

# Exploring the Evolution of Brand Loyalty in the Age of Social Media

Muhammed Zakir Hossain<sup>1</sup>, Habiba Kibria<sup>2</sup>

<sup>1</sup>Department of Business Studies, State University of Bangladesh, Dhaka, Bangladesh

<sup>2</sup>Monash College Pathways, Universal College Bangladesh, Dhaka, Bangladesh

Email: Zakir\_sub2013@yahoo.com

**How to cite this paper:** Hossain, M. Z., & Kibria, H. (2024). Exploring the Evolution of Brand Loyalty in the Age of Social Media. *Journal of Service Science and Management*, 17, 219-247.

<https://doi.org/10.4236/jssm.2024.173011>

**Received:** April 4, 2024

**Accepted:** June 3, 2024

**Published:** June 6, 2024

Copyright © 2024 by author(s) and

Scientific Research Publishing Inc.

This work is licensed under the Creative

Commons Attribution International

License (CC BY 4.0).

<http://creativecommons.org/licenses/by/4.0/>



Open Access

## Abstract

This article examines the evolution of brand loyalty in the context of social media's pervasive influence on consumer behavior and marketing practices. Traditionally, brand loyalty has been characterized by consumers' consistent preference for a particular brand. However, the emergence of social media platforms has transformed the marketing landscape, offering brands unprecedented opportunities to engage with their audience, foster relationships, and cultivate loyalty. With billions of users actively participating on platforms like Facebook, Instagram, Twitter, and LinkedIn, social media has become a powerful tool for brands to connect with consumers. This paper highlights the significance of understanding the evolving nature of brand loyalty in the age of social media. It emphasizes the need for marketers to adapt their strategies to leverage this new terrain effectively. Through a review of relevant literature and theoretical frameworks, the article explores the implications of social media on brand-consumer relationships. It offers practical recommendations for marketers aiming to capitalize on the opportunities presented by the digital landscape.

## Keywords

Brand Loyalty, Social Media Marketing, Engagement Strategies, User-Generated Content (UGC)

## 1. Introduction

In today's rapidly changing and interconnected world, the marketing landscape has experienced a significant shift with the emergence of social media platforms (Turow, 2019; Tarabasz, 2024; Mahoney & Tang, 2024). This shift has significantly impacted brand loyalty (Parris & Guzman, 2023). In today's consumer

landscape, brand loyalty has transformed due to the influence of social media on consumer behavior (Keller, 1993). It is no longer simply about consumers repeatedly choosing their preferred brand but rather a more complex phenomenon. Understanding the evolution of brand loyalty in the age of social media is of utmost importance. In today's digital age, social media platforms such as Facebook, Instagram, Twitter, and LinkedIn have become valuable channels for brands to engage with their audience, establish connections, and cultivate loyalty (Ebrahim, 2020). Therefore, marketers must adjust their strategies to navigate this evolving landscape successfully and take advantage of the digital realm's opportunities (Kotler & Armstrong, 2016).

The rise of social media has profoundly transformed consumer behavior and brand loyalty by enabling direct engagement, empowering consumers as brand advocates, facilitating personalized experiences, and fostering communities centered around shared interests and values (Ebrahim, 2020). Brands that embrace social media as a strategic marketing channel and prioritize building authentic relationships with their audience benefit from increased loyalty, advocacy, and long-term customer retention (Muniesa & Giménez, 2020).

Social media platforms are essential for brands to connect with their target audience, enabling real-time interactions through posts, comments likes, and shares (Macarthy, 2021). This continuous interaction fosters more robust relationships between consumers and brands, increasing brand recognition and customer loyalty. Unlike traditional one-way advertising channels, social media enables interactive communication between brands and consumers (Sihvola, 2022). By actively listening to customer feedback, promptly addressing concerns and personalizing interactions, brands can establish trust and loyalty among their followers. Consumers can create content and support brands through social media (Lariba, 2023). User-generated content, such as reviews and testimonials, significantly impacts consumers' purchasing decisions, strengthening their loyalty to a brand. Social media influencers have a considerable impact on consumer preferences and behaviors, as noted by Erskine (2021). Partnering with influencers allows brands to target specific audiences, leverage their credibility, and cultivate brand loyalty among their followers. Social media platforms are available around the clock, offering consumers immediate access to brands and information (Hudson et al., 2012). This ease of access promotes ongoing engagement and customer support, fostering lasting relationships and loyalty. Social media algorithms allow brands to customize content and advertisements according to user preferences (Winter et al., 2021). Providing customized experiences enhances the significance and impact of a brand, leading to increased loyalty. Online communities are formed through social media platforms, allowing individuals to connect based on shared interests (Lee & Hsieh, 2022). Companies that engage in these online communities have the opportunity to cultivate devoted followings among consumers who feel a strong sense of connection to both the brand and their fellow customers. Research conducted by Malodia et al. (2022) suggests that content shared on social media can rapidly spread and increase the reach of

brand messages to a larger audience. Companies that produce captivating, easily shareable content have the potential to enhance their brand's visibility, engagement, and loyalty. Social media platforms provide brands with powerful analytics tools to understand consumer behaviors (Palle, 2021). Utilizing data-driven insights enables brands to improve marketing strategies, optimize content, and enhance customer experiences, bolstering brand loyalty (Liu et al., 2020). Brand loyalty is a fundamental element of effective marketing strategies, offering many benefits ranging from increased profitability and market resilience to enhanced brand reputation and customer advocacy. Building and nurturing brand loyalty is essential for businesses looking to thrive in competitive markets and achieve sustainable growth.

This paper delves into the intricacies of brand loyalty in the digital age, specifically examining the impact of social media. Through thoroughly examining existing literature, careful analysis of relevant information, and thoughtful discussions on critical theories and models, this study offers valuable insights into how marketers can effectively utilize social media to establish and maintain brand loyalty. The paper will be organized into three main sections: a literature review, methodology, data analysis, discussion, and conclusion.

### **1.1. Statement of the Research Problem**

In the age of social media, understanding the dynamics of brand loyalty has become increasingly complex due to the myriad of factors influencing consumer behavior and brand-consumer relationships. Despite the growing importance of social media in marketing strategies, there remains a need to explore how social media platforms impact brand loyalty comprehensively and to identify the key determinants and mechanisms driving consumer loyalty in this digital landscape.

### **1.2. Objectives of the Research**

The research objectives of this study are multifaceted. Firstly, it aims to investigate the role of social media in shaping consumer behavior and perceptions towards brands. Secondly, it seeks to identify the factors influencing brand loyalty within the context of social media engagement. Additionally, the study endeavors to analyze the effectiveness of different social media strategies employed by brands to build and maintain consumer loyalty. Furthermore, it aims to assess the impact of user-generated content, influencer marketing, and online reviews on brand loyalty in the age of social media. Moreover, the research aims to explore the interplay between traditional determinants of brand loyalty and emerging social media-related factors. Finally, the study aims to provide strategic recommendations for marketers leveraging social media to enhance brand loyalty and customer retention. By addressing these objectives, this research aspires to contribute to a deeper understanding of the evolving nature of brand loyalty in the digital era and to furnish actionable insights for marketers navi-

gating and capitalizing on the opportunities presented by social media platforms.

## 2. Literature Review

Brand loyalty has been extensively studied, and various definitions and conceptualizations have emerged in the literature. Brand loyalty refers to consumers' consistent preference and repeat purchase behavior towards a particular brand over others within the same product or service category (Khan, 2013). From this perspective, consumers are considered loyal to a brand if they consistently choose it over competing alternatives. This definition emphasizes the observable actions of consumers and their commitment to a particular brand through repeated purchases. It signifies a strong emotional attachment and trust consumers develop towards a brand over time. Brand loyalty is paramount in marketing as it fosters customer retention, enhances brand equity, and drives business profitability (Stahl et al., 2012). From this perspective, loyal customers contribute to current sales and serve as brand advocates who enhance brand reputation, awareness, and future profitability. Loyal customers generate repeat sales and serve as brand advocates, influencing others through word-of-mouth recommendations and positive reviews (Sweeney et al., 2020). In this framework, loyalty is seen as a multidimensional construct comprising both repeat purchase behavior and affective and cognitive components such as brand preference, trust, and commitment.

Another perspective focuses on consumers' attitudes and emotional connections towards a brand. According to this view, brand loyalty is manifested through positive feelings, trust, and attachment towards a brand. Attitudinal loyalty emphasizes the psychological aspects of consumer-brand relationships, including brand satisfaction, trust, and identification (Rather et al., 2021). Some scholars (Li et al., 2023; Somnaikubun et al., 2020; Rawis et al., 2022) emphasize switching costs and inertia in fostering brand loyalty. Consumers may stick with a familiar brand not necessarily out of solid attachment or preference but due to the perceived costs or inconveniences of switching to a new brand. This perspective highlights the importance of positive motivations (e.g., satisfaction, trust) and barriers to switching and maintaining brand loyalty. Brand loyalty is often conceptualized within the relationship marketing framework, where consumer-brand relationships are likened to interpersonal relationships (Dam & Dam, 2021). Loyalty results from the quality of interactions and experiences between consumers and brands, characterized by trust, satisfaction, commitment, and mutual value creation (Diputra & Yasa, 2021).

Brand loyalty encompasses a range of dimensions, including behavioral patterns, attitudinal preferences, relationship quality, and brand equity. While definitions may vary, common themes include repeat purchase behavior, emotional attachment, trust, commitment, and mutual value creation between consumers and brands. Understanding these diverse perspectives is crucial for researchers

and marketers seeking to effectively measure, analyze, and cultivate brand loyalty.

Numerous studies have investigated the concept of brand loyalty and its evolution in response to changing market dynamics. Early research predominantly focused on the behavioral aspects of brand loyalty, emphasizing factors such as product quality, price, and convenience. However, with the advent of relationship marketing and social media, scholars began to recognize the importance of emotional and relational factors in driving brand loyalty (Hudson et al., 2015; Coelho et al., 2018; Dewnarain et al., 2019).

Recent studies have highlighted the shift towards experiential and relationship-based approaches to brand loyalty, emphasizing the role of brand engagement, customer experience, and brand authenticity (Haq et al., 2024). Brands increasingly focus on building meaningful consumer connections through personalized interactions and storytelling, fostering stronger emotional bonds and long-term loyalty (Turri et al., 2013).

The historical perspective on brand loyalty reveals its evolution over time, shaped by changing consumer behaviors, market dynamics, and marketing practices. The concept of brand loyalty can be traced back to the early days of trade and commerce when merchants and artisans established personal connections with their customers. In a local and often limited market, consumers develop loyalty to brands based on trust, reliability, and familiarity with the product or service (Sheth & Parvatiyar, 1995; Mitchell & Imrie, 2011). The rise of mass production and the proliferation of consumer goods in the late 19th and early 20th centuries led to increased competition among brands. Brands began to differentiate themselves through advertising, packaging, and branding efforts, aiming to create distinctive identities and cultivate customer loyalty (Sabel & Zeitlin, 1985; Marsh, 2012). The advent of modern advertising in the 20th century played a significant role in shaping brand loyalty (Bastos & Levy, 2012). Brands leveraged mass media channels such as radio, television, and print to build awareness, communicate brand messages, and establish emotional connections with consumers (Ahmed et al., 2015).

Advertising campaigns emphasize brand attributes, quality, and reliability to engender consumer trust and loyalty. Product quality and consistency have historically been fundamental determinants of brand loyalty (Lina, 2022). Brands that consistently deliver high-quality products or services earn the trust and loyalty of consumers over time. Reliability, durability, and performance were key factors influencing repeat purchases and brand preference. Brand reputation and trust have long been recognized as crucial drivers of brand loyalty (Shin et al., 2019). Positive experiences, word-of-mouth recommendations, and favorable reviews contributed to building trust and credibility for brands.

Conversely, negative experiences or scandals could erode trust and undermine brand loyalty (Loureiro et al., 2017). Exceptional customer service and support have traditionally been vital in fostering brand loyalty. Brands that prioritized customer satisfaction promptly addressed complaints and provided personalized

assistance strengthened customer relationships and enhanced loyalty (Hossain et al., 2017). Price and value proposition have also influenced brand loyalty throughout history (Hassan, 2012). When purchasing, consumers often weigh the perceived value of a brand's offering against its price. Brands that offered superior value for money or catered to consumers' specific needs and preferences could command loyalty despite competitive pricing pressures. Geographical and cultural factors have shaped brand loyalty in diverse markets and regions (Roth, 1995). Local brands with strong cultural relevance and heritage often enjoy loyal customer bases within their communities (Kumar et al., 2013). Cultural norms, traditions, and preferences influence consumer perceptions and behaviors, impacting brand loyalty in different contexts.

The historical perspective on brand loyalty highlights its evolution from personal relationships in local markets to mass-produced consumer goods and modern marketing practices. Traditional determinants such as product quality, brand reputation, customer service, and value proposition have remained influential factors in shaping brand loyalty alongside evolving consumer preferences and market dynamics.

The proliferation of social media has fundamentally transformed consumer behavior and reshaped the dynamics of brand-consumer relationships. Studies have shown that social media platforms are influential channels for information-seeking, product discovery, and brand engagement (Shahbaznezhad et al., 2021). Consumers actively seek out recommendations, reviews, and peer opinions on social media before making purchasing decisions, making it imperative for brands to maintain a strong presence and positive reputation on these platforms (Ramanathan et al., 2017).

Moreover, social media lets brands personalize their marketing messages, tailor content to specific audience segments, and create interactive brand experiences. By leveraging features such as targeted advertising, influencer partnerships, and user-generated content, brands can foster deeper connections with consumers and cultivate brand loyalty. However, social media also poses challenges in managing brand reputation, handling customer feedback, and maintaining authenticity in an increasingly competitive and noisy digital landscape.

In summary, the literature on brand loyalty and social media underscores the importance of understanding the evolving nature of consumer behavior and adapting marketing strategies to effectively engage and retain customers in the age of social media. By integrating theoretical insights with empirical research findings, marketers can gain valuable insights into the factors driving brand loyalty and leverage social media to build enduring relationships with their audience.

### **3. Research Methodology**

This study employs a qualitative research approach to thoroughly explore the dynamics of brand loyalty in the social media era, drawing insights from published academic journals and books. Qualitative methods are chosen for their

ability to delve into complex phenomena and uncover nuanced insights. Data collection primarily involves gathering information from academic journals, which provide theoretical foundations, empirical studies, and books, offering comprehensive insights and case studies. Purposive sampling is employed, guided by relevance, recency, credibility, and diversity of perspectives. Data analysis techniques include thematic and content analysis to identify patterns and derive meaningful insights. Limitations include reliance on secondary data, which may limit the breadth and depth of findings, and potential variations in the availability of relevant literature. Ethical considerations encompass proper citation, confidentiality, and adherence to ethical guidelines. This research methodology aims to contribute valuable insights to understanding brand-consumer relationships in the digital marketing landscape.

#### 4. Theoretical Framework

Various theoretical frameworks have been suggested to understand the dynamics of brand loyalty in social media. According to the Brand Loyalty Pyramid, brand loyalty develops in a series of stages: awareness, preference, and loyalty. Each stage is shaped by various marketing strategies and consumer experiences, as supported by research (Yousaf et al., 2017; Human et al., 2011; Costa Filho et al., 2021). Research on Social Identity Theory provides valuable insights into how individuals form their self-concept and social identity through their associations with particular brands or communities on social media platforms (Hogg, 2016; Ellemers & Haslam, 2012; Brown, 2000). In addition, the Brand Relationship Quality Model suggests that brand loyalty depends on the level of trust, satisfaction, and commitment between consumers and brands (Jung & Soo, 2012). Social media platforms facilitate the development and maintenance of these relationships by offering direct engagement, user-generated content, and community participation (Lee & Hsieh, 2022).

Five significant theory themes emerged from the literature review. These include theories on consumer self-identity, brand communities, consumer decision-making, social media as a communication medium, and relationship-based theories. Now, let's delve deeper into the five major theory themes.

##### 4.1. Consumer Self-Identity Theories

Consumer self-identity theories encompass a range of frameworks that delve into the intricacies of consumer behavior within business-to-consumer (B2C) relationships. These theories draw upon established models of self-identity to elucidate the motivations and processes at play when individuals interact with products or services. Social identity theory (Tajfel & Turner, 1979, 1986; Dutton & Dukerich, 1991), which explores how individuals define themselves in terms of social groups, is one such framework. Similarly, self-perception theory (Bem, 1972) examines how people form perceptions about themselves based on their behaviors.

Furthermore, the self-expansion theory (Aron et al., 2005) posits that individuals seek to broaden their self-concepts through interactions with others and their environment. Symbolic self-completion theory (Wicklund & Gollwitzer, 1981) suggests that individuals engage in behaviors that symbolically complete aspects of their self-concept. Congruity theory (Lee & Jeong, 2014) focuses on aligning an individual's self-image and consumption choices.

These theories have been employed in social media to understand how platforms facilitate consumer loyalty. Social media platforms can enhance individuals' self-identity by leveraging the processes of self-identification and brand image recognition. Additionally, social comparison, a fundamental aspect of human behavior elucidated by these theories, shapes consumer behavior within online spaces. By means of these mechanisms, customers interact with brands in ways that mirror and strengthen their sense of self, thereby cultivating brand loyalty.

## 4.2. Relationship-Based Theories

Relationship-based theories constitute a body of knowledge that delves into the dynamics of business-to-customer (B2C) relationships, specifically focusing on relationship marketing. This theoretical framework aims to elucidate the mechanisms through which social media platforms can effectively cultivate brand loyalty among consumers. Several relationship marketing theories have been identified within this realm, including interpersonal-relationship-marketing theory, relationship marketing theory (Grönroos, 2009), and the relationship-trust theory of relationship marketing (Morgan & Hunt, 1994).

These theories offer insights into various facets of consumer-brand relationships. Social exchange theory (Blau, 1964) posits that individuals interact with brands based on the perceived benefits and costs involved, akin to a transactional exchange. Relationship quality theory (Crosby et al., 1990) emphasizes the importance of trust, satisfaction, and commitment in fostering enduring relationships between consumers and brands.

Moreover, the Para-social interaction theory (Horton & Wohl, 1956) explores the one-sided connections individuals form with media personalities or brands, which can influence consumer behavior and brand loyalty. Contagion theory (Burt, 1987) suggests that consumers may adopt the attitudes and behaviors of others within their social networks, thereby influencing their brand preferences.

Expectation confirmation theory (Oliver, 1980) posits that consumers' satisfaction with a brand is influenced by the extent to which their expectations are met. Promising theory (Calonius, 2006) examines how brand commitments and promises contribute to building trust and loyalty among consumers. Gift-giving theory (Sherry, 1983) explores the symbolic significance of gift exchanges in fostering reciprocal relationships between consumers and brands.

Lastly, construal level theory (Liberman & Trope, 1998) proposes that individuals' psychological distance from an object, such as a brand, influences their



perceptions and evaluations. Collectively, these relationship-based theories offer a comprehensive understanding of the mechanisms underlying consumer-brand interactions and the cultivation of brand loyalty through social media channels.

### 4.3. Consumer Decision-Making Theories

In addition to relationship-based theories, various consumer decision-making theories have also been applied in research exploring the utilization of social media in building brand loyalty. These theories provide insights into the cognitive processes and factors influencing consumers' purchasing decisions.

The consumer decision-making model (Ajzen & Fishbein, 1980) proposes that consumers evaluate alternatives based on their attitudes and subjective norms, ultimately leading to a behavioral intention to purchase. The theory of planned behavior (Ajzen, 1991) extends this model by incorporating perceived behavioral control as a determinant of behavioral intentions and actions.

Similarly, the theory of reasoned action (Eid, 2011) posits that attitudes and subjective norms shape individuals' intentions to perform a behavior. The technology acceptance model (Davis, 1989) focuses on accepting and adopting new technologies, considering factors such as perceived usefulness and ease of use.

The social-psychological model of goal-directed behavior (Perugini & Bagozzi, 2001) emphasizes the role of goals in driving consumer behavior, highlighting the influence of both personal and social factors. Mean-end chain theory (Gutman, 1982) explores the hierarchical structure of consumer goals and the means-end connections between product attributes and desired end-states.

Furthermore, the incentive motivation theory (Ellingsen & Johannesson, 2008) examines how incentives and rewards influence consumer decision-making processes. Lastly, the consumer-style inventory, proposed by Sproles and Kendall (1986), categorizes consumers into segments based on their decision-making styles and preferences.

By integrating these diverse theoretical perspectives, researchers gain a comprehensive understanding of the multifaceted nature of consumer decision-making in the context of social media and its impact on brand loyalty.

### 4.4. Brand Community-Related Theories

Brand community-related theories serve as a crucial theoretical framework for understanding the dynamics of customer engagement within brand communities and their impact on brand equity. Scholars have applied various theories within this domain to illuminate these phenomena.

Firstly, brand community theory (Habibi et al., 2016) focuses on forming and developing communities centered around specific brands. It explores how individuals form connections, share experiences, and derive a sense of belonging within these communities, contributing to brand loyalty and advocacy.

Secondly, the consumer-brand engagement model (Fernandes & Moreira, 2019) delves into how consumers interact with and emotionally invest in brands.

This model elucidates the pathways through which engagement with a brand community translates into favorable attitudes and behaviors and, ultimately, enhanced brand equity.

Moreover, brand equity theory (Hanaysha, 2016) examines the value that consumers associate with a brand and the factors influencing this perception. It acknowledges the role of brand communities in shaping brand perceptions, fostering trust, and ultimately contributing to the brand's overall equity.

Lastly, brand co-creation (Kamboj et al., 2018) emphasizes the collaborative relationship between brands and consumers in creating value. Consumers actively co-create brand experiences, products, and content within brand communities, strengthening their sense of ownership and attachment to the brand.

By applying these brand community-related theories, researchers gain insights into how the dynamics of customer engagement within brand communities contribute to the cultivation of brand equity and long-term brand success.

#### **4.5. Communication-Related Theories**

Researchers have examined social media as a transformative communication medium within communication-related theories, exploring how brands and consumers leverage it for interaction. Several theoretical frameworks have been applied to investigate these dynamics:

The stimulus-organism-response model (Mehrabian & Russell, 1974; Jacoby, 2002) conceptualizes how environmental stimuli, such as social media content, influence individuals' cognitive and affective responses, ultimately leading to behavioral outcomes. This model provides insights into how brands can design engaging content on social media platforms to evoke desired responses from consumers.

Signaling theory (Taj, 2016; Kirmani & Rao, 2000) posits that individuals use brand signals or cues to make inferences about their quality, credibility, and other attributes. In the context of social media, brands strategically utilize signals to communicate their value proposition and build trust with consumers, influencing their perceptions and behaviors.

Media richness theory (Daft & Lengel, 1986) suggests that communication effectiveness is determined by the richness of the communication medium, which encompasses its ability to convey multiple cues, facilitate timely feedback, and support personalization. With its multimedia capabilities and interactive features, social media offers a rich communication environment that enables brands to engage with consumers in diverse and meaningful ways.

Social presence theory (Gofman, 2008) explores the extent to which individuals perceive the presence of others in mediated communication contexts. In social media, this theory highlights the importance of creating a social presence through interactions, conversations, and shared experiences, fostering a feeling of connection and community among users.

By drawing on these communication-related theories, researchers gain in-

sights into how brands and consumers navigate the complex landscape of social media communication, shaping perceptions, building relationships, and influencing behaviors in the digital realm.

## 5. Findings

The analysis of secondary data related to brand loyalty and social media reveals several key findings:

- **Increased Brand Engagement:** Social media platforms have increased consumer brand engagement. Brands that actively engage with their audience through social media channels experience higher brand loyalty. This engagement is manifested through likes, shares, comments, and other forms of interaction (Hollebeek et al., 2014; Jayasingh, 2019).
- **Influence of User-Generated Content:** User-generated content (UGC) plays a significant role in shaping brand loyalty. Consumers trust peer recommendations and authentic user-generated content more than traditional advertising. Brands that encourage and leverage UGC on social media platforms experience higher brand loyalty (Lariba, 2023; Christodoulides et al., 2011).
- **Personalized Brand Experiences:** Social media allows brands to create personalized experiences for their audience. Through targeted advertising, customized content, and tailored messaging, brands can establish deeper connections with consumers, increasing brand loyalty (Tsimonis & Dimitriadis, 2014; Gensler et al., 2013).
- **Rise of Influencer Marketing:** Influencer marketing has emerged as a powerful tool for building brand loyalty on social media. Influencers who have established credibility and authority within specific niches can sway consumer perceptions and preferences, increasing brand loyalty among their followers (Dogra, 2019; Lou & Yuan, 2019).
- **Shift towards Authenticity:** Consumers value authenticity and transparency from brands on social media. Brands that portray authenticity in their communications and interactions foster higher brand loyalty. This trend emphasizes the importance of genuine relationships and trust-building efforts on social media platforms (Fritz et al., 2017; Audrezet et al., 2020; Balaban & Szambolics, 2022).
- **Preference for Visual Content:** Visual content, such as images and videos, performs exceptionally well on social media platforms. Brands that utilize visually appealing content to tell their story and showcase their products or services often experience higher engagement and brand loyalty (Highfield & Leaver, 2016; Allagui & Breslow, 2016; Geng et al., 2015).
- **Emphasis on Customer Experience:** The overall customer experience, both online and offline, significantly influences brand loyalty. Brands that prioritize customer satisfaction, responsiveness, and personalized interactions on social media platforms are more likely to retain loyal customers and attract

new ones (Brun et al., 2017; Ertemel et al., 2021; Cleff et al., 2018).

- **Erosion of Brand Loyalty Barriers:** Social media has lowered the barriers to brand loyalty by providing consumers access to various choices and information. Consumers can easily compare brands, read reviews, and seek recommendations from their social networks, making it more challenging for brands to secure long-term loyalty (Mutum et al., 2014; Yanamandram & White, 2006; McMullan & Gilmore, 2008).

#### **Illustrative Examples and Case Studies:**

##### **Case Study 1: Successful Brand Loyalty Building-Nike**

*Overview:* Nike, a global leader in athletic footwear and apparel, has successfully leveraged social media to build strong brand loyalty among its diverse customer base.

##### *Strategies Employed:*

- **Engaging Content:** Nike consistently produces high-quality, inspiring content across its social media channels, including Instagram, Twitter, and YouTube. The brand showcases compelling stories of athletes, promotes inclusivity, and advocates for social causes, resonating with its audience.
- **Influencer Partnerships:** Nike collaborates with top athletes, celebrities, and influencers to amplify its brand message and reach new audiences. By partnering with influential figures who embody its brand values and inspire others, Nike enhances its credibility and relevance among consumers.
- **Interactive Campaigns:** Nike launches interactive campaigns and challenges on social media platforms, encouraging user participation and engagement. For example, the Nike Run Club app and community enable runners worldwide to track their progress, share achievements, and connect with fellow enthusiasts.
- **Customer Engagement:** Nike actively engages with its audience on social media, responding to comments, messages, and mentions in a timely and personalized manner. The brand fosters a sense of community, empowerment, and belonging among its followers, strengthening brand loyalty.
- **Brand Advocacy:** Nike empowers its customers to become brand advocates by showcasing user-generated content (UGC) and highlighting stories of real athletes and everyday heroes. By featuring UGC in its marketing campaigns and social media posts, Nike celebrates its customers' achievements and fosters a sense of belonging.

*Outcome:* Nike's strategic use of social media has resulted in increased brand loyalty, engagement, and advocacy among its global fan base. The brand's authentic storytelling, influencer partnerships, interactive campaigns, and community engagement initiatives have helped solidify its position as a leading athletic brand.

##### **Case Study 2: Challenges in Building Brand Loyalty-McDonald's**

*Overview:* McDonald's, a multinational fast-food chain, has faced challenges in building brand loyalty through social media due to controversies, negative

publicity, and consumer skepticism.

*Challenges Encountered:*

- **Negative Brand Perception:** McDonald's has struggled with negative perceptions surrounding its food quality, nutritional value, and corporate practices, which have been amplified on social media platforms. Criticisms, complaints, and viral campaigns by consumers and activists have damaged the brand's reputation and eroded trust among some segments of its audience.
- **Social Media Backlash:** McDonald's has experienced social media backlash in response to controversies, scandals, or marketing missteps. Negative comments, boycott calls, and online petitions have gained traction on social media, challenging the brand's efforts to cultivate positive brand sentiment and loyalty.
- **Crisis Management:** McDonald's has faced challenges in effectively managing crises and addressing customer concerns on social media platforms. Poorly handled incidents, such as food safety issues or employee controversies, have fueled negative publicity and undermined the brand's credibility and trustworthiness.
- **Competitive Pressure:** McDonald's faces intense competition from rival fast-food chains and emerging food trends, which pose challenges in differentiating its brand and engaging consumers on social media. Competitors' marketing campaigns, promotions, and menu innovations may overshadow McDonald's efforts to build brand loyalty and relevance.

*Lessons Learned:*

- **Transparency and Accountability:** McDonald's can enhance brand loyalty by demonstrating transparency, accountability, and responsiveness to customer feedback and concerns on social media. Open communication, sincere apologies, and proactive measures to address issues can help rebuild trust and credibility with consumers.
- **Brand Authenticity:** McDonald's should focus on authentic brand storytelling and values alignment to resonate with its audience on social media. By showcasing its commitment to quality, sustainability, and community impact, McDonald's can strengthen its brand identity and appeal to consumers seeking authenticity and purpose-driven brands.
- **Engagement and Advocacy:** McDonald's can leverage social media to actively engage with its audience, foster positive conversations, and cultivate brand advocates. Encouraging user-generated content, supporting local communities, and amplifying positive stories can help McDonald's regain consumer trust and loyalty over time.

*Outcome:* McDonald's faces ongoing challenges in building brand loyalty through social media, but there are opportunities to address consumer concerns, improve brand perception, and rebuild trust by prioritizing transparency, authenticity, and engagement with its audience.

These case studies highlight the importance of strategic planning, authenticity, and proactive engagement in building brand loyalty through social media, as

well as the potential pitfalls and challenges that brands may encounter in the digital landscape.

## 6. Discussion

Upon careful analysis of the findings and case studies, we have identified specific categories that pertain to the main factors influencing brand loyalty in social media. Below, we will discuss the various types of antecedents and groups of outcomes that have been identified. Understanding the interconnections between these categories can provide valuable insights into effectively cultivating brand loyalty through social media marketing efforts.

### 6.1. Brand Characteristics

As evidenced by previous research, the traits associated with a brand wield significant influence over consumer loyalty. In the contemporary landscape, businesses have embraced social media platforms to bolster brand awareness, fortify brand identity, and expand their customer base. Antecedents related to brand characteristics encompass a spectrum of elements, including brand personality, brand image, brand equity, brand identification, and various dimensions of brand equity such as brand awareness, brand associations, and perceived quality.

In investigations probing the dimensions of brand equity, scholars have regarded brand loyalty as both a dimension and an outcome of brand equity (Severi et al., 2014). Moreover, a subset of studies has scrutinized the impact of retailers' reputations on consumer-retailer loyalty (Rapp et al., 2013). The findings from these inquiries underscore that cultivating a favorable brand image or nurturing a robust reputation can confer a competitive edge upon a company, thereby fostering heightened consumer loyalty within social media.

Thus, the convergence of brand characteristics and the utilization of social media platforms elucidate a dynamic interplay wherein businesses endeavor to craft compelling brand narratives, cultivate positive perceptions, and engender consumer trust and loyalty in the digital sphere.

### 6.2. Consumer Characteristics

In today's digital landscape, consumers engage in a myriad of online activities, spanning from consuming content to actively participating in discussions, sharing knowledge, and contributing to their peers' activities. Just as brand characteristics play a pivotal role, individual differences and consumer characteristics, such as personality traits, need for effect, attachment styles, and motivations, can significantly shape consumers' usage of social media platforms and their relationships with brands.

Consumer-related characteristics examined in previous studies encompass a broad spectrum, including brand consciousness, online community participation, and social media usage patterns. While many of these traits have been found to positively impact brand loyalty, some may inadvertently undermine it.

For instance, *Ismail's study (2017)* suggests that social media marketing endeavors may heighten brand consciousness among consumers, leading to enhanced brand loyalty. However, it also posits that these activities might concurrently bolster value consciousness, which, in turn, has a negative correlation with brand loyalty (*Ismail, 2017*).

This duality underscores the nuanced nature of consumer characteristics and their implications for brand loyalty in social media. While certain traits may foster stronger bonds between consumers and brands, others may inadvertently erode trust and loyalty. Therefore, understanding the interplay between consumer characteristics and social media dynamics is essential for brands seeking to cultivate enduring relationships with their target audience in the digital age.

### **6.3. Social Media Characteristics**

Social media platforms have revolutionized the landscape of online brand interactions, surpassing branded websites as the primary arena for consumer-brand engagement. This shift has reshaped the dynamics of brand communication, empowering consumers and their online connections to wield significant influence over brand images. Unlike traditional marketing channels, social media platforms allow companies to disseminate brand content, engage with consumers, and shape brand perceptions in real-time.

A distinct category that emerges within the context of brand loyalty in social media is social media characteristics. Social media platforms serve as conduits for companies to promote their goods and services by furnishing consumers with pertinent and reliable information, thereby reducing their informational search efforts (*Laroche et al., 2013*). This category diverges from others by focusing on the specific attributes of social media sites or pages, encompassing entertainment value, communication style, and visual appeal.

Interestingly, this category is the least frequently explored among the various antecedents of brand loyalty, suggesting that researchers have accorded it relatively less attention. However, despite its comparative neglect, these social media content-related features wield considerable influence over consumer-brand relationships and should be noticed. Social media platforms' design, content, and functionality can profoundly impact consumer perceptions, attitudes, and, ultimately, brand loyalty.

Thus, while other categories of antecedents may garner more attention, the significance of social media characteristics in shaping brand loyalty underscores the need for marketers to pay heed to the nuances of social media content and design. By leveraging these features effectively, brands can enhance their presence, foster meaningful connections with consumers, and cultivate enduring loyalty in the digital realm.

### **6.4. Consumer-Brand Relationship and Engagement**

In branding, scholarly literature has underscored the pivotal role of strengthen-

ing consumer-brand relationships to enhance brand loyalty (Aaker, 1996; Four-nier, 1998). Among the various antecedent categories influencing brand loyalty, consumer-brand relationship constructs have garnered significant attention. These constructs encompass a spectrum of elements, including brand attachment, brand experience, brand trust, social website trust, and customer satisfaction.

Extensive research has elucidated the intricate interplay between these constructs, highlighting their coexistence and mutual influence on each other. The prevailing consensus in prior studies suggests a robust positive relationship between these factors and brand loyalty. This implies that consumers who harbor a strong relationship with a brand are more inclined to respond favorably to its social media marketing efforts and engage in loyalty behaviors toward the brand.

By nurturing consumer-brand relationships characterized by trust, attachment, and positive experiences, marketers can bolster brand loyalty and foster enduring connections with their target audience. Recognizing the symbiotic relationship between consumer perceptions and brand loyalty, brands can tailor their social media strategies to cultivate meaningful interactions, foster brand advocacy, and cultivate a loyal customer base in the digital landscape.

### **6.5. Social Media Marketing Activities**

Social media marketing encompasses various promotional activities through social media platforms, virtual spaces, and user-generated content channels. This includes advertising on social networks, leveraging virtual worlds, soliciting user-generated product reviews, obtaining endorsements from bloggers, disseminating content through RSS feeds and social news sites, utilizing podcasts and games, and harnessing consumer-generated advertising (Tuten, 2008).

Scholars have examined various constructs to comprehend the impact of social media marketing efforts, including electronic word of mouth (E-WOM), social media marketing activities, social media communication, and social networking practices. Research findings consistently affirm that when consumers respond positively to a company's advertisements and promotions on social media, a relationship begins to burgeon between the consumer and the brand. Consequently, fostering a solid and favorable consumer-brand relationship on social media platforms is conducive to cultivating brand loyalty (Ismail, 2017).

By effectively engaging with consumers through compelling content, interactive experiences, and targeted promotions on social media, brands can foster meaningful connections, build trust, and engender loyalty among their audience. The dynamic nature of social media platforms offers brands unprecedented opportunities to engage with consumers in real-time, shape brand perceptions, and forge enduring relationships that transcend traditional marketing paradigms.

### **6.6. Social Media and Online Brand Community Engagement**

Social media platforms serve as virtual communities where individuals with



shared interests converge, providing marketers unparalleled opportunities to engage with consumers within their social spheres and cultivate more personalized relationships (Kelly et al., 2010). Platforms like Facebook, Twitter, and YouTube have redefined customer engagement and relationship management, making social media engagement an integral component of contemporary marketing strategies (Hennig-Thurau et al., 2010).

Antecedents related to social media engagement center on interactions between customers and brands on social media platforms, encompassing both active and passive forms of engagement and various social interactions. Research confirms that heightened consumer engagement with a brand through social media correlates with increased customer interactions and, consequently, greater brand loyalty (Laroche et al., 2012).

Digital customer engagement and interaction play a pivotal role in shaping the overall brand experience, as postulated by Oliver (1999), who emphasizes the significance of brand communities and social bonding in driving brand loyalty. Online brand community-related antecedents, including the presence of brand communities on social media, community commitment, and community trust, have positively influenced brand commitment and loyalty (Raies & Gavard-Perret, 2011; Zheng et al., 2015).

Participation in virtual brand communities and the benefits derived from them contribute to fostering brand commitment and loyalty among consumers. Businesses can strengthen customer relationships and foster enduring loyalty in the digital era by fostering a sense of belonging, facilitating interaction, and delivering value within online brand communities.

### 6.7. Perceived Value and Risks

Before making decisions, individuals weigh the benefits and costs associated with their actions. Social media usage, likewise, presents consumers with both benefits, such as social connectivity, information acquisition, and entertainment, and risks, including privacy concerns and psychological risks. These factors contribute to the constructs of perceived value, perceived usefulness, perceived security, perceived costs, and perceived risk.

Social media platforms facilitate social interaction and information exchange among network members while enabling online goods and services transactions (Kapoor et al., 2018). When consumers perceive value beyond mere functionality in their interactions with a brand on social media, it fosters added value that contributes to brand loyalty. However, consumers also associate certain costs and risks with social media use and participation. Previous research indicates these risk factors negatively impact brand loyalty (Ha & Pan, 2018; Zhang & Li, 2019).

By recognizing the interplay between perceived value, perceived risks, and brand loyalty in social media, businesses can tailor their strategies to mitigate risks, enhance perceived value, and cultivate consumer trust and loyalty. Providing value-added experiences, ensuring security and privacy, and addressing

consumer concerns can bolster brand loyalty in the digital realm.

## 6.8. Discussion on Selective Cases

Let's examine the key findings and concepts discussed in the literature review through the lens of the case studies provided.

Key Findings and Concepts from Literature Review:

- **Engagement Strategies:** The literature emphasizes the importance of engagement strategies in building brand loyalty on social media. These strategies include interactive content, influencer partnerships, community building, and responsive customer engagement.
- **User-Generated Content (UGC):** UGC is recognized as a powerful tool for building brand trust and authenticity. Consumers tend to trust peer recommendations and reviews more than traditional advertising, making UGC a valuable asset for brands.
- **Influencer Marketing:** Influencer marketing is an effective way for brands to reach and engage with their target audience. Influencers can lend credibility and authenticity to brand endorsements, facilitating stronger connections with consumers.
- **Online Reviews:** Online reviews play a significant role in shaping consumer perceptions and purchase decisions. Positive reviews can enhance brand trust and loyalty, while negative reviews can have adverse effects if not managed effectively.

**Application to Case Studies:**

**Nike Case Study:**

- *Engagement Strategies:* Nike's use of engaging content, influencer partnerships, interactive campaigns, and community engagement initiatives align with the literature's emphasis on engagement strategies for building brand loyalty.
- *User-Generated Content (UGC):* Nike's emphasis on showcasing user-generated content and celebrating the achievements of its customers demonstrates the value of UGC in fostering brand loyalty.
- *Influencer Marketing:* Nike's collaborations with top athletes and influencers exemplify the effectiveness of influencer marketing in reaching and resonating with target audiences.
- *Online Reviews:* While not directly addressed in the case study, Nike likely benefits from positive online reviews and social proof generated by its loyal customer base and brand advocates.

**McDonald's Case Study:**

- *Engagement Strategies:* McDonald's faces challenges in effectively engaging with its audience and managing negative publicity on social media, highlighting the importance of proactive engagement and crisis management.
- *User-Generated Content (UGC):* McDonald's struggles with negative perceptions and criticisms amplified through UGC on social media, underscoring

the need for brands to address consumer concerns and manage brand reputation.

- *Influencer Marketing*: McDonald's may face difficulties in leveraging influencer marketing to enhance brand loyalty due to negative associations and criticisms surrounding its brand image.
- *Online Reviews*: McDonald's confronts negative online reviews and social media backlash, illustrating the impact of online reviews on consumer perceptions and brand loyalty.

## 6.9. Strategic Recommendations for Maintaining Brand Loyalty in the Digital Era

The evolving nature of brand loyalty in the digital era presents both challenges and opportunities for marketing practitioners. Here are strategic recommendations for building and maintaining brand loyalty in this landscape:

### 6.9.1. Embrace Authenticity and Transparency

Be genuine, honest, and transparent in your brand communications and interactions on social media platforms. Authenticity builds trust and credibility with consumers, fostering stronger brand loyalty over time.

### 6.9.2. Prioritize Engagement and Relationship Building

Focus on fostering meaningful connections and engaging conversations with your audience on social media. Invest in building relationships, listening to consumer feedback, and delivering value to your audience to cultivate brand loyalty.

### 6.9.3. Leverage User-Generated Content (UGC)

Encourage and amplify user-generated content (UGC) by showcasing customer testimonials, reviews, photos, and videos on your social media channels. UGC serves as social proof of your brand's quality, credibility, and popularity, influencing brand loyalty among consumers.

### 6.9.4. Harness the Power of Influencer Marketing

Collaborate with influencers who align with your brand values and target audience to amplify your reach, credibility, and engagement on social media. Influencers can help you connect with new audiences, drive brand awareness, and cultivate brand loyalty among their followers.

### 6.9.5. Personalize Marketing Messages and Experiences

Utilize social media data and insights to personalize marketing messages, offers, and experiences based on individual preferences, behaviors, and demographics. Tailoring content to specific audience segments enhances relevance and resonance, driving brand loyalty.

### 6.9.6. Build Brand Communities and Foster Advocacy

Create inclusive and supportive brand communities on social media platforms

where consumers can connect, share experiences, and engage with your brand and fellow community members—foster advocacy by empowering your customers to become brand advocates and ambassadors.

#### **6.9.7. Monitor and Respond to Consumer Feedback**

Monitor social media channels for consumer feedback, comments, and mentions, and respond promptly and professionally to address concerns and questions. Proactive engagement demonstrates your commitment to customer satisfaction and can enhance brand loyalty.

#### **6.9.8. Invest in Social Media Analytics and Insights**

Use social media analytics tools to track key performance indicators (KPIs), measure the impact of your marketing efforts, and gain insights into consumer preferences, behaviors, and trends. Data-driven decision-making enables you to optimize your strategies for building brand loyalty.

#### **6.9.9. Be Agile and Responsive to Change**

Adapt to changes in consumer preferences, industry trends, and social media platforms by being agile and responsive in your marketing strategies. Continuously evaluate and adjust your approach to stay relevant and maintain brand loyalty in the ever-evolving digital landscape.

#### **6.9.10. Cultivate a Culture of Continuous Improvement**

Foster a culture of innovation, creativity, and continuous improvement within your marketing team. Experiment with new tactics, technologies, and trends to stay ahead of the curve and differentiate your brand in competitive markets.

By implementing these strategic recommendations, marketing practitioners can effectively build and maintain brand loyalty in the digital era, foster stronger relationships with their audience, and drive sustainable growth and success for their brands.

### **6.10. Limitations and Areas for Future Research**

While the findings provide valuable insights, it is essential to acknowledge some limitations of the study:

- **Generalizability:** The findings may only be fully generalizable across some industries, markets, and consumer segments. Future research could explore the nuances of brand loyalty and social media dynamics in specific contexts and cultural settings.
- **Temporal Dynamics:** The study's focus on current trends may overlook long-term shifts and evolving consumer behaviors. Future research could adopt longitudinal approaches to track changes in brand loyalty and social media usage patterns over extended periods.
- **Measurement Challenges:** The reliance on secondary data sources may pose challenges regarding data quality, reliability, and consistency. Future research

could incorporate primary data collection methods to complement and validate findings from secondary sources.

## 7. Conclusion

In conclusion, this article provides valuable insights into the evolving landscape of brand loyalty in the digital age, particularly within social media marketing. By synthesizing findings from a comprehensive literature review and real-world case studies, the study emphasizes the significance of engagement, authenticity, and personalized experiences in fostering brand loyalty on social media platforms. Practical recommendations, including leveraging user-generated content (UGC), influencer partnerships, and personalized messaging, offer actionable strategies for marketers to enhance audience engagement and advocacy. The implications for theory underscore the need to integrate social media dynamics into theoretical frameworks of brand loyalty. In contrast, practical implications highlight the importance of data-driven decision-making, proactive reputation management, and continuous adaptation. Furthermore, discussing future research directions opens avenues for further exploration, including longitudinal studies, cross-cultural comparisons, and investigations into emerging technologies and ethical considerations. Overall, this article serves as a valuable resource for marketers navigating the complexities of brand loyalty in the digital era, providing insights and recommendations to drive success in an increasingly competitive and dynamic landscape.

Looking ahead, the future of brand loyalty in the evolving landscape of social media marketing is both promising and challenging. To remain competitive, brands must adapt to changing consumer preferences, technological advancements, and market dynamics. The rise of new social media platforms, advancements in artificial intelligence, and shifting consumer behaviors will continue to shape how brands interact with their audience and cultivate brand loyalty.

In this dynamic environment, brands prioritizing authenticity, transparency, and customer-centricity will stand out and build lasting relationships with their audience. By staying attuned to consumer needs, leveraging data-driven insights, and embracing innovation, brands can navigate the complexities of social media marketing and forge meaningful connections that transcend transactions, fostering brand loyalty that withstands the test of time.

## Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

## References

- Aaker, D. A. (1996). Measuring Brand Equity across Products and Markets. *California Management Review*, 38, 103-119. <https://doi.org/10.2307/41165845>
- Ahmed, R., Kumar, R., Baig, M., & Khan, M. (2015). *Impact of Digital Media on Brand*

- Loyalty and Brand Positioning*. <https://doi.org/10.2139/ssrn.2708527>
- Ajzen, I. (1991). The Theory of Planned Behavior. *Organizational Behavior and Human Decision Processes*, 50, 179-211. [https://doi.org/10.1016/0749-5978\(91\)90020-T](https://doi.org/10.1016/0749-5978(91)90020-T)
- Ajzen, I., & Fishbein, M. (1980). *Understanding Attitudes and Predicting Social Behavior*. Prentice-Hall.
- Allagui, I., & Breslow, H. (2016). Social Media for Public Relations: Lessons from Four Effective Cases. *Public Relations Review*, 42, 20-30. <https://doi.org/10.1016/j.pubrev.2015.12.001>
- Aron, A., Mashek, D., McLaughlin-Volpe, T., Wright, S., Lewandowski, G., & Aron, E. N. (2005). Including Close Others in the Cognitive Structure of the Self. In M. W. Baldwin (Ed.), *Interpersonal Cognition* (pp. 206-232). Guilford Press.
- Audrezet, A., De Kerviler, G., & Moulard, J. G. (2020). Authenticity under Threat: When Social Media Influencers Need to Go beyond Self-Presentation. *Journal of Business Research*, 117, 557-569. <https://doi.org/10.1016/j.jbusres.2018.07.008>
- Balaban, D. C., & Szabolics, J. (2022). A Proposed Model of Self-Perceived Authenticity of Social Media Influencers. *Media and Communication*, 10, 235-246. <https://doi.org/10.17645/mac.v10i1.4765>
- Bastos, W., & Levy, S. J. (2012). A history of the Concept of Branding: Practice and Theory. *Journal of Historical Research in Marketing*, 4, 347-368. <https://doi.org/10.1108/17557501211252934>
- Bem, D. J. (1972). Self-Perception Theory. In *Advances in Experimental Social Psychology* (pp. 1-62). Academic Press. [https://doi.org/10.1016/S0065-2601\(08\)60024-6](https://doi.org/10.1016/S0065-2601(08)60024-6)
- Blau, P. M. (1964). *Exchange and Power in Social Life*. Transaction.
- Brown, R. (2000). Social Identity Theory: Past Achievements, Current Problems, and Future Challenges. *European Journal of Social Psychology*, 30, 745-778. [https://doi.org/10.1002/1099-0992\(200011/12\)30:6<745::AID-EJSP24>3.0.CO;2-O](https://doi.org/10.1002/1099-0992(200011/12)30:6<745::AID-EJSP24>3.0.CO;2-O)
- Brun, I., Rajaobelina, L., Ricard, L., & Berthiaume, B. (2017). Impact of Customer Experience on Loyalty: A Multichannel Examination. *The Service Industries Journal*, 37, 317-340. <https://doi.org/10.1080/02642069.2017.1322959>
- Burt, R. S. (1987). Social Contagion and Innovation: Cohesion versus Structural Equivalence. *American Journal of Sociology*, 92, 1287-1335. <https://doi.org/10.1086/228667>
- Calonius, H. (2006). Contemporary Research in Marketing: A Market Behavior Framework. *Marketing Theory*, 6, 419-428. <https://doi.org/10.1177/1470593106069936>
- Christodoulides, G., Jevons, C., & Blackshaw, P. (2011). The Consumer's Voice Speaks Forcefully in Brand Identity: User-Generated Content Forces Smart Marketers to Listen. *Journal of Advertising Research*, 51, 101-111. <https://doi.org/10.2501/JAR-51-1-101-111>
- Cleff, T., Walter, N., & Xie, J. (2018). The Effect of Online Brand Experience on Brand Loyalty: A Web of Emotions. *IUP Journal of Brand Management*, 15, 8-24.
- Coelho, P. S., Rita, P., & Santos, Z. R. (2018). On the Relationship between Consumer-Brand Identification, Brand Community, and Brand Loyalty. *Journal of Retailing and Consumer Services*, 43, 101-110. <https://doi.org/10.1016/j.jretconser.2018.03.011>
- Costa Filho, M. C., Falcao, R. P., & Motta, P. C. D. M. (2021). Brand Loyalty among Low-Income Consumers? *Qualitative Market Research: An International Journal*, 24, 260-280. <https://doi.org/10.1108/QMR-07-2019-0080>
- Crosby, L. A., Evans, K. R., & Cowles, D. (1990). Relationship Quality in Services Selling: An Interpersonal Influence Perspective. *Journal of Marketing*, 54, 68-81. <https://doi.org/10.1177/002224299005400306>

- Daft, R. L., & Lengel, R. H. (1986). Organizational Information Requirements, Media Richness, and Structural Design. *Management Science*, 32, 554-571. <https://doi.org/10.1287/mnsc.32.5.554>
- Dam, S. M., & Dam, T. C. (2021). Relationships between Service Quality, Brand Image, Customer Satisfaction, and Customer Loyalty. *The Journal of Asian Finance, Economics and Business*, 8, 585-593.
- Davis, F. D. (1989). Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology. *MIS Quarterly: Management Information Systems*, 13, 319-339. <https://doi.org/10.2307/249008>
- Dewnarain, S., Ramkissoon, H., & Mavondo, F. (2019). Social Customer Relationship Management: An Integrated Conceptual Framework. *Journal of Hospitality Marketing & Management*, 28, 172-188. <https://doi.org/10.1080/19368623.2018.1516588>
- Diputra, I. G. A. W., & Yasa, N. N. (2021). The Influence of Product Quality, Brand Image, and Brand Trust on Customer Satisfaction and Loyalty. *American International Journal of Business Management (AIJBM)*, 4, 25-34.
- Dogra, K. (2019). *The Impact of Influencer Marketing on Brand Loyalty Towards Luxury Cosmetics Brands: Comparison of Generation Z and Millennial*. Modul University.
- Dutton, J. E., & Dukerich, J. M. (1991). Keeping an Eye on the Mirror: Image and Identity in Organizational Adaptation. *Academy of Management Journal*, 34, 517-554. <https://doi.org/10.2307/256405>
- Ebrahim, R. S. (2020). The Role of Trust in Understanding the Impact of Social Media Marketing on Brand Equity and Brand Loyalty. *Journal of Relationship Marketing*, 19, 287-308. <https://doi.org/10.1080/15332667.2019.1705742>
- Eid, M. I. (2011). Determinants of E-Commerce Customer Satisfaction, Trust, and Loyalty in Saudi Arabia. *Journal of Electronic Commerce Research*, 12, 78-92.
- Ellemers, N., & Haslam, S. A. (2012). Social Identity Theory. In *Handbook of Theories of Social Psychology* (Vol. 2, pp. 379-398). Sage Publications. <https://doi.org/10.4135/9781446249222.n45>
- Ellingsen, T., & Johannesson, M. (2008). Pride and Prejudice: The Human Side of Incentive Theory. *The American Economic Review*, 98, 990-1008. <https://doi.org/10.1257/aer.98.3.990>
- Erskine, M. V. (2021). *The Emergence of the Social Media Influencer: How Influencers Dictate Consumer's Trust of Branded Contents*. California State University.
- Ertemel, A. V., Civelek, M. E., Eroğlu Pektaş, G. Ö., & Çemberci, M. (2021). The Role of Customer Experience in the Effect of Online Flow State on Customer Loyalty. *PLOS ONE*, 16, e0254685. <https://doi.org/10.1371/journal.pone.0254685>
- Fernandes, T., & Moreira, M. (2019). Consumer Brand Engagement, Satisfaction, and Brand Loyalty: A Comparative Study between Functional and Emotional Brand Relationships. *Journal of Product and Brand Management*, 28, 274-286. <https://doi.org/10.1108/JPBPM-08-2017-1545>
- Fournier, S. (1998). Consumers and Their Brands: Developing Relationship Theory in Consumer Research. *Journal of Consumer Research*, 24, 343-353. <https://doi.org/10.1086/209515>
- Fritz, K., Schoenmueller, V., & Bruhn, M. (2017). Authenticity in Branding-Exploring Antecedents and Consequences of Brand Authenticity. *European Journal of Marketing*, 51, 324-348. <https://doi.org/10.1108/EJM-10-2014-0633>
- Geng, X., Zhang, H., Bian, J., & Chua, T. S. (2015). Learning Image and User Features for Recommendation in Social Networks. In *Proceedings of the IEEE International Confe-*

- rence on Computer Vision (pp. 4274-4282). Institute of Electrical and Electronics Engineers. <https://doi.org/10.1109/ICCV.2015.486>
- Gensler, S., Völckner, F., Liu-Thompkins, Y., & Wiertz, C. (2013). Managing Brands in the Social Media Environment. *Journal of Interactive Marketing, 27*, 242-256. <https://doi.org/10.1016/j.intmar.2013.09.004>
- Gofman, E. (2008). *Behavior in Public Places*. Simon and Schuster.
- Grönroos, C. (2009). Marketing as Promise Management: Regaining Customer Management for Marketing. *Journal of Business and Industrial Marketing, 24*, 351-359. <https://doi.org/10.1108/08858620910966237>
- Gutman, J. (1982). A Means-End Chain Model Based on Consumer Categorization Processes. *Journal of Marketing, 46*, 60-72. <https://doi.org/10.1177/002224298204600207>
- Ha, H. Y., & Pan, H. (2018). The Evolution of Perceived Security: The Temporal Role of SNS Information Perceptions. *Internet Research, 28*, 1055-1078. <https://doi.org/10.1108/IntR-02-2017-0047>
- Habibi, M. R., Laroche, M., & Richard, M. O. (2016). Testing an Extended Model of Consumer Behavior in the Context of Social Media-Based Brand Communities. *Computers in Human Behavior, 62*, 292-302. <https://doi.org/10.1016/j.chb.2016.03.079>
- Hanaysha, J. (2016). The Importance of Social Media Advertisements in Enhancing Brand Equity: A Study on Fast Food Restaurant Industry in Malaysia. *International Journal of Innovation Management and Technology, 7*, 46-51. <https://doi.org/10.18178/ijimt.2016.7.2.643>
- Haq, M. D., Tseng, T. H., Cheng, H. L., Chiu, C. M., & Kuo, Y. H. (2024). This Country Is Loveable: A Model of Destination Brand Love Considering Consumption Authenticity and Social Experience. *Journal of Destination Marketing & Management, 32*, Article ID: 100878. <https://doi.org/10.1016/j.jdmm.2024.100878>
- Hassan, A. (2012). The Value Proposition Concept in Marketing: How Customers Perceive the Value Delivered by Firms—A Study of Customer Perspectives on Supermarkets in Southampton in the United Kingdom. *International Journal of Marketing Studies, 4*, 68. <https://doi.org/10.5539/ijms.v4n3p68>
- Hennig-Thurau, T., Malthouse, E. C., Frieger, C., Gensler, S., Lobschat, L., Rangaswamy, A., & Skiera, B. (2010). The Impact of New Media on Customer Relationships. *Journal of Service Research, 13*, 311-330. <https://doi.org/10.1177/1094670510375460>
- Highfield, T., & Leaver, T. (2016). Instagrammatics and Digital Methods: Studying Visual Social Media, from Selfies and GIFs to Memes and Emojis. *Communication Research and Practice, 2*, 47-62. <https://doi.org/10.1080/22041451.2016.1155332>
- Hogg, M. A. (2016). *Social Identity Theory* (pp. 3-17). Springer International Publishing. [https://doi.org/10.1007/978-3-319-29869-6\\_1](https://doi.org/10.1007/978-3-319-29869-6_1)
- Hollebeek, L. D., Glynn, M. S., & Brodie, R. J. (2014). Consumer Brand Engagement in Social Media: Conceptualization, Scale Development and Validation. *Journal of Interactive Marketing, 28*, 149-165. <https://doi.org/10.1016/j.intmar.2013.12.002>
- Horton, D., & Wohl, R. R. (1956). Mass Communication and Para-Social Interaction. *Psychiatry, 19*, 215-229. <https://doi.org/10.1080/00332747.1956.11023049>
- Hossain, M. Z. (2017). Building Sustainable Relationships through Customer Support Service in the Telecommunication Industry. *Global Journal of Management and Business Research, 17*, 43-55.
- Hudson, S., Roth, M. S., & Madden, T. J. (2012). *Customer Communications Management in the New Digital Era* (p. 21). Center for Marketing Studies, Darla Moore School



of Business, University of South Carolina.

- Hudson, S., Roth, M. S., Madden, T. J., & Hudson, R. (2015). The Effects of Social Media on Emotions, Brand Relationship Quality, and Word of Mouth: An Empirical Study of Music Festival Attendees. *Tourism Management*, *47*, 68-76.  
<https://doi.org/10.1016/j.tourman.2014.09.001>
- Human, G., Ascott-Evans, B., Souter, W. G., & Xabanisa, S. S. (2011). Advertising, Brand Knowledge and Attitudinal Loyalty in Low-Income Markets: Can Advertising Make a Difference at the “Bottom-of-the-Pyramid”? *Management Dynamics: Journal of the Southern African Institute for Management Scientists*, *20*, 33-45.
- Ismail, A. R. (2017). The Influence of Perceived Social Media Marketing Activities on Brand Loyalty: The Mediation Effect of Brand and Value Consciousness. *Asia Pacific Journal of Marketing and Logistics*, *29*, 129-144.  
<https://doi.org/10.1108/APJML-10-2015-0154>
- Jacoby, J. (2002). Stimulus-Organism-Response Reconsidered: An Evolutionary Step in Modeling (Consumer) Behavior. *Journal of Consumer Psychology*, *12*, 51-57.  
[https://doi.org/10.1207/S15327663JCP1201\\_05](https://doi.org/10.1207/S15327663JCP1201_05)
- Jayasingh, S. (2019). Consumer Brand Engagement in Social Networking Sites and Its Effect on Brand Loyalty. *Cogent Business & Management*, *6*, Article ID: 1698793.  
<https://doi.org/10.1080/23311975.2019.1698793>
- Jung, L. H., & Soo, K. M. (2012). The Effect of Brand Experience on Brand Relationship Quality. *Academy of Marketing Studies Journal*, *16*, 87-98.
- Kamboj, S., Sarmah, B., Gupta, S., & Dwivedi, Y. (2018). Examining Branding Co-Creation in Brand Communities on Social Media: Applying the Paradigm of Stimulus-Organism-Response. *International Journal of Information Management*, *39*, 169-185.  
<https://doi.org/10.1016/j.ijinfomgt.2017.12.001>
- Kapoor, K. K., Tamilmani, K., Rana, N. P., Patil, P., Dwivedi, Y. K., & Nerur, S. (2018). Advances in Social Media Research: Past, Present and Future. *Information Systems Frontiers*, *20*, 531-558. <https://doi.org/10.1007/s10796-017-9810-y>
- Keller, K. L. (1993). Conceptualizing, Measuring, and Managing Customer-Based Brand Equity. *Journal of Marketing*, *57*, 1-22. <https://doi.org/10.1177/002224299305700101>
- Kelly, L., Kerr, G., & Drennan, J. (2010). Avoidance of Advertising on Social Networking Sites. *Journal of Interactive Advertising*, *10*, 16-27.  
<https://doi.org/10.1080/15252019.2010.10722167>
- Khan, M. T. (2013). Customer Loyalty: Concept & Definition (A Review). *International Journal of Information, Business and Management*, *5*, 168-191.
- Kirmani, A., & Rao, A. R. (2000). No Pain, No Gain: A Critical Literature Review on Signaling Unobservable Product Quality. *Journal of Marketing*, *64*, 66-79.  
<https://doi.org/10.1509/jmkg.64.2.66.18000>
- Kotler, P., & Armstrong, G. (2016). *Principles of Marketing* (16th ed.). Pearson.
- Kumar, V., Sharma, A., Shah, R., & Rajan, B. (2013). Establishing Profitable Customer Loyalty for Multinational Companies in the Emerging Economies: A Conceptual Framework. *Journal of International Marketing*, *21*, 57-80.  
<https://doi.org/10.1509/jim.12.0107>
- Lariba, C. (2023). The Role of User-Generated Content in Shaping Brand Perceptions. *International Journal of Public Relations and Communication*, *1*, 25-37.
- Laroche, M., Habibi, M. R., & Richard, M. O. (2013). To Be Or Not to Be in Social Media: How Has Social Media Affected Brand Loyalty? *International Journal of Information Management*, *33*, 76-82. <https://doi.org/10.1016/j.ijinfomgt.2012.07.003>

- Laroche, M., Habibi, M. R., Richard, M. O., & Sankaranarayanan, R. (2012). The Effects of Social Media-Based Brand Communities on Brand Community Markers, Value Creation Practices, Brand Trust, and Brand Loyalty. *Computers in Human Behavior, 28*, 1755-1767. <https://doi.org/10.1016/j.chb.2012.04.016>
- Lee, C. T., & Hsieh, S. H. (2022). Can Social Media-Based Brand Communities Build Brand Relationships? Examining the Effect of Community Engagement on Brand Love. *Behavior & Information Technology, 41*, 1270-1285. <https://doi.org/10.1080/0144929X.2021.1872704>
- Lee, S., & Jeong, M. (2014). Enhancing Online Brand Experiences: An Application of Congruity Theory. *International Journal of Hospitality Management, 40*, 49-58. <https://doi.org/10.1016/j.ijhm.2014.03.008>
- Li, Z., Long, M., Huang, S., Duan, Z., Hu, Y., & Cui, R. (2023). Effects of Inertia and Switching Costs on Customer Retention: A Study of Budget Hotels in China. *International Journal of Contemporary Hospitality Management, 35*, 1030-1050. <https://doi.org/10.1108/IJCHM-09-2021-1074>
- Liberman, N., & Trope, Y. (1998). The Role of Feasibility and Desirability Considerations in Near and Distant Future Decisions: A Test of Temporal Construal Theory. *Journal of Personality and Social Psychology, 75*, 5-18. <https://doi.org/10.1037/0022-3514.75.1.5>
- Lina, R. (2022). Improving Product Quality and Satisfaction as Fundamental Strategies in Strengthening Customer Loyalty. *AKADEMIK: Jurnal Mahasiswa Ekonomi & Bisnis, 2*, 19-26. <https://doi.org/10.37481/jmeb.v2i1.245>
- Liu, Y., Soroka, A., Han, L., Jian, J., & Tang, M. (2020). Cloud-Based Big Data Analytics for Customer Insight-Driven Design Innovation in SMEs. *International Journal of Information Management, 51*, Article ID: 102034. <https://doi.org/10.1016/j.ijinfomgt.2019.11.002>
- Lou, C., & Yuan, S. (2019). Influencer Marketing: How Message Value and Credibility Affect Consumer Trust of Branded Content on Social Media. *Journal of Interactive Advertising, 19*, 58-73. <https://doi.org/10.1080/15252019.2018.1533501>
- Loureiro, S. M. C., Sarmiento, E. M., & Le Bellego, G. (2017). The Effect of Corporate Brand Reputation on Brand Attachment and Brand Loyalty: Automobile Sector. *Cogent Business & Management, 4*, Article ID: 1360031. <https://doi.org/10.1080/23311975.2017.1360031>
- Macarthy, A. (2021). *500 Social Media Marketing Tips: Essential Advice, Hints, and Strategy for Business: Facebook, Twitter, Pinterest, Google+, YouTube, Instagram, LinkedIn, and More*.
- Mahoney, L. M., & Tang, T. (2024). *Strategic Social Media: From Marketing to Social Change*. John Wiley & Sons.
- Malodia, S., Dhir, A., Bilgihan, A., Sinha, P., & Tikoo, T. (2022). Meme Marketing: How Can Marketers Drive Better Engagement Using Viral Memes? *Psychology & Marketing, 39*, 1775-1801. <https://doi.org/10.1002/mar.21702>
- Marsh, P. (2012). *The New Industrial Revolution: Consumers, Globalization and the End of Mass Production*. Yale University Press.
- McMullan, R., & Gilmore, A. (2008). Customer Loyalty: An Empirical Study. *European Journal of Marketing, 42*, 1084-1094. <https://doi.org/10.1108/03090560810891154>
- Mehrabian, A., & Russell, J. A. (1974). *An Approach to Environmental Psychology*. The MIT Press.
- Mitchell, C., & Imrie, B. C. (2011). *Consumer Tribes: Membership, Consumption and*

- Building Loyalty. *Asia Pacific Journal of Marketing and Logistics*, 23, 39-56.  
<https://doi.org/10.1108/13555851111099989>
- Morgan, R. M., & Hunt, S. D. (1994). The Commitment-Trust Theory of Relationship Marketing. *Journal of Marketing*, 58, 20-38.  
<https://doi.org/10.1177/002224299405800302>
- Muniesa, R. L., & Giménez, C. G. (2020). The Importance of the Loyalty of Fashion Brands through Digital Marketing. *Journal of Spatial and Organizational Dynamics*, 8, 230-243.
- Mutum, D., Ghazali, E. M., Nguyen, B., & Arnott, D. (2014). Online Loyalty and Its Interaction with Switching Barriers. *Journal of Retailing and Consumer Services*, 21, 942-949.  
<https://doi.org/10.1016/j.jretconser.2014.08.012>
- Oliver, R. L. (1980). A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions. *Journal of Marketing Research*, 17, 460-469.  
<https://doi.org/10.1177/002224378001700405>
- Oliver, R. L. (1999). Whence Consumer Loyalty? *Journal of Marketing*, 63, 33-44.  
<https://doi.org/10.1177/00222429990634s105>
- Palle, R. R. (2021). Discuss the Role of Data Analytics in Extracting Meaningful Insights from Social Media Data and Influencing Marketing Strategies and User Engagement. *Journal of Artificial Intelligence and Machine Learning in Management*, 5, 64-69.
- Parris, D. L., & Guzman, F. (2023). Evolving Brand Boundaries and Expectations: Looking Back on Brand Equity, Brand Loyalty, and Brand Image Research to Move Forward. *Journal of Product & Brand Management*, 32, 191-234.  
<https://doi.org/10.1108/JPBM-06-2021-3528>
- Perugini, M., & Bagozzi, R. P. (2001). The Role of Desires and Anticipated Emotions in Goal-Directed Behaviours: Broadening and Deepening the Theory of Planned Behaviour. *British Journal of Social Psychology*, 40, 79-98.  
<https://doi.org/10.1348/014466601164704>
- Raïes, K., & Gavard-Perret, M.-L. (2011). Brand Loyalty Intention among Members of a Virtual Brand Community: The Dual Role of Commitment. *Recherche et Applications En Marketing (English Edition)*, 26, 23-41.  
<https://doi.org/10.1177/205157071102600302>
- Ramanathan, U., Subramanian, N., & Parrott, G. (2017). Role of Social Media in Retail Network Operations and Marketing to Enhance Customer Satisfaction. *International Journal of Operations & Production Management*, 37, 105-123.  
<https://doi.org/10.1108/IJOPM-03-2015-0153>
- Rapp, A., Beitelspacher, L. S., Grewal, D., & Hughes, D. E. (2013). Understanding Social Media Effects across Seller, Retailer, and Consumer Interactions. *Journal of the Academy of Marketing Science*, 41, 547-566. <https://doi.org/10.1007/s11747-013-0326-9>
- Rather, R. A., Tehseen, S., Itoo, M. H., & Parrey, S. H. (2021). Customer Brand Identification, Affective Commitment, Customer Satisfaction, and Brand Trust as Antecedents of Customer Behavioral Intention of Loyalty: An Empirical Study in the Hospitality Sector. In S. K. Dixit, K.-H. Lee, & P. T. Loo (Eds.), *Consumer Behavior in Hospitality and Tourism* (pp. 44-65). Routledge. <https://doi.org/10.4324/9781003181071-4>
- Rawis, S. O., Nasution, R. A., Hadiansyah, L. S., Adiani, W., & Aprianingsih, A. (2022). Systematic Literature Review of Switching Behavior in Service Industry. *Binus Business Review*, 13, 1-17. <https://doi.org/10.21512/bbr.v13i1.7618>
- Roth, M. S. (1995). The Effects of Culture and Socioeconomics on the Performance of Global Brand Image Strategies. *Journal of Marketing Research*, 32, 163-175.  
<https://doi.org/10.1177/002224379503200204>

- Sabel, C., & Zeitlin, J. (1985). Historical Alternatives to Mass Production: Politics, Markets, and Technology in Nineteenth-Century Industrialization. *Past & Present*, 108, 133-176. <https://doi.org/10.1093/past/108.1.133>
- Severi, E., Ling, K. C., & Nasermoadei, A. (2014). The Impacts of Electronic Word of Mouth on Brand Equity in the Context of Social Media. *International Journal of Business and Management*, 9, 84-96. <https://doi.org/10.5539/ijbm.v9n8p84>
- Shahbaznezhad, H., Dolan, R., & Rashidirad, M. (2021). The Role of Social Media Content Format and Platform in Users' Engagement Behavior. *Journal of Interactive Marketing*, 53, 47-65. <https://doi.org/10.1016/j.intmar.2020.05.001>
- Sherry, J. F. Jr. (1983). Gift Giving in Anthropological Perspective. *Journal of Consumer Research*, 10, 157-168. <https://doi.org/10.1086/208956>
- Sheth, J. N., & Parvatiyar, A. (1995). The Evolution of Relationship Marketing. *International Business Review*, 4, 397-418. [https://doi.org/10.1016/0969-5931\(95\)00018-6](https://doi.org/10.1016/0969-5931(95)00018-6)
- Shin, S. K. S., Amenuvor, F. E., Basilisco, R., & Owusu-Antwi, K. (2019). *Brand Trust and Brand Loyalty: A Moderation and Mediation Perspective*.
- Sihvola, E. (2022). *Consumer Brand Engagement in Social Media: What Kind of Social Media Communication Influences Consumer Brand Engagement and Purchase Intentions?*
- Somnaikubun, M. Y., Tumbuan, W. J., & Arie, F. V. (2020). The Influence of Switching Barriers and Inertia on Customer Loyalty of Maybelline Beauty Product. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 8, 212-221.
- Sproles, G., & Kendall, El. (1986). A Methodology for Profiling Consumers' Decision-Making Styles. *Journal of Consumer Affairs*, 20, 267-279. <https://doi.org/10.1111/j.1745-6606.1986.tb00382.x>
- Stahl, F., Heitmann, M., Lehmann, D. R., & Neslin, S. A. (2012). The Impact of Brand Equity on Customer Acquisition, Retention, and Profit Margin. *Journal of Marketing*, 76, 44-63. <https://doi.org/10.1509/jm.10.0522>
- Sweeney, J., Payne, A., Frow, P., & Liu, D. (2020). Customer Advocacy: A Distinctive Form of Word of Mouth. *Journal of Service Research*, 23, 139-155. <https://doi.org/10.1177/1094670519900541>
- Taj, S. A. (2016). Application of Signaling Theory in Management Research: Addressing Major Gaps in Theory. *European Management Journal*, 34, 338-348. <https://doi.org/10.1016/j.emj.2016.02.001>
- Tajfel, H., & Turner, J. C. (1979). An Integrative Theory of Intergroup Conflict. In *The Social Psychology of Intergroup Relations* (pp. 33-47). Brooks/Cole.
- Tajfel, H., & Turner, J. C. (1986). The Social Identity Theory of Intergroup Behavior. In S. Worchel, & W. G. Austin (Eds.), *Psychology of Intergroup Relations* (2nd ed., pp. 7-23). Nelson-Hall.
- Tarabasz, A. (2024). The Impact of Digital on Marketing Strategy. In P. B. Pires, J. D. Santos, & I. V. Pereira (Eds.), *Digital Marketing: Analyzing Its Transversal Impact* (pp. 21-37). CRC Press. <https://doi.org/10.1201/9781003384960-3>
- Tsimonis, G., & Dimitriadis, S. (2014). Brand Strategies in Social Media. *Marketing Intelligence & Planning*, 32, 328-344. <https://doi.org/10.1108/MIP-04-2013-0056>
- Turow, J. (2019). *Media Today: Mass Communication in a Converging World*. Routledge. <https://doi.org/10.4324/9780429489235>
- Turri, A. M., Smith, K. H., & Kemp, E. (2013). Developing Affective Brand Commitment through Social Media. *Journal of Electronic Commerce Research*, 14, 201-214.
- Tuten, T. L. (2008). *Advertising 2.0: Social Media Marketing in a Web 2.0 World*. Praeger.

er. <https://doi.org/10.5040/9798400607264>

- Wicklund, R. A., & Gollwitzer, P. M. (1981). Symbolic Self-Completion, Attempted Influence, and Self-Deprecation. *Basic and Applied Social Psychology*, 2, 89-114. [https://doi.org/10.1207/s15324834basp0202\\_2](https://doi.org/10.1207/s15324834basp0202_2)
- Winter, S., Maslowska, E., & Vos, A. L. (2021). The Effects of Trait-Based Personalization in Social Media Advertising. *Computers in Human Behavior*, 114, Article ID: 106525. <https://doi.org/10.1016/j.chb.2020.106525>
- Yanamandram, V., & White, L. (2006). Switching Barriers in Business-to-Business Services: A Qualitative Study. *International Journal of Service Industry Management*, 17, 158-192. <https://doi.org/10.1108/09564230610656980>
- Yousaf, A., Amin, I., & Gupta, A. (2017). Conceptualizing Tourist-Based Brand-Equity Pyramid: An Application of Keller Brand Pyramid Model to Destinations. *Tourism and Hospitality Management*, 23, 119-137. <https://doi.org/10.20867/thm.23.1.1>
- Zhang, C. B., & Li, Y. (2019). How Social Media Usage Influences B2B Customer Loyalty: Roles of Trust and Purchase Risk. *Journal of Business and Industrial Marketing*, 34, 1420-1433. <https://doi.org/10.1108/JBIM-07-2018-0211>
- Zheng, X., Cheung, C. M., Lee, M. K., & Liang, L. (2015). Building Brand Loyalty through User Engagement in Online Brand Communities on Social Networking Sites. *Information Technology & People*, 28, 90-106. <https://doi.org/10.1108/ITP-08-2013-0144>