Marketing Strategies on Social Media Platforms

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ABSTRACT

Business dynamics are also found in the digital economy, forcing the development of new business models to achieve strategic marketing excellence. It was verified that half of the world's population is present in social media platforms. Social media can help organizations gain insights into markets and improve business intelligence. Social media is a flexible medium that companies can use in marketing strategies and build engagement and develop a communication plan and monitor performance. Marketing strategies in social media is a strategy to communicate brands, services, products, and ideas. Thus, it becomes evident that strategies in social media represent an intangible benefit related to marketing communication objectives. Research on social media strategy is an area of marketing communication, diverse and very fragmented, hindering its development as a promising research area. It is intended to conduct a review of the literature of social media strategies in order to take stock of theoretical and empirical development and identify research themes.

KEYWORDS

Social Commerce, Social Media and Marketing, Social Media Marketing, Social Media Strategy

INTRODUCTION

The recent growth of social networking sites (SNSs) has significantly influenced humans and relationships by changing the nature of their activities, habits, and interactions. The virtual world has replaced real-world social relationships and created online communities that connect people worldwide (Alalwan et al., 2017). The web-based platform such as Facebook, Twitter, YouTube, TikTok, Instagram, and LinkedIn facilitate sharing of information, access to entertaining content, and communication among people from different cultural backgrounds. From a business perspective, social media platforms enable interactions between customers and companies, build relationships, and develop experiences that promote purchasing decisions (Bajpai et al., 2012). D' Andrea et al.

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(2012, p. 109) stated that "the most important scope to join a Social Network is the possibility for consumers and companies to connect each other and to fulfil their specific needs for information sharing and interaction". It increases traffic towards the company, leading to a robust company-customers relationship, building trust, and attracting and maintaining potential customers. Social networks also amplify opportunities for businesses: contribute to the growth of social commerce, which Yahia et al. (2018) defined as social media platforms to promote electronic commerce activities and transactions; develop efficient business models through crowd-sourcing (D'Andrea et al., 2015); and create new business models such as virtual communities, proposed by Ferry et al. (2012).

Additionally, social networking sites influence consumer behaviors. Alalwan et al. (2017) indicated that the SNSs have progressively influenced various aspects of people's lives, such as social life, educational activities, business and commercial life, and political perspectives. Their implications on daily lives have created a marketing opportunity for companies by enhancing consumer involvement and communication. Tiago and Veríssimo (2014) identified various benefits of social media marketing strategy: product diversity that enables selection of products from a wide range, convenience, efficiency, and co-creation of information that increases consumers participation in different business processes. The study by Alrousan et al. (2020) demonstrated that relative advantages, complexity, IT expertise, senior management support, IT manager knowledge, and external pressure have a significant impact on its adoption. However, digital marketing strategies are still in its early stages of adoption in most SMEs, as the lack of human skills limits the use of social media as well as other digital marketing tools (Yaseen et al., 2019). Proactive consumer communication influences their judgments and has created a shift from valuing firm-based promotions to peer opinions and recommendations. Therefore, an effective social media marketing strategy should provide consumers with relevant and accurate information on products and services to initiate conversations that lead to improved judgments and opinions.

Despite the great relevance of social networks to business strategy, scientific documentation in this area is dispersed and framed by several academic databases. This study intends to contribute by providing a bibliographic categorization of the studies and pointing out future lines of investigation using the SCOPUS scientific database being the main indexing in the academic world. In this sense, the main objective of this research was to carry out a Systematic Review of Bibliometric Literature (LRSB) on social media marketing strategies and their implication in the business environment, processes, and activities, of articles indexed in the SCOPUS database.

METHODOLOGICAL APPROACH

Systematic Bibliometric Literature Review (LRSB) methodology was used to gather and synthesize research data on the use of social media platforms as marketing communications channels. Conducting a literature review enables researchers to contextualize the study topic within the existing empirical studies (Raimundo & Rosário, 2021; Rosário et al., 2021a; Rosário et al., 2021b; Rosário & Cruz, 2019; Sacavém, et al., 2019). Hopia et al. (2016) defined a literature review as a method that critically appraise and analyze research findings in a particular field and is guided by appropriate questions. The rationale for using the literature review method is to gather data from peer-reviewed research by focusing on findings, outcomes, theories, and applications to create knowledge on the research topic. It is a means of gathering collective evidence on a research topic of interest (Snyder, 2019). The research followed the five steps of conducting a literature review (Raimundo & Rosário, 2021; Rosário et al., 2021a; Rosário et al., 2021b; Rosário & Cruz, 2019; Sacavém, et al., 2019). They include identifying the research problem, conducting a literature search, collecting information from identified research articles, analyzing and integrating the findings, and interpreting and presenting the outcomes and evidence (Raimundo & Rosário, 2021; Rosário et al., 2021a; Rosário et al., 2021b; Rosário & Cruz, 2019; Sacavém, et al., 2019). Therefore, the researcher's primary goal was to conduct

an LRSB on social media marketing strategies and their implication on the business environment, processes, and activities.

The database of scientific articles used was SCOPUS, the most important peer-reviewed peer in the academic world. However, we consider that the study has the limitation of considering only the SCOPUS database, excluding the other academic bases. The search terms used were 'social media strategy,' 'social media marketing,' 'social commerce,' and 'social media and marketing.' They were restricted to the title, abstract, or listed as keywords in the paper. The search was limited to the subject area 'business, management and accounting' and reports published until April 2021. The initial search generated 634 peer-reviewed articles. However, a thorough screening was conducted where 400 duplicates were excluded. A further exclusion criterion involving assessing the study's relevance to the study topic was conducted by reviewing abstracts and titles, and 281 more papers were eliminated from the final analyzed and integrated findings. Therefore, only 119 documents were selected: 90 Articles; 12 Conference Papers; 10 Book Chapters; 5 Reviews; 1 Book; and 1 Undefined (Table 1).

PUBLICATION DISTRIBUTION

Peer-reviewed articles on the topic were selected until 2021. 2019 was the year with the largest number of peer-reviewed articles on the subject, reaching 17. Figure 1 summarizes the peer-reviewed literature published for the period 2008- 2021.

The publications were sorted out as follows: Strategic Direction (6); Social Media And Networking Concepts Methodologies Tools And Applications (5); Lecture Notes In Business Information Processing (4); Corporate Communications (3); Public Relations Review (3); with two publication (Advanced Series In Management; Business Horizons; Corporate Reputation Review; European Journal Of Marketing; International Journal Of Entrepreneurship And Small Business; Journal Of Business Research; Journal Of Digital And Social Media Marketing; Journal Of Global Fashion Marketing; Journal Of Interactive Marketing; Service Industries Journal) and the remaining titles with only one publication.

In Table 2 we analyzed for the Scimago Journal & Country Rank (SJR), the best quartile and the H index by publication. The Journal Of Interactive Marketing is the most quoted publication with 3,290 (SJR), Q1 and H index 97. There is a total of 29 journals on Q1, 19 journals on Q2 and 9 journals on Q3 and on Q4. Journals from best quartile Q1 represent 42% of the 93 journals titles; best quartile Q2 represents 20%, best quartile Q3 and Q4 represent 9% eachand finally, 17 publications have no data representing 18% of a total of 93 publications. As evident from Table 2, the majority of articles on Marketing strategies on social media rank on the Q1 best quartile index.

The subject areas covered by the 119 scientific articles were: Business, Management and Accounting (119); Computer Science (24); Social Sciences (24); Economics, Econometrics and Finance (23); Decision Sciences (15); Engineering (8); Mathematics (4); Arts and Humanities (3);

Table 1. Screening Methodology

Database Scopus		Screening	Publications
Meta-search	Literature Search	Keyword: social media strategy	634
Inclusion Criteria	Abstract Screening	Keyword: social media strategy Subject area: Business, Management and Accounting	234
Screening	Full-text screening	Keyword: social media strategy Subject area: Business, Management and Accounting Exact Keyword: Social Media	119
Final Selection		Published until April 2021	

Source: Own elaboration

Figure 1. Documents by year (Source: Own elaboration)
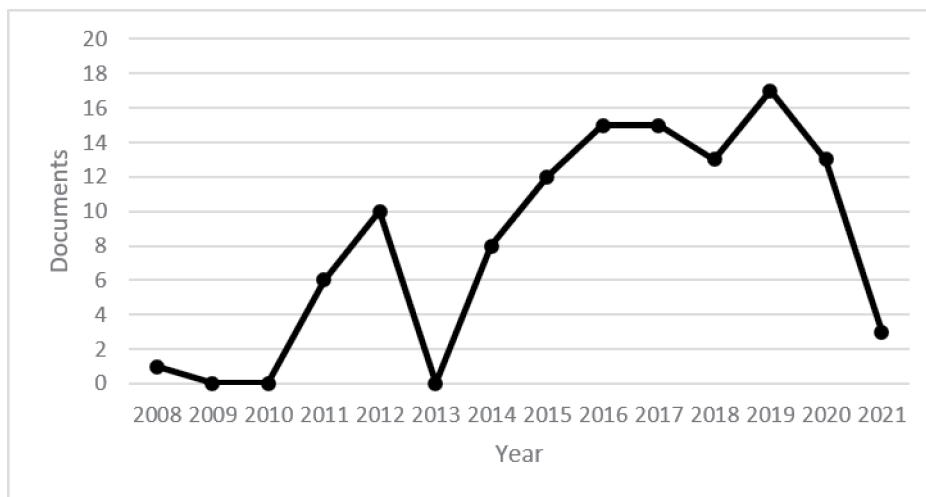
Psychology (2); Environmental Science (1); and Medicine (1). The most quoted article was "We're all connected: The power of the social media ecosystem" from Hanna et al. (2011) with 754 quotes published in the Business Horizons 1,400 (SJR), the best quartile (Q1) and with H index (76). This article studies the use of online marketing and social media strategies by universities, both public and private. In Figure 2 we can analyze the evolution of citations of articles published between 2010 and 2021. The number of quotes shows a positive net growth with an R2 of 65% for the period 2010-2021, with 2020 reaching 753 citations.

The h-index was used to ascertain the productivity and impact of the published work, based on the largest number of articles included that had at least the same number of citations. Of the documents considered for the h-index, 23 have been cited at least 23 times. The citations of all scientific articles from the £2010 to 2021 period are analyzed; 30 documents were not cited until April 2021, examines the self-citation during the period £2010 to 2021, the documents were self-cited 63 times, the article "How social media is changing crisis communication strategies: Evidence from the updated literature" by Cheng (2018), published in the Journal of Contingencies and Crisis Management were cited 6 times.

A bibliometric study was carried out to investigate and identify indicators on the dynamics and progress of scientific information from the fundamental keywords (Figure 3). The bibliometric study used the scientific software VOSviewe, which has analyzed and identified the fundamental research keywords of social media strategy and social media. The research was based on the articles studied on social media strategy and social networks. The linked keywords can be examined in Figure 4, making it possible to highlight the network of keywords that appear together/linked in each scientific article, and, consequently, know the themes studied by the research and to recognize future research trends. Figure 5 shows an abundance of bibliographic linkage with a unit of analysis of the cited references.

THEORETICAL PERSPECTIVES

Social media platforms have become an effective channel for communicating and broadcasting information. It has changed consumers' roles from mere passive consumers to active creators and distributors (Goldkind & McNutt, 2015). Therefore, SNSs facilitate the generation and distribution of user-generated information that influences market trends through information sharing regarding topics, products, and companies (Benthaus et al., 2016). This shift has prompted companies to rethink their business strategies and incorporate social networking aspects to increase consumer

Table 2. Scimago journal and country rank impact factor

Title	SJR	Best Quartile	H index
Journal Of Interactive Marketing	3,290	Q1	97
Information Systems Research	3,240	Q1	151
Journal Of Strategic Information Systems	2,700	Q1	82
Omega United Kingdom	2,580	Q1	131
International Journal Of Contemporary Hospitality Management	2,200	Q1	76
International Journal Of Hospitality Management	2,200	Q1	76
Industrial Marketing Management	2,080	Q1	125
Business Horizons	1,400	Q1	76
Current Issues In Tourism	1,400	Q1	64
Decision Support Systems	1,920	Q1	138
Journal Of Business Research	1,870	Q1	170
Technological Forecasting And Social Change	1,820	Q1	103
Journal Of Hospitality Marketing And Management	1,520	Q1	47
Journal Of Retailing And Consumer Services	1,340	Q1	75
Electronic Commerce Research And Applications	1,240	Q1	69
Public Relations Review	1,160	Q1	75
Journal Of Services Marketing	1,070	Q1	96
European Journal Of Marketing	1,030	Q1	91
Journal Of Service Theory And Practice	1,000	Q1	79
Journal Of Vacation Marketing	0,930	Q1	60
Scandinavian Journal Of Hospitality And Tourism	0,910	Q1	39
Voluntas	0,810	Q1	47
International Journal Of Business Communication	0,880	Q1	49
Construction Management And Economics	0,870	Q1	88
Journal Of Product And Brand Management	0,840	Q1	75
Journal Of Contingencies And Crisis Management	0,820	Q2	46
Journal Of Marketing For Higher Education	0,820	Q1	29
European Sport Management Quarterly	0,800	Q1	29
Business Communication Quarterly	0,780	Q1	60
Tourism Review	0,770	Q1	26
Journal Of Consumer Marketing	0,750	Q1	91
International Journal Of Retail And Distribution Management	0,730	Q1	73
Journal Of Fashion Marketing And Management	0,710	Q1	47
Journal Of Political Marketing	0,630	Q1	23
Euromed Journal Of Business	0,630	Q1	19
Business And Professional Communication Quarterly	0,590	Q1	33
Journal Of Global Fashion Marketing	0,580	Q1	17
Business Information Review	0,480	Q1	14
International Journal Of Innovation Science	0,400	Q1	10
Publishing Research Quarterly	-*	Q1	14
Journal Of Promotion Management	0,650	Q2	24

Table 2. Continued

Title	SJR	Best Quartile	H index
Corporate Communications An International Journal	0,630	Q2	52
Corporate Communications	0,630	Q2	52
Service Industries Journal	0,630	Q2	62
Marketing Intelligence And Planning	0,620	Q2	64
Management Research Review	0,510	Q2	47
Corporate Reputation Review	0,420	Q2	57
International Journal Of Entrepreneurship And Small Business	0,410	Q2	29
Journal Of Business Strategy	0,490	Q2	36
Australasian Marketing Journal	0,480	Q2	32
International Journal Of Business Information Systems	0,400	Q2	24
Journal Of Global Information Management	0,340	Q2	39
Event Management	0,340	Q2	29
Journal Of Business Economics And Management	0,460	Q2	33
International Journal Of Market Research	0,430	Q2	50
International Journal Of Sports Marketing And Sponsorship	0,350	Q2	20
International Journal Of Wine Business Research	0,370	Q2	33
Accounting Research Journal	0,320	Q3	13
Journal Of Decision Systems	0,300	Q3	20
International Journal Of Pharmaceutical And Healthcare Marketing	0,290	Q3	19
Lecture Notes In Business Information Processing	0,260	Q3	44
International Journal Of E Business Research	0,220	Q3	20
South Asian Journal Of Business Studies	0,210	Q2	5
International Journal Of Supply Chain Management	0,190	Q3	13
African Journal Of Hospitality Tourism And Leisure	0,190	Q3	6
Journal Of Business To Business Marketing	0,230	Q3	29
Quality Access To Success	0,280	Q3	20
International Journal Of Tourism Policy	0,180	Q4	11
Journal Of Electronic Commerce In Organizations	0,160	Q4	22
International Journal Of Internet Marketing And Advertising	0,160	Q4	18
Corporate Ownership And Control	0,150	Q4	18
International Business Management	0,130	Q4	17
Journal Of Digital And Social Media Marketing	0,130	Q4	1
Strategic Direction	0,120	Q4	10
Advanced Series In Management	0,110	Q4	9
Journal Of Airport Management	0,100	Q4	1
Mkwi 2018 Multikonferenz Wirtschaftsinformatik	0,140	-*	5
Lecture Notes In Information Systems And Organisation	0,130	-*	10
Journal Of Database Marketing And Customer Strategy Management	-*	-*	15
Innovation And The Public Sector	-*	-*	6
2012 IEEE 6th International Conference On Management Of Innovation And Technology Icmit 2012	-*	-*	6

Table 2. Continued

Title	SJR	Best Quartile	H index
ICE B 2013 10th International Conference On E Business Part Of The Icete 2013 10th International Joint Conference On E Business And Telecommunications Proceedings	-*	-*	1
Social Media And Networking Concepts Methodologies Tools And Applications	-*	-*	-*
Creating Global Competitive Economies A 360 Degree Approach Proceedings Of The 17th International Business Information Management Association Conference Ibima 2011	-*	-*	-*
Cruise Business Development Safety Product Design And Human Capital	-*	-*	-*
Hospitality Marketing And Consumer Behavior Creating Memorable Experiences	-*	-*	-*
Managerial Issues In Finance And Banking A Strategic Approach To Competitiveness	-*	-*	-*
Proceedings Of 2020 International Conference On Information Management And Technology Icimtech 2020	-*	-*	-*
Proceedings Of The 15th International Conference On Business Information Systems 2020 Developments Opportunities And Challenges Of Digitization Wirtschaftsinformatik 2020	-*	-*	-*
Proceedings Of The 32nd International Business Information Management Association Conference Ibima 2018 Vision 2020 Sustainable Economic Development And Application Of Innovation Management From Regional Expansion To Global Growth	-*	-*	-*
Proceedings Of The 5th International Conference On Management Leadership And Governance Icmlg 2017	-*	-*	-*
Satellite Marketing Using Social Media To Create Engagement	-*	-*	-*
Technology Tools For Today S High Margin Practice How Client Centered Financial Advisors Can Cut Paperwork Overhead And Wasted Hours	-*	-*	-*

Note: *Data not available.
Source: Own elaboration.

Figure 2. Evolution of citations between 2010 and 2021 (Source: Own elaboration)
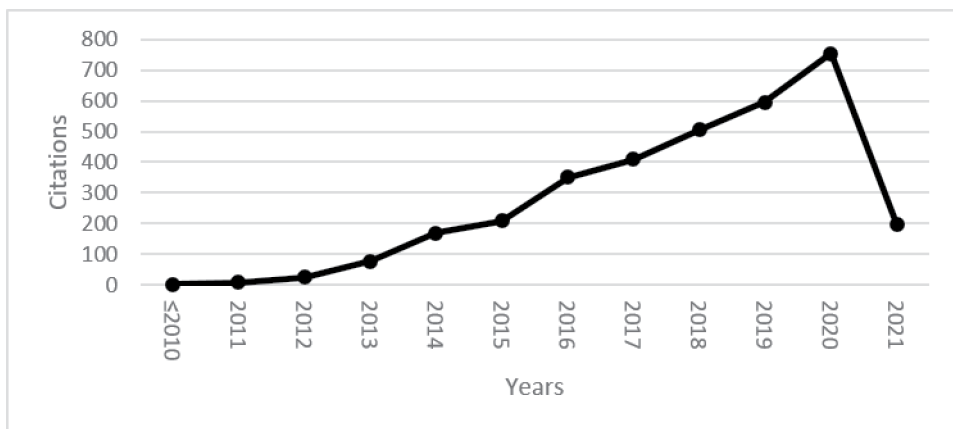
involvement, build and strengthen relationships, and enhance efficiency and convenience. Alexa et al. (2012) indicated that the internet and social media created a two-way communication channel where companies and consumers interact to enhance the business process, products, or services. Although SNSs provide companies with immediate feedback from target audiences regarding various aspects of the promotions, it also reduces administrative control over all the elements of the two-way conversations (Fitzgerald, 2012). This challenge creates the need for companies to understand social

Figure 3. Network of all keywords
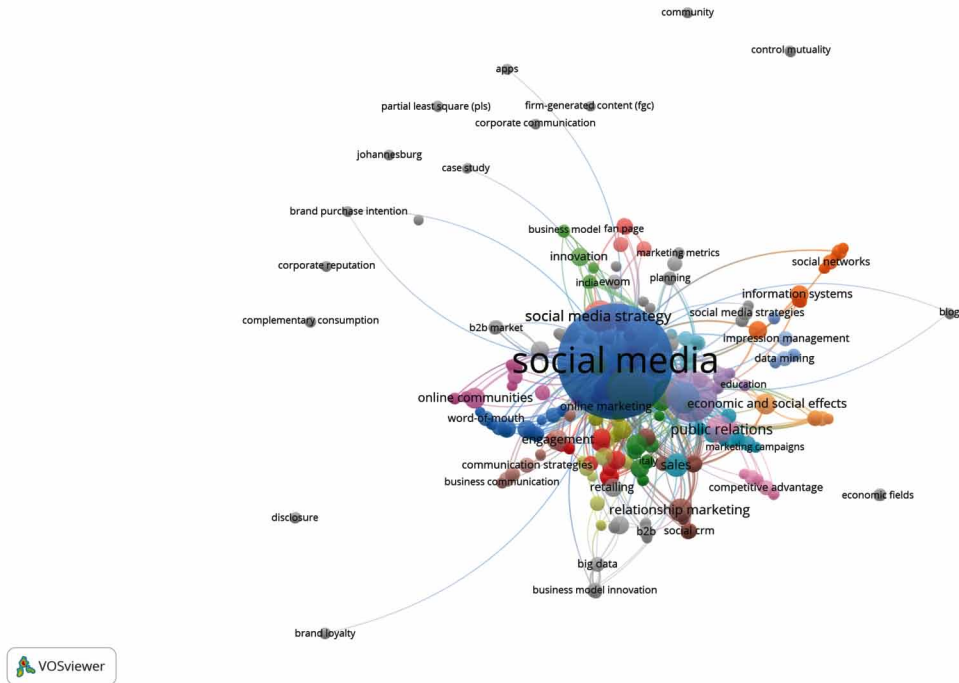
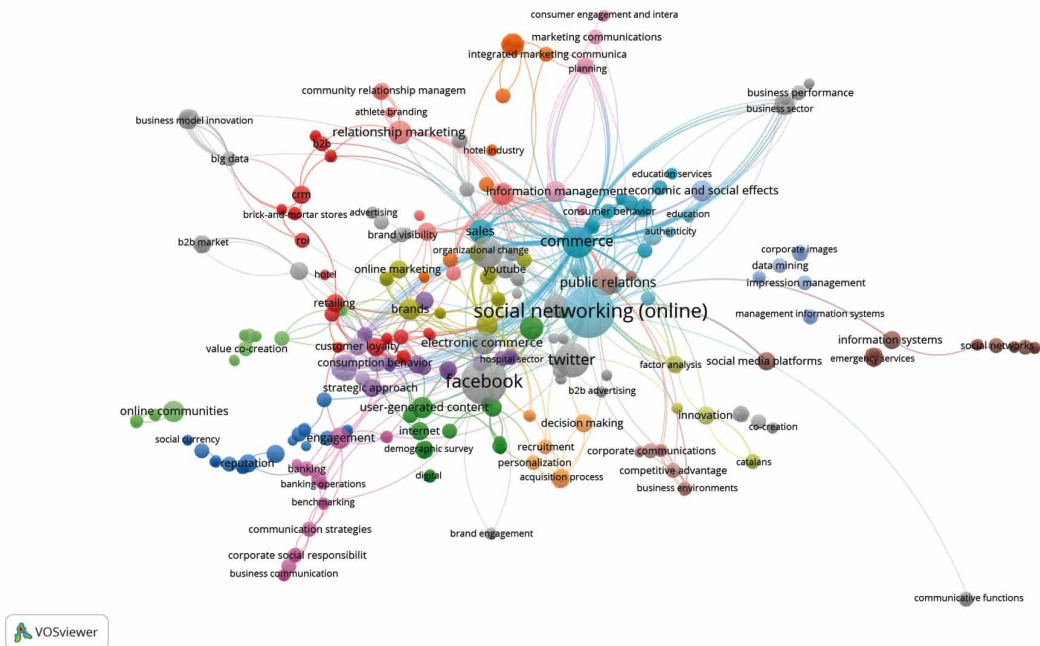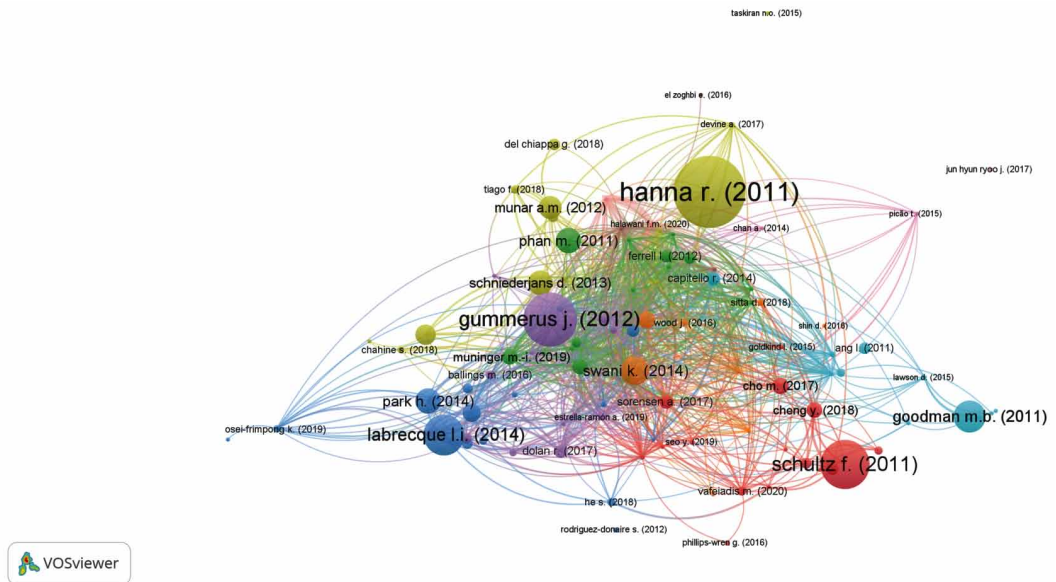**Figure 4. Network of Linked Keywords**

Figure 5. Network of bibliographic coupling

media marketing strategy and ensure the promotional campaign implemented addresses or integrates consumers' needs, expectations, and concerns.

Defining Social Media and Social Media Strategy

Although there is an understanding of what social media are, there lacks a consensus on the precise definition across communication disciplines and other related areas, such as public relations, mass media, and information science. This challenge can undermine scholars' and other professional's capability to theorize the social media marketing process and its implications (Carr & Hayes, 2015). However, the definitions intersect around the concept of social media as digital technologies that promote user interactions and emphasize user-generated content (Amin, 2020: Shahbaznezhad et al., 2018). Ang (2011) defined social media as dedicated applications and websites such as Twitter, LinkedIn, Facebook, blogs, and forums that enable users to communicate and discover people with shared interests. Carr and Hayes (2015) offered varying definitions of social media, such as internet-based applications developed from the technologies and ideologies of Web 2.0 to facilitate the creation and sharing of user-generated content. Angelini et al. (2017) established a more complex definition of social media as a networking technique that emphasizes communication tools and infrastructures, online content, and people, institutions, and industries involved in content development and distribution. These definitions describe social media as communication tools that enable online networking, interactions, and collaborations.

While some definitions focus on characteristics of individual tools, some scholars focus on the potential and impacts. For instance, Ballings et al. (2016) defined it as an interactive communication strategy that facilitates immediate feedback, real-time two-way interactions, high engagement among people with common interests, a sense of closeness, and anonymity. These aspects distinguish social media from other communication channels, such as traditional broadcasting and print media (Bochenek & Blili, 2013). In internet-based platforms, consumers create and share information regarding topics of interest and brands, contributing to peer-influenced decision-making. Marketers need to understand the connection between a communication tool and the message to deliver an effective marketing campaign.

Social media strategy enables companies to create value and differentiate themselves from other competitors. Ang (2011) defined a strategy as a set of activities implemented to develop a unique and valuable position in the industry. Although efficiency is a critical component of a good strategy, companies should ensure that it is also well-coordinated and reinforced and involves optimal and sustainable activities (Bell, 2012). For instance, SNSs promotes the creation of online communities with shared interests and creates an environment that promotes effective communication among all stakeholders (Alotaibi & Muramalla, 2015). Unlike traditional marketing channels, social media strategy facilitates real-time and two-way communication that enables companies to understand their target audience's needs, interests, and expectations. This element promotes value creation in that business processes, products and services are designed to address specific consumer needs ("Harnessing social media strategies," 2012; Smith, 2020). However, customization depends on the communication strategy an organization adopts. For instance, companies that choose egocentric or secretive communication channels are likely to have a low reputation and poor public image because they use the platforms to control narratives instead of increasing engagement ("Facebook and your corporate reputation," 2016). Therefore, a social media strategy should involve a communication strategy that builds a strong psychological and emotional connection with the stakeholders through higher consumer engagement and proper communications ("Making the most of Facebook and Twitter?" 2016). In addition, companies should use SNSs to ensure effective and convenient delivery of quality products and services. These aspects can build positive consumer perceptions that encourage them to publish positive reviews and recommendations about a brand that leads to higher publicity (Bashir & Aldaihani, 2017; Smith, 2019). The untrustworthiness of company-based promotional messages raises doubts among prospective customers. However, peer reviews can influence consumers' online behaviors and purchasing decisions, creating the need for improved engagement through social networking platforms.

The Impact of Social Media in Information Flow

Social media platforms have become critical components of people's daily lives and pop culture by influencing how people and corporate institutions communicate and act. Bochenek and Blili (2013) indicated that the communication tools create a new environment that allows companies to interact with their target audiences, building intangible assets such as corporate reputation. Besides, they make a social reputation that develops supporters' networks and promotes public advocacy and endorsement (Del Chiappa et al., 2018). However, communication personnel face multiple challenges resulting from the public's expectations of on-demand and real-time information (Cacciatore et al., 2017). Therefore, there is a need to identify organizational measures of identifying pro-active responses and decision-making to cope with the speed and volume of daily information. Capitello et al. (2014) suggested that companies monitor and understand their consumers predict their expectations and ensure customization. Castriotta et al. (2013) recommended using co-creation strategies where customers jointly engage in value creation. These recommendations indicate companies' need to monitor and involve customers in their business process to observe their needs and concerns, ensuring access to information shared among customers online.

SNSs are communication tools that facilitate global access to information regarding products and services that require information and belief as part of the consumption experiences. Capitello et al. (2014) recognized social media as critical tools that facilitate brand knowledge creation through honest feedback. In this case, the audiences engage with a company's online post about the brand to share information on their experiences. Castriotta et al. (2013) noted that the information flow can be wither consumer-to-company or consumer-to-consumer. Chahine and Malhotra (2018) mentioned that social media as strategic marketing and communication tools support decision-making processes by providing information about new products. They also enhance consumers' individual preferences and enable companies to get closer to their target customers (Cheng, 2018). When companies share about their goods and services, they enhance consumers' purchasing decisions. When consumers

share feedback regarding an organization's business practices or products and services, they promote anticipation of expectations and customizations (Demirhan, 2015; Swani et al., 2014). Furthermore, consumption experiences can be improved through accurate and reliable reviews and location-based suggestions (Chahine & Malhotra, 2018). Therefore, information flow from companies and consumers contributes to value creation and ensures that the social media strategy is mutually beneficial to both communicating parties.

The information-sharing promoted by social media enables organizations to learn from internet users, competitors, and the industry. Cripps et al. (2020) explained that SNSs have created unprecedented information visibility that has changed access and management of information, creating competitive intelligence for business growth and innovation. The accessibility of information online enables firms to observe and track conversations between key industrial players (Halawani et al., 2020). The information flow can determine and predict the present and future changes and patterns, thus, ensuring preparedness. For instance, Davis et al. (2019) argued that very few organizations manage to eliminate unpredictable crises and associated reputational damages. Online conversations can be evaluated to assess public opinion's tone to understand and describe stakeholders and the effectiveness of the communication strategy implemented (Hamilton et al., 2016; Swarts et al., 2016). Therefore, the information gathered from businesses and individual internet users can be integrated into communication and marketing strategies to reduce damages by predicting potential problems.

SNSs eliminate time and geographical constraints to enable collaboration, participation, cooperation, and interactions. They have altered the traditional one-way communication strategies where firms offered their knowledge and information about the brand and its associated products (Denktaş-Şakar & Sürücü, 2020). In the current online environment, internet users share their beliefs, opinions, and ideas regarding a company and its business processes regardless of physical distance (Fietkiewicz et al., 2018). Moreover, social participation resulting from increased information sharing among targeted audiences has created active communities. For instance, platforms such as Facebook allow users to form groups based on shared interests that enable organization and coordination of interventions and free expression of demands and opinions (Ferrell & Ferrell, 2012). These social media communication tools' characteristics accelerate engagement and togetherness, leading to online collaborations and cooperation throughout the decision-making process. Members of an online community can trust each other's recommendations than company-based marketing information (Firas Mohamad Halawani et al., 2019; Swift, 2013). While this creates informed societies, a brand's lack of control over the members' information is challenging. Therefore, strategies to ensure a proactive response to consumer concerns and demands should be implemented to maintain excellent information flow.

Social Media in Crisis Management and Communication

Different forms of crises lead to uncertainties, fear, suffering, and pain to affected populations, making communication an essential tool for reducing negative consequences. During a problem, consumers use social media and mobile technologies to seek assistance and share information about the ongoing issue (Taskiran & Bolat, 2014). Companies use the same platforms to share information about the disaster and provide necessary clarifications to avoid adverse repercussions that may result from massive reputational damage. Communication personnel can use social networks to manage a crisis in three phases; pre-crisis, crisis, and post-crisis stages (Schultz et al., 2011). The process can involve providing appropriate communications and observing public responses to devise messages that address their concerns and reassure the organization's commitment to handling the problem.

Despite the benefits of integrating social media platforms in communication strategies, the unfiltered information and online conversations pose a significant communication threat. SNSs are often used to distribute rumors and misinformation when unsubstantiated and false stories, edited photos, and videos are shared online to an unsuspecting audience (Vafeiadis et al., 2020; Taskiran et al., 2015). The anonymity and lack of accountability turn social media into a problematic communication tool. Devine et al. (2017) recommend using the social-mediated crisis communication model (SMCC)

to respond and manage an organization's crisis. SMCC suggests that crisis managers should use social media to identify and monitor how different publics produce and consume information about the problem. Due to the emphasis on user-generated content across all social networking sites, internet users have become active creators and distributors of information (Hanna et al., 2011). Therefore, they are likely to freely share factual information and opinions about a brand and its associated products and services during a crisis (Mishra & Sharma, 2019). Therefore, monitoring these contributions can provide crisis managers with insights on the suitable measures to integrate into response strategies.

Additionally, SMCC recognizes the universality of online and offline opinions shared by all stakeholders affected by the crisis. Thus, the model integrates five considerations: the origin of the crisis, its type, message form, content, and infrastructure (Guidry et al., 2015). Evaluating the crisis origin involves considerations on whether it occurred from an internal or external factor. Identifying the cause enables crisis managers to develop response strategies based on the identified attribution of responsibility (Haunschild et al., 2020). For example, a particular sector company can experience a negative spillover effect resulting from a competitor's product-harm crisis (He et al., 2018). In this case, the crisis manager will have to adopt a flexible marketing strategy that integrates the crisis issues and customers' expectations and concerns (Teich, 2008). The content and the form of message refer to the various attributes that make the publics relate to the crisis (Heinze et al., 2016). For example, message content relates to details provided that evokes consumers' response (Popescu & Neculiţ, 2013). Responding to a crisis requires using appropriate communication channels or a combination of various social media platforms to increase the number of people reached (Meadows & Meadows, 2016). Therefore, creating the appropriate message based on information gathered on the origin and type of crisis and distributing it using the proper infrastructure can minimize the negative implications resulting from the issue.

When a crisis occurs, influential social media creators play a significant role in creating awareness and distributing information that influences public opinion. Influencers have vast numbers of followers and friends and indirect connections that make them valuable communication tools (Goodman et al., 2011). The high level of activism from ordinary consumers has created organizational pressure in controlling conversations about the brand (Sisson, 2017; Tiago et al., 2018). Therefore, engaging influencers in marketing strategies can reduce the pressure and increase the capability to control the narrative during a crisis (Higgins & Wolf, 2017). Seo et al. (2019) recommended that companies match their marketing strategies with stakeholders to increase engagement and reduce negative online interactions. The authentic relationship between influencers and their followers creates an opportunity to initiate an engaging conversation about brands that can reshape perceptions and expectations and clarify an issue (John, 2017). Therefore, engaging social media influencers during crisis communication can protect its brand image and reputation by providing information addressing issues raised (Shin et al., 2016). However, the brands should ensure that the information shared through influencers is accurate and reliable to avoid further complications given the information access and sharing capabilities of the internet (Meredith, 2012; Tian et al., 2019). Identifying contradicting information can further worsen the problem, causing more damage instead of the desired positive outcomes.

The Influence of Social Media on Consumer Engagement

Social media has changed how companies and their target consumers engage by increasing marketing communication messages visibility and flexibility. Social media growth has encouraged adopting the technologies for daily interactions with audiences (Cho et al., 2017). Kular (2017) recognized social media as a lifestyle revolution that has modified people's interactions, purchasing and consumption behaviors, and access to information. Ordinary consumers have become more reliable advocates than organizational marketers since clients are more likely to believe peer recommendations and reviews over promotional messages (Yuksel et al., 2016). Unlike traditional marketing, the current public expects companies to engage them throughout campaigns and in different business practices (Wood & Khan, 2016). For example, consumers expect companies to read and listen to their feedback

and concerns and integrate them in product or service designing and delivery (Doyle et al., 2020). As a result, active participation has led to improve product quality and business performance due to increased access to knowledge regarding consumer expectations and needs. Therefore, effective engagement requires marketers' understanding of how customers engage in various online activities and interactions.

Online customer engagement involves purchasing and non-purchasing behaviors. For instance, some internet users use online information to make purchasing decisions while others engage with online platforms by liking posts and publishing reviews (Gummerus et al., 2012). Dolan et al. (2017) defined consumer engagement as a behavioral manifestation that results from motivational factors and goes beyond transactions. The emergence of social media created platforms where consumers can freely share information regarding products and services, motivating people to purchase or not purchase from a brand (Jun Hyun Ryoo & Bendle, 2017). The awareness has become a form of motivation among various publics who depend on online data to make judgments (Cho et al., 2017). Kilgour et al. (2015) identified multiple consumer engagement behaviors, including providing suggestions, writing reviews, word-of-mouth, blogging, providing solutions to other users' problems, and taking legal action. The diversity of these behaviors challenges an organization's ability to utilize online opportunities and maximize engagement (Kim & Choi, 2019). Therefore, marketers should identify the various target publics' online activities and involvements as reflected in their creation and consumption of internet-related content behaviors and contributions.

Additionally, consumer engagement highlights the significance of consumers' involvement in different firm-related behaviors. It involves all communications through a brand's social media, blogs, and brand communities that evoke behaviors such as online discussions, opinion polls, information searches, and comments (Gummerus et al., 2012). These behaviors lead to various consequences such as loyalty, trust, commitment, and satisfaction. Testa et al., (2021) identify five dimensions of consumer engagement, including consumers' resources, outcomes, and variations in scope, which can be expressed as momentary, negative, and positive impacts on the company and other consumers, and different motives of engaging in varying behaviors. Therefore, while traditional engagements were measured through purchases, visits frequency and intended behaviors, the online environment has expanded these factors to involve online and offline activities and behavioral motives.

Social media platforms provide firms with an opportunity to build strong relationships that promote consumer commitment and loyalty. For instance, sports teams use SNSs to connect with their fans, further strengthening their emotional connection and commitment (Machado et al., 2020). Despite the geographical differences, football brands use social media platforms to increase fans' frequency and intensity, generating sizeable revenues. Loyalty created through higher interactions is likely to be maintained for a long-time (Kontu & Vecchi, 2015). However, brands should ensure the constant provision of relevant information that keeps consumers engaged by initiating varying discussions (Osei-Frimpong, 2019). Organizations and marketers need to understand that internet users' primary goal is to satisfy social needs by connecting with friends and family and joining online communities of people with similar interests (Popovic, 2017). Therefore, it is critical for organizations to constantly create and share information about brands to maintain people's interests and keep them interested in the economic opportunities marketed online. However, the frequency and timing should be planned to avoid irritating audiences (Koufie & Kesa, 2020). For example, too many pop ads that block consumers' access to intended web pages can be infuriating and negatively influence their attitudes towards the marketing campaign. Therefore, marketers should strategize to connect with online audiences while avoiding negative repercussions.

Organizations enhance customer relationships and engagement in current business environments by treating them as value creators and co-creators. Sorensen, Andrews, and Drennan (2017) explained that value creation occurs when actors have access to resources, space, and time during an engagement activity. Therefore, although social media provides space for value creation, consumers need resources such as information to participate in the process actively. Popovic (2017) indicated that SNSs enable

people to establish social networks where content is shared for a particular purpose. This characteristic of online tools enables consumers to engage in small or large projects based on their interests (Lawson, 2015). Organizations can create online communities that allow their consumers to engage with each other and the company's staff to develop valuable information streams that promote customization of products and services (Lau, 2015). McShane et al. (2019) recommended that companies provide resources through firm-generated content, encouraging online community members to create their resources and user-generated content. Engagements and interactions with these posts create an ongoing value creation process through further generation of resources.

Furthermore, consumers can engage and contribute to value creation in various ways. Kular (2017) identified four value aspects of customer engagement: customer lifetime value, knowledge value, influencer value, and referral value. Customer lifetime value refers to the amount of money customers are expected to spend on the brand throughout future relationships with a company (Maklan et al. 2015). Organizations use consumer behaviors to predict their future net profit attributed to the growing company-customer relationship (Xie et al., 2016). Customer referral value involves the number of recommendations made to new customers. When consumers have positive engagements that lead to positive experiences with a company and its products, they are likely to refer new customers to the brand (Dolan et al., 2017; Xiang & Birt, 2020). Customer influencer value refers to increasing consumer acquisition and retention and influencing their spending intentions (Kular, 2017). Higher online engagements create opportunities for consumers to share their experiences, thus, affecting new customers. Customer knowledge value refers to the value acquired through consumer feedback and other user-generated content associated with the firm (Michopoulou & Moisa, 2019). Different consumers have different ideas and opinions that reflect their expectations and needs. Companies collect and integrate this information into their business processes to design and develop products and services that address consumer-specific needs.

The Role of Social Media in Branding

Socially recognizable brands are likely to perform better than those that are less known. El Zoghbi and Aoun (2016) defined brand as a differentiating component such as a name or a group of symbols that illustrate a product or service's origin and create psychological imagery and emotional connections that influence consumer behaviors. Therefore, social media contributes to branding by increasing its social value and public perceptions of its products and services (Mishra & Singh, 2021). SNSs emphasize on the use of user-generated content and marketer-generated content in establishing brand equity (Estrella-Ramón et al., 2019). These concepts are classified using three dimensions; content quality, volume, and valence. Although many businesses recognize the significance of social media as a marketing tool, most marketers have trouble justifying the expenditures. However, Haikel-Elsabeh et al. (2019) argued that social media promote branding by creating a platform for information sharing and interactivity. For example, a company's post on Facebook can provide details such as company name, symbols, designs, or colors that make it easily identifiable among target audiences (Munar, 2012). Consumers engage the posts by liking, sharing, and commenting, increasing their visibility among online communities. Hosseini and Ghalamkari (2018) indicated that online engagement is a critical opportunity for firms to expand their market reach and competitive advantage. It involves a psychological process characterized by co-creation experiences and frequent interactions. These characteristics make the brand's name and other features memorable and encourage consumers to choose a company's products and services over those provided by a competitor.

Additionally, social media creates an opportunity for promoting employer branding, which is a strategic tool used to maintain online relationships. The concept of employer branding recognizes an organization as a reputable employer that can attract prospective employees and consumers through its values and compliance with the ethical code of conduct (Mills & Plangger, 2015; Nunez-Zabaleta & Errasti-Amozarrain, 2019). El Zoghbi and Aoun (2016) indicated that traditionally, employer brand involved four components; reputation, attractiveness, differentiation, and employee engagement.

However, the emergence of social media and mobile technologies has expanded the concept to integrated more social values (Pabel & Prideaux, 2016). For instance, the current publics expect firms to adopt strategies and business processes that are socially responsible for ensuring accountability and consideration of society's wellbeing (Labrecque, 2014). Therefore, organizational engagements must highlight their commitment to philanthropic, legal, economic, and ethical responsibilities to attract consumers' interests. Chan, Pitt, and Nel (2014) indicated that utilizing social media facilitates establishing and maintaining credibility and reputation. The publishing of real-time events from different internet users, opinions, discussions, and reviews provides consumers with information regarding an organization and its products, influencing their perceptions and attitudes that contribute to purchasing decisions (Phillips-Wren et al., 2016). Therefore, employer branding strategies should ensure the transmission of accurate and reliable information to avoid backlash and its potential adverse consequences.

Social media platforms have become powerful branding tools by allowing the creation of brand communities. Park and Kim (2014) defined brand communities as communication platforms that enable people with common interests in brands to create and share brand-related information and engage with each other. Therefore, brand communities promote user-generated content by allowing consumer-to-consumer conversations about a brand (Picão et al., 2015). Phan et al. (2011) further explained that the communities empower internet users to share and store multimedia content such as photos, videos, texts, podcasts, and PowerPoint presentations which contribute to informed decisions. However, these technologies require firms to trust and involve consumers in transmitting accurate and reliable information that leads to positive feedback and public responses (Pringle & Fritz, 2019). Effective use of these platforms can lead to a collective intelligence that facilitates the consistent improvement of the applications and communication tools to enhance consumer experiences. Besides, Sitta et al. (2018) argued that branding should be a consistent process involving the readjustment of the brand's features to integrate dynamic changes that affect identity formation. For example, with the rapid demographic changes and market needs, companies may require adjusting organizational cultures, vision, and image to integrate critical features that align with current social and economic environments (Pino et al., 2019; Prodanova & Van Looy, 2018). Social media contributes to these processes since it enables tracking and monitoring changes and patterns in society, industry, and target consumers (Ng, 2014). Therefore, companies should utilize brand communities by providing informational resources to initiate consumer discussions that promote branding and increase their visibility in online environments.

Social Media as a Key Driver of Knowledge and Innovation

Social media has become a critical tool for acquiring innovative ideas and opinions that lead to new and improved products and services. It contributes to knowledge development and innovation by integrating new ideas and feedback from internet users published as user-generated content (Mergel, 2013; Rader et al., 2014). SNSs facilitate co-creation where organizations engage their diverse stakeholders, including customers, suppliers, and workers, to acquire additional information and gain new insights. For instance, Muninger et al. (2019) indicated that 82% of firms use social media to improve their innovative procedures. Conversly, Ramadanty et al. (2020) indicated that they benefit from social networks and user-generated content that exhibit consumer characteristics. The online community provides information on their preferences, needs, and expectations that companies implement into their strategies and business processes to create products and services that meet consumer expectations.

Social media as a tool for innovation and knowledge can be leveraged at various stages, depending on its objectives. For instance, some companies use social media as a form of crowdsourcing in the ideation phase to collect information to develop an idea (Muninger et al., 2019). Crowdsourcing improves creativity and productivity since companies gather information and opinions from a large group of internet users characterized by varying capabilities, interests, knowledge, and perceptions

(Pachi anu et al., 2018). Other companies leverage social media at the development stage to improve product and service quality (Raman & Menon, 2018). Consumer preferences can be integrated to influence product design to promote customization and appeal to the target audiences (Rodriguez & Peterson, 2012). Leveraging social media at the launching stage can provide companies with an opportunity for virtual product testing to observe reactions and responses (Spil et al., 2017). Social media grants individuals a platform to freely share opinions and factual information about a brand (McDonald, 2020). The data transmitted can include positive and negative experiences that enable an organization to understand its products or services (Rodriguez-Donaire, 2012; Schniederjans et al., 2013). Co-creating products with consumers make them brand ambassadors and improve their lifetime value, knowledge value, influencer value, and referral value (Alkire et al., 2019). More consumers are likely to publish positive comments and reviews about the products and refer new customers. These actions lead to higher commitment and loyalty that build long-term company-consumer relationships.

Given the rapid changes in the global business environment, social media has become a critical component of new business models. The communication tools provide organizations with updated information that lead to continuous adaptation of changes to achieve desired transformations and competitiveness (Veldeman et al., 2017). Innovation and knowledge development require consistent integration of new information into business strategies to modify and improve products and services. Social media facilitate these goals by connecting business strategies to various practice communities (Widenmaier & Fill, 2018). Besides, a platform such as corporate blogs or Facebook groups creates a sense of team cohesiveness that builds stronger professional relationships and improves work processes. Employees working on similar projects can interact online to share information that leads to skills and knowledge development and improve outcomes (Zhan et al., 2021). Therefore, apart from increasing consumer engagements, social media also influences teamwork and contributes to an organizational culture that enables an excellent communication and interaction flow.

CONCLUSION

The results of our bibliometric analysis suggest several assumptions related to: (a) social media contribution for the generation of information; (b) the pros and cons of social networks in crisis management; (c) the increase of consumer engagement through social media interactions between consumers and brands; (d) and social networks as drivers of innovation for brands.

The rapid growth of social media and mobile technologies has influenced how companies engage their consumers. Unlike traditional marketing, where consumers were passive recipients of marketing communications, social media has changed their status into active contributors and participants in business processes. Platforms such as Facebook, Twitter, Instagram, and YouTube have created global online communities that create and share user-generated content about companies, products, and services. In addition, companies use them to provide informational resources that initiate consumer-to-consumer interactions and discussions about brands and experiences that influence behaviors, attitudes, and perceptions. Social media's global perception as a reliable source of information has affected how people consume company-generated marketing information and peer-generated information. This research showed that people are more likely to use peer recommendations in purchasing decisions than promotional messages. Therefore, social media tools and consumer engagements are critical aspects of marketing communications in modern business environments.

Additionally, SNSs are essential tools to create intangible organizational assets such as corporate reputation and stronger relationships with stakeholders. Companies published content that appeals to target publics, resulting in a network of supporters who become the brand's advocates and endorsers. However, achieving these communication goals requires firms to monitor and understand their audiences to integrate relevant data to facilitate customizations and predict expectations. With increased access to information, consumers' awareness of their role in the production and other business activities has increased and prompted the need for proactive corporate response measures. Consumers often

use their brand knowledge to provide immediate feedback and share concerns regarding products and services. Tracking these patterns and activities can enable companies to leverage social media opportunities and increase consumer engagement and interactions.

Social media further plays a significant role in crisis management and communication. In the occurrence of a problem, consumers experience fear, uncertainties, and suffering that can affect their loyalty and commitment to the concerned company. However, with the current social media and mobile technologies, companies can share information that reassures consumers or provide clarifications to strengthen their trust. Crisis managers use social media to observe reactions and responses and develop a strategy that integrates public issues. Despite these benefits, social media can also be a threat during a crisis. The emphasis on user-generated content reduces organizations' capability to filter information shared online. Therefore, unfiltered and altered posts can lead to misunderstandings and misleading conclusions that can cause reputational damage. Therefore, there is a need to establish ways of balancing the benefits and challenges accrued from social media to avoid harming repercussions.

The co-creation aspect of social media promotes knowledge development and innovation. Online communities comprise diverse populations characterized by different knowledge levels, skills and capabilities, opinions, ideas, and preferences. These characteristics make social media an ideal crowdsourcing tool that provides companies access to new innovative and creative ideas that can be used to design and develop products and services. The latest insights can ensure organizational competitiveness amidst the rapid changes experienced in the global business environments. Changes in consumer demographics, health and economic issues, and technological advancements require continuous innovations to meet the new demand. Therefore, social media platforms enable tracking and monitoring these aspects to ensure timely adoption and integration of business models. Besides information gathered from customers, an organization's presence on SNSs can result in higher work processes due to improved professional relationships among employees and enhanced teamwork. Workers can join online communities of people in similar fields, resulting in knowledge and skills expansion. Therefore, social media is a social interactions tool and a critical corporate marketing and communication tool. Several limitations can be identified, although the LRSB identifies them as trends, as mentioned above, it was only used from Scopus databases, which can be omitted some relevant scientific documents. However, due to methodological rigor, we believe we have reduced the hypotheses. Finally, the impact of social media marketing strategies on innovation and non-behavior at different levels and standards, as well as the speed of this adoption, are pointed out as future lines of investigation.

One of the major limitations of this study is that for the Systematic Review of Bibliometric Literature we considered only the SCOPUS database, excluding other academic databases. Future studies may combine various databases for improved generalizability of the results. Second, the review process used only articles and review papers, excluding other publications. Future studies can focus on publications from conferences, dissertations, books, and book chapters to extend the range of the data. Third, the review focused on English language publications, not including relevant publications in other languages.

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