

## Correlating the Social Media Functionalities to Marketing Goals and Strategies

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### Abstract

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In recent years numerous articles are written about the characteristics and topographies of social media. Some of the previous researches have examined the popularity of social networks among consumers and the motivations for usage, while other researchers have focused on motivations of marketers to use the social media and how it has impacted the marketing processes. Even though there are vast stream of social media published articles, no explicit attempt has been made to relate the social media functionalities to overall marketing objectives and strategies of a company. The purposes of this article are:

- A. To conduct an across-the-board social media literature review by focusing on the reasons for popularity of social media from consumers and marketers perspectives, and to demonstrate that no explicit attempt has been made to relate the social media functionalities to marketing goals and strategies.
  - B. Based on some of the key concepts emanating from marketing and economics theories to propose a comprehensive conceptual framework, with the objective of correlating the social media functionalities to five proposed marketing objectives and eight interrelated marketing strategies.
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**Keywords:** Social Media, Marketing Goals, Marketing Strategies

### 1. Introduction

Historically, marketers have achieved their marketing communication goals through unilateral and one-to-many channels such as print, radio, television, and more recently the Internet, broadcasting carefully-controlled messages of persuasion with limited opportunities for reciprocity (Berthon et al. 2008).

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However, in recent years, due to internet based information technology innovations, the out-of-date marketing communication channels have lost its effectiveness and efficiencies and have undesirably impacted marketer's ability to market their product and services. The advent of social media technologies has altered this dynamic by enabling an elevated degree of two-way dialogue between the marketers and its customers, as well as providing a mechanism for customers to collaborate amongst themselves. Consumers can suddenly participate in creating and sharing knowledge about a company's products and services, a process that simultaneously conveys to the company potential risks such as negative word of mouth marketing (Fournier and Avery 2011). Nevertheless, social media has also provided opportunities for marketers gaining competitive advantages in the forms of collaboration-based productivity (Soriano et al. 2007). Li and Bernoff (2008) have identified a significant shift in the association between customers and companies, whereas companies are no longer able to control customers' attitudes, instead, customers are guiding the dialogue by using new media to communicate about products and companies. The social media has enabled consumers and customers to exert control over the marketing relationship, the flow of information, and dictating the nature, extent, and context of marketing exchanges (Mangold & Faulds, 2009), and impose a dramatic impact on a brand's reputation Kim and KO (2010). Social media has become more imperative given the wide acceptance by billions of people all over the world.

## **2. The Purposes of this Article**

In recent years numerous articles are written about the characteristics and topographies of social media (e.g., Bulut 2012, Desautels 2011, Chapman 2011, Kaplan & Haenlein 2010, Wattal et al. 2010, Mangold and Faulds 2009, Trusov et al. 2009, and Boyd & Ellison, 2007). Some of the previous researches have examined the popularity of social networks among consumers and the motivations for usage (e.g., Laroche et.al 2012, Chen et.al, 2011, Clark & Roberts, 2010, Pempek et al 2009), while other researchers have focused on motivations of marketers to use the social media and how it has impacted the marketing processes (e.g., Fournier and Avery 2011, Kaplan & Haenlein 2010, Mersey, et.al 2010). It is perceptible that marketers should align their social media functionalities with the global marketing goals and strategies of the company before accepting the social media pledged potentials.

Even though there are vast stream of social media published articles, no explicit attempt has been made to relate the social media communication goals to overall marketing objectives and strategies of a company, by relying on an integrated conceptual framework emanating from key concepts of marketing and economics theories. As it will be shown in the literature review section of this paper, while few conceptual frameworks have been proposed, none of them have endeavored relating the intertwining social media communication goals and marketing goals and strategies. The overall purpose of this paper is to propose such conceptual framework.

### The Purposes of this Article Are

A. To conduct an across-the-board social media literature review by focusing on the flowing categories of research areas and prominent published articles:

- The definitions of social media.
- The reasons for popularity of social media from consumers and marketers perspectives.
- Consumers and marketers centered empirical researches.
- Proposed conceptual frameworks.

B. Based on literature review findings, to show that no explicit attempt has been made to relate the social media functionalities to marketing goals and strategies.

C. Based on some of the key concepts emanating from marketing and economics theories to propose a comprehensive conceptual framework, with the objective of relating the social media functionalities to five proposed marketing objectives and eight interrelated marketing strategies.

### **3. Social Media Definitions**

The Social Media phenomenon interchangeably is referred to as: "Social Media Networking" (Boyd & Ellison, 2007). "Consumer Generated Media" (Mangold and Faulds 2009), "Social Networking" (Trusov, et al. 2009) "Web 2.0" (Wattal et al. 2010), and "User Generated Information Systems" (Desautels 2011). The 'network' is referred to as "establishment of ties between individuals, groups of people, organizational departments or corporations, that lead to the creation of social networks" (Wasserman & Faust, 1994).

Social Networks are capable for collecting information and feedback from customers, initiating two-way conversations with customers and developing relationships with customers (Enders et al., 2008; Kaplan & Haenlein, 2010). Social media is any kind of information shared through social network, using social networking websites or services (Bulut 2012). "Social Media Networking (SMN), a related term is defined by Boyd & Ellison, 2007:"a web-based application that allows anyone to construct any web contents, from uploading photos, videos to descriptions like personal, organizational, or employers' details. Social Networking sites have likewise been described by Trusov et al. (2009) as: "networks of friends for social or professional interactions". Kaplan & Haenlein (2010) have traced the origin of Social Media to Tom Truscott and Jim Ellis from Duke University who created the Usenet, a worldwide discussion system that allowed Internet users to post public messages in 1979. The term "weblog" was first used in 1977, it was created to reflect the process of "logging the web", and then it was shortened to Blog (Chapman (2011). Those initiations led to creation of social networking sites such as MySpace (in 2003) and Facebook (in 2004). Mangold & Faulds (2009) have pointed out that Social Media includes various types of Internet communications including social networking sites, creativity works sharing sites (e.g., YouTube, Flickr), collaborative sites (e.g., Wikipedia), commercial communities (e.g., eBay, Amazon.com, Craig's List), and business networks (LinkedIn)", while Kaplan & Haenlein (2010) have defined Social Media as "a group of internet based applications that build on the ideological and technological foundations of interactive Web 2.0, and it allows the creation and exchange of user-generated content". In above definitions, from marketers viewpoint, the central and conjoint factor can be recapitulated as "Engaging in social or professional interactions via Internet based communication with the aim of creating beneficial relationships through user generated content, engagement, and collaboration.

#### **4. The Reasons for Popularity of Social Media**

##### **4.1 Consumers Perspective**

Consumers are no longer merely passive recipients in the marketing exchange processes; they are taking an increasingly active role in co-creating everything from product design to promotional messages (Berthon, et al. 2007, Etgar 2008), and providing solutions from different locations across the world in a very short period of time (Lea et al., 2006).

In consumer markets, the social media is extensively used by customers to disseminate information about brands (Mangold & Faulds, 2009), and to publicize their personal evaluations of purchased products and thus facilitating word-of-mouth communication or consumer reviews (Chen et.al, 2011). In an online environment people like the idea of contributing, creating, and joining communities to fulfill needs of belongingness, being socially connected and recognized or simply enjoying interactions with other like-minded members (Laroche et.al. 2012). According to Vinerean et.al (2012) "peer communication through social media has profound impacts on consumer decision making and thus marketing strategies". Social media has influenced consumer behavior from information acquisition to post-purchase behavior (Mangold & Faulds, 2009, Vinerean 2013). Indeed, online social networks have profoundly changed the propagation of information by making it incredibly easy to share and digest information on the internet (Akrimi & Khemakhem, 2012).

#### 4.2 Marketers Perspective

Williams & Cothrell (2000) have indicated that social media affects and influences perceptions, attitudes and end behavior of consumers. At the same time, it has been used by marketers to generate value for their brands through information, knowledge, conversations, relationships and e-commerce. The analytics technologies have equipped the marketers with tools to analyze customer behavior, preferences, and to engage in segmentation activities (Sharma 2002, Hagel & Armstrong, 1997).

The much higher level of efficiency and effectiveness of social media compared to other traditional communication channels has made it crucial for marketers to participate in Facebook, Twitter, and MySpace. The reason is Web 2.0 has offered them a collection of in-depth information about consumer preferences and lifestyles, enabling micro-targeting and addressable and customized messaging (Kaplan & Haenlein, 2010, Fournier and Avery 2011, Laroche et al. 2012, and Jansen et al. 2009). The above capabilities have also been accentuated by Mersey et al. 2010 who also concluded that social media has provided an opportunity for marketers to engage and interact with potential and current consumers, to encourage an increased sense of intimacy of the customer relationship, and build all important meaningful relationships with consumers. The emerging Web technologies would finally grant marketers the power to deliver on relationship marketing in the true spirit and intention of the term (Fournier and Avery (2011).

## 5. Empirical Researches

An increasing number of marketing scholars have examined the impact of social media both on consumers and marketers. This section recapitulates their findings.

### 5.1 Consumers Focused Researches

Vellido et al. (1999) studied the online activities of social media users, by identifying different types of users, and the segmentation of these users. The aim of the study was to characterize the on-line shopping adoption process. Li and Bernoff (2008) have segmented active participants in social media based on their different types of social behaviors. The usefulness of online consumer product reviews for consumer decision-making has been examined by Sen and Lerman 2007, and by Smith et al. 2005. Vinerean et.al 2012 examined how different predictors related to social networking sites have a positive impact on the respondents' perception of online advertisements. Yeo (2012) presented a research on social media users. They concluded that social media uses falls into two personality categories, as oriented towards the self or towards others. Lindidge, et al., (2013) applied ecological models of health behavior to marketing communications to achieve behavior change.

### 5.2 Marketers Focused Researches

The implications of online consumer product reviews on product sales and firm marketing strategies have been scrutinized by Godes and Mayzlin 2004, Chevalier and Mayzlin 2006, Liu 2006, Mayzlin 2006, and. Dellarocas et al. 2007. Dhar and Chang (2009) analyzed the value of online consumer reviews for sales forecasting. Shih (2009) explored how social networking information is used to reach business-to-consumer, and business-to-business customers.

Chen et.al (2011) examined the relationships between consumer posting behavior and marketing mix variables and how these relationships evolve as the Internet and consumer review websites attract more universal acceptance. Subramaniam et al. (2013) investigated the transition scenario of marketing communication channels from traditional architectures to social media networking. Parsons (2013) examined how companies were using social media in their marketing and advertising strategy by content analyzing the official Facebook pages of seventy global brands.

Michaelidou, et al. (2011) studied how UK organizations have used the Social Networking Sites (SNS) to achieve brand objectives, what were their perceived barriers and how they have measured the effectiveness of SNS as a marketing tool. Cader et.al. (2013) analyzed the marketing activities implemented by organizations in the UAE on social media which were focused on increasing the brand awareness, advertising, feedback on products or services, promotional offers, directing traffic to the organizations website, and market intelligence gathering.

Many attempts are made to address the issues related to measurement of social media effectiveness including Dwyer (2007), Fisher (2009), Hoffman and Fodor (2010), Weinberg, et al. (2011), Trainor et al., (2011) Paine (2011), Nair (2011) Kumar & Mirchandani (2012), Divol, (2012), Kelly (2012). Dwyer (2007) used a new metric for measuring the value a community assigns each word-of-mouth instance and the value the community assigns to the members that create them. Fisher (2009) analyzed the current state of ROI in social media. Weinberg, et al. (2011) suggested that there is continuous demand for 'proof' of return on investment (ROI) for social media spending, and a significant degree of uncertainty among marketers with respect to allocating effort and budget to social media. Hoffman and Fodor (2010) have advocated instead of calculating the return on the company's investment, managers should assess consumer motivations to use social media. Trainor et al. (2011) introduced and empirically tested a model that conceptualized e-Marketing as the integration of complementary technology, business and human resources that, when combined, positively influence firm performance. The results highlighted the importance of how market and technology orientation combined has influenced the firm performance by improving customer retention and satisfaction. Paine (2011) has proposed the metrics to measure the effectiveness of business relationships, even if the established relationships are fuzzy and intangible, Kumar & Mirchandani (2012) have advocated that marketers should identify social media users who are both influential and particularly interested in the company's product or service category, incentivize these influencers to talk about the company's products and services category, and then use metrics to calculate the value of individual's influence. Kelly (2012) discussed the effectiveness of various approaches to the social media, and how to formulate measurable social media strategies.

## 6. Conceptual Researches

Few scholars have attempted to propose a comprehensive conceptual framework to analyze the social media phenomenon. Kietzmann et al. (2011) proposed a framework of "honeycomb" consisted of seven functional building blocks that define social media in terms of "Identity, Conversations, Sharing, Presence, Relationships, Reputation, and Groups". The different social media activities were defined by the extent to which they focused on some or all of these blocks. Each block allows them to unpack and examine a specific facet of social media user experience, and its implications for firms. Larson and Watson (2011) suggested a "social media ecosystem" framework which encompassed all stakeholder groups (customers, employees, investors, suppliers and corporate customers, and government) who might interact via social media with the firm. In addition to inter-stakeholder communications (e.g., government to-corporate supplier, employee-to-investor), members of each stakeholder group can also communicate with one another in what we call intra-group communication. They recognized fifteen possible two-way inter-group interactions and thirty possible intra-group interactions that could combine to form at least 450 different communication configurations. In a similar manner, Hanna, Rohm, & Crittenden (2011) proposed a systematic way of understanding and conceptualizing online social media, as an ecosystem. Their contribution was relating the elements involving both digital and traditional media. Weinberg, et al. (2011) highlighted the different nature of social objectives. They suggested that the social media objectives (e.g., Conversation, sharing, collaboration, engagement, evangelism) differ from traditional media objectives (e.g., Awareness, knowledge, recall, purchase). With social media, organizations may emphasize engagement with consumers and consumer evangelism (e.g., generating positive word of mouth, engaging conversations about a brand).

From above discussion it is obvious that none of the above attempts have focused on integrating the social media communication goals and campaign activities to the global marketing goals and strategies of an organization, and that is the primary contribution of this article as presented in following sections..



## 7. The Proposed Conceptual Framework

The primary objective of this article is, based on key constructs emanating from marketing and economics theories, to propose a comprehensive conceptual framework, with the aim of relating the social media communication goals and activities of an organization to a set of proposed marketing objectives and interrelated marketing strategies. Since 1948, the American Marketing Association (AMA) has been responsible for the official definition of marketing. As early as 1935, the National Association of Marketing Teachers, a predecessor of the American Marketing Association, conceived the original definition of marketing as “the performance of business activities that direct the flow of goods and services from producers to consumers” (Keefe 2004). The 1935 definition stayed around until 1985, when the AMA redefined “Marketing” as: “the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals” (Bennett 1988). In 2004, the (AMA) issued a new official definition again: “Marketing is an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders (Gundlach 2007, Hennig-Thurau, et al .2010).

In 2007, due to criticism levied on 2004 definition (Wilkie 2007, Gundlach and Wilkie 2009), the definition was revised as: “Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.”. The 2007 definition was again approved as valid in 2013 by the AMA Board of Directors. No matter how marketing” has been defined the pivotal construct of “forming valuable exchanges and relationships” either explicitly or implicitly, has been present in all definitions. From the study of economics, it is well understood that economic exchanges, as a means of satisfying needs, are built on positive perceptions of a cost benefit ratio (Bagozzi 1974). Logically it can be concluded that marketing is a process designated to “create exchanges”. In essence, this means that both consumers and marketers enter into exchange relationships when there is a set of conditions in which the perceived costs are lower than the perceived value of the benefits to be derived from the exchange. Costs encompass money, time, effort, social risk, and so on.

Benefits would include image of self, functions at or above expectations, addition to knowledge or experience, ownership, ease of access, etc. Exhibit 1 is a display of one possible set of factors in the cost / benefit ratio. A series of blank rows from the last entry to the nth item is a reminder that this is a partial and illustrative list of factors.

### Exhibit 1 : Partial Listing of Factors Perceived to be Costs or Benefits

<b>Partial List of Factors Perceived to be Costs (Ci)</b>	<b>Partial Listing of Factors Perceived to be Benefits (Bi)</b>
C1: Cost of acquisition	B1 Improved self- image
C2: Cost of making decision	B2 value of optional features
C3: Cost of spending time	B3 Sex appeal
C4: Disposals Costs	B4 Ease of obtaining delivery
.	B5 Ease of Obtaining the product/services when needed
.	.
.	.
Cn Cost of social risk	.
	Bn: The benefit of Augmented product

Expectations are perceptions of how the good / service will perform. The performance of product and/or services will naturally be evaluated by consumers based on their perception of the cost / benefit ratio. Thus, attaining exchange relationship is a matter of understanding the association between the firm's perceptions of its cost / benefit ratio, the consumer's perceptions of the elements in its cost / benefit ratio. The fit between these two perceptions defines the effort needed for exchange relationships to exist. When the consumer perceives the elements of cost being = or < her/his perception of benefits, then the ratio for the good or service can be said have "value." According to Blattberg and Deighton (1996), attracting and keeping highest-value customers is the cornerstone of a successful marketing program. In symbolic terms either party to the exchange may face a situation where in the ratio of  $\sum C_i / \sum B_i$  is either = 1, < 1, or > 1. Relating the perception of costs to benefits, the following potential three possibilities exist in any given exchange relationship:

1. The all-encompassing Perceived Costs < The all-encompassing Perceived Benefits, or  $\sum C_i / \sum B_i < 1$ , this is an ideal position for either party to the exchange relationship and it implies the existence of a long-term relationships would be very likely if both parties hold this perception of the ratio.
2. The all-encompassing Perceived Benefits = the all-encompassing Perceived Costs, or  $\sum C_i / \sum B_i = 1$ , this is a short-term suitable position for either party. Likelihood for long term exchange relationship will be enhanced if other party is at Cost < Benefit.
3. The all-encompassing Perceived Costs > the all-encompassing Perceived Benefits  $\sum C_i / \sum B_i > 1$  When perceptions of the ratio give this result, for either party, the relationship will end soon unless perceptions can be changed to give a better ratio result.

The interface between "Consumer Perception of Value" and "Marketer Perception of Value" constitutes the dynamic nature of market place and conceivable set of possibilities that may exist in any given market. Certainly, the corresponding marketing goals expressed in the context of exchange relationship will be desirable. Exhibit 2 depicts this set of possibilities and associated proposed goals. Goals based on exchange relationships are "new" compared to traditional transaction oriented goals such as market share, return on investment, and sales growth, etc. In other words, marketers should embrace goals based on exchange relationships, rather than on more generic or organizational oriented factors, which rely solely on transactions.

**Exhibit 2: The Possible Relationships between Perceptions of Costs to Benefits**

Marketer Perception of Value	Consumer Perception of Value		
	$(\Sigma Ci / \Sigma Bi < 1)$	$(\Sigma Ci / \Sigma Bi = 1)$	$(\Sigma Ci / \Sigma Bi > 1)$
$(\Sigma Ci / \Sigma Bi < 1)$	<ul style="list-style-type: none"> <li>• <b>Situation 1:</b> Ideal Relationship For both Consumer and Marketer</li> <li>• <b>Goal 1:</b> Maintaining the Existing Relationship</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Situation 4:</b> Unsustainable or Vulnerable Relationship for Consumer</li> <li>• <b>Goal 4:</b> Enriching the Existing Relationship</li> </ul>	
$(\Sigma Ci / \Sigma Bi = 1)$	<ul style="list-style-type: none"> <li>• <b>Situation 5:</b> Unsustainable Relationship for Marketer</li> <li>• <b>Goal 5:</b> Increasing the Efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Situation 2:</b> Vulnerable Relationship for both Consumer and Marketer</li> <li>• <b>Goal 2:</b> Enhancing the Benefits by Increasing the Efficiencies</li> </ul>	
$(\Sigma Ci / \Sigma Bi > 1)$			<ul style="list-style-type: none"> <li>• <b>Situation 3:</b> Abolishable Relationships for both Consume and Marketer</li> <li>• <b>Goal 3:</b> Seeking New Exchange Relationships</li> </ul>
<p><b>Legend:</b> <math>\Sigma Ci</math> = All-encompassing Perceived Costs, <math>\Sigma Bi</math> = All-encompassing Perceived Benefits</p> <p><math>\Sigma Ci / \Sigma Bi &lt; 1</math> : Expected satisfactions will be high for both parties. <math>\Sigma Ci / \Sigma Bi = 1</math> : Expected satisfactions will be moderate, <math>\Sigma Ci / \Sigma Bi &gt; 1</math> : Expected satisfactions will be very low</p>			

**Marketing Goal 1: Maintaining the Existing Relationship (Situation 1).**

This is an ideal position for either party to the exchange, because the existing exchange relationships have been developed into customer and marketer loyalties. The expected satisfactions will be high for both parties. The long-term relationships would be very likely if both parties be able to hold this perception of the ratio.

**Marketing Goal 2: Enhancing the Benefits by Increasing the Efficiencies (Situation 2).** This is the situation where the consumer and marketer share perceptions that the cost / benefit ratio is exactly one. This is an undependable position to be in because of dynamics of the market place. This position is certainly a vulnerable position for either party. The likelihood for long term relationships will be enhanced if either party achieve the situation of Cost < Benefit. Marketers should explore the possibility of adding satisfiers for consumers by increasing their productivity and reducing costs by either outsourcing or automation or taking other appropriate measures.

**Marketing Goal 3: Seeking New Exchange Relationships (Situation 2).** Either party will try to end the relationship, unless the perceptions can be changed to Cost < Benefit. Both the marketer and consumer will look at other opportunities or alternatives where their perceived costs are less than benefits. The perceptions of costs being in excess of benefits present a perfect situation to examine the potential new opportunities such as offering new goods or services that fit the needs of consumer while satisfying the cost / benefit ratio of the marketer.

**Marketing Goal 4: Enriching the Existing Relationship (Situation 4).** The goal is to shift the consumer's perceptions toward a more positive benefit or toward a lower perception of cost. Such shifting calls for making the offerings less costly (e.g., by outsourcing or automation), less risky, or more beneficial. As is always the case, the benefits and costs may be either real or idiosyncratic. If the benefit is subjectively perceived, the goal will be to enhance or improve the perceptions of consumers regarding the offerings (e.g., utilizing the traditional positioning or re-positioning strategies). Marketing resources should be used to move the consumer perception toward perceived greater values and lower costs, and attracting customers to exchange relationships by providing them with reasons for buying from the firm. (These could be first time buyers or the return of people that had bought from the firm and then strayed.)

**Marketing Goal 5: Increasing the Efficiencies (Situation 5).** This situation is beneficial for customer because the cost is perceived equal to or less than benefit, but the opposite holds for the marketer.

The existing relationship will become sustainable for marketer, if the marketing costs can be lowered by conducting an in-depth audit of current expenditures and consequently taking actions such as improving the productivity, more efficiently allocating promotional costs, eliminating wastes, reducing overall operating costs, and re-sourcing to low cost countries.

### 7.1 Connecting Social Media Functionalities to Marketing Objectives and Strategies

It is imperative that marketers principally should associate marketing strategies to marketing goals of exchange relationships. In the following section, a set of proposed marketing strategies for implementing the five marketing goals, and corresponding social media functionalities associated with them will be discussed. A closer examination of the eight strategies discussed below will illustrate how the primary purpose of each strategy can be directly associated with the desired relationship outcome. For the sake of brevity the exhibit shows only the primary task of the strategy. Obviously this could easily be expanded to include the secondary uses of the strategy but space does not permit this luxury. In many instances, a strategy shown as having primary use for reaching one goal could also be modified to help achieve another goal. For example, feedback is ideally suited for analysis of marketing opportunity. However, it is obvious that feedback analysis could also be used to help determine what information is desired by people who are not buying the product.

### Exhibit 3: Connecting Goals, Strategies and Social Media Functionalities

Strategies	Market Situations:				
	1	2	3	4	5
	Goals:				
	Maintaining the Existing Relationship	Enhancing the Benefits by Increasing the Efficiencies	Seeking New Exchange Relationships	Enriching the Existing Relationship	Increasing the Efficiencies
<b>Providing Value through Social Media Functionalities</b>					
1. Providing Valued Benefits	1	2	3	4	2
2. Providing Value Proposition			5, 6	1, 6	1
3. Building Loyalty with Targeted Communications	6, 1, 7, 8			1, 9	
4. Building Loyalty with Special Offer, Services, or Awards	6, 10, 11, 13, 14			10, 11, 12, 4, 15	
5. Providing more Economical and Convenient Access to Products / Services	16,12,18	17		17	17
<b>Obtaining Value through Social Media Functionalities</b>					
6. Securing Consumer Feedback	20,21, 2,23,24	19	19	19	19
7. Securing Criteria for Segmenting Markets and/or Selecting Targets			25, 26, 27,28, 29,30		
8. Securing Competitive Comparison	31		31,32,33,34,35		31
<b>Legend online Technologies:</b> 1= Blogs, 2= re-sourcing to low cost countries, 3= online Sampling, 4= Flickr, 5= Micro Blogs (Twitter), 6=Shared Endorsements, 6 = Geo-Location Promotions (e.g., Gowalla & Four Square), 7= Engaging in Social Communities, 8= Brand Engagement, 9 =Facebook, 10= Targeted Discounts, 11= Contest, 12 =Shop Socially (Facebook apps), 13= Multi-Media Training (Google Plus), 14=Real-World Event Sales just for Social-media-Fans, 15= Contests, 16= Group offers , 17=Social CRM [ Customer Relationship Management (CRM)], 18, e-couponing, 19= using Twitter Search Tools (e.g., Hootsuite, Whostalkin, Trendrr Omigilli, Talkdigger), 20=Taking a poll (Wordpress, Tuimblr, Blogger Ratings), 21= Customer Reviews, 22= Recommendations and referrals 23= Opinion Mining, 24= Twitter Chat, 25= Twitter Referrals, 26= Collective Intelligence of a firm's Customers, 27= Web-Analytic, 28= Cookies, 29= Netnography, 30= On-line forums , chat rooms, 31= GPS Technologies, 32=Price Comparison, 33 Recommendations agent.					

1. **Strategy of Providing Valued Benefits:** Maintaining the relationship with customers with whom the organization does have an exchange relationship can be achieved with a strategy of continuously providing benefits which are perceived to be valuable. In addition to specification of benefits, the perception of the value of the benefit can be improved. Additionally, costs of obtaining the benefit can be reduced. Risk reduction options can be used to make the benefit seem less costly.

The targeted discounts and online coupons can be used sparingly and in moderation to maintain the customer base (Proffitt 2012).

2. **Strategy of Providing Value Proposition:** Information which will be attractive to people who have never used the firm's products can be sent directly to them or via social media which can be used to recruit interested prospects to qualify for free samples or free trial of the product (Tuten and Solomon 2013). Likewise, information can be developed for those who are the buyers of the firm's products at present time but have a vulnerable relationship. The goal is to shift the consumer's perceptions toward a more positive benefit or toward a lower perception of cost, since valued benefits may range from real to perceptual; the options for benefit motivators are virtually unlimited. Given modern database techniques, it is possible to design a message virtually tailored to an individual customer or potential user. Of course more traditional broad-appeal messages could be used too. The information can be intended to educate, stimulate awareness, to create desire, or ask for additional information. Shared endorsements from user of the product posted in activity streams will be very effective approach to attract new customers (Tuten and Solomon 2013). Referral and financial rewards for customers who refer new customers can be used very effectively with this strategy. The personal shopping recommendations are personalized product endorsements originated from the recipient's social path, can be influential in attracting new customers too. (Tuten and Solomon 2013, Strauss and Frost 2014).
3. **Strategy of Building Loyalty with Targeted Communications:** A Blog is a type of content management system that makes it easy for marketers to communicate with current and potential customers. Micro blogging is a form of blogging that limits the size of each post (e.g., Twitter), and its application should be less about content than about connections. The emphasis in using these functionalities should be on casual and open communications. Reasons for loyalty (repeat business) are different than are the reasons why people need to resume doing business with the firm. "Brand Engagement" or "Brand Relationship" refers to marketer's dream of building a following of cult-like fans who communicate about their brands (Strauss and Frost 2013). Marketers can engage customers by using interactive applications and user-generated content campaigns and encourage potential customers to become fans of the brand. The fan base will be an indicator of a brand's success in establishing a known presence within a community (Tuten and Solomon 2013). Marketers can hold online contests to keep customers returning and promoting the benefits and values of a product.



Since Social CRM (Customer Relationship Management) practices focus on what the marketers should do with customers after the first sale, it should be used continuously for intensifying loyalty (Tuten and Solomon 2013). The targeted discounts and online coupons can also be used sparingly and in moderation to build loyalty (Proffitt 2012). Marketers can use it to broadcast marketing messages and to communicate directly with customers about their concerns (Proffitt 2012, Dyrud M. A., et al., 2005, Chiang et al., 2011, Saravanakumar and Sugantha Lakshmi 2012).

4. **Strategy of Building Loyalty with Special Offers, Services, and Rewards:** This practice is supposed to be a reward for future business. Appreciation is a strong connector. Implementing special programs or services that reinforce the consumer's measure of satisfaction and loyalty is vital in the era of social media. A plethora of appropriate, specially designed programs can be employed. Examples would include special sales calls which follow-up to check on satisfaction, special training to assist with use or installation, special warranty treatment, special options for inventory maintenance, etc. If the customer can be made to understand that her/his business is appreciated, the odds for an ongoing relationship are better. Personalization and helping solve a problem are also tools. Sales promotions including coupons and special offers can be delivered via geo-location services such as Gowalla, and Foursquare allows the opportunity for customers to join together to qualify for volume discounts (Tuten and Solomon 2013). Real-world event sales just for local social-media-fans can be used for building loyalty, full fledged online multi-media training can also be used for the same purpose. (Proffitt 2012). GPS technologies which use a satellite system are capable of providing real-time location and time information of customers, which in turn can be used for location based promotion (Tuten and Solomon 2013).
5. **Strategy of Providing more Economical and Convenient Access to Products / Services:** People with whom the organization does not have any current exchange relationship may be attracted by simply making it easier for them to buy (i.e., increasing the number of channel members, providing delivery or bringing the product / service to the consumer rather than having the buyer visit the product / service). Social Shopping or Group Shopping which refers to situation where consumers interact with others during a shopping event can be employed effectively. Social media applications such as Social Connect, Gowalla, ShopSocially, and Four Square allow customers share product information electronically, and post opinions.

The new wave of group-oriented deal aggregators such as Groupn or LivingSocial can important role in this strategy (Tuten and Solomon 2013, Proffitt 2012).

6. **Strategy of Securing Consumer Feedback:** Feedback can come from complaints, sales force reports, or formal analysis of customer usage. Likewise, research can be conducted to determine how customers evaluate product performance, build expectations, or to find unmet needs. Taking a poll of customers regarding their satisfaction or dissatisfaction with regard to their perceived values they are reviving from marketers the will produce valuable information. Services like WordPress, Tumblr, and Blogger have poll and survey tools that can be employed to implement this strategy (Proffitt 2012). In a similar manner Opinion Mining technologies can be sued to assess attitudes toward what a marketer is offering to its customers (Tuten and Solomon 2013). The Twitter Chat and analyzing its content using the appropriate qualitative social media research tools such as Hootsuite, Whostalkin, Trendrr Omigili, Talkdigger is a great way to get customers' feedback (Proffitt 2012, Tuten and Solomon 2013). In "On-line Forums" also called bulletin boards visitors may read and post topics of common interest which marketers can use to research the consumers (Strauss and Frost 2013). Netnography is a rapidly growing research methodology that adapts ethnographic research technologies to study the communities on internet which can provide valuable information regarding consumers attitude and needs. (Tuten and Solomon 2013)
7. **Strategy of Securing Criteria for Segmenting Markets and/or Selecting Targets:** New opportunities for exchange relationships may also come from securing data from which one can carefully review and revise segmentation criteria and criteria for selecting target market(s). In reaching transaction-related goals, one must have clear concepts of segments, positioning, and targets. Segmentation is a central part of many marketing activities. In fact, in many instances segmentation is assumed or taken as a "given." Therefore, the focus on new opportunity implies that all products and services have been properly segmented and targets selected based on solid criteria prior to initial offering or establishing the business. Keeping and finding new opportunity for exchange relationships is very much dependent on possession and operation of an extensive database. "Behavioral Segmentation" divides consumers into groups based on how they act with regard to a brand.

“Behavioral Segmentation relies on the use of software and web analytics as well as “Cookies” files allow to identify the path customers take from site to site, to create a profile of customers, the application of these functionalities will be necessary to implement his strategy (Tuten, and Solomon 2013, Strauss and Frost 2014).

8. **Strategy of Securing Competitive Comparison:** Creating new exchange relationships may also be found by securing data for analysis of competitor offerings or anticipating competitive reactions to marketing effort. The key is to determine strengths and weaknesses and then find ways to capitalize on the strengths and/or ways to improve where one is weak. The “Ratings and “Reviews” serve as a source of research during the information search and evaluation of alternatives. “Ratings” are simply scores that customer, acting in the role of critics, assign to what a markers offering, while “Reviews” are their assessment with detailed comments. (Tuten and Solomon 2013). Twitter can be one way of staying on top what the competitor is doing (Saravanakumar and Sugantha Lakshmi, 2012).

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