

EFFECTIVE STRATEGIES TO ENHANCE SOCIAL MEDIA MARKETING

by

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Dedication

To my wife, whose unwavering support and encouragement have been the foundation of my journey. Your belief in me has been a source of strength, and I am eternally grateful for your love and guidance.

To my mentors, colleagues and friends, who challenged me to think critically and inspired me to pursue my passions. Your wisdom and camaraderie have made this journey not only possible but also profoundly rewarding.

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ABSTRACT

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Despite the positive impacts of social media marketing on organizations, some researchers have reported that ineffective use of social media may expose organizations to losses both financial and data. The purpose of this study was to understand the effective and ineffective social media marketing strategies that may improve business and organizational performance but also lead to business failure. A qualitative explanatory single case study design was used in this study. Data was collected through interviews with a sample of seven business leaders. The study results addressed the research problem by identifying different strategies that can be used by leaders to prevent business failure and improve organizational performance, including social media influencer partnerships, sharing timely and exciting content, storytelling about the experience with services or products, and utilizing video content, as well as promoting relevant, high-quality content to help businesses access a wider audience. The findings can help leaders and organizations understand effective strategies to prevent business failures. Business policymakers can use the current findings to develop effective policies to promote social media marketing and enhance business performance. Future research may replicate this study using quantitative methods and a larger sample size to examine the relationship between influencer partnerships and business performance.

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Chapter I: INTRODUCTION

1.1 Introduction

Technological developments have influenced organizational performance and success. While investigating how technology has influenced the performance of small and medium businesses, Beer and Mulder (2020) established that technology helped increase the productivity of employees. Beer and Mulder (2020) asserted that using business software and computer programs improved how quickly employees assessed, assimilated, and integrated information into their processes increasing performance. Similarly, Mitic et al. (2021) investigated how information technology indicates organizational performance using a sample of 380 managers from 102 companies and found that technology increased the speed at which employees processed and integrated the information into their assigned duties, increasing organizational performance. Digital performance has also enhanced organizational performance through improved talent management (Guerra et al., 2023), adaptability, and agility (Atobishi et al., 2024). Adopting a data drive culture and technological innovativeness positively influences organizational sustainability and consequently competitiveness.

With increased connectivity and social media use among the general population, organizations are leveraging digital technology for marketing purposes. Martynenko et al. (2023) noted that in many organizations, digital marketing is crucial in their advertising campaigns in that it has improved their competitiveness through access to new markets and customers. Investigating the concept of digital marketing in organizational advertisement, Yousef et al. (2021) found besides offering businesses and organizations access to customers and being cost-effective, the lack of a guiding framework, and applicable behavior measures, made advertising and marketing via technology, especially social media difficult. Zanutbiya et al. (2023) asserted that when compared to print media and TV ads, digital technology was quicker in reaching a larger demographic market cheaply. Martynenko et al. (2023) further established that the use of digital technology especially social media platforms, email marketing, and search engine marketing improved the organization's marketing capabilities and consequently competitiveness.

Digital marketing enhances the competitiveness and effectiveness of an organization by increasing its ability to reach customers faster. Veleva and Tsvetanova (2020) researched the advantages and disadvantages of digital marketing and reported that effectively utilizing digital marketing tools increased the organization's capability of reaching its target customers faster as well as competitiveness through increased sales. Wang (2020) reported similar findings after analyzing data from 167 international firms and found that digital marketing strategies improved the performance of international firms through enhanced market access and competitiveness. Similarly, organizations using social networks as digital marketing strategies reported improved customer engagement, brand promotion, and improved performance (Melovic et al., 2020). In the hotel industry, Singh et al. (2022) reported that digital marketing which is characterized by online branding, social media marketing, and online advertisement positively influenced the competitiveness of the restaurant industry.

Digital marketing has improved the performance of many organizations around the world. Singh et al. (2022) reported that the hotel industry reported increased sales and profits after adopting online advertisement and social media marketing. Al-Ababneh et al. (2020) investigated the role of advertising in the concept of digital marketing for an organization and found that effectively using digital marketing tools and developing effective digital marketing infrastructures was an indicator of increased organizational financial performance. Agreeing with Al-Ababneh et al. (2020), Jung and Shegai (2023) reported that organizations have leveraged different digital marketing technologies and tools to improve their marketing effectiveness, and customer engagement and reach out to new customers increasing their profitability and growth. Among small and medium enterprises, Islami et al. (2020) asserted that digital marketing strategies improved the performance of micro, small, and medium enterprises through enhanced intellectual capital and product quality. Thus, it is evident that adopting technology, especially digital marketing, enhances organizational competitiveness, customer engagement, and reaches customers improving organizational performance.

The growth of social media platforms such as Facebook and Instagram have led producers and manufacturers to increasingly use these platforms to attract new customers, engage with customers, or increase the visibility of their products (Khanom, 2023; Purnomo, 2023). Utilizing qualitative research methodology, Purnomo (2023) established that digital marketing tools such as e-commerce, email marketing, and SEO engine advertising boosted organizational sales, engagement, and brand awareness. Yousef et al. (2021) investigated the effectiveness of social media advertising in organizations and reported that organizations used social media advertising to drive customer engagement and brand awareness, increasing sales and customer base. Corroborative findings were reported by Khanna et al. (2023) who established that content marketing commonly used in social media marketing helped organizations attract new customers through rapid distribution and dissemination of product and organizational information.

Despite the positive impacts of social media marketing on organizations, some researchers have reported that ineffective use of social media may expose organizations to losses both financial and data. During the Covid-19 pandemic, Pasaribu et al. (2022) investigated the challenges and impacts of digital marketing in the healthcare industry. The researchers noted that while digital marketing and digital technologies promoted medical services and expanded business performance, a lack of digital marketing and digital technology skills led to their ineffective use negatively impacting the performance of organizations in the healthcare sector. Alalawneh et al. (2022) attributed the poor use of social media platforms in digital marketing to the complexity of the complex relationship between organizational performance and social media platforms. Cook et al. (2021) attributed the mistakes and organizational failures in social media marketing to stakeholder mismanagement, poor development of social media strategies, and inadequate research on organization's use of social media marketing.

External influences and poorly designed social media marketing programs contributed to failures in social marketing and recommended further research exploring organizations' use of social media marketing and how the reported failures may be mitigated. Hanafizadeh et al. (2021) also explored the consequences of social media on

firm performance and reported that social media improved communication and sharing of knowledge between organizational stakeholders. Although researchers have extensively investigated and reported the benefits of digital marketing to organizations, there is a gap in the literature regarding how business leaders have effectively used social media marketing strategies to prevent business failure and improve organizational performance for sustainability. Thus, the researcher investigated the social media marketing strategies that business leaders perceive as effective leading to improved organizational performance, and strategies that are ineffective leading to poor organizational performance and business failure.

1.2 Research Problem

The general business problem was that failure to use effective social media marketing strategies, and poor execution of the strategies leads to business failure. Numerous researchers have validated this statement noting that poor use of social media marketing increased the risks of organizations and businesses underperforming despite the significant positive impacts of digital technologies (Alalawneh et al., 2022; Cook et al., 2021; Yousef et al., 2021). While investigating the mistakes and social media failure in organizations, Cook et al. (2021) reported that though organizations demonstrated the positive impacts of social media marketing, stakeholder management failures, and poor social media development strategies were associated with the reported organizational failures. Similar conclusions were reported by Yousef et al. (2021) who explained that disjointed organizational efforts characterized by inconsistent or non-existent social media marketing strategies resulted in poor social media marketing strategies. Alalawneh et al. (2022) and Pasaribu et al. (2022) also concurred that lack of digital marketing and digital technology skills resulted in poor implementation of social media marketing strategies.

Insomuch as social marketing strategies have improved the performance of organizations, poor social media marketing strategies coupled with poor digital marketing skills and stakeholder management failures, organizations have reported dismal performance calling for more research on the effective use of digital marketing by

organizational leaders (Cook et al., 2021; Pasaribu et al., 2022). Across the reviewed literature, researchers have reported a positive relationship between digital marketing especially social media marketing strategies with organizational performance through improved competitiveness (Martynenko et al., 2023; Veleva & Tsvetanova, 2020; Wang, 2020). Social media marketing strategies have improved organizational performance by increasing the organization's reach to customers, driving customer engagement, brand promotion, and brand loyalty (Martynenko et al., 2023; Zanutbiya et al., 2023).

The specific business problem was that some business leaders lack strategies to prevent business failure and improve organizational performance for sustainability. Although not directly associated with the specific problem, Zanutbiya et al. (2023) reported that ineffective use of social media marketing strategies and poor execution of existing strategies lead to business failures. Despite the reported findings, Zanutbiya et al. (2023) recommended further research on organizational leaders' use of social media marketing strategies to improve organizational performance. Similarly, Martynenko et al. (2023) noted that although digital marketing strategies were crucial for the success of the organization, there was a need for more empirical research exploring whether organizational leaders had the skills and the knowledge of the different social media marketing strategies that could be adopted to improve organizational performance.

Although digital technology has allowed companies to gather detailed information about their customers' online activities and preferences and use that information to tailor their products, poor leadership may result in the ineffective use of social media marketing strategies. Failure to address this problem and equip business and organizational leaders with the knowledge, skills, and information on social media marketing strategies, organizations may continue to perform poorly, and businesses may continue to fail despite the competitive advantage inherent in social media marketing strategies. However, addressing this gap in the literature and equipping leaders with effective social media marketing strategies may prevent business failures and improve organizational performance for sustainability.

1.3 Purpose of Research

With technological developments and increased use in organizations, organizations must take advantage of the technology to improve their performance through improved sales and profitability (Yousef et al., 2021). Digital tools may enhance product quality and competitiveness, resulting in market leadership and increased earnings (Rizvanović et al., 2023; Amiri et al., 2023). With digital technologies such as artificial intelligence and machine learning technology, companies may gather data on customers and online activity using data analytics to understand their demands and preferences (Zanubiya et al., 2023). Therefore, the purpose of this study was to understand the effective and ineffective social media marketing strategies that may improve business and organizational performance but also lead to business failure. A digital marketing strategy aims to improve consumer-producer relations, brand trust, and brand loyalty. Customers become loyal when they are satisfied repeatedly (Amiri et al., 2023).

Digital marketing strategies improve an organization's marketing effectiveness and help firms quickly reach their target customers. Martynenko et al. (2023) asserted that digital technology, including social media, email, search engines, and analytical tools, helps firms compete and improve. Thus, the relevance of digital marketing in the digital age and how technology content affects business-customer interactions is vital knowledge for business success (Razak, 2024). Therefore, the purpose of this study was to explore and understand the use of digital marketing strategies by organizations to improve performance and success. Developing an in-depth understanding of the effectiveness of social media marketing strategies used by leaders to prevent business failure and improve productivity. By studying organizational leader's knowledge of social media marketing strategies, leaders may use the strategies to improve organizational performance and prevent business failure.

1.4 Significance of the Study

The specific business problem was that some business leaders lack strategies to prevent business failure and improve organizational performance for sustainability.

Addressing this specific problem may have several positive implications for organizations, policymakers, and existing research. The first significance of this study may be to the organizations and organizational leaders. In existing research, researchers have reported that digital technologies and digital marketing strategies have increased the performance of organizations and business success (Zanubiya et al., 2023). Zanubiya et al. (2023) further asserted that digital technologies helped organizations reach their target markets as well as new consumers. To organizations, the findings of this study may inform organizations of the benefits of digital technologies and social marketing in preventing business failure and improving organizational success. As Martynenko et al. (2023) asserted, the findings of this study may help organizations assess and adopt social media marketing strategies to enhance their performance.

Besides organizations, the findings of this study may be important to organizational leaders. The problem that was investigated in this study was that some leaders lack social media marketing strategies to prevent business failure and improve organizational performance for sustainability. Zanubiya et al. (2023) reported that leaders who do not use effective social media marketing strategies and poor execution lead to business failure. Investigating effective and ineffective social media marketing strategies from the perspectives of business leaders may provide organizational leaders with information on social media marketing strategies that if used may improve organizational performance and business success. The findings of this study may also identify the ineffective social media marketing that leaders have used which has led to poor organizational performance and increased business failure. Identifying the social media marketing strategies that have contributed to business failure and poor organizational performance may help organizational leaders avoid such strategies.

While formulating the problem of this study, it was evident that many organizations that have failed in social media and digital marketing strategies reported poor or inconsistent social media marketing strategies and poor stakeholder engagement (Cook et al., 2021; Yousef et al., 2022). Therefore, based on this conclusion, the findings of this study may be used to improve stakeholder engagement in social media marketing

and develop effective social media marketing strategies. The findings of this study may emphasize the significance of organizational leaders in identifying effective social media marketing strategies and their use in improving organizational performance for sustainability. Actively involving organizational leaders in social media marketing may aid the development of effective organizational social media marketing strategies for improved organizational success.

The findings of this study may also be important to policymakers. As a result of technological development, social media platforms have increasingly permeated and adopted by many people. Khanom (2023) reported that social media platforms such as Facebook, Instagram, X, LinkedIn, and YouTube are used by many people and are a potential market for manufacturers and producers. Researchers have demonstrated that digital marketing and social marketing strategies have helped organizations build trust, boost sales, and drive customer engagement (Khanna et al., 2023; Purnomo, 2023). With the continued use of technology, the findings of this study may help policymakers in drafting policies that may help organizations actively and extensively use social media marketing strategies for marketing purposes. In addition to policymakers, the findings of this study may address the gap in research by identifying the social media marketing strategies that organizations and leaders can use to prevent business failure and improve performance.

1.5 Research Purpose and Questions

The purpose of this explanatory qualitative single case study was to explore the effective social media marketing strategies that leaders use to prevent business failure and improve organizational performance for sustainability. Developing an in-depth understanding of the effective social media marketing strategies that leaders use to prevent business failure and improve organizational performance for sustainability may improve profitability and productivity. Zanubiya et al. (2023) asserted that when leaders do not use effective social media marketing strategies, poor execution may result in businesses failing. Since digital marketing strategies may improve the effectiveness of firms, their performance, and consumer engagement, organizational leaders must

understand what social media marketing strategies are effective and may improve organizational performance (Martynenko et al., 2023). To address this problem, a qualitative research methodology was used. Qualitative research methodology allows researchers to investigate a problem in-depth using participant's perceptions, experiences, and thoughts.

A single case study research design was used to investigate the effective social media marketing strategies that leaders use to prevent business failure and improve organizational performance for sustainability. A single case-study design that explains current real-life experiences or behaviors from diverse sources is preferred (Ahmad, 2017). The real-life experiences of industry leaders in social media marketing were the focus of this study. A purposive sampling technique was used to identify and recruit a sample of seven industry leaders. Semi-structured interviews were the primary source of data and document analysis may also be used as another source of data. Thematic analysis steps discussed by Braun and Clarke (2006) were used to analyze the collected data. During data analysis, the NVivo software was used to categorize and code the data. To address the specific business problem that some business leaders lack the strategies to prevent business failure and improve organizational performance for sustainability, the following research questions were addressed:

RQ1: What effective social media marketing strategies do leaders use to prevent business failure and improve organizational performance for sustainability?

RQ2: What ineffective social media marketing strategies do leaders use that lead to business failure and poor organizational performance?

Chapter II: REVIEW OF LITERATURE

2.1 Theoretical Framework

The theoretical framework used in this study was the resource-based view. The resource-based view (RBV) gives an instrument for exploring how internal resources and competencies of a firm can become an asset. The core concept of RBV is reflected in Penrose's 1959 study, where the idea of leveraging on the organization's distinctive competencies and resources for profitability was established (Davis & DeWitt, 2021). However, RBV has experienced the addition of concepts such as dynamic capabilities to it since their first introduction by Nelson and Winter in 1982 (Ferreira et al., 2021). Dynamic capabilities are the capacity of a firm to continuously reorganize and reconfigure its resources and competencies to cope with the changing surroundings and deliver innovation. Employing the RBV model, business leaders conduct internal evaluations to find the company's crucial resources such as assets, knowledge, skills, and processes (Lubis, 2022). The resources valuable and rare, distinctive and indisputable can be used to design and implement strategic tools and techniques which lead to competitive advantages in the market. Through a detailed evaluation of the capabilities, strengths and weaknesses, firms can optimize scarce resources and create differentiated initiatives that generate rewards over competitors (Lubis 2022). Dynamics capability extension upgrades RBV's applicability to influence the renewal of resources and strategic adjustment.

The resource-based view (RBV) provides a strategic tool for business leaders to engage in a critical internal assessment of the resources and competencies of their organization. By leveraging on RBV, business leaders are able to formulate strategies like utilizing the strengths to the maximum, fixing the weaknesses and therefore fostering good performance (Collins, 2021). Thus, according to Barney et al. (2021), organizations' RBV implementation can be enhanced internally if companies focus on enhancing their strengths, acknowledging weaknesses, mitigating external threats and capitalizing on opportunities. An organization's exclusive bundle of resources featuring human capital, processes, expertise, and physical assets can generate competitive performance if it is well integrated (Chatterjee et al., 2024). Through RBV lens, business leaders can

distinguish what type resources are present which can help to gain maximum benefit for their strategy execution.

The integration of resource-based view (RBV) concepts by business leaders enables them to consider their current set of resources as well as identify the areas requiring attention. The framework of RBV allows planning for the organization based on the best utilization of resources and continuous monitoring of performance (Mong et al., 2021). A main benefit entails the option of identifying operational shortfalls, such as the need for outsourcing or partnering with others, and this makes the business sustainable. As a result of an RBV-supported assessment, organizations can gain clarity on their strengths and weaknesses, helping to develop an effective marketing strategy (Zahra, 2021). Small businesses benefit from RBV principles that help to recognize the tangible and intangible resources that are important in revenue growth. Social media is another resource that creative business leaders can use in their overall marketing plan (Sewpersadh, 2023). Strategically, social media can potentially lead to positive revenue growth for the organization. RBV gives leaders the opportunity to consciously analyze, obtain, configure, and utilize the resources aimed at the creation of value and to gain a competitive advantage.

A key challenge with the resource-based view (RBV) is its potential inability to withstand rapid market changes, especially technological disruptions. Applying RBV, leaders may find certain vital resources like employee skills difficult to replicate or develop internally (Pratono, 2022). From an RBV lens, pivotal resources span individual knowledge, experience, and brand equity (Varadarajan, 2022). An organization's resource portfolio, whether advantageous or constraining, guides strategic decisions to enhance competitiveness. The resources include tangible assets like facilities and equipment, alongside intangibles like intellectual property, processes, and culture (Varadarajan, 2022). Conducting an RBV-dependent inventory provides insights on strengths from valuable, rare resources and vulnerabilities from resource gaps, informing strategy formulation. However, RBV may lack a mechanism for continuous resource regeneration necessary to swiftly adapt to disruptive market shifts.

The resource-based view (RBV) provides a lens for business leaders to differentiate their organizations, even within the same industry or franchise system. A critical source of differentiation stems from the unique ways teams interact and combine resources into distinctive capabilities (Kruesi & Bazelmans, 2023). Capabilities like customer service excellence or innovation prowess hinge on team members' collective skills. However, those skills are simultaneously influenced by contextual factors like the team's geographic location (Magno Marchiori et al., 2023). Through the RBV perspective, the specific bundle of tangible resources such as facilities and equipment and intangible resources such as processes and culture possessed by a business team becomes a key strategic asset for leaders. The team's ability to creatively configure and deploy these resources underpins the development of organizational capabilities.

Through the evaluation of the team's skill set and the organization's asset portfolio, business leaders can recognize any competitive edge sources. The resource-based view suggests that only the resources which are valuable, rare, and inimitable can be efficiently used to create a profitable financial sustainability scenario (Aliane et al., 2023). The attributes make up the RBV's strategic value for leaders who are developing focused strategies. Precious and rare resources directly glorify the income collected when uniqueness is added (Huemer & Wang, 2021). Given this distinctiveness, RBV gives the business leaders a longer lead time where they have a more competitive advantage over their strategic assets. Rarity may be exemplified as the unique machinery or highly productive processes that are hard for competitors to reproduce (Crick & Crick, 2022). Imitability is usually an outcome of creative synergy achieved through integration of human capital resources, like specialized knowledge, with factors like equipment and facilities. Complicated interrelation of variables makes copying or substituting strategic assets nearly impossible for competitors.

The inability of rivals to easily replicate or acquire a firm's distinct resources constitutes a key competitive advantage. Each organization possesses a unique configuration of resources that, when combined, give rise to proprietary capabilities specific to their team (Ávila, 2022). Business leaders who nurture resources that are

valuable, rare, and impervious to imitation can sustain competitive advantages over longer time periods (Yoon & Suh, 2021). By leveraging the resource-based view (RBV) framework, leaders identifying their organization's signature resources such as employee knowledge applied to social media marketing strategies may unlock opportunities to enhance revenue performance

Organizational competitiveness can be enhanced by properly leveraging resources like the employee team, enabling business leaders to drive greater profitability. Leaders attuned to their firm's unique resource endowments may identify distinctive processes that create entry barriers and sustain competitive advantages (Rožman et al., 2023). Successful strategy execution using the resource-based view relies on leaders identifying the critical skills required to craft marketing approaches focused on differentiation and financial sustainability as established by Rožman et al. (2023). For instance, viewing social media as a marketing resource, leaders can bolster performance by deepening brand connections with followers (Scholz, 2021). Systematically identifying resources guides leaders in developing policies that reinforce organizational performance. While the resource-based view provides a powerful framework, leaders can complement it with other theories to further elevate performance outcomes.

2.2 Social Media Networks

Social media platforms provide a virtual space for individuals and businesses to create profiles, connect with others, and share information. The platforms enable users to follow or add others within their network and receive updates on their activities or posts (Aichner et al., 2021). Social media networks offer similar opportunities to traditional networking, allowing users to connect and share information. Additionally, social media platforms serve as invaluable resources for business leaders seeking to promote their products online (Son & Niehm, 2021). The significance of social media in business is evident, with 90% of advertisers stating that it is critical to their operations. Advertisers attribute several primary benefits to social marketing, including increased product exposure due to higher traffic on social media platforms, cultivating loyal customers, enhancing brand awareness, gathering market intelligence, and improved sales (Tabuena

et al., 2022). Khanom (2023) emphasizes the importance of developing effective social media strategies and maintaining a presence across the top platforms to foster maximum traffic to business websites. The strategies necessitate marketers to understand the various social media sites, their functionalities, target audiences, and strategically align their social media efforts with existing marketing objectives.

Social Media Platforms

Facebook. Facebook has emerged as a popular social networking platform, having nearly 1.8 billion active monthly users, and providing businesses with a valuable opportunity to connect with potential customers (Hussain et al., 2020). Hussain et al. (2020) highlight Facebook's effectiveness as a social media network, enabling real-time interactive responses to marketing queries and prompt issue resolution. Organizational leaders can gain numerous benefits from leveraging Facebook, including (a) reduced advertising costs, (b) customized and targeted advertising, (c) real-time consumer feedback, (d) electronic word-of-mouth referrals, and (e) contributions to buyer purchase intentions (Niu et al., 2021). The advent of targeted advertisements tailored to specific demographics, such as age, gender, education, location, interests, and behaviors, has transformed Facebook into an advertising tool that both large and small business owners can utilize to increase web traffic and an effective marketing platform option (Schneider & Harknett, 2022). To develop an effective Facebook marketing strategy, marketers should create brand communities, leverage blogs to engage customers, craft content that piques customer interest and appeals to their sense of affiliation and employ storytelling techniques to captivate potential customers' attention.

Twitter. Twitter is a micro blogging platform that has garnered significant popularity, with 313 million active monthly users and approximately 1 billion unique monthly visits. On this platform, users can share concise messages, known as tweets, with a maximum length of 140 characters (Mottaghinia et al., 2021). Business executives perceive Twitter as the social media network with the greatest potential for increasing sales compared to other platforms. Lynn et al. (2020) assert that Twitter presents an attractive marketing tool for businesses, enabling them to reach and attract large

audiences within a short period. Lynn et al. (2020) recommend several strategies employed by companies that have successfully leveraged Twitter to captivate consumer interest in their brand and products: (a) incorporating weblinks and images, which can effectively attract attention and drive increased customer traffic to a firm's website; (b) utilizing polls and questions, allowing firms to pose queries and track votes or responses, as tweets with questions can achieve high retweet and response rates; and (c) including calls to action, encouraging followers to "retweet," which can increase response rates.

YouTube. YouTube is a popular video-sharing platform, attracting over one billion monthly visitors who collectively watch more than six billion hours of video content each month (Tafesse, 2020). Ranked as the third most visited website globally, YouTube allows users to upload, view, comment on, and share videos, as well as engage in activities such as liking, sharing, and commenting. Remarkably, users upload up to 100 hours of new video content to the site every minute (Kurdi et al., 2021). YouTube holds a particular appeal among adolescents, with 50% of teenagers citing it as their favorite website (García Jiménez & Montes Vozmediano, 2020). The platform has significant usage across different generations, with 58% of Generation X (born between 1961 and 1979), 70% of Generation Y (1980-1995), and 83% of Generation Z (1995-2012) accessing YouTube monthly. Advertising on YouTube takes two primary forms: stream video and video. With stream video advertising, viewers have the option to watch the advertisement or skip it after five seconds of playback. In contrast, in-video advertisements appear in the lower section of the screen while the main video is playing (Frade et al., 2021).

LinkedIn. LinkedIn is the world's most dominant professional social networking site, featuring a broad-based membership of over 238 million users (Hosain, & Mamun, 2023). On LinkedIn, professionals can communicate and conduct business with their peers in a virtual manner by using the tools that allow for relationship building, interactions and connections. The platform presents a great option for the advertisers interested in addressing a professional audience, and because of in-depth profile and behavioral characteristics it gives the possibility of precise targeting. However, the high-

quality data of LinkedIn makes it perfect for launching online advertising campaigns (Badoer et al., 2021). LinkedIn marketers are given access to detailed data on their target audience, including education, work profile and vital life milestones. LinkedIn data mining gives the ability to advertisers to laser-pin the targeting efforts on a particular audience group that is expected to buy their products by filtering on the criteria such as occupation, education level, and skill sets (Mude & Undale, 2023). The study of Yu et al. (2020) indicated that marketers are leveraging data-driven techniques to target specific user groups which translate to better marketing results, 40% more reach than non-targeted marketing strategy.

Marketing on LinkedIn is a unique plan of action compared to other social networking sites because LinkedIn is a professional site that demands a high-quality approach of marketing and sale strategy. According to a study by Cortez and Dastidar (2022), LinkedIn should be deployed as a vital part of social media marketing and a social networking strategy by online users and customers. The views of Cortez and Dastidar (2022) state that the LinkedIn social network has the potential of broad and indirect methods of marketing the image and creating brand awareness. The marketers are more likely to build a fresh and sustainable profile of their company page and have fresh content on a regular basis. The methodology takes into consideration the professionalism of the platform, its users, thereby establishing LinkedIn as a marketing channel for strategic, in-depth approaches.

Social Media Strategies

According to Chung et al. (2020), companies are trying to establish if their investments in social networking sites give them a competitive advantage in relation to using traditional media. To fill this gap, a study on the effectiveness of social versus traditional media in branding was conducted by Chung et al. (2020). The research analyzed 63 firms, cross-industry and the usage of YouTube, Twitter, and Facebook, and found that YouTube actions and Facebook brand actions had a positive impact on brand value. Chung et al. (2020) utilized word-of-mouth as a mediating factor, determining that social media impact went beyond word-of-mouth among users. The study also revealed

that social media usage leads to increased brand value and objective metrics which may help prevent business failure and drive continued organizational performance (Chung et al., 2020).

Social media platforms may provide a basis for business leaders to make objectives relating to organizational operations. Research conducted by Palalic (2021) investigated the extent to which consumer purchases can be impacted by social media engagements. The research aimed to calculate how social media linkages influenced brand choices. The research analyzed consumer demand data acquired from Facebook, Twitter, and YouTube social media engagement as well as sales measures. The results showed that there was a partial link between social media participation and consumers' purchase behavior; word-of-mouth and content credibility were the two factors that positively influenced consumer behavior. Palalic et al. (2021) found that companies successfully utilized social media platforms to promote a healthier approach for their customers in producing products, their designs. The researchers determined that social media can inform these sustainable strategies and prevent failure, for example, the organization can use customer online reviews, brand community, content management tools and all these other factors with the aim of increasing sales and performing better.

Online Consumer Reviews. By using social media effectively, it is possible to stop business failure and keep the organization's performance steady. Social media platforms have a great impact on customer preference while purchasing products and services as consumers' likes, dislikes and feedback are shared on these sites and influence buying decisions (Wibowo et al., 2020). As established by Palalic et al. (2021), word-of-mouth is the most powerful tool in spreading information related to consumer preference. Of note, in the realm of social media, the word-of-mouth (WOM) is known as electronic word-of-mouth (e-WOM) and includes reviews of products, services, and experiences shared across channels like Yelp and TripAdvisor. Babić Rosario (2020) revealed that e-WOM significantly affects the intention of customers to purchase something as social media is a powerful tool for sharing brand, product or service experience with other users. Significantly, a study conducted by Choi (2020) indicated

that customers mainly use e-word-of-mouth. The research emphasizes the strategic use of social media and e-WOM management as tools for retaining and attracting customers and thus preventing business failure as well as ensuring sustainable business.

A skillful application of word-of-mouth and online customer opinions can be key to averting business failure and to continuity in business success. In a word-of-mouth scenario, the consumer may share their experiences on products or services which in turn can affect consumer behavior and purchasing decisions (Al-Ja'afreh & Al-Adaileh, 2020). The digital reality of the consumers makes them vent their views on different topics from goods to services through virtual social media platforms. User-generated content that is in the form of online consumer reviews enhances control over a buyer's decision. For instance, a study by Ventre and Kolbe (2020) showed that most of the customers (up to 80%) chose online reviews during their purchasing decisions. According to Ventre and Kolbe (2020), social media has created an environment in which the customers' opinions are freely expressed. The expression in turn influences the customers' purchase decisions. Riaz et al. (2021) argued that online consumer reviews can be a powerful sales enhancer, urging marketers to master the reviews' impact and streamline the game around the purchase decision. The measures can be adopted to manage word-of-mouth and online reviews; thus, businesses can build customer satisfaction, prevent failure, and ensure organizational sustainability.

Social media offers businesses the essential means to create trust, develop a good image and achieve sales, acquisition of customers and customer growth. Customers may also use online reviews as their primary social media to share the opinions that greatly impact the purchase decisions of other consumers (Kumar et al., 2021). The percent of consumers who read online reviews before making purchasing decisions is over 60 and thus, actively managing and responding to customer comments is one of the most important traits in a good social media strategy (Arora et al., 2021). Numerous research indicate that consumers' reviews are a crucial factor in their decisions to purchase (Ali & Anwar, 2021; Zhu et al., 2020) Companies can use social media as an electronic word of

mouth platform to build brand image and a client base by preventing business failure and achieving higher organizational performance.

Online Communities. Social media online communities have emerged as powerful platforms for facilitating direct customer-business interactions and peer-to-peer sharing of product experiences. Research shows these communities drive significant value for organizations by increasing customer spending, fostering brand loyalty, and amplifying positive word-of-mouth (Ting & Ahn, 2023). Elf et al. (2022) found that customer expenditure increased substantially when they joined firm-created online communities. The study also revealed that active brand communities exert a strong influence on nurturing consumer brand loyalty. Lee & Hwang (2021) posited that companies leveraging online brand communities and promotional activities realized higher levels of word-of-mouth advertising from customers. Positive feedback shared peer-to-peer regarding products can lead to increased sales and revenues. Consumers tend to place more credibility in experiential product information from other buyers rather than messaging directly from brands (Lee & Hwang, 2021). Peer opinions and referrals, especially from sources unaffiliated with the brand, are seen as particularly valuable. By facilitating online brand communities, organizations can develop relationships with current and prospective customers who collaborate to identify issues and co-create solutions.

User-generated content within these communities can significantly influence purchase decisions. Social media communities represent an invaluable touch point for companies to directly engage customers, encourage sharing of authentic product experiences, crowd source innovative ideas, and ultimately increase revenue (Park & Jiang, 2021). An organizational strategy centered on cultivating vibrant brand communities allows businesses to strengthen customer relationships, harness positive word-of-mouth at scale, and gain powerful consumer insights to foster improvements and long-term sustainability.

Content Management. Robust social media content management is critical for businesses to prevent failure and sustain high organizational performance. An effective

content strategy goes beyond simply promoting the brand - it must foster innovative connections with consumers and facilitate interactive relationship-building (Ali Qalati et al., 2020). To maximize engagement, brand marketers should shift their communications from a transactional to an interactive perspective that helps consumers view the product as part of their identity (Settembre-Blundo et al., 2022). Content should be tailored directly to the target audience's needs and wants through emotionally resonant messaging rather than rational appeals. Emotionally engaging content that highlights the brand's unique differentiators contributes to gaining consumer interest, attention, and positive purchase intent (Lou & Xie, 2021). Sustainable business performance hinges on a social media content strategy focused on facilitating two-way dialogue and cultivating emotional brand connections with customers. The facilitation allows companies to maintain relevance, build lasting consumer loyalty, and keep an active involvement on evolving audience needs (Cuesta-Valiño et al., 2024). Continuously refreshing content, actively responding to consumer voices, and adapting messaging to market shifts is essential for averting stagnation or disengagement that can precipitate business failure. By prioritizing emotionally resonant, highly engaging, and interactive social media content, businesses foster the enduring customer relationships and consumer embeddedness critical for long-term viability and growth in today's social landscape (Cuesta-Valiño et al., 2024). Effective content management is paramount for preventing declines and sustaining high performance.

Effective social media content management directly impacts key customer metrics fostering business sustainability and profitability. Kumar et al. (2023) found firm-generated content on social media had a significant positive effect on consumer spending levels, cross-buying behavior, and overall customer profitability. The research provides evidence that strategically developing and sharing engaging content is vital for improving organizational performance. To maximize the revenue upside, You and Joshi (2020) recommend companies provide frequent, creative content updates leveraging visuals, exclusive offers, and incentives to increase customer engagement on social platforms.

Incorporating these types of content elements can compel consumers to spend more, purchase across multiple product lines, and remain lucrative, loyal customers over time.

Brand Loyalty. Cultivating true brand loyalty is pivotal for businesses to avert failure and sustain high organizational performance over the long-term. Brand loyalty represents a consumer's unwavering commitment to repeatedly purchase from a particular brand, resisting competitive overtures to switch (Zhang et al., 2022). Brand loyalty stems from a consumer's trust that the brand may reliably deliver on its promises. Fostering deep brand loyalty pays substantial dividends by providing a bulwark against revenue volatility. Loyal customers drive sustained sales through repeat purchases, actively promote the brand via positive word-of-mouth referrals, and exhibit resistance to competitor offerings (Cardoso et al., 2022). The loyal consumer base represents an annuity revenue stream that underpins organizational viability. To earn this loyalty, companies must facilitate emotional brand connections, nurture a sense of commitment and community affiliation, and continually reinforce the brand's unique promise and value proposition (Cardoso et al., 2022). Brands that successfully foster these bonds create a protective moat around their customer base and revenue streams thus preventing business failure.

To avert business failure and enhance sustainable high performance, companies must strategically utilize social media's powerful capabilities. Social platforms enable online product marketing, facilitating electronic word-of-mouth referrals, cultivating brand communities, and precisely targeting advertisements - all critical for influencing consumer purchases and nurturing brand loyalty (Zhang et al., 2020). Building vibrant brand communities through social media is particularly impactful. When firms foster these online communities effectively, consumers develop more positive perceptions of products, services, and brands, thereby increasing brand trust and loyalty (Zhang et al., 2020). Social networking also amplifies influential peer endorsements - consumers are 15% more likely to purchase when referred by a friend (Wang, 2021). Beyond community-building, an active social media presence allows companies to encourage user-generated content and directly engage customers. The enriched social presence

significantly bolsters user loyalty (Gilovich & Gallo, 2020). As positive community experiences and peer advocacy strengthen brand trust, durable brand loyalty follows which are key factors for preventing business decline.

Astute leaders recognize that fostering genuine brand loyalty and deep emotional connections with consumers holds far more value than other marketing, advertising, or promotional efforts when it comes to preventing business failure and ensuring long-term sustainability (Zhang et al., 2020). Building vibrant social media brand communities provides a powerful avenue for strengthening those coveted consumer-brand bonds. Research by Banda et al. (2020) found that effective social media brand communities deliver significant benefits by facilitating information sharing among members and solidifying customer relationships with the product/service, overall brand, and fellow consumers. Critically, these communities help foster brand loyalty, especially when brand trust already exists. The study by Banda et al. (2020) indicated that leveraging social media platforms to cultivate brand communities, amplify electronic word-of-mouth, and invest in product advertising enhances both brand loyalty and positive consumer purchase decisions.

Formulating a holistic, multi-channeled social media marketing strategy is vital for organizations seeking to increase their long-term sustainability and transcend organizational growth. Using different measurement methods throughout 2010-2019, researchers evaluated the impact of social media marketing campaigns (Almestarihi et al., 2024). The main tools used are monetary metrics such as return on investment along with the market share analyses to see the impact on competitive positioning by means of social presence. Besides, brand awareness studies indicate how social content influences customers' perceptions. In addition, comprehensive brand equity frameworks contain the social impact on the equity enhancers like consumers' awareness, brand loyalty, and brand associations. The past ten years have witnessed the development of rich literature that is important in forming social media marketing strategies, categorizing the operational applications, and confirming that social campaigns do have the capacity to enhance brand equity, customer engagement, and ultimately drive sales (Vinerean &

Opreana, 2021). Social media has now become among the major influencers in consumer decisions and brand affiliations. The following section seeks to explain the unique capabilities of social media networks to realize brand awareness and influence consumers' behaviors which is the most critical key to the growth and sustainability of every organization.

2.3 Effects of Social Media Marketing on a Company's Brand and Image

The leverage of social media by the company contributes to increasing the company's brand and image among existing and potential customers.

Brand Awareness. Social media platforms are vital to companies as they allow easy reach out to large numbers of audiences. Social media helps a company to reach out to a vast audience which could not be achieved through traditional means of marketing (Budiman, 2021; Febrian et al., 2022). Companies can increase their brand visibility to different target customers by embracing and utilizing social media platforms vigorously. By taking active participation in social media companies can introduce new brands to their existing and new customers as well as enhance easy exposure of various products and services (Rimadiaz et al., 2021). When a company shares its content on social media, they go viral making them known to potential customers. Content virality helps in amplifying the company products and services which contributes to increasing company brand awareness (Ihzaturrahma & Kusumawati, 2021). Social media advertising when used by companies contributes to increasing brand awareness without necessarily incurring huge additional costs in marketing as opposed to traditional method marketing which requires additional costs in case of a change of marketing tactics (Febriyantoro, 2020). Social media platforms help the company to gain consistent brand awareness as a company can ensure continuous brand messaging (Zia et al., 2021). A company can retain a consistent visual identity through regular messaging which helps in creating active interaction with both existing and new customers (Savitri et al., 2022). Regular brand messaging helps a company to gain easy recognizability of its brand to new customers.

Companies can encourage their product users to share content on their various social media platforms resulting in increasing brand awareness. User-generated content

pursues potential customers as users endorse the brand leading to increasing brand awareness (Dedeoğlu et al., 2020). User testimonials posted on various social media platforms to convince the potential customers of the product and services of the company resulting in boasting the overall brand awareness. Companies can collaborate with various social media influencers leading to reaching out to new clients (Bernarto et al., 2020). Through collaboration and partnership with various influencers, company brands increase their awareness among different categories of users who follow and admire the influencers' behaviors. Analytical tools provided by social media platforms allow companies to monitor and evaluate the effectiveness of their marketing campaigns. This evaluation allows companies to take notes of the preferences and needs of both existing and potential customers leading to better ways of serving their customers (Sanny et al., 2020). Social media platforms when utilized by companies are crucial tools in achieving company brand awareness.

Brand Personality. Companies leveraging the usage of social media can showcase culture, values, and brand personalities. Companies can humanize their brands by using social media platforms which enable them to share unique employee stories as well as events taking place within their premises (Kim et al., 2020). By humanizing the brand, companies achieve transparency and authenticity making their brand gain stronger connections among its users (Fazli-Salehi et al., 2022; Harrison & Kwon, 2023). Companies can shape their brand personality using social media content that offers professional and persuasive voices and tones. The different and unique tones and voices used in social media posts to advertise company products and services offer unique characteristics that contribute to motivating the targeted audience to acquire these products and services. Social media platforms can be used by companies to showcase different visual identities (Peco-Torres et al., 2021). Visual identity presented through videos and graphics helps the company to present its brands using diverse styles that pursue potential customers (Pamuksuz et al., 2021). Companies can combine different compelling storytelling from their existing customers resulting in conveying the values and purpose of their brand by making it unique and appealing to new customers.

Social media platforms allow companies to build a community with their followers by creating an active engagement where they allow their customers to comment and offer insights. The brand personality is strengthened by the company through its active participation in discussions with their customers which contributes to overall community loyalty (Peco-Torres et al., 2021; Seo et al., 2020). Brand cultural resonance is achieved by the company leveraging social media use as they pose relevant information and ideas which maintain the relevance of the brand among the customers (Husain et al., 2022). Companies' brands can become more engaging through their alignment of messaging with cultural issues or events which contributes to boosting awareness. Social media platforms, when used by companies consistently contribute to creating cohesive brand identity as they help in maintaining brand personality. Brand personality consistency contributes to unifying the company brand in all its social media platforms making their new and potential customers gain a common experience (McManus et al., 2022). Leveraging social media is crucial in building a long-lasting relationship between the company brand and its audience.

Customer Engagement. The company can gain direct interaction with its audience through leveraging social media. Companies can listen to the needs and preferences of their customers through two-way communication provided by social media platforms. Better customer experience is gained by the company through their response to customer needs as they create personalized customer feedback through the usage of two-way communication (Wang & Lee, 2020). Engagement with customers through social media platforms helps the company to build better trust with their customers as they remain committed to providing good customer satisfaction (Choedon & Lee, 2020). The built trust between customers and the company brand through active engagement in response to a rising issue contributes to creating customer satisfaction. Companies can create deeper connections with their customers by creating personalized customer feedback that addresses individual customer issues and acknowledges individual contributions. Customers who interact freely with companies using social media tend to feel valued, leading to a better connection with the brand (Algharaba et al., 2020).

Personalized connection with the company brand is crucial as it contributes towards strengthening customers' emotional connection with the brand.

Consistent interaction with customers in social media contributes to building better customer loyalty translating to increased sales volume as satisfied customers are likely to refer as well as speak positively about the company's products and services to the potential customers as well as are likely to purchase items repeatedly (Arora et al., 2021; Febrian & Ahluwalia, 2021). Loyal customers tend to become brand advocates when they refer to new customers and give positive reviews about the company's products and services, leading to a growth trajectory of the business. Social media allows companies to gather important insights from their customers such as their preferences, interests, and needs. An in-depth analysis of the insights gathered from customers assists the companies in creating tailored brands that meet customers' expectations. Positive interactions and engagement with the customer are likely to influence their behaviors toward creating and sharing user-generated content of various company brands leading to influencing the purchasing behaviors of the potential customers. Customer engagement is crucial through social media as it helps the company brand to gain a better brand reputation.

Management of Brand Reputation. Companies using social media platforms for marketing can monitor and evaluate their brand reputation. Companies stay informed of their customers' insights through real-time monitoring of their reactions (Rust et al., 2021). The usage of social media by companies allows them to continuously receive up-to-date information from customers, either positive or negative. Additionally, they can respond quickly to negative feedback resulting in the de-escalation of negative perceptions about their brand (Savitri et al., 2022). Companies can effectively manage public relations crises using their social media platform by providing transparent updates and real-time communications resulting in preserving brand credibility. The evaluation and monitoring of negative feedback from customers by the company plays a crucial role in responding swiftly to those concerns contributing to accountability and mitigation of such responses.

Companies can use positive sentiments from their loyal customers to enhance their brand reputation. Customers can share positive sentiments about the brand resulting in better support and recognition of the brand (Farzin et al., 2022; Guo et al., 2020). Companies can monitor their competitor's trends by analyzing their activities making them identify unique opportunities from them that they require to satisfy (Siddiqui et al., 2021). The utilization of analytics and insights tools from various social media platforms allows the companies to manage their brand reputations by developing better strategies such as offering tailored customer services such as messaging (Al Olaimat et al., 2022; Yang et al., 2022). Leveraging social media platforms is crucial in assisting companies to achieve better management of their brand reputations.

Targeted Advertisement. Companies can leverage social media to conduct targeted advertisements based on the needs and preferences of potential customers. Targeted ads addressing the needs and preferences of a segmented audience are easily conducted by companies using various social media (Budiman, 2021). Through targeted ads, the companies increase the chances of interactions and engagement with potential customers. Companies can personalize messaging using which is targeted to reach a given segment audience (Bilgin & Kethüda, 2022; Khorsheed et al., 2020). Optimization of ad spending is utilized by the companies assisting them in achieving better returns on their investment as it reduces possible wastages. Social media allows companies to conduct retargeting campaigns resulting in influencing customers who had engaged with their products or services in the past (Arli, 2024; Lipyanina et al., 2020; Mohan, 2020). The optimization and performance tracking of targeted ads are achieved by the companies through the usage of analytics and reporting tools in social media. Companies can grow their company brand by focusing on targeted advertisements which allows them to major on a specific audience.

Competitive Advantage. The utilization of social media by companies contributes to it gaining a competitive advantage. Companies can understand real-time market insights by involving themselves in social media platforms which enhances understanding of customer behaviors and changing trends in the market (Budiman, 2021;

Yasa et al., 2020). Companies can design strategies that counteract their competitors in the same industry leading to better penetration and sustainability in the market (Aljumah et al., 2022). Social media platforms allow companies to offer a listening avenue to their customers as they respond actively to customers' needs and interests accordingly. The valuable feedback from the customers helps the companies to develop strategies which make it meet their customers' expectations as well as go beyond the scope of their competitors (Nuseira & Aljumahb, 2020). The aggressive utilization of social media platforms by companies enhances their ability to position their brand at a better position as they can share unique and diverse stories about their products and services leading to gaining better competitive advantages as compared to their customers (Hussain et al., 2020). Continuous exposure and showcasing of company brands help it to attract and positively influence the purchasing decisions of both existing and potential customers.

Companies can leverage social media to increase their adaptability to the market as well as increase their room for innovation and creativity. Companies can compare different marketing strategies being used by their competitors and identify the gaps that they can fill and gain competitive advantages over their competitors (Tajvidi & Karami, 2021; Wu et al., 2020). Understanding different competitors' dynamics helps the company to be better positioned as it can counteract their moves leading to ease adaptability in the market. Social media usage enhances companies to develop personalized marketing campaigns that serve a given segment which contributes to an overall increase in audiences (Hayes et al., 2021). Companies can reach out to different social media influencers who become advocates as well as ambassadors of their brands (Jaitly & Gautam, 2021; Saini et al., 2021). Through brand ambassadors and advocates, the company's products and services gain more trust from both existing and potential customers, which gives the company a competitive advantage. Companies embracing social media can develop more competitive strategies that counteract the competitor's techniques leading to gaining competitive advantages within the industry.

2.4 The Influence of Social Media Marketing on Consumer Engagement

Social Media Marketing Helps in Sharing Feedback with Consumers. Social media marketing enhances shared feedback with consumers and promotes consumer engagement. Research indicates that the provision of constant feedback through social media may promote engagement between the business and consumers thus creating customer loyalty (Ali Qalati et al., 2020). Using social media marketing platforms including Facebook and Twitter promotes consistent communication with consumers, leading to enhanced consumer engagement with the business (Santos et al., 2022; Ali Qalati et al., 2020). Organizations using social media as marketing strategies experience improving employee-customer relationships that contribute to consumer loyalty and commitment to the business product and services (Devereux et al., 2020; Santos et al., 2022; Ali Qalati et al., 2020). When customers receive immediate feedback regarding their complaints about the product and services, they are likely to develop a strong cohesion with the business, thus contributing to improved consumer engagement in businesses (Liu et al., 2021; Devereux et al., 2020). Other studies such as Shang et al. (2022) highlighted that social media platforms may be used to enhance product presence, offer after-sale support to customers and enhance SMEs' presence in the global market through social media content creation that leads to improved consumer engagement. The use of social media marketing strategies can help businesses improve feedback with consumers, leading to enhanced engagement.

Increased use of social media marketing promotes effective communication with customers resulting in improved consumer engagement. Social media marketing promotes communication between business brands and consumers through instant messages, receiving instant feedback, continuous engagement with the business brand and offering product preferences (Giakoumaki & Krepapa, 2020; Demmers et al., 2020). Social media can be used as a marketing tool to promote company products and services through advertisement and sales promotions such as creating appealing content and products to attract potential customers and receiving feedback and customer preferences through online consumer engagement (Labrecque et al., 2020). Real-time social media

communication and instant feedback between consumers and the business brand fosters a sense of engagement and strengthens the bond between the business and customers (de Oliveira Santini et al., 2020). Social media marketing strategies promote customer loyalty that leads to improved engagement between employees and consumers such as asking questions about the product and offering feedback on areas of product improvement (de Oliveira Santini et al., 2020; Labrecque et al., 2020). Thus, the adoption of social media marketing strategies can help firms improve their consumer engagement which promotes growth and performance.

Creates Brand Awareness to Attract and Keep Customers. Creating brand awareness through social media can help attract and retain customers and improve consumer engagement. When a business brand is attractive and appealing to the customers, they are more likely to increase their engagement with the business including positive relationships with employees (Malesev & Cherry, 2021). The findings suggest the increased need for social media marketing that can promote customer reach, including the target audience in a broader geographical location that increases customer base. The increase in customer base enhances consumer engagement through social media platforms including customer enquiries about the business brand (Cao et al., 2021). Thus, social media marketing through diverse social media platforms such as Facebook could help create brand awareness for businesses to their target customers that promotes consumer engagement with the brand (Malesev & Cherry, 2021; Shawky et al., 2020; Cao et al., 2021). Given the findings, organizations can opt for social media marketing platforms to engage with both the target audience and current customers by promoting their online presence in the market through social media content creation.

Using social media marketing helps organizations tailor their products and services based on consumer preferences which leads to improved consumer engagement through brand awareness. Empirical research indicates that social media marketing assists in creating brand awareness among customers which results in increased online presence such brand awareness contributes to enhanced consumer engagement leading to an increase in sales and revenue (Fraccastoro et al., 2021). By using social media marketing

strategies, organizations can leverage personalized content and services that resonate with the preferences of the customers, contributing to improved consumer engagement and loyalty to the business brand (Agnihotri, 2020; Fraccastoro et al., 2021). Businesses prefer using social media platforms that can be used as digital marketing strategies to promote services and products as well as create brand awareness that leads to improved consumer engagement and brand loyalty (Bauman & Lucy, 2020; Agnihotri, 2020; Fraccastoro et al., 2021). The empirical evidence suggests that social media may assist in creating brand awareness to attract and keep customers which in turn leads to improved brand loyalty and consumer engagement with the brand.

Social Media Marketing Promotes Influencer Marketing. Social media opens opportunities for businesses to collaborate with influencers, other brands, or industry leaders which lead to an increased customer base and engagement. Using social media such as Facebook and Instagram can lead to increased partnership and collaboration with influencers and other content creators; such partnership exposes the business brand to new and existing customers, leading to improved consumer engagement (Qalati et al., 2021). Partnering and collaborating with reputable brands or businesses is more likely to enhance the businesses' brand credibility and reputation, which increases the target customers who would engage with the brand. The increase in customer base leads to enhanced trust in the business's products and services, thus leading to increased consumer engagement with the business brand (Kim et al., 2021). Empirical evidence indicates that collaboration and partnership through social media enable businesses to access niche customers and this contributes to improved consumer engagement through online communication platforms such as Instagram and Facebook concerning the business brand and provision of after-sale services (Ao et al., 2023; Kim et al., 2021; Galati et al., 2021). Connecting with various social media influencers such as TikTok, and Instagram content creators may lead to increased business brand exposure to specific niches and potential customers, thus enhancing consumer engagement and business success.

Collaborating with social media influencers may result in improved engagement with a wider customer base. Some studies have demonstrated that using social media marketing to partner with other brands through joint campaigns and co-marketing efforts with partners may contribute to increased customers or niche audiences that can contribute to improved consumer engagement (O'Dwyer et al., 2023; Yates et al. (2023). Engaging in partnership makes partners contribute their resources, creativity, and audiences, which leads to a win-win partnership situation in businesses that promotes engagement with a wider consumer base and business success (O'Dwyer et al., 2023). Therefore, collaborating and partnering with social media influencers could promote consumer engagement using massive influencer followings that become target consumers (Li et al., 2020; O'Dwyer et al., 2023; Yates et al., 2023). Partnering with social media influencers and other business brands through social media platforms can result in service and product improvement that leads to improved engagement between the business brand and the consumers (Nasiri et al., 2023). When business partners bring their resources together, including expertise, it contributes to the development of innovative and creative services which can meet customers' needs and demands, leading to improved consumer engagement and business success.

Social Media Promotes Customer Service and Support through the Provision of After-Sale Service. Customer service and support through social media marketing can promote consumer engagement. Empirical literature indicates that businesses using social media marketing strategies including the use of platforms such as Facebook and Twitter have improved customer service and support including after-sales service engagement with consumers (Ho & Chung, 2020). Social media platforms have successfully broken-down barriers between companies and their customers through the provision of after-sales service which contributes to increased consumer brand engagement (Walton (2022; Ho & Chung, 2020). The use of social media platforms including Facebook, Instagram, Twitter and YouTube, has led to a successful broken-down of barriers of engagement between companies and their customers through the provision of after-sale service, promotion of products and digital marketing of new products to customers that leads to improved

consumer engagement with business brand (Istanto et al., 2022; Walton (2022; Ho & Chung, 2020). As a result, organizations using digital marketing tools through social media platforms such as Twitter have promoted effective and efficient communication with their customers thus leading to enhanced consumer engagement in product improvement through instant feedback about their preferences (Dwivedi et al., 2021; Ho & Chung, 2020). Using social media marketing platforms to offer after-sale service as customer support strategies can lead to enhanced consumer engagement through effective communication and feedback regarding product and service preferences.

The use of social media marketing in businesses can promote effective communication between organizations and their customers in providing customer service and support which increases consumer engagement. Embracing social media as a marketing tool can be an effective strategy to enhance customer support services including offering after-service that is likely a business brand and attract more customers, communicate to customers and enhance individualized connections with stakeholders resulting in consumer engagement (Saura et al., 2021). Organizations use social media through digital marketing strategies such as sales promotions and advertising of new products enhances increased customer engagement through such brand awareness campaigns that contribute to the high level of (Saura et al., 2021; Algharabat et al., 2020). The transparency in responding to enquiries among customers using social media marketing strategies shows the organization's commitment to enhancing the satisfaction of consumers which promotes consumer loyalty and engagement (Dhaoui & Webster, 2021; Saura et al., 2021). Across the empirical evidence, results indicate that using social media marketing promotes customer service and supports the provision of after-sales service.

Digital marketing promotes constant communication between customers and organizations, thus ensuring customer loyalty and engagement. Past research indicates that the use of social media promotes customer communication and feedback in marketing new products thus increasing market share and customer base that leads to consistent and enhanced consumer engagement (Hsiao et al., 2020). Through the

provision of after-sale services and customer support through social media platforms businesses can successfully improve their customer base and engagement by enhancing effective communication and provision of feedback which increases customer loyalty and engagement with the business brand (Yee et al., 2022; Kim et al., 2020). Social media marketing has revolutionized how firms contact their businesses including communication and engagement with consumers, and the building of business brands which promotes important relationships with the customers in a competitive environment.

2.5 Influence of Social Media Marketing on Brand Awareness

Fostering Brand Recognition. Social media platforms have emerged as an important marketing tool that helps in expanding brand recognition. Social media platforms including Instagram, Twitter, and Facebook are important in making the intended audience aware of the introduction of new products or existing ones in the markets (Ebrahim, 2020). Brand's recognition of the available product is expanded by using social media marketing increasing the reach. Social media platforms have large active users and followers who can act as potential customers who easily access information about a particular product if posted on the platforms (Hafez, 2021). Active use of social media for marketing the product brand exposes the products to the billions of active users expanding the brand recognition (Hafez, 2021). Marketing of the product not only reaches the active social media users but also their social networks expanding the visibility of the product brand.

Social media marketing creates a community around the product brand. The platforms create room for active engagement with potential customers. A relationship is built with potential customers through comments, shares, and likes thus creating a sense of loyalty and expanding brand recognition in the market (Hasan & Sohail, 2021). Through the comments and replies about a product shared through social media platforms, businesses use this feedback about the product for adjustment in line with the customers' needs and preferences (Armawan et al., 2023). Addressing the needs of consumers in the market by providing feedback about their concerns about the product,

making the products accessible, and adjusting the product to meet the needs of the customers creates a reputation for the product brand strengthening its reputation.

Social media advertisement enhances brand recognition through the visual nature of marketing. Using social media platforms including Facebook and Instagram are particularly effective in showcasing products or services through visually appealing images and videos. By Creating visually impressive and high-quality content about a product, one can captivate the target customers' attention thus enhancing the brand's image and recognition (Chen & Qasim, 2021). Consistent use of branding elements such as color schemes and visual style through the social media marketing platform also contributes to brand recognition, as the product users and target audience start associating these elements with the business brand product identity (Savitri et al., 2022). Social media platforms create room for reaching specific demographics, behaviors, and interests essential for the brand. The platforms play a significant role in targeted advertising campaigns enabling businesses to expose brands to potential customers not aware of their availability (Aji et al., 2020). Targeted advertisement helps you maximize the impact of the business marketing efforts hence increasing brand recognition among targeted customers.

Building Strong Customer Relationships. Building strong customer relationships is important for business growth and success. Social media platforms create a room that facilitates a connection between the business and potential customers (Alwan & Alshurideh, 2022). Availability of product information through social media platforms makes potential customers aware and have a deep understanding of the business thus creating trust in the products or services thus becoming and remaining loyal to the business (Sanny et al., 2020). There is a need for businesses to develop and maintain good relationships with their potential and existing customers to enhance the marketability of their products. Encouraging and advocating for healthy interactions on social media helps in creating customer relationships (Zollo et al., 2020). Creating a welcoming and inclusive environment through social media platforms enables businesses to invite their followers to share their opinions, experiences, and preferences to help

make necessary adjustments to the brand, thus boosting business sales (Puspaningrum, 2020). The use of social media marketing is essential in prompting inquiries, and discussions, and encouraging user-generated content which plays a significant role in enhancing engagement and a sense of community (Koay et al., 2020). Addressing customers' needs in terms of comments, messages, and concerns online, the aspect of the business values customers' input and is interested in their concerns and perspectives.

Providing relevant information and addressing customers' concerns plays a significant role in enhancing business-customer relationships. Most customers use social media to seek important information about a product as well as give feedback about the product (Ihzaturrahma & Kusumawati, 2021). Businesses that use social media marketing strategies create a responsive communication channel that responds to the customers' needs promptly and efficiently (Dülek & Aydın, 2020). Timely responses to customers' needs demonstrate the business's commitment to meeting their clients' satisfaction thus winning their trust and loyalty towards the business (Dülek & Aydın, 2020). Addressing customer concerns publicly demonstrates the dedication of the business to customer service, leaving a positive impression on existing and potential customers. Mutual support by the business helps in enhancing customer relationships on social media (Bernarto et al., 2020). Sharing important resources, valuable content, and information regarding the business product helps in creating strong relationships with customers (Barreda et al., 2020). Social media platforms aid in the creation of good relationships essential for strengthening a business brand's reputation. Actively supporting the business and the customers' achievements and initiatives can also contribute to a sense of reciprocity, fostering a positive relationship built on mutual respect and support towards the business.

Analysis of the Competitors. Social media platforms are essential for competitor analysis, which is an important business strategy for the success of the business. Through social media, the business can access important information about the business competitor's activities for decision marketing to beat them (Sijabat et al., 2022). Social media enables businesses to conduct competitor analysis to observe and learn from

competitors' strategies. Visiting competitors' profiles provide information on content shared by competitors, how often they share the content, and the messaging tone employed in the message shared on social media (Makrides et al., 2020). Competitor analysis gives the business the ability to strategize the tactics to be employed in winning more customers than potential customers. When businesses understand the strategies employed by competitors, appropriate measures can be taken to integrate the marketing strategies into their strategies using social media platforms to gain a competitive advantage.

Analyzing your competitors' potential customers' inquiries can provide the business with important information on the customer's preferences, needs, and feedback about competitors' products. Monitoring discussions, comments, and messages on competitors' social media profiles, the audience's interests, concerns, and desires are noted for appropriate actions (Cheung et al., 2020). The Business can utilize this knowledge in the creation of social media content for marketing its products or services to meet the needs of its target market. Meeting customers' concerns on social media concerning the competitors' products give the business a competitive advantage (Al-Azzam & Al-Mizeed, 2021). Identifying your competitors' strengths and weaknesses through social media analysis helps in assessing the content performance and overall brand perception of your competitors thus gaining insights into their areas of expertise and their potential weaknesses and capitalizing for the business benefit.

Cost-Effective Expansion. The use of social media platforms for marketing purposes is essential for cost-effective expansion. With a diverse array of social media marketing platforms and tools, the business can maximize and utilize it to minimize the cost of marketing. Social media platforms provide budget-friendly advertising options which enable the business to minimize the cost of operations (Manzoor et al., 2020). Social media platforms enable businesses to set specific budget limits, target specific audiences, and monitor the performance of their adverts in real time. The use of social media platforms helps create advertisements and monitor their performance with minimum costs involved (Park et al., 2020). Sharing important content and implementing

effective SEO strategies can significantly expand the business online while minimizing advertising expenses. The creation of high-quality and engaging social media content enables the business to attract and retain social media followers who may end up sharing the business content on their platforms, expanding the intended audience reach (Jun & Yi, 2020). Implementing SEO techniques by optimizing business profiles and posts can also enhance the visibility of the business.

Businesses achieve success through social media marketing without engaging in significant spending. The use of social media bloggers by businesses helps win more potential customers without necessarily incurring high advertising expenses (Moslehpour et al., 2021). Social media platforms are essential in the creation of outstanding content, customer engagement, and community building. Frequent communication through social media platforms helps the business to establish a strong online presence and drive meaningful results toward its success (Fitrianna & Aurinawati, 2020). With a focused and strategic approach to marketing efforts, business brands with financial challenges can thrive on social media.

Heightened Brand Loyalty. Social media platforms play a significant role in achieving heightened brand loyalty which is the main goal for businesses. Active engagement and the creation of good relationships with potential customers on social media platforms contribute to cultivating a loyal customer base (Ibrahim, 2022). Frequent and consistent interaction between businesses with their customers through social media demonstrates the interest in meeting customers' demands. Frequent communication and connection by the business with the customers make them feel valued thus fostering a sense of loyalty and trust (Eid et al., 2020). Provision of personalized assistance and guidance, addressing their concerns and feedback enables the businesses to create strong relationships with the customers through social media.

Social media enhances customer satisfaction thus significantly leading to brand loyalty. Businesses employ social media platforms to provide real-time assistance and address customers' concerns and issues (Na et al., 2020). Presence and availability on social media enable businesses to offer customers with necessary support making them

feel cared thus enhancing brand loyalty. Social media platforms lead to the creation of interactive promotional campaigns that enable businesses to resonate with target customers (Singh et al., 2020). Businesses use promotional campaigns such as offering giveaways, contests, special offers, and exclusive content leading to excitement and fostering a sense of belonging among customers. Promotional customers play a significant role not only in attracting new customers but also in enhancing the brand loyalty of existing ones (Ibrahim et al., 2021). Social media platforms provide direct communication channels between customers and businesses. Active engagement, communication, and a consistent social media presence strengthen relationships between businesses and customers leading to increased brand loyalty and advocacy.

Engagement and Support from influencers. The use of influencers by businesses as a marketing strategy has far-reaching advantages in connecting with potential customers, expanding market reach, and gaining valuable insights about the brand. Social media influencers have many followers and thus engaging them enables a business to enhance brand awareness (Liu et al., 2020). The creation of connections with influencers enables the business to tap into its existing consumer base and use its influence to enhance business brand awareness. Collaboration with influencers enables businesses to engage in content exchanges in creating content that aligns with both the influencer's style and your brand's messaging (Liu et al., 2020). Content exchange enables businesses to gain exposure to the influencer's audience through their social media handles thus providing valuable content about the products and increasing brand awareness.

Social media influencers enhance trust and authenticity among their followers, enhancing brand awareness. Social media influencers are often viewed by their followers as individuals who share their experiences, opinions, and thoughts (Mahaputra & Saputra, 2021). Influencers play a significant role in creating content that resonates with their followers creating assurance of a sense of authenticity of the brand (Hanaysha & Momani, 2021). Sharing insights and recommendations about the brand by the influencers leads to enhancing their followers' trust in the product. Endorsement of the

product by influencers leads to promotion of the brand due to the trust they have built in their followers. Influencers's followers perceive these recommendations as genuine and reliable since they are seen as experts in their area of preference and their opinions are highly valued (Chang, 2020). When influencers endorse a brand, a lot of attention is likely to be paid by their followers to the product thus enhancing brand awareness.

Algorithmic adaptation has become an essential component in ensuring customer interaction is healthy across social media platforms. Organizations should also always ensure that they engage with their audiences in the right way to fit the changing algorithms of the platform that dictate the visibility, and reach of the content (Palle, 2021). The algorithms are now focusing on meaningful interactions instead of passive engagement metrics meaning brands need to come up with content that prompts real conversations and real relationships with the audience. Organizations that can effectively manage algorithm shifts achieve greater levels of audience engagement than those with outdated approaches (Omidvar et al., 2023). Real-time monitoring tools and analytics assist firms in recognizing changes in algorithms and, consequently, modifying their content approach. The constant monitoring of engagement metrics and performance information helps companies adjust their strategies and continue meaningful customer interactions (Soni, 2023). Hence, algorithmic adaptation has emerged as another critical area that needs to be managed effectively to maintain long-term customer relationships in the constantly evolving social media context.

Social media content strategies have become some of the key factors vital in enhancing customer interaction on various social media platforms. The dynamics of the use of each platform and the spending time of the users make it necessary to design strategies and content development or management of the community appropriately (Unnava & Aravindakshan, 2021). For instance, TikTok has learned to promote real, engaging short-form videos that generate instant engagement, while LinkedIn's audience prefers thought leadership and insights into industries (Chu et al., 2024). Platform-specific strategies for successful implementation entail knowledge of the platform's unique features, user behavior, and the optimal time for engagement. The tone, content

format, and number of posts that brands need to make should be according to the expectations of the target audience of each platform (Deng et al., 2021). Similarly, firms that have separate content management strategies for each of the platforms get better customer engagement and can better build a community. Therefore, it becomes crucial to create and sustain content-specific strategies for the platforms to ensure customer engagement over social media platforms.

Brand Social Activism. Corporate social responsiveness and commitment to social causes have become crucial influences on brand recognition in today's world. When a company comes out with a clear stand on social issues on its social media handles, it can attract a lot of natural traffic and engagement, especially from the woke audience who look for like-minded brands to support (Gambetti & Biraghi, 2023). When the form of value-based brand awareness is more engaging with the audience, consumers are more likely to share content that aligns with their social and ethical values. In addition, when social activism content is viral, the targeted brand can gain exposure to a broad audience within a short period across different platforms (Zadeh & Sharda, 2022). Research shows that brands that take real stances on social causes receive much greater levels of engagement and share-ability of content which translates to broader reach across multiple demographics (Oliveira & Fernandes, 2022; Yim, 2021). However, this visibility is accompanied by growing public awareness of the company's activities and its past, which means brands can no longer afford to have contradictory actions and statements. Therefore, social media activism, when properly organized, can be a great tool helping to broaden brand appeal and extend its audience.

The genuineness of the social activism of a firm on social media platforms is a key determinant of the success of its brand awareness campaigns. Businesses that have long-term corporate social responsibility strategies report their outcomes to get more credible brand awareness (Wang et al., 2021). Social justice advocates may research a company's previous positions and behavior, and it is paramount for companies to stay aligned with their proclaimed values and actions. Studies reveal that brands adopting true and continuous social activism communication leads to more frequent and favorable

brand mentions and organic post sharing, and therefore, long-term brand awareness (Bulmer et al., 2024; Kapitan et al., 2022). Authenticity is more profound than increasing the level of engagement to enhance the brand's memory and the extent of trust (Bulmer et al., 2024). Hence, it is tremendously important to sustain genuine social activism communications on social media networks to build brand awareness and recognition.

Environmental, social, and governance communication on social media platforms has transformed the way business organizations establish and sustain their image with contemporary consumers. Organizations can enhance their profile by providing ESG activities and outcomes, reports, and other key performance indicators on social networks, especially for the younger generation that pays considerable attention to sustainable and responsible business management (Liu et al., 2023). The openness of ESG communication assists the brand target environmentally conscious customers who actively look at and share content regarding sustainability. Appealing and engaging with sustainable-oriented hashtags, environmental awareness initiatives and campaigns, and the announcement of partnerships with environmental organizations can greatly increase organic reach and brand awareness among target green consumer groups (Razak, 2024). Similarly, organizations effectively incorporating ESG narratives into their social networking campaigns are likely to increase brand recognition and association among target consumer segments including millennials and GenZ (Hu et al., 2024). Therefore, the application of social media platforms in communicating ESG information is crucial in developing the strategic brand model in today's socially responsible market.

Customer Interaction. The element of interaction has revolutionized how businesses create brand recognition through social media. Components like polls help to enhance the level of audience engagement as opposed to the simple view of content (Oham & Ejike, 2024). When users interact with the content that is associated with a brand, they spend more time interacting with the brand hence the high rates of recall and recognition of the brand. In addition, brand engagement through quizzes and polls as a form of gamification not only serves as a tool to extend the time spent with brand content but also gathers important information about users' choices and activities (Elshoubashy et

al., 2023). Research indicates that people engage more with content that is interactivity-driven than static posts leading to an exponential increase in organic reach and brand awareness (Sheeraz et al., 2023). By incorporating the use of interactive elements, firms can thus improve their ability to market their brands through creating interesting and enjoyable experiences that are likely to be passed on from one person to the other.

Platform effectiveness and technical optimization remain two primary factors for developing a brand presence in the digital environment. The speed and functionality of the brand's social media content affects how much users are willing to engage with it and share it with others, with users willing to leave content that takes time to load (Bozkurt et al., 2021). A study by Daniel et al. (2023) revealed that brands that adapt their content for fast loading and seamless performance across devices and networks achieve high engagement levels and content sharing. Lack of technical proficiency translates into negative brand equity and low reach since social media algorithms hide low-engagement content. Thus, companies should review their content delivery process and adjust them for a better user experience regardless of the device (Raji et al., 2024). The use of various media formats and progressive loading techniques enhances audience interaction, especially if the network is congested. Hence, it is crucial to ensure that the platforms are at optimal levels to support brand recall and growth through social media.

A mobile-first approach to content strategy has become vital when it comes to the overall effectiveness of the brand in today's predominantly mobile social media environment. Since most social media activities happen by mobile devices, firms need to pay special attention to the mobile aspect in their content development and sharing approaches to gain the best reach (Celestin et al., 2024). The approach includes creating specific video ad formats, designing visually eye-catching content properly for small screens, and making all clickable items responsive to mobile interfaces. Consumers who interact with mobile-first content are more likely to engage and share their experiences than those who engage with desktop-first brands (Srivastva, 2024). The features include swipe-up links, mobile-friendly calls to action, and a touch-responsive design which enhance the performance of the content and visibility of the brand (Nofrizal & Delliana,

2021). Thus, the principle of mobile-first has become critical to creating and sustaining powerful brand recognition within the social media environment.

2.6 Literature Regarding Attempts to Measure the Success of Social Media Marketing

Measuring social media marketing success is challenging, as followers count and likes alone are insufficient metrics. During social's early days, companies prioritized acquiring fans and investing heavily in enhancing high follower volumes (Anas et al., 2023). However, audits revealed minimal engagement from the following. Focus then shifted to creating content that achieves better reach and engagement. Merely tallying followers provides little insight into campaign effectiveness (Ye et al., 2021). Companies must analyze user-generated content and employ in-depth analyses to gauge if strategies are truly resonating. Assessing long-term brand equity impact from social marketing is also difficult (Fang & Wang, 2022). Comprehensive frameworks for evaluating digital marketing performance are critical as the landscape evolves.

Digital marketing encompasses three key categories: paid content (pay-per-click ads), owned content (company website, social media pages), and earned content (user reviews, media coverage). Earned content, reflecting an organization's perceived image, is the most challenging to obtain (Bharambe et al., 2021). The primary challenge for brands is developing social media marketing strategies that foster customer engagement throughout the day. Adopting this approach pushes owned content to customers, who then engage with the coveted earned content (Demmers et al., 2020). However, creating branded social content that accomplishes these goals can be difficult. According to a research study by Noguti and Waller (2020), while social media users seek entertainment and information, entertainment is a stronger motivator for engagement. Developing informative yet entertaining content maximizes customer engagement for companies' investment. Therefore, organizations must ensure the continuous delivery of valuable, engaging news and information to customers.

Numerous efforts have been undertaken by researchers to gauge the efficacy of social media marketing strategies. Brooks and Simkin in 2017 highlighted the creation of

over 250 distinct metrics in this pursuit (Canhoto et al., 2021). However, Brooks and Simkin assert that only a select few possess robust scientific foundations. Through their framework, Brooks and Simkin offer a comprehensive breakdown of these metrics, categorizing them into four distinct types: financial, quantitative, qualitative, and hybrid measures (Skačkauskienė & Nekrošienė, 2023). The measures, which include metrics such as ROI, market share, brand awareness, and brand equity, have become integral to both traditional and social media marketing studies. Embracing these metrics can empower business proprietors to delineate their marketing approaches and standards, aligning with the insights of business studies on the significance of strategic marketing.

Previous studies on social media marketing have frequently focused on aspects such as digital content, interactive communication in marketing, the level of bidirectional communication, and the evolving roles of both buyers and sellers in content creation (Drummond et al., 2020; Moran et al., 2020). In his examination in 2016, Stephen extensively explored the impact of digital and social media marketing on consumer behavior, identifying five main themes: consumer digital culture, responses to digital advertising, the influence of digital environments on consumer behavior, mobile platforms, and online word-of-mouth (Armutcu et al., 2024). The themes collectively provide insights on how consumers engage with and are influenced by digital landscapes in their daily lives. Moreover, the significance of social media within marketing strategies has been a central area of investigation in previous research endeavors.

Seo et al. (2020) conducted a study investigating what brand communication on social media does to social media in comparison with traditional media. The findings showed that both traditional and social media channels are of considerable value for brand equity, being especially effective for brand awareness (through traditional media) and brand image (through social media). Along the same lines, Ur Rahman et al. (2020) summarized the main determinants of business competence in social media being information technology infrastructure capability, competitive pressure from social competitors, effective marketing management, and innovation management. Social media has revolutionized the marketing mechanisms, making marketers reallocate their

marketing resources from the traditional channels to the internet channels capable of reaching the consumers (Vitalis et al., 2023). Firms also need to develop social media marketing organizational-level competencies to enhance their competitive position.

The development of new tools and methods in social media analytics and measurement and the appearance of fresh measurement frameworks have provided more refined ways to assess marketing effectiveness. Although simple metrics, such as the number of followers and the engagement rate, are still considered reliable basic tools in the present day, modern scientific studies focus on the need for the implementation of evaluation and analysis models based on multiple interrelated factors, including both numerical and qualitative (Saura, 2021). The advanced frameworks address the interaction of social media platforms with other marketing channels and take into consideration the complexity of the contemporary social media environment. Modern approaches to the assessment of the effectiveness of social media marketing are based on the use of machine learning and artificial intelligence (Kedi et al., 2024). Organizations can now leverage natural language processing algorithms with large volumes of user-generated content to get a better understanding of the perception of their brand as well as the effectiveness of the campaign they are implementing (Rane et al., 2024). Technological advancement enables the organization to go beyond the basic levels of engagement and comprehend the passion of the targeted audience for the content developed.

The establishment of cross-platform attribution models has eased the problem of measuring marketing effectiveness across various social media platforms. The models follow the customer through all the touchpoints to give an understanding of the impact of the touchpoints towards conversion and brand development (Smallwood, 2022). The approach includes the use of social media in the interaction of customers with brands before making a purchase decision and the need for cross-platform measurement strategies (Hasan & Sohail, 2021). Companies that use complex attribution modeling experience an enhanced understanding of how to allocate marketing resources (Morgan et al., 2022). When companies implement these models, they can get a comprehensive view

of their marketing endeavors and, therefore, create better marketing strategies and achieve greater value for money.

Calculations of return on investment (ROI) in social media marketing have evolved to incorporate not only the quantitative outcomes of the exercise but also the qualitative outcomes of brand creation. More contemporary frameworks also incorporate estimates of customers' lifetime value, brand equity, and a compounded effect that results from social media interaction that grows in a geometric progression (Diab, 2023). The broad approach to the assessment of ROI is justified by the fact that social media marketing incorporates more than just sale conversion in the value offering, which entails brand creation, customer retention, and market positioning. Organizations with elaborate ROI assessment systems ensure better resource utilization within social media marketing (Rakshit et al., 2022). Therefore, by adopting these complicated mechanisms of ROI, it is possible to correlate the short-term activity of the council with the long-term perspective of its development and profit-making in the context of the increasing tendency of digitalization.

Social media monitoring tools have made it possible to integrate customer relation management (CRM) systems to determine the effectiveness of social media marketing in customer relationship management. Integration allows organizations to comprehend the impact of using social media as a communication channel on customer satisfaction, loyalty, and advocacy in the long run (Westermann & Forthmann, 2021). Research also shows that organizations that have adopted social listening and CRM systems achieve enhanced preciseness of customer behavior prediction and marketing efficiency assessment (Li et al., 2023). Other studies have also highlighted the importance of establishing the magnitude of social media marketing on competitive advantage and market share in the recent past (Nuseir & Elrefae, 2022). The current models of competitive analysis are grounded in social media share of voice and brand sentiment alongside the engagement rates of competing accounts (Grande-Ramírez et al., 2022). The broad competitive benchmarking tools help users gain greater ability to sharpen the

management of social media activities in response to market trends and competitor activities.

The emergence of privacy-compliance measurement methods has gained significant relevance with the enforcement of stricter regulations on data protection (Georgiadis & Poels, 2021). Contemporary approaches to measurement should address the demand for comprehensive data analysis while considering the users' privacy choices (Vgena et al., 2022). Evidence indicates that organizations that adopt privacy-aware measurement practices sustain better long-term relationships with their stakeholders in the social media domain and still gain relevant performance information (Saura et al., 2021). Thus, it becomes essential as regulations on privacy affect the means of data collection in the future.

As a result of the increased use of social media for marketing, sentiment analysis has become an essential approach in identifying customer attitudes and their effect on brand equity (Rodríguez-Ibáñez et al., 2023). Using natural language processing, organizations can identify positive or negative feelings towards their brand from the content that customers post. For example, Kim and Lim (2021) noted that brands that employed sentiment analysis to monitor live customer feedback were able to quickly deal with complaints which would improve customer experience. In the same way, Giannakis et al. (2022) showed that recognizing sentiments was useful in identifying consumer behavior during the early stages of the product launch to create better-targeted campaigns. Another extensive research by Al Balawi et al. (2023) also showed that the brands that had strong sentiment analysis had better crisis management because they could identify negative sentiment on time. Since conversations on social media are always changing, on the social level, sentiment analysis is an invaluable tool for brands to support their strategies following consumer sentiment, thus strengthening trust and customer loyalty.

Attribution modeling provides a framework for evaluating the impact of social media activities on marketing conversions, as well as the relative weight of various interactions in the decision-making process. First-click models, as discussed in Gupta et

al. (2020), focus on the first contact with the customer, which helps businesses determine the effectiveness of awareness-driven initiatives (Alexandrovskiy & Trundova, 2022). On the other hand, there are last click models which are described by Goić et al. (2022) as models that consider the last touchpoint before the conversion, they are useful for assessing the effectiveness of the promotion. On the other hand, multi-touch attribution models which are highlighted in a study by Hosahally and Zaremba (2023) offer an overall view of the process by attributing relative credit to each of the stages from the discovery phase to the purchase stage. The models are especially useful in the era of the internet and social networks where a customer communicates with several sites before the purchase. Therefore, through proper use of the different attribution models, brands can make the right decisions in terms of resource utilization, targeting, and overall ROI, guaranteeing that the social media campaigns deliver the intended results.

Social media marketing metrics involve the identification of psychological factors that lead to user actions and the application of rational models for the assessment of campaign results. Psychological factors like fear of missing out are very relevant for user engagement where timely content like offers with limited validity or topics that are trending is involved (Tandon et al., 2022). Similarly, humor, nostalgia, and inspiration are also important factors since posts with an emotional appeal attract higher shares and likes than posts without a particular appeal (Sykora et al., 2022). In addition to entertainment, narrative storytelling also fosters interaction, as people remember experiences and therefore spend more time with branded content (Pachucki et al., 2022). The psychological aspects offer significant quantitative standards for evaluating efficacy like engagement levels, content material penetration, and users' stickiness.

Social proof based on influencers is the foundation of building earned content, which allows brands to receive authentic feedback on the effectiveness of social media marketing campaigns. Cabeza-Ramírez et al. (2022) showed that endorsement leads to purchase intent enhancement. In addition, Tian et al. (2024) revealed that micro-influencers interact with audiences more frequently and more effectively compared to mega-influencers because of their intimacy with the target audience. Evaluating the

effectiveness of influencers may be done using parameters like engagement rate, impression, and conversion rate (Vrontis et al., 2021). When implemented in the brand's marketing mix, influencer strategies can tap into the social proof potential and provide brands with trust, increased visibility, and results. The findings confirm that it is crucial to monitor engagement rates, impressions, and conversion rates as key performance measures of influencer campaigns. The specification of detailed performance metrics for influencer marketing means that brands can assess the effectiveness of social proofing systematically.

2.7 Effective social media strategies to prevent business failure and improve organizational performance

Engage in Partnerships with Influencers

Partnering with influencers may promote brand visibility to diverse customers. Research has demonstrated that when businesses partner with social media influencers, they are more likely to increase their customer reach by tapping into the already-built networks of the audience thus, contributing to increased brand awareness (Leung et al., 2022). Most social media influencers have many followers who may be potential clients for businesses' products and services, and this may lead to expanded brand awareness and increased visibility (Xin et al., 2024). Similarly, in a study conducted to explore the use of social media marketing for enhanced brand awareness, Giertz et al. (2022) noted that organizations have formalized partnerships with social media influencers to expand their client reach. According to the researchers, social media influencers have wider and more loyal followers and audiences which leads to expanded reach to more clients for the businesses' products and services (Giertz et al., 2022). These findings suggest that engagement with social media influencers can help businesses prevent failure and improve their performance by increasing brand awareness and reaching a wider audience who may be potential clients for their businesses' products and services. Thus, businesses' engagement with social media influencers can be an effective strategy to prevent business failure and improve organizational performance.

Partnerships with social media influencers who align with their brand values may help organizations engage in targeted marketing to niche audiences. This ensures that information about the brand can reach a specific type of client that aligns with the targeted market, contributing to enhanced client reach, improved credibility, and connecting with new customers (Björk et al., 2023). Partnerships with influencers can work well because they can add credibility and expand client reach through the influencer's followers who become the target market, contributing to enhanced business performance and preventing business failure (Thomas & Fowler, 2023). Empirical research also shows that most businesses engage in targeted marketing through partnerships with social media influencers with vast numbers of followers who make potential future business customers (Abhari & McGuckin, 2023). This may lead to enhanced business performance thus preventing business failure and promoting sustainability. Although research has demonstrated the importance of social media influencers in preventing business failure and promoting business growth and sustainability, there is still a gap in research on how social media marketing strategies may help prevent business failure and improve performance. This study aims to address this gap in literature.

A business's engagement with social media influencers may promote credibility and trust in the business's brand, thus preventing possible business failure. Empirical literature revealed importance, and the value influencers contribute to business growth and performance including teaming up with popular people who love business brands to reach more clients (Thomas & Fowler, 2023). According to Thomas and Fowler (2023), business partnering with social media influencers may increase the trust and credibility of the business brand. Most consumers are more likely to trust suggestions from their social media influencers than recommendations from their colleagues and businesses because they believe suggestions by influencers are authentic and relevant (Kim et al., 2021). Such trust in influencers' recommendations can be important social proof that businesses who partner with social media influencers experience increased credibility for their products and services as clients become loyal to their brand based on influencers'

suggestions. Additionally, Mubushar et al. (2024) noted that the authentic and personalized content presented by social media influencers reverberates profoundly with their followers in the region. As a result, this personalized partnership and content can be key to building trust and brand recognition for enhanced performance and prevention of future business failure (Mubushar et al., 2024). Therefore, partnerships with social media influencers may promote customer trust that contributes to improved client relations and business performance, thus preventing the possibility of future business failure.

Associating with social media influencers may lead to improved brand image and credibility in the sector. Previous research indicates that collaboration between businesses and social media influencers is more likely to promote the image of the businesses' products and services and this may contribute to enhanced credibility of such businesses in the sector (Schwepker et al., 2022). As a result, enhanced brand image and credibility may lead to improved performance through an improved customer base, thus preventing future business failure. Similar findings can be observed in a qualitative study conducted to investigate social media marketing and the prevention of business failure for multinational companies (Yee et al., 2022). The findings revealed that when businesses indulge in social media marketing, they should partner and engage with renowned social media influencers with large amounts of followers who trust their influencers. This may lead to improved brand image and association as more people are likely to associate with brands that are promoted by their followers on specific social media platforms (Hsiao et al., 2020). The results reviewed across the articles suggest that business-influencer partnership promotes trust and credibility of the business in the industry, which leads to the prevention of business failure and enhanced business performance.

Influencer partnerships can make social media marketing cost-effective for enhanced performance and prevention of business failure by making marketing more affordable. The extant research indicates that business collaboration with social media influencers can accelerate the reach of content to more clients with less cost as compared to traditional marketing, leading to long-term gains in viewership (Neilson & Gibson, 2022). Small businesses find it challenging to promote their products and services using

social media platforms due to the cost. However, influencers may be more affordable to such businesses who may find it less costly to market their products and services and improve brand loyalty (Li et al., 2021). Compared to traditional marketing strategies, marketing through social media influencers has a high rate of return on investment, making it more cost-effective than other marketing strategies (Malesev & Cherry, 2021). Yet, Maiorescu et al. (2020) indicated that influencer partnerships can serve as a pathway for engaging more clients without the need for more expenses and costs related to brand awareness campaigns, thus weaving the narrative around the business brand that is emotionally connected with clients. The articles reviewed indicate that engaging in influencer marketing may make marketing more affordable for small businesses thus preventing failure and improving performance,

Partnering with trusted local social marketing influencers can help businesses amplify their reach and promote customer engagement while maintaining their legitimacy in the industry. With social media influencers, businesses can have their content reach a wide customer base through interactive engagement on social media platforms owned by influencers (Yang & Zeng, 2024). Creative content created by social media influencers promotes increased interaction which leads to enhanced engagement and retention of more clients for the business's products and services (Çera & Ndou, 2024). Related findings were reported in a qualitative study conducted to explore the effect of social media influencers on customer engagement for small businesses. The results revealed that businesses can use influencers to gather insightful information from customer comments and feedback about their products and services and learn what to improve on their products (Tolstoy et al., 2021). The findings discussed thus far suggest that partnership with social media influencers may help businesses enhance customer engagement and prevent possible failure that leads to improved business performance.

The need to Present Engaging Content to Audience

Effective presentation of engaging content consistently may be a pivotal strategy for improving performance and preventing business failure. Past research shows that sharing engaging content with possible clients through online platforms such as YouTube,

Twitter and Instagram can help businesses promote and drive significant value for organizations including preventing possible failure and improving performance (Ting & Ahn, 2023). On the other hand, some authors indicated that sharing engaging content with the audience promotes customer engagement by making the content more relevant in addressing current problems that affect clients (Mairescu et al., 2020). As a result, presenting engaging content with clients may promote enhanced customer engagement, increase brand loyalty and promote positive customer relations that contribute to improved business performance and prevent possible failure (Saleem et al., 2021). Customer expenditure can increase noticeably when they access useful information about the product or services through social media platforms (Bauman & Lucy, 2020). In this regard, businesses that leverage social media platforms by creating online brand communities and promotional activities are more likely to realize enhanced customer engagement and interaction by sharing content with the audience. These findings suggest the need for businesses to share content that reflects the interest of the audience while addressing current events and trends in the industry for enhanced performance and prevention of business failure.

Consistent sharing of content with potential clients through social media channels can be key to preventing possible future business failure and improving performance. Although businesses can benefit from social media marketing by sharing quality content with the audience, consistency of sharing the content has been an issue for most businesses due to the high cost associated with online platforms, thus contributing to increased business failure and low performance (Carboni et al., 2021). Based on this challenge, Carboni et al. (2021) suggested the need for businesses to embrace sharing of quality content consistently to promote customer engagement and interaction for improved business performance and prevention of failure. Content sharing with potential clients through social media platforms has been key to improving customer reach and engagement for sustainable business growth and performance as most businesses that consistently share their content about products and services have experienced significant growth in revenue and sales (Rayne et al., 2024). Such sharing of content including live

streaming of products and services, providing updates on new products and services, and offering timely and immediate feedback to client's inquiries can be effective in enhancing customer relations and a sense of community for improved performance (Walton, 2022). Yet, inconsistent content posting schedules can contribute to the reduction in the interest of the audience in businesses' products and services and this may lead to business failure and reduced performance. Therefore, consistent content sharing can be key to preventing business failure and improving performance through social media marketing strategies.

Sharing failure and enhancing performance. Research indicates that sharing content using videos of the products and services can be an effective social media marketing strategy for small businesses to access more customers for improved business performance and prevention of possible future failure (Kurdi et al., 2021). Social media platforms such as YouTube and TikTok can permit businesses to conduct live streaming, upload videos, view, and comment on as well as share videos with content that meets customer needs. This leads to increased activities by customers such as liking content, sharing, and commenting about the content and this contributes to increased access to more potential clients about the products and services the business offers (García Jiménez & Montes Vozmediano, 2020). Sharing video content can be a standout medium of engaging with audiences for businesses as it can generate high engagement and shareability of important business content. Unlike the text message content-sharing approach, video content provides clients with real-time information and consent about the businesses' products and services, leading to enhanced customer reach and performance (You & Joshi, 2020). The use of videos to share business content can be an effective social media marketing strategy to help businesses improve their performance and prevent potential future failure.

Quality content sharing through video clips or live streaming may be an important strategy to help businesses access their clients and improve their performance. According to a qualitative study conducted by Cronin et al. (2022), businesses should not only share quality content but should also offer clients real-time content to demonstrate their authenticity and this can be achieved through video sharing of quality content. Some

researchers have recognized video as a multipurpose tool that can be appropriate for a range of purposes including telling stories about products and services and offering promotional clips (Istanto et al., 2022; Saura et al., 2021). Such activities can be effectively conducted via social media platforms such as TikTok and YouTube. Still, Susanto et al. (2021) reported that the flexibility of shared video allows business brands to connect with different clients across diverse demographics, from younger audiences on YouTube and TikTok to experienced professionals on social media platforms such as LinkedIn and Instagram. Sharing engaging content with the audience can be made effective through live videos as live streaming leads to real-time engagement with clients which helps businesses to create a sense of connection and immediacy for both customers and businesses (Rayne et al., 2024). Thus far, sharing quality content through videos can help businesses reach more clients and improve their performance, reducing the likelihood of possible business failure.

Adopting Storytelling on Social Media

The use of social media in crafting compelling stories about products and services may be an effective strategy to help businesses increase customer base and enhance performance. In a quantitative study to explore the effects of social media on business performance, Moy et al. (2020) indicated that social media enhanced product knowledge creation and innovation to assist in building brand awareness through sharing quality content with audiences using appealing stories. Social media platforms such as Instagram may be used by businesses to create product awareness through storytelling about the product and customer feedback. Other studies have demonstrated that storytelling can help businesses humanize their brand thus making such a brand more relatable and meeting client needs (Kampmann & Pedell, 2022). This can make clients feel closer to the business with a higher impact on decision-making. As a result, business stories that demonstrate moments behind the scenes, production processes and customer experiences have often aligned deeply with the audience and strengthened the authenticity of the business (Alhaimer, 2021). Such an improved brand contributes to access to more customers thus reducing the chances of business failure and enhancing business

performance. Overall, businesses using social media marketing strategies such as storytelling via social media platforms increase their market presence and customer relations, contributing to improved business performance and reduced failure.

Interactive social media platforms may be used for telling stories about business products and services for improved performance and prevention of possible business failure. Empirical literature demonstrates that social media platforms such as Twitter, Instagram and Facebook can be ideal channels for sharing various stories including client experience of the products and services as well as sharing content about different production processes and product safety considerations (Rishi & Kuthuru, 2021). As such, storytelling permits businesses to connect with potential customers at emotional levels through sharing key moments that resonate with businesses' culture and brand values. Consistently, some studies indicated that storytelling about business products and services could distinguish a business' brand values from the competitor's brand thus leading to a memorable identity of the brand among customers (Jorge et al., 2024; Song et al., 2022). This is more likely to promote positive customer relations through increased engagement for improved performance of the business brand. Such improved performance may thus help businesses prevent possible future failure (Song et al., 2022). Based on these findings, it is evident that social media can be used to develop engaging content through stories that can appeal to clients and lead to an increased customer base for enhanced performance, preventing business failure.

Telling stories about businesses' products and services may be an effective social media marketing strategy to help businesses prevent failure and enhance performance. Such a strategy contributes to enhancing the emotional connection between the business and clients and this leads to improved brand loyalty, contributing to increased sales and revenue that are pivotal for business performance (Rishi & Kuthuru, 2021; Wasim et al., 2024). Businesses that have adopted storytelling to update clients with suitability experience improved performance and prevented business failure.

Promoting Relevant, High-Quality Content

Providing high-quality content to customers can help businesses improve their online presence to enhance business performance and improve content visibility. Past research indicates that customers expect relevant content of high quality to develop an interest in the business's products and services as this helps them make informed decisions about which products and businesses to be loyal to (Malesev & Cherry, 2021). As a result, businesses need to promote high-quality content that is relevant to client's needs to help prevent business failure and boost performance. Social media marketing through varied social media platforms such as Facebook and Twitter can help businesses share high-quality content that can attract more customers, leading to increased market share which will result in increased sales and revenue for businesses (Susanto et al., 2021). Such an increase in sales and revenue may help businesses prevent failure and promote performance. The researcher suggested that promoting content of high quality through social media platforms can be an effective strategy to help businesses promote their products and services, resulting in enhanced performance that prevents business failure.

Offering Constant Feedback to Customers

Providing constant feedback to clients through social media platforms may help businesses create brand loyalty. Offering consistent feedback to a targeted audience by showing business content to the right client at the right time can help promote business growth as more clients are more likely to prefer visible and authentic business (Sibulan & Limos-Galay, 2023). Ali Qalati et al. (2020) noted that social media marketing can be used to provide real-time feedback to concerned customers with unresolved issues to prevent business failure and enhance the retention of more clients in the business. Constant feedback to clients with complaints can be key to promoting positive client-business relationships that would lead to improved business performance and prevent failure in organizations (Tortorella et al., 2023). As a result, businesses use social media platforms to market products and services through paid promotions and advertisements to their target customers by enhancing effective communication between the business and

clients (Ali Qalati et al., 2020). As reported by Qalati et al. (2022), using social media platforms to communicate feedback to customers can be an effective strategy that businesses may adopt to achieve high performance and prevent possible business failure. Thus, social media platforms can be used by businesses to promote product presence to a wider market and provide after-sale support services to clients for enhanced performance and prevention of business failure.

Businesses that offer consistent feedback to their clients may be able to improve their performance and prevent possible failure. Prior research demonstrates that the use of social media platforms could help businesses share constant feedback with customers, contributing to enhanced customer loyalty that leads to improvement in business performance (Malesev & Cherry, 2021). Martín-Rojas et al. (2023) highlighted the need for constant feedback in addressing customer complaints and concerns they have about the product or service to promote positive client relations that may lead to improvement in performance. However, social media as a marketing tool can promote business products and services through paid promotions by creating appealing content to attract potential customers to the business, leading to the prevention of future business failure (Ancillai et al. (2019). The adoption of social media could promote business products by ensuring there is consistent feedback offered to customers, thus resulting in increased revenue from happy clients who develop brand loyalty to the business. This social media marketing strategy focuses on creating and offering high-impact posts including promotional offers and feedback on customer experiences about the businesses' products and services. This may contribute to the positive performance of businesses and prevent the likelihood of business failure. The reviewed articles thus far show that adopting social media may help businesses share consistent feedback with clients for enhanced customer loyalty.

2.8 Social media marketing strategies that may lead to business failure and poor organizational performance.

Business failure and low organizational performance may be attributed to mismanagement and lack of skills in technology among leaders of businesses. Previous

research by Alalawneh et al. (2022) indicated that mismanagement and limited skills in how to use social media platforms in digital marketing due to the complexity of the complex relationship between organizational performance and social media platforms contributed to business failure and poor organizational performance. Along this line of thought, Cook et al. (2021) linked the business failure and poor performance of organizations using social media marketing to stakeholder mismanagement and poor development of social media strategies. Yet, some researchers indicated that insufficient research on organisations' use of social media marketing and lack of technology skills led to the ineffectiveness of businesses to use social media platforms negatively impacted the performance of organizations (Chen et al., 2021; Martín-Rojas et al., 2023). These results show that business failure and low performance can be attributed to mismanagement and a lack of technology skills to use social media platforms for digital marketing.

The complexity of business and social media relationships may also be the cause of business failure and poor performance among organizations. Alalawneh et al. (2022) associated ineffective use of social media platforms in digital marketing with the complex nature of the relationship between business performance and social media platforms. On the other hand, Cook et al. (2021) indicated that mistakes and business failures in social media marketing can be associated with stakeholder mismanagement and insufficient research on an organization's use of social media marketing strategies. These findings were also reported in qualitative research conducted by Zanubiya et al. (2023) who reported that ineffective use of social media marketing strategies and poor execution of existing social media marketing strategies may contribute to business failures and poor organizational performance. The results analyzed across the literature show that social media can be used as an effective strategy by businesses to prevent failure and improve performance and ineffective strategies such as mismanagement of stakeholders and poor execution of existing social media marketing strategies can lead to business failure and low performance.

Another ineffective social media marketing strategy adopted by leaders may be the use of low-quality content shared on online platforms. Although businesses have

adopted social media marketing strategies to prevent future business failure and improve performance, the use of ineffective strategies such as sharing low-quality content with clients can negatively affect the business' brand, thus reducing the ability to engage with audiences (Li et al., 2022). When organizations share content of low quality with does not meet client expectations, they are more likely to experience reduced engagement and brand loyalty which contributes to business failure and poor organizational performance (Luqman et al., 2023). A similar claim was made by Shen et al. (2024) who indicated that audiences value authenticity and originality of content and any low-quality or poor content may risk estranging customers and harming customer loyalty and trust (Chen et al., 2021). Such poor content leads to a limited number of possible customers being attracted to the business brand and this may contribute to business failure and low performance.

Relevant quality content can help businesses reach a wide customer base that contributes to increased sales volume and revenue that results in improved business performance and prevent possible future business failure. As revealed by Shen et al. (2024), low-quality content such as poorly designed visuals, low-quality videos, lack of relevance to the needs of the audience, and uninspired posts make businesses fail, resulting in poor organizational performance. Content creators with low-quality content are unlikely to attract more clients, followers or subscribers and this may contribute to business failure and low performance (Rahman et al., 2024). This mistake is predominantly unfavorable on social media platforms where clients expect content of high visual standards including Instagram, Tik Tok and YouTube (Luqman et al., 2023). Therefore, providing or sharing content of low quality with the audience on social media platforms may negatively affect business performance, contributing to business failure.

Poor organizational performance and business failure may be attributed to the use of social media to inauthentically engage with users or clients. Businesses that are not sincere in their dealing are more likely to alienate more customers who would prefer dealing with brands that are genuine, authentic and straightforward (Zhang & Zhu, 2021). This may lead to low brand loyalty and increase client turnover in the business. As a

result, businesses are more likely to fail and experience poor performance. Qalati et al. (2022) also identified unauthentic engagement with customers as a significant factor contributing to the poor performance of organizations as customers on social media platforms prefer genuine interactions and engagement with the business. As a result, overly insincere responses or feedback from the business to the client have often alienated the customers, leading to low brand loyalty, reduced business performance and business failure (Shen et al., 2024). The articles reviewed suggest that neglecting audience feedback may lead to business failure and poor business performance as lack of engagement with comments or addressing issues raised by clients may disconnect, and make people stop feeling valued by the business brand.

One ineffective social media marketing strategy that may lead to business failure and low performance could be a failure by businesses to adapt to changing business trends. Current research underscores the importance of liveliness and data-driven ways of social media marketing and that failing to adapt to the ever-changing trends may be a significant drawback in social media marketing (Istanto et al., 2022). Dwivedi et al. (2021) established that social media is prone to increased changes in trends and may need constant updates that may help business leaders make informed decisions by adapting to changing trends in social media marketing. According to a study conducted by (Saura et al., 2021), business brands should hastily adapt to the changing trend in the market regarding the use of social media marketing strategies to prevent business failure and improve performance. Therefore, businesses that have adapted to changing trends including the use of short-form videos with interactive content may have a significant impact on businesses and their relevance and this leads to low performance and business failure.

2.9 Summary

Social media marketing brings about unique problems which leaders of organizations should be able to overcome. Leaders who can combine traditional and digital communication avenues skillfully emerge as the most effective in digital environments (Vynogradova et al., 2020). Similarly, it is extremely difficult to assess

social media's revenue impact, as projecting consumer actions requires deep examination into consumer engagement behavior across the platforms (Oskooei, 2021). For effective social media marketing, leaders should have in place robust measurement frameworks that establish a straight connection between marketing activities and financial outcomes. Building the strategic capacity of social marketing involves allocating resources to analytics, testing and cycle optimization to quantify the exact role of social media in an integrated marketing strategy (Heavey et al., 2020). Only then, may leaders be able to take advantage of the power of social media while also addressing its strengths and weaknesses.

Business leaders must face distinct considerations for their social media marketing alongside their enterprises, products, and knowledge. (Shankar et al. 2022). However, it is essential for leaders to find out how they can strategically stimulate online sharing and foster collaborative content creation to amplify the effects of marketing on various social platforms (Rozak et al., 2021). The realm of social media marketing is a still undiscovered area, especially for small businesses and consultancies that do not deal with physical products. The breadth and depth of these organizations' leaders' social media knowledge and practical experience could identify the difference between being able to reap the financial benefits of social marketing strategies and not (Khrais & Gabbori, 2023). The gap can be addressed by increasing awareness and designing social strategies that are relevant to business leaders which may lead to value realization.

Chapter III: METHODOLOGY

3.1 Overview of the Research Problem

In many organizations, digital marketing has aided their competitiveness, marketing effectiveness, and customer communication. In digital marketing, organizations have used social media platforms, emails, search engines, and analytical firms to enhance their competitiveness (Martynenko et al., 2023). Although digital technology has aided an organization's marketing capability, Zanubiya and Meria (2023) asserted that ineffective use of social media marketing strategies by organizational leaders results in business failure. Thus, the specific problem that was addressed in this study was that some business leaders lack strategies to prevent business failure and improve organizational performance for sustainability. In this chapter, the researcher presented a detailed discussion of the research methodology and research design that were used to address the identified problem. Besides the research methodology and design, the researcher used this chapter to restate the purpose of the study and the research questions, study population, and sample. The researcher also discussed how the participants may be recruited, the sources of data, data collection, and analysis procedures. The limitations of the research design and a conclusion summarizing the key sections of the chapter may also be included.

3.2 Operationalization of Theoretical Constructs

The problem that prompted this qualitative research was that failure to use effective social media marketing strategies and poor execution of the strategies leads to business failure. Thus, the overall goal of this study was to demonstrate how the effective use of social media marketing leads to business success and what strategies business leaders have used to improve their organizational performance, ensure sustainability, and prevent business failure. Therefore, the theoretical constructs that were investigated in this qualitative research are social media marketing strategies, business failure, and organizational performance for sustainability. Through literature, numerous social media platforms have been used by organizations for marketing purposes. For instance, Khanom (2023) reported that across the globe, people have become increasingly connected

through Facebook, Twitter now X, LinkedIn, and YouTube. With this interconnectedness, effectively utilizing these platforms with diverse digital marketing methods such as social media advertisements, search engine advertising, content marketing, email marketing, and SEO tools may improve their performance and sustainability (Khanom, 2023; Purnomo, 2023).

To prevent business failure and enhance organizational performance for sustainability, organizations can use social media and digital marketing for different reasons. One of the ways through which organizations can prevent failure and enhance performance using social media marketing is through consumer-focused marketing and brand loyalty using influencers and bloggers (Hague et al., 2023; Martynenko et al., 2023; Meria et al., 2023). Despite the extensiveness of research examining how the different social media platforms and digital marketing may be used to improve organizational performance, what needs to be understood is how industry leaders describe digital marketing strategies that they perceive as effective resulting in organizational success and strategies they perceive as ineffective resulting in organizational failure. Thus, the researcher focused on the perceptions, descriptions, and experiences of industry leaders with different digital marketing strategies that have either fostered organizational success or failure.

3.3 Research Purpose and Questions

The purpose of this single explanatory qualitative single case study was to explore the effective social media marketing strategies that leaders use to prevent business failure and improve organizational performance for sustainability. Even though social media platforms have become increasingly accessible worldwide, there are concerns that some organizational leaders lack the knowledge and expertise on how these platforms may be used for the benefit of the organization (Cowley et al., 2021; Khanom, 2023; Spiller & Tuten, 2019). By engaging businesses and industry leaders, the researcher was able to establish an organizational leader's knowledge of social media marketing and strategies which if used may guarantee organizational success or failure. The researcher used a purposive sampling technique to recruit a sample of seven industry leaders who took part

in semi-structured interviews. Document analysis was also a source of data for this study. The researcher analyzed the data collected via interviews and document analysis following Braun and Clarke's (2006) thematic analysis steps. The following research questions guided this qualitative single-case study research:

RQ1: What effective social media marketing strategies do leaders use to prevent business failure and improve organizational performance for sustainability?

RQ2: What ineffective social media marketing strategies do leaders use that lead to business failure and poor organizational performance?

3.4 Research Design

The qualitative research methodology was used to explore the social media marketing strategies that leaders perceive as effective to improve organizational performance for sustainability and explore ineffective social media marketing strategies that they perceive may lead to business failure and poor performance. Researchers use qualitative research methodology to investigate a phenomenon in its natural setting using participant's opinions, perceptions, experiences, and thoughts (Merriam & Tisdell, 2015). The research design that was used is a single case study design. In qualitative research, a case study research design is used by researchers to investigate a complex phenomenon in-depth and from multiple perspectives (Tomaszowski et al., 2020; Yin, 2017). Case study designs present researchers with the opportunity to investigate a complex issue in its natural setting (Crilly et al., 2019). Digital marketing is a complex issue given its dynamics, evolution, and need for knowledge and skills which some business and industry leaders are lacking (Meria et al., 2023). Therefore, using a case study research design, the researcher investigated the social media marketing strategies that these leaders have used and whether the strategies have improved organizational performance or have led to poor performance within their organizational settings.

Like other qualitative research designs, case study research design allows researchers to investigate a phenomenon in its natural setting. The significance of this characteristic was explained by Hancock et al. (2021) who established that in a natural setting, qualitative researchers can investigate a complex issue from different

perspectives resulting in a detailed understanding as well as in-depth knowledge of the phenomenon. Yin (2017) asserted that case study designs are bounded and often researchers investigate the real-life experiences of individuals in their natural setting. Thus, exploring the real-life experiences of industry leaders regarding their use of social media marketing within their organizations informs the appropriateness of the case study design for this study. Being bound and using multiple sources of data to investigate a phenomenon in its natural setting allows for detailed investigation and understanding of the phenomenon of interest in this case, effective and ineffective social media marketing strategies used by industry leaders (Stake, 2010; Yin, 2017).

A single case study design was used to investigate the effective social media marketing strategies leaders have used to prevent business failure and improve organizational performance for sustainability and the ineffective social media marketing strategies leaders have used that led to business failure and organizational performance. The researcher used a single case study design because the focus is on industry leaders alone who have used social media marketing strategies to prevent business failure and improve performance for sustainability (Yin, 2017). With a single case study design, the focus was to gain an in-depth understanding of the leader's experiences, behaviors, and perceptions of social media marketing strategies.

Alternative research designs were considered but were not used are phenomenological research design and grounded theory research design. Phenomenological research design was not used because its focus is on the participants' lived experiences and how they make sense of their experiences and attach meaning to them (Moustakas, 1994). The phenomenological research design was not used as the researcher does not intend to explore the lived experiences of industry leaders but rather the social media marketing strategies they perceive as effective in preventing business failure and improving organizational performance as well as ineffective strategies that they perceive as contributing to failure and poor organizational performance. Grounded theory was considered but was not used. Grounded theory is used by researchers when the goal of the study is to develop a theory from scratch using the information obtained

from participants (Glaser & Strauss, 2017). Since the researcher did not intend to develop a theory from scratch, grounded theory was inappropriate for this study.

3.5 Population and Sample

The population for this study included business leaders from Switzerland. Switzerland is home to more than 1,200 international companies and a host of leaders both local and international. When compared to other nations, the Swiss business landscape is characterized by a stable economy and a welcoming business climate that is attractive to both foreign and local investments. The target group for this single case study was business and industry leaders working for organizations and companies in Geneva. The researcher selected Geneva as the location for this study because it houses more than 180 permanent missions, 400 non-governmental organizations, and at least 40 international organizations. Therefore, with the huge number of organizations, the researcher is assured of a sufficient number of leaders from which a sample of seven leaders were recruited to participate in this study.

The sampling strategy that was employed for this study is purposeful sampling. Etikan et al. (2016) asserted that purposeful sampling is used by researchers to recruit participants who share similar characteristics and knowledge about the phenomenon of interest. Paliankas et al. (2016) noted that with purposive sampling, participants are selected with a purpose and not randomly. Researchers often recruit participants with a specific purpose or objective in mind. In this case, the researcher selected business leaders who have used social media marketing strategies and can provide the researcher with information on whether the strategies they used lead to improved organizational performance or poor organizational performance. Besides purposive sampling, the researcher also used snowball sampling where already recruited business leaders were asked to refer or invite their friends and colleagues to participate in the study.

With purposeful sampling, the researcher recruited a sample of seven business leaders working for organizations situated in Geneva. In qualitative studies, experts are yet to establish with certainty the specific number of participants that are needed for a particular qualitative study (Hennink & Kaiser, 2022). As a result, qualitative researchers

determine the sample sizes for their studies based on the recommendations of prior researchers or based on the purpose of the study and the research design. For instance, using the purpose of a given study, Mason (2010) recommended a qualitative sample of at least 15 participants as appropriate. Based on empirical and seminal scholars, Krejcie and Morgan (1970) stated that a sample of 2-15 participants was appropriate for a descriptive research design. In a different study, Hennink and Kaiser (2022) suggested a sample of 9-17 participants for qualitative interviews and 4-6 participants for qualitative focus groups.

Besides suggestions from empirical and seminal scholars, Guest et al. (2006) asserted that qualitative researchers may determine the actual sample sizes through data saturation. Data saturation is the point in data collection where no new data is obtained even with continued participant recruitment- there is a redundancy of the information collected from participants. Therefore, based on empirical and seminal studies, a sample of seven participants was appropriate for this study. However, the researcher continued with the data collection process until data saturation.

3.6 Participant Selection

Purposeful sampling was used to identify and recruit seven business leaders willing to participate in this qualitative study. Purposeful sampling is used by researchers to recruit participants with similar characteristics and knowledge about the problem being investigated (Etikan et al., 2016). With purposeful sampling, the researcher seeks to select business leaders who have used social media marketing strategies. These leaders informed the researcher whether the strategies that they used improved their organizational performance or led to poor organizational performance. To participate in this study, the researcher selected participants based on the following inclusion and exclusion criteria. To be included in the study, the participants must be a) business leaders working for an organization in Geneva, b) in a leadership position for at least three years, c) familiar with social media marketing, d) have used digital technology and participated in social media marketing, e) at least 18 years or older, and f) residing in Geneva at the time this study is conducted.

Individuals were not allowed to participate in this study if they have not been in a leadership position for at least three years, are not conversant with or have not used social media marketing strategies and reside outside Geneva at the time of this study. With the set inclusion and exclusion criteria, the researcher recruited a sample of seven business leaders. If the researcher fails to select the required sample size using a purposeful sampling technique, the snowball sampling technique was used as plan B. Snowball sampling allowed the researcher to recruit additional leaders by allowing already recruited leaders to refer and invite their friends or colleagues who are in leadership positions. Plan C included the researcher seeking permission from the IRB to extend the period allocated for participant recruitment.

3.7 Instrumentation

The primary sources of data for this qualitative single case study were semi-structured interviews and document analysis. Interviews are used by researchers to collect detailed information about the phenomenon of interest through a one-on-one interaction between the researcher and the participant. Patton (2014) stated that semi-structured interviews allow researchers to collect detailed information about a phenomenon using probing questions. Besides detailed data, Patton (2014) further noted that probing questions in semi-structured interviews are used to seek clarity on unclear responses or solicit more information from participants. Cypress (2017) reported that other than allowing for reciprocities between the interviewer and participants, semi-structured interviews are flexible and easy to conduct. The semi-structured interview questions that were used in this study were developed by the researcher. The researcher also developed an interview protocol that guided how the semi-structured interviews were conducted.

The self-sufficiency of the semi-structured interviews was determined using an expert panel. The expert panel consisted of two Ph.D. holders in business leadership as well as two more experts in digital technology and social media marketing. The expert panel was recruited via word of mouth and did not participate in the actual interviews. The primary responsibility of the expert panel was to review the semi-structured interview questions for clarity, researcher bias, and alignment with the purpose and

problem under investigation. The feedback received from the expert panel was used to address instances of bias in the questions, align the questions with the purpose and problem of the study, as well as ensure the questions are clear and easily understood by the participants. The interviews were expected to last between 45-60 minutes.

Pseudonyms were used to ensure participant confidentiality.

Document Analysis

Analysis of company or organizational documents on marketing strategies was also a source of data for this qualitative research. Bowen (2009) noted that document analysis is the process of methodically evaluating electronic and printed documents to obtain information that is crucial to the researcher. Document analysis involves careful examination and interpretation of data in documents to gain an in-depth understanding of the different marketing strategies used by organizations. In this study, the researcher with permission from organizational leaders reviewed their advertisement plans, target market, marketing strategies, marketing briefs, and proposals. By carefully analyzing these documents, the researcher obtained important information on the organization's marketing strategy, technologies used, and how successful the marketing strategies have been. The analysis of company documents is expected to last for at least two days.

3.8 Data Collection Procedures

The data collection procedures for this study followed a systematic approach beginning with the researcher seeking permission from the study site and approval from the Institution's Review Board. Before participating in selection and recruitment, the researcher sent a formal email to the organizations within Geneva for permission to recruit its leaders to participate in this study. In the email, the researcher detailed the purpose of the study, the problem statement, the research questions, and how the data was collected. The researcher also informed the participants of how confidentiality was upheld. After site permission, the researcher sought approval from the IRB to inform them of how the study was conducted.

With both site permission and IRB approval, the researcher contacted participants and began the recruitment process. The researcher recruited participants using a

recruitment flyer sent to organizational leaders via the organizational secretary and posted on their social media platforms such as WhatsApp. In the recruitment flyer, the researcher provided participants with detailed information about the study including the purpose of the study, the problem to be investigated, how data was collected and analyzed as well as how confidentiality was upheld. In the recruitment flyer, the researcher included contact information that interested participants used and informed the researcher of their willingness to participate in the study. The business leaders who were willing to participate in the study sent an email to the researcher and expressed their interest in becoming participants.

The researcher screened the business leaders using the inclusion and exclusion criteria. The business leaders that met the inclusion criteria received an email from the researcher with informed consent. While the business leaders might be aware of the study, the informed consent contained detailed information about the study and an indication that their participation is voluntary. The researcher only allowed business leaders who signed the informed consent to participate in the study. After receiving the informed consent, the researcher in consultation with the participants set the date for the virtual semi-structured interviews. The interviews took place at a time that was convenient for the participants. During the interviews, the researcher also took notes. The researcher also asked for permission to audio-record the interviews for data analysis.

Semi-structured interviews were expected to last for between 45-60 minutes. After the interviews, the researcher debriefed participants and terminated the interviews. Before analyzing the data, the researcher carefully and systematically analyzed company documents on marketing approaches and strategies focusing on the use of social media in digital marketing. Data from both the business leaders and company documents was loaded onto the NVivo software for data analysis. The data analysis process followed the six steps of thematic analysis proposed by Braun and Clarke (2006).

3.9 Data Analysis

The first step in the analysis of qualitative data is preparing the data for analysis. In this stage, the researcher transcribed audio-recorded interviews verbatim using the

Zoom transcription software. After transcription, the researcher engaged in the process of member checking by sending the transcripts to the participants for review. Upon reviewing their responses for accuracy, participants emailed the transcripts to the researcher who then exported the transcripts to the NVivo software for analysis. The NVivo software helped the researcher in organizing, analyzing, and visualizing the data and in coding and categorizing the data (Rezapour, 2018). The thematic analysis steps that were followed during data analysis included:

In step one, the researcher familiarized with research data by reading and re-reading the interview transcripts multiple times. Braun and Clarke (2006) asserted that the researcher uses this step to understand the information shared by the participants by highlighting phrases, sentences, and texts that directly link to the research questions. The second step was to generate initial codes. In this step, the researcher used the NVivo software to generate a list of codes that represent the data from the transcripts and that align with the phenomenon of interest (Braun & Clarke, 2006). Open coding was utilized whereby the researcher through the NVivo software combined repeated terms and phrases to form codes. After generating initial codes, the third step was searching for themes. Braun and Clarke (2006) reported that when searching for themes, the researcher analyzed the initial codes and combined codes and categories with similar or different information to develop potential themes.

Reviewing the themes is the fourth step. The researcher reviewed the themes searched in step three by grouping all the categories based on similarities and differences. Similar categories were combined to form a single theme while different categories were developed into independent themes (Braun & Clarke, 2006). In the fifth step, the researcher defined and named the themes. After carefully re-reading the themes, the researcher assigned professional names to the themes aligning the themes with the research questions they answer as well as the problem being investigated. Duplicate themes were eliminated or combined to form a major theme (Braun & Clarke, 2006). In the last step, write-up, the researcher discussed the themes in detail demonstrating how

they answer the research questions and address the problem of interest. The discussion also included how the findings confirm or disconfirm findings in existing literature.

3.9 Research Design Limitations

A single-case study research design was used to investigate the social media marketing strategies that leaders perceive as effective in preventing business failure and improving organizational performance and ineffective leading to poor organizational performance. While single case study designs allow for in-depth analysis of a phenomenon, they do not allow researchers to generalize the findings. The findings of case study designs are often confined to the bound case (Rashid et al., 2019). Another limitation associated with this research design is the risk of bias. Despite being comprehensive and allowing researchers to explore a complex issue from different perspectives, researchers may include their preconceived assumptions in the findings affecting the study's credibility (Aggarwal & Ranganathan, 2019). The risks of bias were addressed using an expert panel and different sources of data.

3.10 Conclusion

The purpose of this explanatory qualitative single case study was to explore the effective social media marketing strategies that leaders use to prevent business failure and improve organizational performance for sustainability. The specific business problem was that some business leaders lack strategies to prevent business failure and improve organizational performance for sustainability. To investigate this purpose and address the specific problem, qualitative research methodology and single case design were used. The sample for this study was drawn from business leaders in Geneva. Purposeful sampling was used to recruit a sample of seven business leaders. Semi-structured interviews and document analysis were sources of data while recruitment flyers were used for participant recruitment. The thematic analysis steps developed by Braun and Clarke (2006) were used for data analysis. The findings obtained using the procedures discussed in this step were presented in Chapter Four.

Chapter IV: RESULTS

The purpose of this study was to understand the effective and ineffective social media marketing strategies that may improve business and organizational performance but also lead to business failure. The specific business problem was that some business leaders lack strategies to prevent business failure and improve organizational performance for sustainability. A total of seven business leaders from Switzerland participated in semi-structured interviews in this study. The results of the study are presented in this section. The results were presented by research questions, followed by a summary of findings. The chapter ends with a summary.

4.1 Research Question One

Research question one asked, what effective social media marketing strategies do leaders use to prevent business failure and improve organizational performance for sustainability? Effective strategies to prevent business failure and improve organizational performance include influencer partnerships, sharing engaging and timely content, sharing video content, storytelling, and promoting relevant, high-quality content. Table 1 below outlines the participants that contributed to each of these themes.

Table 1

Effective Themes for Increasing Organizational Performance

| Theme | Participants |
|--|--------------------|
| Influencer Partnerships | P1, P2, P3, P4, P7 |
| Sharing Engaging and Timely Content | P1, P3, P4, P5, P7 |
| Sharing Video Content | P1, P2, P3, P5, P7 |
| Storytelling | P3, P5, P7 |
| Promoting Relevant, High-Quality Content | P2, P7 |

4.1.1 Influencer Partnerships

Participants across interviews strongly emphasized the effectiveness of influencer collaborations as a key strategy to prevent business failure and improve organizational performance. By partnering with influencers who align with their brand values, organizations could significantly expand their reach, enhance credibility, and connect with new audiences. One participant shared, “Influencer partnerships work well because they add credibility and expand our reach to the influencer’s audience” (P1).

Another participant highlighted the unique value influencers bring: “We team up with popular people who love our brand to reach more people. Authentic, personalized content by influencers resonates deeply with their followers in the region” (P7). This personalized engagement, often delivered in a relatable and visually compelling format, was identified as key to building trust and brand recognition.

Additionally, influencer partnerships were noted for their cost-effectiveness. A participant remarked, “Collaboration with influencers can accelerate the reach of content and, when done correctly, can lead to long-term viewership gains” (P2). These partnerships also served as a vehicle for storytelling, with influencers often weaving narratives around the brand that connected emotionally with audiences.

Participants stressed the importance of choosing the right influencers who share their organizational values and resonate with their target audience. “By partnering with trusted local influencers, we amplify our reach while maintaining authenticity,” noted one participant (P3). Influencer collaborations were especially impactful on platforms like Instagram and YouTube, where visual storytelling and engagement thrive.

4.1.2 Sharing Engaging and Timely Content

Sharing engaging and timely content was consistently described as a pivotal strategy for maintaining relevance and improving performance. Participants highlighted the need for content that captures audience interest while responding to current events and trends. One participant noted, “Interactive posts, like polls, quizzes, and live chats, keep people engaged and excited” (P7). Another explained, “Creating high-quality, engaging content that resonates with our audience is essential to achieving our social media goals” (P1).

Timeliness was also an important consideration. As one participant put it, “It’s important to adapt to trends and post content that’s relevant to what’s happening now. Real-time engagement shows audiences that were tuned into what matters to them” (P3). Content like live streams, breaking news updates, or immediate responses to audience inquiries were particularly effective in fostering a sense of community and connection. Additionally, participants pointed out that posting schedules and consistency play a significant role in engagement. “Inconsistent posting schedules can lead to a decline in audience interest,” a participant cautioned (P1). Others underscored the need to analyze performance data to refine content strategies. “We track what resonates with our audience and adapt in real time to deliver more of what works” (P3).

4.1.3 Sharing Video Content

Video content emerged as a standout medium across participant responses, noted for its ability to generate high engagement and shareability. One participant stated, “Short, visually compelling videos on platforms like Instagram and TikTok maximize engagement and align with modern viewing habits” (P3). Another shared, “Video content, especially behind-the-scenes clips, interviews, and highlight reels, tends to generate the highest levels of interaction” (P1).

Participants recognized video as a versatile tool, suitable for a range of purposes from promotional clips to storytelling. One noted, “YouTube is perfect for sharing longer video content, such as programs, interviews, and documentaries, while Instagram Stories and Reels are ideal for quick updates and engaging visuals” (P2). The flexibility of video allows brands to connect with diverse demographics, from younger audiences on TikTok to professionals on LinkedIn.

The immediacy of the live video also stood out. “Live streaming allows for real-time interaction with our audience, creating a sense of immediacy and connection,” a participant explained (P1). This format fosters a sense of authenticity and inclusivity, making viewers feel more engaged and valued.

4.1.4 Storytelling

Storytelling was described as a highly effective strategy for building emotional connections with audiences and enhancing brand loyalty by a few participants. As one

participant put it, “Crafting compelling stories about social issues, personal journeys, or brand values drives emotional engagement and makes our content more shareable” (P3). Narratives that align with audience values, such as family, community, or innovation, were noted as particularly impactful.

One participant mentioned that storytelling could humanize the brand, making it more relatable. “The closer the audience feels you are to them, the higher the impact,” one participant explained (P3). Stories that showcase behind-the-scenes moments, employee journeys, or customer experiences often resonated deeply with followers and reinforced brand authenticity.

Platforms like Instagram and Facebook were mentioned as ideal for storytelling due to their visual and interactive features. “Instagram Stories allow us to connect with audiences on an emotional level by sharing moments that reflect our brand values and culture” (P7). Participants also highlighted the role of storytelling in distinguishing their brand from competitors and creating a memorable identity.

4.1.5 Promoting Relevant, High-Quality Content

The theme of promoting relevant, high-quality content through paid campaigns was mentioned by two participants as a significant strategy for enhancing organizational performance and ensuring content visibility. One participant shared, “Boosting selected high-quality content as an ad campaign allows us to target specific audiences and ensure high reach” (P2). They emphasized that paid promotion helps organizations connect with the right audience while optimizing advertising budgets.

Another participant highlighted the precision and cost-effectiveness of this approach: “We use targeted ads to show our content to the right people at the right time, which helps us get the best results” (P7). This strategy focuses on ensuring that high-impact posts, such as announcements or promotional offers, are seen by those most likely to engage with them.

Although only two participants discussed this approach, their insights suggest that paid promotion can play a crucial role in maximizing the visibility of content when executed strategically. These participants also stressed the importance of selecting content for promotion wisely, ensuring it is both high-quality and relevant to the target audience.

4.2 Research Question Two

Research question two asked, what ineffective social media marketing strategies do leaders use that lead to business failure and poor organizational performance? Ineffective strategies included sharing low quality content, engaging inauthentically with users, and not adapting to changing trends. Table 2 below outlines the participants that contributed to each of these themes.

Table 2

Ineffective Strategies That Lead to Poor Organizational Performance

| Theme | Participants |
|-------------------------------------|--------------------|
| Sharing Low Quality Content | P1, P2, P4, P5, P6 |
| Engaging Inauthentically with Users | P1, P2, P7 |
| Not Adapting to Changing Trends | P3, P6 |

4.2.1 Sharing Low Quality Content

Participants across multiple interviews emphasized that sharing low-quality content can harm an organization's brand and reduce its ability to engage effectively with audiences. One participant explained, "Low-quality or irrelevant content can harm the brand's image, reduce reach, and fail to attract or retain followers, directly impacting visibility and perceived credibility" (P5). Another echoed this concern, noting, "Audiences value authenticity and originality. Poor content risks alienating followers and damaging trust" (P2).

Participants described the characteristics of low-quality content as poorly designed visuals, lack of relevance to the audience, or posts that appear rushed or uninspired. A participant shared, "If the content doesn't highlight our unique strengths or isn't dynamic, it tends to underperform" (P5). This misstep is particularly detrimental on platforms where high visual standards are expected, such as Instagram and YouTube.

Several participants also mentioned the long-term impact of consistently sharing low-quality content. One remarked, "Posting low-quality or generic content shows a lack

of effort, and over time, this leads to disengagement and a loss of followers” (P6). Another added, “When posts don’t reflect our expertise, it not only reduces engagement but also undermines our competitive edge” (P4). These insights highlight that maintaining high standards in content creation is essential for sustaining audience trust and engagement.

4.2.2. Engaging *Inauthentically* with Users

Engaging inauthentically with users was identified as another factor that leads to poor organizational performance. One participant shared, “Users on social media prefer genuine interactions. Overly promotional or insincere responses often alienate the audience” (P2). Another emphasized the dangers of neglecting audience feedback: “Not engaging with comments or addressing user concerns can lead to a disconnect, and people stop feeling valued by the brand” (P1).

Participants from multiple organizations agreed that authenticity is crucial to building trust and loyalty. As one participant explained, “Ignoring feedback or responding in a robotic manner makes the audience feel like they’re not truly being heard” (P7). Another added, “A lack of authentic engagement turns interactions into one-sided conversations, which undermines the sense of community we aim to foster” (P2).

Inauthentic engagement was also linked to a failure to personalize interactions. One participant noted, “Audiences want to feel like they’re interacting with real people, not just a faceless organization. A lack of effort in responses can damage that connection” (P1). This sentiment underscores the importance of creating meaningful, two-way interactions that reflect the organization’s commitment to its audience.

4.2.3 Not Adapting to Changing Trends

Participants P3 and P6 emphasized that failing to adapt to changing trends is a significant pitfall in social media marketing. One participant remarked, “Social media is prone to trends and fads as the cycle is fast, and users adopt and change quickly. A successful brand must be able to adapt quickly to the changes in the market” (P3). Another explained, “Outdated tactics that don’t evolve with platform changes or audience behaviors quickly become ineffective” (P6).

Participants described how neglecting to monitor and respond to platform updates or audience preferences can result in lost opportunities. P3 shared, “If we try long-form content on platforms designed for short bursts of interaction, or ignore platform-specific algorithms, the content flops”. Another highlighted the consequences of not leveraging analytics: “When we fail to analyze performance data and refine our approach, we risk wasting resources on strategies that don’t work” (P6).

Adapting to new trends, such as short-form videos or interactive content, was identified as important to maintaining relevance. P3 explained, “Keeping up with social media platform updates and adopting new features is essential to staying competitive”. These insights underscore the importance of agility and a data-driven approach to social media marketing.

4.3 Summary of Findings

The study revealed several effective social media marketing strategies leaders use to prevent business failure and improve organizational performance for sustainability. These strategies were designed not only to engage audiences but also to address broader organizational goals, such as enhancing brand awareness, fostering loyalty, and maintaining a competitive edge. Participants consistently highlighted the importance of strategic, audience-centered approaches to achieve these outcomes.

One prominent theme was the use of influencer partnerships to expand reach and enhance credibility. Leaders recognized that influencers, particularly those aligned with the organization’s values, bring a sense of authenticity and relatability to marketing campaigns. By leveraging the influencers’ established trust and audience base, organizations were able to amplify their messages and build deeper connections with target demographics. This strategy was especially effective in reaching niche audiences and creating engaging, personalized content that resonated with followers.

Another strategy was sharing engaging and timely content to maintain audience interest and relevance. Participants emphasized the importance of adapting content to current trends and events to capture attention and foster community engagement. Interactive posts, such as polls, quizzes, and live streams, were particularly effective in

sparkling conversations and building relationships with audiences. Consistence in posting schedules and responsiveness to audience feedback were also identified as essential components for sustaining engagement over time.

The role of video content emerged as a useful tool for generating high levels of interaction and shareability. Participants frequently cite platforms like YouTube, Instagram, and TikTok as ideal spaces for short, visually compelling videos that align with modern viewing habits. Live streaming was highlighted as an effective format for real-time engagement, creating a sense of immediacy and fostering deeper connections between the brand and its audience. Video content was not only effective for storytelling but also for showcasing organizational capabilities and values in an accessible, engaging format.

Participants also discussed the significance of storytelling in social media marketing. Crafting compelling narratives allows organizations to connect emotionally with their audiences, build loyalty, and differentiate themselves from competitors. Stories about social issues, brand values, or behind-the-scenes moments created a sense of authenticity and relatability that resonated deeply with followers. Platforms like Instagram and Facebook were frequently used to share these narratives, which helped humanize brands and strengthen their connection with audiences.

Finally, promoting relevant, high-quality content through paid campaigns was noted as an effective way to maximize visibility and ensure that key messages reach the intended audience. While only a few participants discussed this strategy, those who did emphasized its value in amplifying the reach of well-crafted posts, such as promotional offers or major announcements. Paid promotions allowed organizations to target specific demographics with precision, ensuring cost-efficiency and optimal results.

The findings identified three key ineffective social media marketing strategies that negatively impact organizational performance: sharing low-quality content, engaging inauthentically with users, and failing to adapt to changing trends. These themes emerged as significant contributors to poor audience engagement, loss of trust, and reduced competitiveness.

First, sharing low-quality content was mentioned as an issue that undermines brand credibility and audience retention. Participants highlighted that poorly designed, irrelevant, or generic content sends a message of unprofessionalism, damaging the brand's image. Consistently posting such content was seen as a long-term risk, leading to audience disengagement and a weakened competitive position. Participants emphasized that audiences expect high-quality, visually appealing, and meaningful content, especially on platforms like Instagram and YouTube, where standards for visual excellence are high.

Second, engaging inauthentically with users was identified as a significant barrier to building trust and fostering audience loyalty. Participants stressed the importance of authentic, meaningful interactions and cautioned against overly promotional or perfunctory responses. Ignoring comments, failing to address feedback, or providing impersonal responses were seen as mistakes that created a disconnect with the audience. Participants noted that audiences value two-way communication and want to feel heard and appreciated by brands. A lack of authentic engagement can turn interactions into one-sided conversations, eroding trust and diminishing the sense of community.

Finally, not adapting to changing trends was cited as a misstep that can render social media marketing efforts obsolete. Participants emphasized the rapid pace of change in social media platforms and audience preferences, noting that organizations must stay agile and responsive to remain relevant. Failing to adopt new platform features, ignoring analytics, or sticking to outdated strategies were seen as significant barriers to success. Participants highlighted the need for data-driven decision-making and continuous refinement of strategies based on audience behavior and platform updates.

4.4 Conclusion

This chapter presented the findings from seven interviews conducted to address the research questions on effective and ineffective social media marketing strategies for preventing business failure and enhancing organizational performance. The analysis revealed that effective strategies include influencer partnerships, sharing engaging and

timely content, utilizing video content, storytelling, and promoting relevant, high-quality content through paid campaigns. Conversely, ineffective strategies, such as sharing low-quality content, engaging inauthentically with users, and failing to adapt to changing trends, were identified as significant contributors to poor performance and organizational challenges. In the next chapter, these findings were discussed in the context of existing literature, drawing implications for leaders aiming to optimize their social media marketing efforts for sustainability and success.

Chapter V: DISCUSSION

The purpose of this explanatory qualitative single case study was to explore the effective social media marketing strategies that leaders use to prevent business failure and improve organizational performance for sustainability. The general business problem was that failure to use effective social media marketing strategies and poor execution of the strategies resulted in business failure. The following research questions will be addressed: What effective social media marketing strategies do leaders use to prevent business failure and improve organizational performance for sustainability? What ineffective social media marketing strategies do leaders use that lead to business failure and poor organizational performance? Chapter 5 includes a discussion of the results.

5.1 Discussion of Results

This section presents the discussion of results as analyzed from participants' responses. The results from the data analysis are aimed at addressing the purpose of this explanatory qualitative single case study. The results have shown that businesses need effective social media marketing strategies to promote their brand, spur growth and sustainability, and reach more customers. These strategies include influencer partnerships, sharing engaging and timely content, utilizing video content, storytelling, and promoting relevant, high-quality content through paid campaigns to reach a wider customer base. Understanding how to use social media to connect with potential customers plays a significant role in business success. Participants also reported ineffective strategies that led to the failure of businesses, including sharing low-quality content, inauthentically engaging with users, and failing to adapt to changing trends. These strategies significantly contribute to poor performance and organizational challenges. The current study's results offer significant insight into the strategies organizations can adopt to address business failure and promote improved performance. Furthermore, this study has demonstrated factors that contribute to business failure and poor organizational performance.

This current study provides important insight suggesting that organizations need to engage in partnerships with social media influencers to boost their customer reach and

performance. These social media marketing strategies could enhance the customer base of the business since most influencers have huge followers who can make potential future clients to buy business' products and services. The results show that businesses with a wider network of social media influencers have an increased competitive advantage over their competitors. This demonstrates how important connection and partnership with social media influencers can be for an organization's growth, sustainability and performance. This strategy can help organizations prevent business failures by increasing market share or customer base that results in increased sales volumes that ensure sustainable business growth and performance.

Current study findings demonstrated the importance of sharing engaging content on a timely basis to maintain connection with potential customers. This can be an effective social media marketing strategy for organizations to prevent failures and enhance their performance for sustainable growth. As a result, consistency in communicating with potential customers through sharing captivating content can be an undefeatable strategy that can help spur growth and performance for businesses. This is because such engaging content attracts more potential customers that leads to increased sales volumes.

The use of video content as demonstrated in the current study can be an effective social media marketing strategy to enhance performance and mitigate business failures. Organizations need to use videos to share their content regarding their products as this may influence customer relationships. Thus, creating more captivating videos about the company's products and services could help in influencing customers' preferences and connections to business services and products and this contributes to enhanced sales volumes due to increased customer bases and wider market for the brand. As demonstrated in the current study findings, sharing stories about the company's brand and services could impact customer loyalty by making customers engaged and connected to the business. This finding implies that storytelling via media platforms such as X, Instagram, and Facebook can be an effective social media strategy to boost business brand and the overall performance.

One of the ineffective strategies in social media marketing is sharing content with low quality. This is highly likely to contribute to low performance and poor brand loyalty among customers. Therefore, organizations are advised to maintain high quality content of the products and authentic effective information to gain customer's trust and loyalty. As indicated in this study, there is a need for effective social media platforms to prevent negative outcomes of low-quality content creation and ineffective interaction with loyal customers. This may lead to improved brand loyalty that contributes to increased market share and enhanced competitive advantage and improved performance. In the following section, the findings are discussed in the context of existing literature.

5.2 Discussion of Research Question One

Research question one asked, what effective social media marketing strategies do leaders use to prevent business failure and improve organizational performance for sustainability?

Based on the data analyzed, one of the effective strategies to prevent business failure and improve organizational performance includes influencers' partnerships. The findings revealed that partnering with digital influencers, especially those who align with the company values, allows businesses to improve their customer connection and credibility. Increasing the customer base helps increase sales volume for sustainable business operations in the market. The current study indicated that a business partnership with influencers who resonate with the organization's values increases business visibility and builds trust and brand recognition. Overall, partnership with digital influencers is a cost-effective strategy to increase brand recognition, wider customer base, and long-term viewership of business content, ensuring high performance.

Consistently, Jaitly and Gautam (2021) noted that businesses can prevent failure and improve organizational performance by using social media influencers as brand ambassadors to improve brand visibility in the market. Acting as brand ambassadors, the company's products and services gain more trust from existing and potential customers, increasing the company's competitive advantage in the market (Saini et al., 2021). Similarly, Saini et al. (2021) found that social media influencers use content that

resonates with their followers to improve the connection between the company and its customers, which increases the customer base. As a result, social media influencers help companies grow and achieve their business goals.

Other studies have also reported the important role of social media influencers in preventing business failure. Chang (2020) noted that sharing brand insights and suggestions through influencers boosts customers' trust in the products. Influencers' product endorsement improves brand awareness due to the trust of their followers, as followers perceive these recommendations as genuine and reliable (Chang, 2020). Business companies collaborate with various social media influencers to help them reach out to new customers and strengthen relationships with existing customers (Bernarto et al., 2020). Overall, digital influences play a critical role in preventing business failure by increasing brand awareness.

The concept of engagement in partnership with social media influencers to enhance customer research and performance has also been reported in other studies. For instance, this finding aligns with previous research which indicated that business organizations can collaborate with various social media influencers to reach out to new clients (Bernarto et al., 2020). This can be achieved through collaboration and partnership with various social media influencers to help organizations increase their business brand awareness among different categories of users who follow and admire the influencers' behaviors. Additionally, this study's findings concur with previous literature which demonstrated that analytical tools provided by influencers on social media platforms allow companies to monitor and evaluate the effectiveness of their marketing campaigns, thus reaching out to more potential clients in the market (Sanny et al., 2020). Thus, social media platforms owned by re-known influencers when utilized by companies are crucial tools in achieving company brand awareness, contributing to enhanced performance and reduced business failures.

This study's results confirm past research findings which indicated that organizations' partnering with social media influencers and other business brands through social media platforms can result in service and product improvement (Nasiri et al.,

2023). This can lead to improved engagement between the business brand and the potential consumers. Yet, this research's findings disconfirm other studies which demonstrated the importance of collaboration between business partners for improved performance and prevention of business failure (Bernarto et al., 2020; Yates et al., 2023). This suggests that when business partners combine their resources such as expertise and technology, such businesses can develop innovative and creative services which can meet customers' needs and demands, leading to improved consumer engagement and business success. The inconsistency in findings could be due to different factors including diverse methodologies adopted in these studies, different settings and sample size as well as the use of different sets of participants with diverse perceptions.

From this study's data, it can be established that social media influencers on various platforms can be an asset for businesses to prevent failure as it helps reach more clients for the company's products and services. Therefore, collaboration between social media influencers and businesses may result in improved engagement with a wider customer base. This finding is consistent with previous research which revealed that partnering with social media influencers and other similar business brands through joint campaigns and co-marketing efforts may result in increased customers or niche audiences and this leads to improved consumer engagement and business performance (O'Dwyer et al., 2023; Yates et al., 2023). Engaging in partnership makes partners such as social media influencers and other businesses contribute their resources, creativity, and audiences, which may lead to a win-win partnership situation in businesses (O'Dwyer et al., 2023). This can promote business engagement with a wider consumer base, thus leading to improvement in business success and reduced chances of failure.

The current study also established that sharing engaging and timely business content is an effective strategy for preventing business failure and improving organizational performance for sustainability. Engaging content that aligns with the audience is indispensable to achieving social media goals of expanding business presence. This can be attained through interactive posts such as polls, quizzes, and live chats that keep the audience more engaged and excited. Additionally, participants

highlighted the importance of consistency in posting interactive content, such as live streams, breaking news updates, and immediate responses to audience inquiries. These strategies are effective in fostering a sense of community and connection with potential customers.

The results addressed the research questions and study problem by indicating that sharing engaging content timely can help businesses maintain connection with potential customers. Such a strategy can be effective for businesses to prevent failures and improve their performance for sustainable growth and development. In this regard, businesses should be consistent in communicating with potential customers by sharing quality and captivating content as this can be an insuperable strategy that helps business organizations to spur growth and performance as well as preventing possible business failures that come with ineffective social media marketing strategies. As a result, the use of such engaging content can help businesses attract and maintain more potential and old customers and this contributes to enhanced sales volumes, thus preventing failure of businesses

In line with the current study, Dedeoğlu et al. (2020) noted that consistent sharing of high-quality business content on social media platforms helps prevent business failure by increasing business brand awareness. Content, such as customer testimonials and ratings, can go a long way toward attracting more potential customers and increasing sales volume. Similarly, Park and Jiang (2021) stipulated that social media communities represent an invaluable touch point for companies to directly engage customers, encourage the sharing of authentic product experiences, crowd-source innovative ideas, and ultimately increase revenue and enhance performance. Sharing quality brand content allows businesses to collect powerful consumer insights to foster customer relationships and product improvements for long-term sustainability.

Participants also reported that sharing video content helps businesses prevent failure and improve performance. Video marketing captures customers' attention allows remarketing based on previous performance and is cost-effective. Business organizations can share crucial product or service information with potential customers using videos on

social media platforms like Instagram and TikTok that maximize engagement and align with modern viewing habits. Videos are versatile tools suitable for a range of purposes, from promotional clips to storytelling about products and services and feedback from existing customers. Video content captures attention quickly, optimizes ad spend, and retargets viewers by observing their viewing trends. Consistent with the current study, Tafesse (2020) argues that video content on social media platforms, such as YouTube and TikTok, allows users to upload, view, comment on, and share videos, as well as engage in activities such as liking, sharing, and commenting that promote the company's products and services. Video content enhances customer reach and improves the company's performance in the market, as the visual identity presented through videos and graphics plays a key role in presenting the company's brand (Pamuksuz et al., 2021).

In the current study, storytelling emerged as an important strategy in preventing improving business performance. Participants reported that storytelling is an effective strategy for businesses to build emotional connections with potential customers and enhance brand loyalty. The results imply that crafting convincing stories about social issues, personal journeys, or brand values drives emotional engagement and makes customers feel connected to the company. Storytelling could improve the business brand, making it more relevant to customers. Stories about behind-the-scenes moments, employee journeys, or customer experiences reinforce brand authenticity. Businesses can opt to use social media platforms, such as X, TikTok, Instagram, and Facebook, to share stories about appealing product features.

Previous literature has also reported the use of storytelling as a marketing strategy. Combining facts and narratives allows companies to communicate to their potential customers about their products and services (Schneider & Harknett, 2022). Sharing engaging stories on social media helps companies improve their customer relationships and increase brand engagement. Businesses can enhance storytelling by creating brand communities, using blogs to engage customers, crafting content that aligns with customer interest and appeals, and employing storytelling techniques that capture potential customers' attention (Peco-Torres et al., 2021). Moreover, visual identity

presented through videos, graphics, and storytelling allows companies to present their brands using diverse styles that focus on a specific market niche (Pamuksuz et al., 2021). Overall, the current and existing studies highlight storytelling as an effective strategy to prevent business failure and increase performance.

These findings also support the literature which established that social media marketing assists in creating brand awareness through sharing captivating and attractive content among customers (Fraccastoro et al., 2021). This eventually leads to increased online presence and enhanced consumer engagement that result in increased sales volume and revenue, thus preventing business failure and improving performance and sustainability of businesses. The use of social media marketing strategies can help organizations leverage sharing personalized content and services that resonate with the preferences of the customers, contributing to improved consumer engagement and loyalty to the business brand (Agnihotri, 2020; Fraccastoro et al., 2021). Businesses that prefer using social media platforms to share their services with potential clients can be more profitable because they are able to reach a wider market through digital marketing to promote services and products. This creates brand awareness that leads to improved consumer engagement and brand loyalty resulting in enhanced business performance and limited possibility of failure (Bauman & Lucy, 2020; Agnihotri, 2020; Fraccastoro et al., 2021).

Based on the data analyzed, businesses need to create and share engaging content to appeal to more clients on social media platforms. Such business experiences a boost in sales and growth in their brand awareness and loyalty among a wider range of customers in the market. The result confirms those of Babić Rosario (2020) who revealed that the use of e-WOM to share business content can influence the intention of customers to purchase products and services as social media is a powerful tool for sharing brand, product or service experience with potential clients. Similar to current study findings, Choi (2020) indicated that customers mainly use e-word-of-mouth and emphasized the strategic use of social media and e-WOM management as tools for retaining and attracting customers and thus preventing business failure and ensuring sustainable

business performance. The convergence in findings suggests the need for business organizations to adopt social media marketing strategies such as sharing engaging content with possible customers to attract more clients and increase their customer base, thus preventing the possibility of business failures.

Participants suggested that sharing specific business content that is appealing to users can be an important social media marketing strategy that companies should employ in their efforts to prevent business failures. This is consistent with previous literature which indicated that sharing important content and implementing effective SEO strategies can significantly expand the business online while minimizing advertising costs and this could lead to improved business performance and prevent failure (Jun & Yi, 2020). Current study findings also confirm previous literature which highlighted that the creation of high-quality and engaging social media content enables the business to attract and retain social media followers who may end up sharing the business content on their platforms, expanding the intended audience reach (Jun & Yi, 2020). The convergence of the findings suggests that adopting SEO techniques by optimizing business profiles via sharing appealing posts can enhance the visibility of the business and attract more clients that results in improved business performance.

Content sharing offers potential clients with important information regarding the products and services the business offers can result in more customers either getting attracted to the business or repel from the products and services offered. This aligns with other studies which revealed that providing relevant information and addressing customers' concerns by sharing important information plays a significant role in enhancing business-customer relationships that eventually results in positive business outcomes and prevent failure (Dülek & Aydın, 2020; Ihzaturrahma & Kusumawati, 2021). Most customers use social media to seek important information about a product as well, as give feedback about the product, thus the need to share quality content about the product the business offers to the market (Ihzaturrahma & Kusumawati, 2021). In this regard, business organizations that use social media marketing strategies create a

responsive communication channel that responds to the customers' needs promptly and efficiently, preventing the potential of business failing in future (Dülek & Aydın, 2020).

Promoting relevant, high-quality content through paid campaigns can significantly improve organizational performance and ensure quality and visible content. Paid promotions are cost-effective ways through which businesses connect with their target market. According to Saura et al. (2021), paid promotion maximizes content visibility on social media platforms, increasing the company's ability to reach a wider pool of potential customers. Business organizations that use social media platforms to conduct paid sales promotions and advertisements have recorded over 50% increases in sales (Algharabat et al., 2020). Paid promotions enhance customer engagement through brand awareness, contributing to a high level of performance.

As indicated in the current study findings, the content shared with potential clients should not only be of high quality but should also be timely. Timely content and responses to consumer needs and demands may promote positive feedback and improve performance in the market. However, untimely response and content sharing can lead to business failure because customers may move to the competitors who meet their demand. Consistent with current study findings, previous research indicated that timely responses to customers' needs demonstrate the business's commitment to meeting their clients' satisfaction thus winning their trust and loyalty towards the business and this contribute to improved performance, preventing possible business failure (Dülek & Aydın, 2020). By addressing customer concerns publicly through sharing key information and content, businesses demonstrate their dedication to customer service, leaving a positive impression on existing and potential customers (Bernarto et al., 2020). Such mutual support by the business helps in enhancing customer relationships on social media, contributing to enhanced business outcomes and prevention of potential business failure.

The current research findings also showed that the use of video content can be an effective social media marketing strategy to enhance performance and prevent business failures. As a result, businesses need to use videos to share their content about their products as this may influence customer relationships for positive business outcomes.

These findings support previous research which indicated that sharing valuable content and information regarding the business's product and services helps in creating strong relationships with customers (Barreda et al., 2020). This strong relationship may contribute to enhanced business performance that leads to prevention of business failure. The convergence in findings shows that social media platforms can aid in the creation of good relationships, which is essential for strengthening a business brand's reputation which is an epitome of business growth and sustainability. Organizations thus need to actively support their business using social media marketing strategies such as sharing stories and content about the business and its products or services to help foster customers' achievements and initiatives.

Current study has demonstrated the importance of video content when sharing information that targets potential customers, suggesting that using social media platforms such YouTube or TikTok can be effective in preventing business failure. This finding is consistent with Tadesse (2020) who noted that YouTube is a popular video-sharing platform that can be used to share information with wider clients to increase market share and customer base for the business's products and services. It can be an effective social media marketing strategy for business to reach more clients because YouTube allows users to upload, view, comment on, and share videos, and other activities including liking, sharing, and commenting, contributing to increased access to more potential customers about the business offers (García Jiménez & Montes Vozmediano, 2020; Kurdi et al., 2021). This study's findings support those of You and Joshi (2020) who recommended that companies should provide frequent, creative content updates leveraging visuals, exclusive offers, and incentives to increase customer engagement on social platforms. Incorporating these types of content elements can compel consumers to spend more, purchase across multiple product lines, and remain lucrative, loyal customers over time leading to improved business sustainability and prevention of business failures.

Another social media marketing as demonstrated in the current study findings is sharing stories about business. This could affect customer loyalty by making customers engaged and connected to the business. This finding addressed the research question and

study problem by indicating that storytelling through media platforms including Instagram and Facebook could be an effective social media marketing strategy to boost business brand and the overall performance, thus preventing business failure. These results are consistent with those of Hussain et al. (2020) who highlighted the effectiveness of Facebook as a social media network, enabling real-time interactive responses to marketing queries and prompt issue resolution. According to Hussain et al. (2020) business organizations can share or tell their stories about their services and products including positive customer feedback to attract new clients. Therefore, business leaders can gain numerous benefits from leveraging Facebook to share their content in the form of storytelling. Such benefits include low advertising costs, customized and targeted advertising, real-time consumer feedback, electronic word-of-mouth referrals, and contributions to buyer purchase intentions (Niu et al., 2021).

Still on storytelling as social media marketing strategy, current research findings confirm other studies which indicated that companies could combine different compelling storytelling from their existing customers (Peco-Torres et al., 2021; Seo et al., 2020). This results in conveying the values and purpose of their brand, making it unique and appealing to new customers. Social media platforms allow businesses to build a community with their followers by creating an active engagement where they allow their customers to comment and offer insights through telling stories of their experiences about the products and services, contributing to enhanced business performance (Seo et al., 2020). Such brand personality can be strengthened by the business through active participation in discussions with their customers, contributing to overall community loyalty that leads to increased growth and sustainability and prevents business failure.

5.3 Discussion of Research Question Two

Research question two asked, what ineffective social media marketing strategies do leaders use that lead to business failure and poor organizational performance? Research question one demonstrated effective strategies that would help businesses prevent failure and improve performance. The second question focuses on the ineffective strategies that lead to business failure and low performance.

The findings indicated that ineffective social media marketing strategies involve sharing low quality content that is less appealing and attractive to potential clients. This could lead to business failure, including low performance and poor brand loyalty among customers. These results suggest the need to use effective social media marketing strategies including sharing high quality content with clients for positive business outcomes.

The current study's results showed that sharing low-quality content is an ineffective strategy that contributes to business failure and low performance. Sharing content that fails to positively market the brand and highlight the product's main features is likely to hurt the company's search engine optimization (SEO), affecting its ranking on Google and other social media sites. Low SEO reduces the company's ability to interact with its target market. The findings imply that businesses that share low-quality content can experience reduced customer reach and fail to attract new or retain existing customers. Participants noted that low-quality content is characterized by poorly designed visuals and a lack of quality and relevance that fails to engage the customers actively. The impact of low-quality content is high on platforms such as YouTube and TikTok, where users prioritize visual standards. Business organizations must maintain high standards in content creation, which is essential in engaging potential customers.

Aligning with current study findings empirical literature also indicated that social media advertisement enhances brand recognition through the visual nature of marketing and there is a need for businesses to share quality content with their customers (Chen & Qasim, 2021). For instance, using social media platforms such as Facebook and Instagram can only be effective if quality content is posted in showcasing products or services through visually appealing images and videos. Such creation of visually impressive and high-quality content about a product, can captivate the target customers' attention thus enhancing the brand's image and recognition, preventing business failure (Chen & Qasim, 2021).

This research's results also confirm previous research on the use of branding elements such as color schemes and visual style through the social media marketing

platform which can lead to brand recognition (Savitri et al., 2022). This is because the product users and target audience start associating these elements with the business brand product identity. Consequently, social media platforms create room for reaching specific demographics, behaviors, and interests essential for the business brand. As a result, these platforms play an important role in targeted advertising campaigns enabling businesses to expose brands to potential customers not aware of their availability by sharing quality content about the business (Aji et al., 2020). Such targeted advertising helps organizations to maximize the impact of the business marketing efforts, resulting in increased brand recognition among targeted clients.

Ineffective social media marketing strategies were also in previous research as a reason for business failure. Previous research indicated that social media communities represent an invaluable touch point for companies to avoid ineffective social media marketing strategies (Park & Jiang, 2021). Such efforts to use effective strategies can directly help businesses to engage customers, encourage sharing of authentic product experiences, crowd source and innovative ideas that ultimately increase revenue and sustainable business growth (Park & Jiang, 2021). However, the finding disconfirms those of Lee & Hwang (2021) who posited that companies leveraging online brand communities and promotional activities realized higher levels of word-of-mouth advertising from customers and positive feedback shared peer-to-peer regarding products can lead to increased sales and revenues. Along this line of thought, consumers tend to place more credibility in experiential product information from other buyers rather than messaging directly from brands (Lee & Hwang, 2021). Thus, businesses should ensure they adopt effective social media marketing strategies to help prevent business failures and improve growth and sustainability. This study's findings offer significant insight into the need for effective social media marketing strategies such as sharing quality content, video sharing, storytelling, and partnering of social media influencers can spur growth and prevent business failure.

The findings are consistent with the existing literature. Organizations using low-quality content in social media marketing experience poor customer relationships,

contributing to low brand loyalty and commitment (Devereux et al., 2020; Santos et al., 2022; Ali Qalati et al., 2020). High-quality and engaging social media content allows businesses to attract and retain social media followers and potential customers. Furthermore, followers are likely to share high-quality business content on their platforms, expanding the intended audience reach (Jun & Yi, 2020; Park et al., 2020). Sharing business content creates positive brand perceptions in the market.

Engaging inauthentically with the audience is another ineffective social media marketing strategy. Participants reported that social media users value genuine and sincere interactions; therefore, insincere responses often alienate the audience, contributing to disconnect and subsequent business failure. According to Zanubiya and Meria (2023), to capture the attention of social media users, businesses have to promote meaningful, two-way interactions that reflect the organization's commitment to meeting customer needs and preferences. Ineffective use of social media marketing strategies, including inauthentic interaction with customers, such as lack of response to feedback, may result in business failure. The failure to provide real-time responses to customers' feedback and inquiries significantly reduces brand loyalty and the ability to attract or retain customers.

Current research findings indicate that not adapting to changing trends can render social media marketing efforts obsolete, resulting in poor performance. Considering the rapid pace at which social media platforms change, organizations must be dynamic and stay up to date in responding to changes to remain competitive in the market. Therefore, the failure to update the strategies to align with social media marketing trends can lead to business failure. This calls for organizations to promote data-driven decision-making and continuous updates of strategies based on audience behavior and platform updates to enhance the success and performance of businesses. Consistently, Budiman (2021) and Yasa et al. (2020) revealed that a lack of regular updates on the changing trends could render social media marketing strategy endeavors obsolete. Using social media platforms, businesses can understand real-time market insights, including customer behaviors and preferences (Budiman, 2021; Yasa et al., 2020).

Chapter VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

The purpose of this explanatory qualitative single case study was to explore the effective social media marketing strategies that leaders use to prevent business failure and improve organizational performance for sustainability. The general business problem was that failure to use effective social media marketing strategies and poor execution of the strategies resulted in business failure. While scholars have broadly explored and stated the benefits of digital marketing to organizations, there is a gap in the literature regarding how business leaders have effectively used social media marketing strategies to prevent business failure and improve organizational performance for sustainability. Though digital technology has allowed corporations to collect comprehensive information about their customers' online activities and preferences and use that evidence to tailor their products, poor leadership may result in the ineffective use of social media marketing strategies.

The researcher used qualitative single-case study research. A purposive sampling technique was used to identify and recruit a sample of 7 industry leaders. Semi-structured interviews and document analysis were the primary sources of data. Braun and Clarke's (2006) thematic analysis steps were used to analyze the data. During data analysis, the NVivo software was used to categorize and code the data. The results identified effective social media marketing strategies that leaders use to prevent business failure and improve organizational performance. Further, the findings also highlighted ineffective strategies business leaders use that cause poor performance and business failure. Overall, the findings showed how using social media marketing strategies such as partnerships with social influencers promotes business success and prevents failure, providing important insight into approaches to improve organizational performance and sustainability. The interpretation of these findings and their connection to previous studies was comprehensively discussed in Chapter 5. In Chapter 6, implications and recommendations for future research are presented.

6.2 Implications

The specific business problem is that some business leaders lack the strategies to prevent business failure and improve organizational performance for sustainability. This study has several implications that can help organizations address this problem. The study's results may be significant to various stakeholders facing challenges in addressing and preventing business failures and performance in organizations. Business organizations may use the findings to promote their brand through social media influencer partnerships to help navigate the competitive market. Followers with a stronger sense of homophily toward their social media influencers are more engaged, leading to increased brand loyalty. According to Budiman (2021), brand loyalty plays a key role in enhancing business performance and sustainability. Therefore, businesses should engage social media influencers as a strategy to reach more potential customers in the market. Furthermore, by using influencers, businesses can enhance their digital presence and brand loyalty over longer periods, resulting in increased business success and improved organizational performance and sustainability (Yoon & Suh, 2021). Therefore, organizations experiencing business failure and low performance should leverage the potential of social media influencers to access a wider market and achieve a competitive advantage.

Businesses can use promotional campaigns on social media to reach out to a wider target market. Promoting relevant and high-quality business content via paid campaigns on social media platforms increases the company's online presence. Leaders attuned to their firm's unique resource endowments may identify distinctive processes that create entry barriers and sustain competitive advantages (Rožman et al., 2023). Further, digital technologies help organizations reach their target markets and customize products based on customer preferences. Moreover, the current study informs organizations of the benefits of social media marketing strategies such as utilizing video content, storytelling, and promoting high-quality business content to prevent business failure and improve organizational success.

Organizational leaders may use the findings to update business policies and processes to align with changing market trends. A lack of policy flexibility makes it difficult for companies to remain competitive in the market. Therefore, organizational leaders can use the current findings to enhance the adoption of social media marketing to increase the company's online presence and the ability to reach a wider target market. Social media sites like Facebook, X, and Instagram, which support engaging content, can help businesses grow their market (Ali Qalati et al., 2020). Leaders can also engage social media influences, especially those with stronger connections with their followers, to broaden the target market and increase the sales volume. The current study has shown that businesses with ineffective social media marketing strategies are likely to fail or record poor performances. Therefore, the findings inform organizational leaders of effective social media marketing strategies to improve business performance and ensure success. These strategies include sharing high-quality video content, influencer partnerships, sharing engaging and timely content, and promoting relevant and high-quality business content through paid campaigns to attract a wider customer base to improve organizational performance and business success.

The current findings help leaders identify ineffective social media marketing strategies that contribute to business failure. The strategies include sharing low-quality business content on social media platforms, inauthentic engagement with users, lack of response to customer feedback, and failure to adapt to changing social media marketing trends. In line with the current study, Cook et al. (2021) argued that organizations with ineffective social media and digital marketing strategies experience poor stakeholder engagement and performance. With the knowledge of effective and ineffective social media marketing strategies, leaders can identify the appropriate strategies for organizational performance and sustainability.

Social media influencers may also use the current findings to understand their role in promoting business brands. Influencers may create partnerships with business organizations to act as brand ambassadors to promote sales. Engaging influencers allow companies to create high-quality content to attract and retain customers. According to

Khrais and Gabbori (2023), sharing engaging content increases a company's penetration in the digital market. Organizational leaders play a key role in finding social media influencers who align with business values and goals. Stronger social media influence partnerships play a crucial role in achieving business success.

Business organizations may use the current study findings by adopting social media marketing strategies such as partnerships with social media influencers to reach more clients. This can lead to improving the competitive advantage of the business and thus preventing business failure. Leaders attuned to their firm's unique resource endowments may identify distinctive processes that create entry barriers and sustain competitive advantages for the business (Rožman et al., 2023). Successful strategy execution using the resource-based view relies on leaders identifying the critical skills required to craft marketing approaches focused on differentiation and financial sustainability as established by Rožman et al. (2023). For instance, viewing social media as a marketing resource, leaders can bolster performance by deepening brand connections with followers through partnerships with influencers and other businesses with similar brands. This helps in sharing resources such as expertise thus contributing to cost-effective business operations that prevent possible business failure.

Content sharing is a vital element of social media marketing as demonstrated in the current study. Therefore, business leaders must face diverse considerations for their social media marketing alongside their enterprises, products, and knowledge by ensuring quality content is shared with potential clients in the market. In addition, it is important for these leaders to find out how they can strategically inspire online sharing and foster collaborative content creation to amplify the effects of marketing on various social platforms such as X, Twitter, Facebook and TikTok. However, the breadth and depth of social media knowledge and practical experience among business leaders could determine their ability to reap the financial benefits of social marketing strategies and not (Khrais & Gabbori, 2023).

Social media marketing strategies such as video sharing of business content may be adopted by struggling firms to establish a strong brand that attracts more customers to

prevent business failure. As a result, the advent of targeted advertisements tailored to specific demographics including gender, education, location, interests, and behaviors, has transformed Facebook into an advertising tool that both large and small business owners can utilize to increase web traffic and an effective marketing platform option (Schneider & Harknett, 2022). To develop an effective Facebook marketing strategy, businesses should share content using videos, create strong brand communities, craft content that attracts customer interest and their sense of affiliation and employ storytelling techniques to captivate potential customers' attention.

Organizations should devote more resources to implementing social media marketing to expand their customer base by sharing appealing content with potential clients on the Internet. Besides organizations, the findings of this study may be important to organizational leaders. This study addressed the leader's lack of social media marketing strategies to prevent business failure and improve organizational performance for sustainability. Based on this problem, this study's findings should be a starting point for these leaders to understand the importance of investing in social media marketing strategies. Zanutti et al. (2023) reported that leaders who do not use effective social media marketing strategies and poor execution lead to business failure. The findings of this study have also identified the ineffective social media marketing that leaders have used which has led to poor organizational performance and increased business failure. As a result, this research offers insights into the best social media marketing strategies organizations can employ to prevent business failure and enhance organizational growth and performance.

Policymakers may also use this study's findings to create policies that promote social media marketing. The current findings have highlighted the critical role social media platforms such as Facebook, Instagram, and X play in achieving business sustainability. However, many companies' policies fail to prioritize social media marketing, resulting in business failure. Therefore, to address this challenge, policymakers can develop policies to promote the adoption of social media marketing strategies. These policies ensure that companies allocate enough resources for digital

marketing activities. Social media platforms have been successful marketing strategies for many big companies, such as Tesla and Amazon (Zanubiya & Meria, 2023). As companies continue to adopt technology, drafting policies that support the extensive use of social media marketing to increase brand awareness should be every business' top priority.

The resource-based view was the theoretical framework used in this study. The resource-based view (RBV) provides an instrument for exploring how the internal resources and competencies of a firm can become an asset. The core concept of RBV is reflected in the idea of leveraging the organization's distinctive competencies and resources for profitability was established (Davis & DeWitt, 2021). This concept aligns with the findings of this study that adopting distinct competencies such as effective social media marketing strategies including partnership with social media influencers could prevent business failure. The concept of dynamic capabilities involves the capacity of a business to continuously reorganize and reconfigure its resources and competencies to cope with the changing surroundings and deliver innovation. This concept also concurs with current research findings which revealed that using innovative ideas such as social media marketing strategies such as sharing quality content to attract more customers could be an effective strategy to reach a wider audience in a dynamic business environment. Such dynamic capability by the business could lead to improved business performance sustainability as well as preventing business failure. Employing innovation

Partnership with other businesses and social influencers as a social media marketing strategy supports the resource-based view (RBV) which provides a lens for business leaders to differentiate their organizations, even within the same industry or franchise system. Business capabilities like customer service excellence or innovation prowess hinge on team members' collective skills and this can be attained through collaboration and partnership between businesses and social media influencers to access more combined resources (Magno Marchiori et al., 2023). Through the RBV perspective, the specific bundle of tangible resources such as facilities and technology equipment and intangible resources such as processes, skills and culture possessed by a business team

becomes a key strategic asset for leaders who aim to adopt social media marketing strategies to prevent business failures. The ability of the team in the partnership to creatively configure and deploy social media marketing resources underpins the development of organizational capabilities to prevent business failure. The resource-based view (RBV) is supportive of the current study findings regarding the use of social media to prevent business failure.

Current study findings demonstrated ineffective social media marketing strategies that lead to business failure including sharing of low-quality content and information about the business. This leads to a reduced client base. Such ineffective social media marketing strategies indicate the need for evaluation of the team's skill set and the organization's asset portfolio to help business leaders recognize any competitive edge sources. This result supports the resource-based view which suggests that only the resources which are valuable, rare, and inimitable can be efficiently used to create a profitable financial sustainability scenario (Aliane et al., 2023). The attributes make up the RBV's strategic value for leaders who are developing focused strategies such as partnering with social media influencers, video sharing of quality content, and storytelling among customers concerning the business's products and services as such stories can help attract or repel more customers. Given this distinctiveness, RBV offers business leaders a longer lead time where they have a more competitive advantage over their strategic assets (Crick & Crick, 2022). The current study's findings contribute to this RBV by demonstrating various social media marketing strategies for businesses to prevent failure including partnering with other businesses and social media influencers to help increase resources and customer reach respectively.

6.3 Recommendations for Future Research

For other researchers who may be interested in this study on effective social media marketing strategies to prevent business failure and improve organizational performance and sustainability, several suggestions for further consideration are provided. Future studies should be conducted using a quantitative correlation research design to determine the correlation between effective social media marketing strategies

and business performance. These strategies include influencer partnership, storytelling, sharing engaging and timely content, and promoting relevant, high-quality content through paid campaigns and business performance. While a single case study design allowed for an in-depth analysis of the phenomenon, the generalizability of the findings is largely limited. Using a quantitative method and a large sample size will increase the generalizability of the findings to the wider population.

An area of interest that stood out during the current study was the role of social media influencer partnerships in organizational performance. Similarly, the relationship between social media influencers and organizational performance was not clearly stated. In this regard, future researchers should consider exploring the relationship between social media influencer partnerships and organizational performance. The findings highlight the role social media influencers play in business success or failure.

The sample size and research site are key factors to consider in a research study. The current study was conducted in Geneva, which houses more than 180 permanent missions, 400 non-governmental organizations, and at least 40 international organizations. Therefore, with the huge number of organizations, the researcher was assured of a sufficient number of leaders, from which a sample of 7 leaders were recruited. However, the number of participants was small, limiting the generalizability of the findings. Although qualitative studies focus on in-depth analysis of participants' lived experiences, a large sample size helps generalize the results to other settings. Additionally, this study was conducted in one setting, Geneva, Switzerland, making it difficult to generalize the findings across Switzerland. Therefore, future research should be conducted using quantitative methods, a larger sample size, and multiple research sites to generalize the findings.

6.4 Conclusion

This chapter presents a summary of recommendations and implications. Overall, this study addressed the research problem that some business leaders lack strategies to prevent business failure and improve organizational performance for sustainability. The study clarified effective strategies to prevent business failure and improve organizational

performance. The study highlights effective strategies for preventing business failure, including social media influencer partnerships, sharing timely and exciting content, storytelling about the experience with services or products, and utilizing video content, as well as promoting relevant, high-quality content to help businesses access a wider audience.

This study identified effective strategies and ineffective strategies leading to business failure. The findings can help leaders and organizations understand effective strategies to prevent business failures. Business policymakers can use the current findings to develop effective policies to promote social media marketing and enhance business performance. Future research should be conducted using quantitative methods and a larger sample size to examine the relationship between influencer partnerships and business performance. Furthermore, future researchers should conduct this study in different settings to enhance the generalizability of study findings.

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