social media network community services are groups centered and considered as a social network service. Social networks are contents created online by people using highly scalable and accessible communication technologies. It represents how people discover, read and share news, information and contents. Social network applications provide users with new forms of empowerment and means of information sharing. Customers are able to communicate online exchanging information, comments and product reviews beyond the marketer’s control. According to Kietmann (2013), Social media marketers make use of social media platforms to raise visibility on the internet and to promote products and services. Social media sites are useful for building social (and business) networks, and for exchanging ideas and knowledge. Social media sites are becoming the go-to place for consumers who want to learn more

about a business. The publicity coming from social media marketing is such that can be trusted by consumers because the source is within the peer group either through a comment on ‘Facebook’ or a ‘retweet’ on twitter about a particular organization or product (Assaad, 2011).

### **Conceptual Clarification**

#### **Strategic Management**

According to McGrath (2013), strategic management approaches are highly dependent on the changing environment. Theories of strategy and organization often depict organizations as unitary actors, rather than collections of individuals (Felin and Zenger, 2009). On the contrary, Aime et al. (2010), asserted that individual routines play an integral role in how a firm competes. Despite disagreement among some scholars about the role of the individual to explain phenomena on a micro-level, social regularities vary and change, and require consistent re-evaluation of how individual order shapes and drives social order, especially within the failure of “economics imperialism” (King, 2012).

For instance, management could pursue market-oriented strategies to remain competitive rather than the firm’s technology-focused identity and strategies (Nag et al., 2007). Examining the micro-level analysis of a firm’s strategies and performance provide revitalization to bridge strategic management’s theory-practice gap where social systems, scientific knowledge and professional practice operate interdependently (Drnevich et al., 2020). Therefore, examining behavioral micro-processes in the real world of firm strategies could help to improve and advance understanding of actual temporal interaction data and analyses that occur within organizations and shape and drive employee social interactions and competitive actions in networks over time. Firm growth could be usefully studied as a social dynamic process of management interacting with resources. However, the firm level as a driver for firm growth, competitive advantage and collective productive resources prevents the firm from achieving stronger individual and organizational performance because the firm level ignores and minimizes the capacity and resources that individuals possess to shape and redirect the firm’s resources and capabilities. Individuals could act *ad hoc* and irrational within different contexts. Hence, the determinants of firm performance require dynamic and static analysis at the individual level.

#### **Social Networks**

Social networks, the internet and technologies now dominate the world, it becomes difficult to imagine how to live in a world without these tools. These are an integral part of working and personal time. Social networks are becoming an increasingly important and necessary means for SMEs to operate, present themselves, cooperate, and connect. What are social networks? What is their relationship and connection concerning SMEs? Social networks are web applications that

allow shareholders and businesses to communicate with each other. Regardless of whether they are a person, community, or company, all subjects and entities use modern technology tools. Social media and networks have made a huge impact on the industry. Social networking media are the community's background with approved followers.

The Internet has changed communication and conduct in a social perspective, which has led to the improvement of new types of correspondence means and channels (Ismagilova et al. 2017). At the early stages of social media introduction organizations utilized this platforms to give basic data about their organization or brand, these days organizations utilize social networking platforms as they are crucial in their marketing strategies in not just showcasing products but information which helps in maintaining relationship with clients and getting valuable buyers' bits of knowledge or important feedbacks (Alalwan et al. 2017). Web-based media changed the way how purchasers and venders collaborate by empowering open and wide interchanges and participation between them (Rossmann and Stei 2015).

From a sales and marketing research viewpoint, social network is characterized as "the innovative part of the correspondence, exchange and relationship building elements of a business which use the organization of clients and possibilities to advance worth co-creation" (Andzulis et al. 2012).

### **Major Social Media Networks**

**Facebook:** It is one of the largest social media networks and it was founded by Mark Zuckerberg, this network was originally meant to be only available to Harvard university students (Carlson, 2010). Facebook is a popular free social networking website that allows registered users to create profiles, upload photos and video, send messages and keep in touch with friends, family and colleagues. Facebook has also been involved with organizations and their brand campaigns. In April 2011, Facebook launched a new portal for marketers and creative agencies to help them develop brand promotions on Facebook. Hardly any organization now doesn't have a Facebook account; it has been recognized as both a social and business front for individuals and their businesses which is one of its unique features, it is also recognized as a portal for political access. With nearly 2.5 billion monthly users, Facebook is hands down the largest social media site in the world. While that practically ensures at least some audience regularly uses the platform, it's developed a somewhat negative reputation amongst younger users that are increasingly turning to other alternative sites. Regardless, if an organization's brand stands to benefit from sharing industry-related news, engaging (short-form) videos, graphics and other visually appealing content—especially if their primary audience is above the age of 30—then consider having a presence on Facebook. They might also consider leveraging Facebook groups to gather their customers or community in one place online. Facebook groups, unlike Facebook business pages, aren't for advertising, but they can be helpful in creating conversation. Who's on Facebook (and

Why): 68% of U.S. adults report using Facebook, with 51% saying they're active multiple times daily. Usage is spread pretty evenly amongst males and females, while users tend to get increasingly active as age increases (especially beyond the 40+ year old demographic). The Content that Works Best on Facebook: The more interesting, engaging or even polarizing your content is, the more likely it is to go viral on Facebook. Lean heavily on short videos, eye-catching images and attention-grabbing headlines to attract an audience. For Facebook groups, interactive content and conversation-starters are the way to go. Consider live streams and polls (Robinson, 2021).

**Twitter:** It was created by Dorsey, Williams, Stone and Glass and was launched in March 2006 (Miller, 2010). It is an online social networking and micro blogging service that enables users to send and read short 140-character text messages, called "tweets" where registered users can read and post tweets, but unregistered users can only read them. Its mission is 'To give everyone the power to create and share ideas and information instantly, without barriers'. It was ranked among the ten most visited website and as of June 2014 has over 500 million users with 271 million monthly active users 500 million Tweets are sent per day 77% of accounts are outside the U.S and supports 35 plus languages according to Twitter's home page (Kietmann, 2013). Twitter gives its users the opportunity to either 'retweet' 'favorite' or 'reply' any initial tweet and the occasional 'trending topic' which will enable an organization know what the consumers are buying at that particular period. It allows for direct communication between an individual and any organization. Organizations have the chance to purchase ads on twitter, buying twitter ads is very different from newspaper ads. In newspaper you are buying a square on a piece of paper which may or may not be read or entertained by thousands of readers but when you purchase a twitter ad you are actually buying space on an individual's (which you can choose) timeline. In April 2013, Twitter made this feature even more unique by allowing advertisers to send ads only to people who mention specific keywords that may relate to their product or organization in their timelines. This feature has enabled organizations to not only handpick their target individuals but to also have an idea on the amount of prospects available. The creation of the 'hash tag' this enables your attendees to tweet about the event putting the hash tag sign in the tweet, anybody who views the hash tag will be able to review other's view with the same hash tag. Youtube: It is a free video sharing site and social network. Anybody can watch and share videos on YouTube (the content ranges from music videos to how-to demos to amateur filmmaking) but to access additional features a person must register for an account, according to a segment published in 2006 by BBC news YouTube is now a subsidiary for Google being purchased for \$1.65 billion. It was founded by Hurley, Chen and Karim. Communication through YouTube was enabled through the comment section which appears under every video. Businesses place ads and can actually see what consumers think of the advertisement itself, this is really new for marketers, normally when an advertisement is sent out a marketer or

the business has no idea how it is perceived by the consumer the main aim at that point was just to create awareness (Benady, 2014). This new method of communication has left organizations vulnerable to backlash or criticism from consumers who may feel some adverts are inappropriate or offensive to a particular gender, race or social status. Organizations have to undergo deep screening for their adverts before they are allowed to air in order to prevent criticism.

While twitter's monthly active user numbers have hovered consistently around 300 million for a while now, a whopping 40% of those users are active on the site multiple times daily, suggesting that if an audience uses the platform, they're likely very engaged. The popularity of this social media site remains high amongst tech-savvy users and is particularly active in B2B verticals related to business, marketing and politics today. Who's on Twitter (and Why): 63% of Twitter users are between the ages of 35 and 65, with males making up nearly two-thirds of those people. The Content that Works Best on Twitter: Twitter has become a very popular medium to communicate breaking news, digest bite-sized content, and communicate directly with your users in real-time. Videos and images tend to stand out best, but a well-timed written tweet still works wonders if an organization is hopping on trending topics and are particularly witty. they should prioritize Twitter (Robinson, 2021).

**Instagram:** Long the home of influencers, brands, bloggers, small business owners, friends and everyone in between, Instagram has topped well over 1 billion monthly users. If you're wondering whether a meaningful segment of your audience spends time on the platform, the answer is almost surely a resounding yes. Who's on Instagram (and Why): Instagram has become one of the most popular social media platforms for teens and young adults, especially in the U.S. Use of the app slowly drops off with age but stays consistent across both men and women, so if your customers are under 40, then Instagram can't be ignored. The Content that Works Best on Instagram: Beautiful photography, stunning visuals, unique designs, selfie-style video that speaks directly to your audience and a cohesive theme to your content will help you stand out on Instagram. You Should Prioritize Instagram if: Your target audience is under the age of 40, you run a lifestyle, ecommerce, or photography business. what do you daydream about? Top Social Media Sites(Robinson, 2021).

**YouTube:** YouTube hails as the second most popular search engine in the world today, right behind its parent company, Google. If your business could benefit from producing video tutorials or walkthroughs, visually-driven instructional content, product reviews or interviews, then this social media platform is a must for reaching their more than 2 billion monthly users. Who's on YouTube (and Why): A whopping 73% of U.S. adults report regularly using YouTube, with a heavy concentration in the age range of 15 to 34 years olds. YouTube is broadly popular amongst both men and women, and usage tends to go up alongside income and level of education. The

Content that Works Best on YouTube: Video only. Depending upon your type of business and who your audience is, both long-form and short-form video content can work very well on this platform. Most viewers tune in for a combination of education and entertainment, so whether you're teaching your audience about emerging marketing tactics or streaming video gameplay, work hard to retain their attention throughout your videos. You might also consider tapping into popular YouTube trends like unboxing videos (especially if you rep a physical product) and "with me" content that takes viewers along with you for the ride. Additionally, if starting a YouTube channel feels ambitious, partnering with YouTube influencers who are excited about your mission could help you test the waters before you dive in. You Should Prioritize YouTube if: Your audience is below the age of 50 and consumes video content as a means of either education or entertainment (Robinson, 2021).

**TikTok:** This new kid on the block is less than two years old, but received over 1 billion downloads of their video-based app during their first year of operation. Today, TikTok reportedly sees over 800 million monthly users, which instantly places it amongst the top social media platforms in the world in terms of sheer user figures. Who's on TikTok (and Why): Around 50% of TikTok's audience is under the age of 35 in the U.S., with the majority of that audience concentrated amongst those between the ages of 16 to 24. The Content that Works Best on TikTok: Entertaining, interesting, comedic and sometimes nonsensical short-form video content, usually set to the tune of popular songs. Think fun, catchy music-video style content. You Should Prioritize TikTok if: You want to reach (and entertain) a young audience with fun video-based content that doesn't often have a direct connection to your products or services. Being overly self-promotional on this platform won't build you a loyal following, so be prepared to take the approach of entertaining first (Robinson, 2021).

**Pinterest:** Pinterest has become a very popular social bookmarking tool for saving ideas and finding creative inspiration when it comes to everything from cooking to DIY home projects, vacation ideas, interior design, business and everything in between. With an audience predominantly consisting of adult women, this social media platform is also often cited as a crucial part of the product discovery journey. Who's on Pinterest (and Why): With over 320 million monthly users, Pinterest boasts one of the most concentrated audiences of women amongst all social media sites. Nearly 80% of their users are female, with a heavy concentration amongst millennials. The Content that Works Best on Pinterest: Vertically-formatted images do best on this platform, due largely to the browsing experience users are presented with. Polished imagery with clear copy that conveys what the Pinner will see if they click through performs best. Numbers, lists, and quotes should be a big part of your strategy here. And don't forget to consider keywords and search terms in your imagery. You Should Prioritize Pinterest if: Your audience consists

predominantly of adult women, your business is related to lifestyle, fashion, decorating, or DIY (Robinson, 2021).

**Snapchat:** Despite seeming to lose some ground to competitor social media platforms like Instagram and TikTok, Snapchat still remains one of the most heavily used apps with the under 25 years of age demographic—boasting over 300 million monthly users in recent months. Most Snapchat users frequent the app in order to share updates and communicate with friends and family through disappearing images and short video messages. Who’s on Snapchat (and Why): Young adults between the ages of 18 and 24 make up a massive 78% of active users who partake in the platform’s over 14 billion daily video views. Users tend to skew slightly more toward females, with the majority accessing the app daily. The Content that Works Best on Snapchat: Video-driven storytelling. If you have a knack for creating compelling (usually selfie-style) short videos that can entertain & educate a young audience, then Snapchat is a no brainer platform for you to form connections with your customers. You Should Prioritize Snapchat if: You want to reach a young audience and have an affinity for creating bite-sized, engaging video content. Like with TikTok though, don’t expect to flip on your camera and talk about your products all day, as most Snapchat users are here to be entertained (Robinson, 2021).

### **Social Media Functionalities**

Kietzmann et al. (2011) contributed the base which helps to analyze the impact of Web 2.0 instruments on business by differentiating the seven functional elements which are used as building blocks of a Web 2.0 tool. According to Kietzman et al. (2011), the seven functional building blocks of Web 2.0 and their impacts on the capabilities of businesses are:

- 1) Identity: this is the extent to which users reveal themselves and has the impact in the sense that the company’s capacity to monitor the privacy of data and gives tools for branding at a personal level and help promoting one self.
- 2) Conversation: is the extent at which users make use of the tool to interact and assist the company to be able to control and monitor communication and to determine sufficient moments for beginning conversations.
- 3) Sharing: is the extent to which users exchange, distribute, and receive content and assist the company to be able to administrate content and determine the items which may have the potential for viruses.
- 4) Presence: is the extent to which users are aware of the presence of one another and enable the company to create and manage the context by analyzing user availability and location.

5) Relationship: is the extent to which users relate to one another and enable a company ability to administer the relationship with the network by examining how strong is the relations and the patterns of communication.

6) Reputation: is the extent to which people who use social media are aware of the social standing of other social media users and enable the company to identify a measure that evaluates how strong the sentiment of

Others is.

7) Group: is the extent to which users form communities but the problem is identifying the rules which guide membership and criteria for becoming a member of the group. Networked business institutions enjoyed a competitive advantage as a result of the introduction of Web 2.0. This refers to companies which could effectively use social media instruments for making two-way communications, collaboration, and the process of business enhanced

### **Social Media Versus Traditional Media**

The difference between social media networks and the traditional media is basically the user participation. Both are used to reach out to customers. The major difference is the fact that social media network is the only media where customers can reach out to organizations directly. Over 50% adults use the internet by participating in social networking which indicates that this number has a significant implication on businesses. Marketing companies use customized data mining software that enables them to keep track of consumer behavior, spending pattern and satisfaction ratings. These findings are used to measure the effectiveness of marketing campaigns in terms of return on investment (ROI) and other performance indicators (Kasavana, 2018).

### **Challenges and Risks with Social Media Networks**

According to a global survey stated in an article by Bennett in 2014 which was conducted in October 2014 by Hootsuite and Harris Poll which included professional marketers, the major challenges of social media marketing involved; Assessing the effectiveness of social media activities received 67%, designing an overall social media strategy 62%, taking data gathered from social media and turning it into something actionable 61%, educating staff on how to use social media 59%, making sense of all the data gathered via social media 56%, aligning social media strategies throughout different departments within the company 55%, creating 'buy in' among executives at the company about the importance of social media 44%, knowing when to take action about data obtained through social media 42%, keeping social media accounts safe from security breaches 27%, difficulty controlling brand 23%, other 1%, none of the above 5%.

Social media and its associated risks have captured the attention of many authors. A very early study by Griffiths and Light (2008) focuses on the problem of media convergence, whereby a gaming website includes social media features, putting vulnerable young audience at the risk of scamming. An Australian study suggests that many users are unaware of the potential risks of disclosing personal information on social media site, or consider themselves as low risk targets (Tow et al. 2010). Krasnova et al. (2010) find that the ease of forming and maintaining relationships on an enjoyable social platform motivates users to disclose personal information. Their study shows that user trust in a service/network provider, and privacy control options on a networking site greatly dismiss user perceptions of associated risk. Vishwanath (2015) finds that farcing attacks on Facebook occur at two levels – victim to phishers with phony profiles and victim to phishers soliciting personal information directly from them.

To combat the privacy problem of photos, videos, and other content posted online, Fogués et al. (2014) developed a Best Friend Forever tool that automatically distinguishes friends on a user's profile by assigning individual values based on relationship ties. Zhang et al. (2016) find that incorporating non-verbal features of reviewers can massively improve the performance of online fake review detection models. Gerlach et al. (2015) find that user perception of privacy risks has a mediating effect on the relationship between policy monetization and user willingness to share information. Choi et al. (2015) find that information dissemination and network commonality has a high impact on individual's perception of privacy invasion and relationship bonding that impedes transactional and interpersonal avoidances.

### **Negative Stigma Attached to Social Media Use**

Some studies suggest that there is a negative stigma associated with the use of social media in the workplace. In a typical case study, Koch et al. (2012) analyze three employee layers in an organization to find that new hires (users of social media sites) showed improved morale and employee engagement, some middle managers (non users) were frustrated and experienced isolation, while the senior execs were wary of social media use. In a contrasting case, Cao et al. (2015) suggest that social media has the potential to build employees' social capital to positively influence their knowledge integration. In discussing the impact of social media on organizational life, Koch et al. (2013) find that conflicts can stem between workplace values and the values these employees ascribe to social media.

. Huang et al. (2015) debate the concept of communicational ambidexterity to understand the conflicting demands of managing internal organization communication in contrast to open and distributed social media communication. Wu (2013) suggests information-rich networks enabled

by social media tend to drive job security and employee performance. Ali-Hassan et al. (2015) show social and cognitive use of social media has a positive influence on employee performance, while hedonic use of social media leaves a negative impact on routine performance.

### **Social Media and Value Creation**

Studies in the extant literature have particularly focused on the aspect of value creation within online communities. As Ridings and Wasko (2010) have observed, an online discussion group/community is a direct product of its social and structural dynamics. Porter et al. (2013) investigate firm value and find that a sponsor's efforts are stronger with positive and direct effect on trust building. Luo et al. (2013) suggest that social media has faster predictive value than conventional online media, and that the embedded metrics like consumer ratings are leading indicators of a firm's equity. Hu et al. (2015) develop a formative model with an aggregate online social value construct and identify factors to increase user benefits and satisfaction, ensuring customer retention via continued usage of online services. In a public organization study focussing on social networking system, Karoui et al. (2015) suggest that differing perceptions of social capital can result in actors adopting differing strategies for holding their social position within an organization. Barrett et al. (2016) find that value creation in online communities expands beyond the dyadic relationship between a firm and the community to include a more intricate relationship involving stakeholders of a wider ecosystem. Dong and Wu (2015) use data from Dell and Starbucks and find substantial evidence for online user innovation-enabled implementation increasing firm value. Overall, the studies on social media and value creation emphasize on influence of social and structural interplay on sustainability, which is visible over longitudinal examination of their relationship to one another. Connecting with the general population to maintain public image is essential to keep up with the ideal public impression of an organization's activities among the overall population (Carter, 2006). Organizations have several means to communicate with the general public which are accessible such as giving a press release, for example, public statements or press release (Westphal and Zajac, 1998) or utilizing broad communications like TV or sites (Winter et al., 2003). With the ascent of social networking platforms, organizations have additionally the potential chance to convey their public impression by participating in web-based media as a supplementing channel to impact and control how an organization is seen by general society (Aral et al., 2013). Organizations share data on Social Media Platforms to construct their image, promote their products and services, give client's customer service, include clients in the product advancement stages, and show corporate social obligation (Culnan et al., 2010).

### **Theoretical Framework**

Social Media and modernity theory: The first theory is Media and modernity theory by Thompson in 1995. The theory states that the development of communication media from its early days of print to recent days of electronic communication was due to the rise of modern societies. It takes into consideration technological advancements, changes in income and culture of people from the primitive to the modernity stage as well as education and social economic variables. The theory further argues that in order to fully understand the nature of modern societies we must first look into communication media and their impact. The proponent gave an instance of print media and how it started to spread during the early days of its development due to factors such as urbanization, industrial development, technological advancement, and increased number of elites by 1500s. The focal contention is that the way of social media is an impression of modernizing advancement methodologies or stages that a general public would have arrived at. In perspective of this hypothesis, social networking is an aftereffect of modernizing ICT that impacts association and individual correspondence, it is a consequence of the relationship between innovative headway and changing worldwide society of correspondence and relating past national state limits. The theory is subject to criticism based on the fact that in reality there are circumstances under which the advancement of media cannot be controlled by level of innovation alone but instead exchange of numerous variables, for example, innovative exchange starting with one nation then onto the next, steady government arrangements on media and worldwide financial exchanges.

Resource mobilization theory of social media: Another social media theory is the “Resource Mobilization Theory of Social Media” by Wiest et al. (2011). The theory borrows from the work of scholars on resource mobilization theory such as Jenkins (1983), which states that resources (time, money, organizational skills, and certain social or political opportunities) are very central toward success in any social movements. It is argued that these scarce resources can be mobilized through social media, something which would not have otherwise happened. An example is the Arab spring social movement in Egypt and Tunisia where social media was used to mobilize people for demonstrations or to seek political support from individuals or organizations, social media proved resourceful in mobilizing people and getting them to participate in anti-government movements in Egypt (Wiest, 2011).

## **CONCLUSION/RECOMMENDATIONS**

It has been observed from the available literatures reviewed that social media networks have a positive impact on business growth and performance. It is so because through social media networks organizations could reach out to the public. The specific needs of customers are properly addressed. For example, for the majority of recruiters, LinkedIn, Twitter, Facebook, and employee referrals have officially surpassed traditional job boards as the preferred way to acquire talent for business organizations. Today’s leaders must embrace social media for three reasons. First, they

provide a low-cost, highly accessible platform on which a personal brand can be built, and also communicates our identity within and outside the company. Second, they allow engaging rapidly and simultaneously with peers, employees, customers, and the broader public in order to leverage relationships, show commitment to a cause, and demonstrate a capacity for reflection. Third, they give an opportunity to learn from instant information and unvarnished feedback. Companies that are at the maturity stage in the product lifecycle can adopt social media to extend their business survival if they fail to do so, they are undoubtedly going downhill in the coming years.

Based on the findings established during the course of this study, the following is recommended to managers of various organizations.

- The study therefore recommends that the social media platform should be used by managers in encouraging employees and not just the marketing department to participate in social media marketing which in turn will cover more ground.
- Organizations should use social media networks as tracking system; traffic on organization pages can be monitored comparing the attention given to a particular product or campaign on the company's profile page to the sales of that product or brand. Polls can also be useful
- Organizations should use social media as a good platform to build goodwill and improving corporate image. As management strategy, organizations should engage consumers in friendly competitions hosted on their social media pages and also take part in self-promotion by uploading photos of events i.e., Electronic Word Of Mouth is a wider horizon than word of mouth, a comment whether negative or positive placed on the internet is seen by everyone even potential customers.
- As a management strategy, the organization should never engage in a war of words with consumers or competitors on social media rather they should put in place a damage control team in case a campaign is not well received by the public causing a backlash.
- Organizations should choose a suitable social media network to advertise their products. Some products are better advertised through demonstration which can be done through videos placed on YouTube. ie marketing department has to determine the best way to present the product or service to the public or consumers.

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