

Implementation of Paid Instagram Ads for Fresh Produce Sellers Affected by Covid-19 Pandemic in a Traditional Market in Palembang

Risqo M. Wahid
Faculty of Economics
Universitas Indo Global Mandiri
Palembang, Indonesia

Abstract:- This study aims to implement paid Instagram advertising and investigate its efficacy on the SMM strategy during the Covid-19 pandemic. The participants in this research were fresh produce sellers in a traditional market located in Palembang, Indonesia. This study applied exploratory method resembling action research. The findings reveal that paid Instagram ads failed to improve content engagement to the inadequately managed social media. The study however confirms that paid Instagram ads could escalate sales performance. Theoretically, this study expands the social media marketing literature and provide empirical evidence to the nonexistence of paid Instagram ads academic discussion. Practically, this study offers Instagram advertising insights to fresh produce sellers and general SMEs, especially those adversely affected by the Covid-19 epidemic.

Keywords:- Instagram Ads; Social Media Marketing; Pandemic; Covid-19; SME.

I. INTRODUCTION

A. Covid-19 and Fresh Produce Sellers in Traditional Markets

The 2019 coronavirus disease (Covid-19) originated from Wuhan, China. Its emergence began in December 2019. Since February 2020, the outbreak evolved uncontrollably in the international scale [1]. Due to its rapid spread, the virus imperils global health [2]. Countries around the world have been reacting in diverse ways to limit the disease contagion. This includes lockdown procedures and social distancing policies [3]. Such approach restricts people's mobility. Although the policies may decelerate the virus transmission, at the same time they also aggravate trade flows and economic affairs [3].

In Indonesia, the government has decided to implement tight restrictions on movement in its highly infected cities. This approach has caused deterioration to the national economy [4]. Among those ample businesses affected, fresh produce sellers in traditional markets are the most severe victims. Their income drops to more than 50% [5]. However, unlike other sectors, the products sold by the sellers (e.g., vegetables, meat, and rice) are daily necessities. In spite of the pandemic, people still need to consume food. The sources

of the problem are neither the scant number of buyers nor their intention to stop buying. The diminishing income of the fresh produce sellers occurs because the consumers have limited access to purchase from them and these sellers have inadequate capacity in marketing their products effectively.

B. Instagram Marketing as a Strategy

Businesses utilise social media marketing (SMM) strategy due to its global reach, accessibility of data and analytics, interactivity [6], and relatively low cost [7], [8]. These actualities suggest that Small and Medium Enterprises (SMEs) need SMM implementation more than larger firms because SMEs lack in resources to market their products and services [9]. Ainin et al. [10] further confirmed that for SMEs, SMM can enhance both financial and non-financial performances (e.g., efficiency in marketing and customer service costs as well as improvement of customer relationship management).

One of the most prominent social media platforms SMEs should employ is Instagram. The platform is one of Facebook's notable digital products. It currently possesses one billion monthly active users where 200 millions of them visit at least one business profile each day [11]. The statistics of its users also exhibit that 80% of them decide whether to purchase a product or service through the help of the platform; 50% of them follow at least one brand; and the users interact four times more compared to Facebook [12]. Vries [13] also argues that people spend more time on Instagram as opposed to other social media applications. Despite such significant advantages, research on Instagram marketing remains scarce [14], [15]. The academic discussion about paid advertising (i.e., brand-promoted ads) on the platform is also absent. However, given its favourable prospects, SMM through Instagram could still be a viable strategy for fresh produce sellers in traditional markets to encounter challenges during the virus outbreak.

C. The Case Study

There were five fresh produce sellers in traditional markets in Palembang analysed under this study. Each of them offers different products (i.e., vegetable; fruits; cooked and packaged ingredients; snacks; and fish and meats). The sellers are old in age and unable to operate social media. To resolve the hindrances during pandemic, one of the sellers' young child created iFarm (@ifarmplg), an Instagram account

to sell their offerings online. They have implemented the SMM since March 2020. However, their posts' like, comment, profile visit, website click, and other metrics were substandard. As a result, their sales were below their objectives. Research proved that SMEs are incapable of executing effective SMM strategy due to the lack of knowledge, time, and vision [7]–[9], [16]. Such facts might explain the underperformance.

This study aims to implement paid Instagram advertising and investigate its efficacy on the SMM strategy during the Covid-19 pandemic. The participants of this research were fresh produce sellers in a traditional market located in Palembang, Indonesia. The research questions for the investigation are: (RQ1) Can paid Instagram advertising improve content engagement? (RQ2) Can paid Instagram advertising enhance sales during the Covid-19 pandemic? This study presents three contributions. First, it expands the limited existence of Instagram marketing discussion. Second, the investigation of the paid Instagram ads efficacy provide empirical evidence to the SMM literature. Third, the findings are beneficial for SMEs, especially those affected by the epidemic. They can adopt and adapt the insights to survive and success despite the impediment.

II. LITERATURE REVIEW

A. Social media marketing and its benefits for SMEs

SMM advances marketing strategies utilising one or more social media channels to manage customer relationship and convey brand-related information to the public [17], [18]. SMM offers voluminous benefits for businesses. It can leverage reach greater than traditional media such as prints and TV [19]; perform campaigns effectively and efficiently [20]; build new connection with potential customers and reinforce relations with current customers [21]; and assist the sales process [22]. These propitious outlook prompts businesses to progressively implement SMM activities (e.g., advertising on social media, blogger endorsements, managing user-generated content) in their strategy [23], [24].

In SMEs context, businesses lack of resources, both financially and non-financially. This restrains them from expending considerable budgets for marketing. SMM, as explained before, is cost effective to reach immense figure of audience [7], [8]. Even further, studies have verified that SMEs implementing SMM can magnify their number of customers, employees' creativity, sales, positive feedbacks, enquiries, and customer relationships [25], [26]. In the event of pandemic, where the majority of buyers purchase goods online and profit is likely to shrink, the need to adopt SMM for SMEs magnifies.

B. Paid advertising on content engagement and sales

Content engagement is quantifiable interactions performed by users on contents on social media channels [27]. The quantifications comprise likes, comments, shares [15], [28]–[33], page views, clicks, and other aspects provided by the corresponding platforms [34]. Specifically for Instagram, supplementary metrics include reach, impression, profile visit, website click, and bookmark. In the

era of digital marketing, marketers employ content engagement as a measurement to gauge success of their efforts on SMM.

Research has proven that content engagement is crucial for businesses. Consumers who actively involve with brands on social media can act as co-creators and aid those brands in business development including product advancement, market analysis, and recommendations [35], [36]. Studies also evince that content engagement can influence consumers' trust [37], value [38], brand evaluations, and purchase intention [39], [40]. Hudson *et al.* [41] argue that consumers who constantly connect with the brands' on social media exhibit more intense relationships compared to those consumers who neglect the interaction. All in all, conducive content engagement on social media can lead brands to attain higher sales and profitability [42]–[44].

Paid advertising is capable of increasing engagement. Research authenticates that the social media influencers' endorsement can generate higher engagement [40]. More profoundly, Lou, Tan, and Chen [45] discovered that paid influencers' contents affect brand engagement better than those of brand own posts. Such effect occurs because consumers consider the influencers' advertisement is more driven by altruism rather than financial compensation [46]. Apart from social media influencers' endorsement, another variation of paid advertising is the ads provided by the platforms themselves (e.g., Facebook Ads, Twitter Ads, and TikTok Ads). To exercise the ads, brands pay the platform of choice and in return the social media display their posts to predetermined users. Compared to influencers' endorsement that could expend huge amount of funding, social media ads spending could be as little as \$5 USD per day. The rate could be even cheaper in other countries (e.g., in Indonesia the minimum cost is only Rp. 20,000 or equal to \$1.5 USD a day). At the current time, academic discussion on the native social media paid ads remains nonexistent. Hence, its efficacy is questionable. Nonetheless, although driven by financial compensations and it might be less effective than paid endorsement as evidenced by Lou, Tan, and Chen [45] due to social media immense audience reach and its low cost factors, contents promoted by brands on social media ads (e.g., Instagram Ads) still could potentially generate engagement.

Brands however should note that there are multitudinous variables affecting content engagement. Paid advertisement is merely a part of a complex equation. To be engaging, studies suggest that social media posts should include the topics of vividness [28], interactivity [30], remuneration, entertainment, social [32], charity, competition, holiday, human resources, promotion, and statement [33]. Research also emphasises the importance of scheduling [15], [29], [31]. Although these studies mainly investigated Facebook, except of Wahid and Wadud, [15] which focused on Instagram, they still show the significance of strategizing SMM on other types of social media such as Instagram. Paid advertisement alone is insufficient to advance engagement. Accordingly, this study hypothesises that:

H1: Paid advertising on Instagram Ads can enhance content engagement if brands manage their social media strategically.

Furthermore, in their investigation, Lou, Tan, and Chen [45] compared the influencer- and brand-promoted ads on Instagram. They discovered that consumers show high intention to purchase after discerning both type of ads. This finding instigates us to propose the following hypothesis:

H2: Paid advertising on Instagram Ads can enhance sales.

III. RESEARCH METHODS

This study employed an exploratory method, resembling an action research, where it involves real world practical problems, needs, and concerns [47], [48]. Studies have utilised action research to analyse social media adoption in SMEs [14], [49]. The approach has been deemed appropriate for marketing research [50], [51] as it can resolve real and complex marketing problems to augment comprehension of practice[52].

A. The study objects

The inclusion and participation of practitioners are crucial in action research. The participants in this study were five fresh produce sellers selling their products on one Instagram account (@ifarmplg). These sellers operate in traditional markets in Palembang, Indonesia. Similar with numerous other businesses, the fresh produce sellers experienced difficulties to reach consumers and sell their offerings during the Covid-19 pandemic. To solve the problem, one of the sellers' child initiated to sell the sellers' products online through Instagram.

The child acts as the admin of the fresh produce sellers' Instagram account. He had no professional experience in SMM and chose Instagram as a platform of choice merely because he was familiar with the social media. Although the admin coincidentally adopted the proper social media (i.e., Instagram), the implementation of strategy in the SMM is minimal. All the contents posted were low in vividness, less interactive, and plain information. There was also no posting schedule. The only approach to increase engagement they applied was following accounts who follow local influencers on the platform. As a result of this action, at the time before the Instagram advertising experimentation commenced, the fresh produce sellers' account has accumulated 667 followers from 109 contents shared. In terms of followers' demography, 82% lives in the local area (i.e., Palembang); 80% was women and 20% was men; and the majority was aged 18-44 (92%). Lastly, the admin has never implemented paid Instagram ads both for personal and professional account promotion.

B. Research process

The aim of action research is to comprehend the real world that eventually aiding the practitioner to ameliorate their practice [50]. This type of research involves four cyclical application of: to plan, act, observe, and reflect [47], [52]. Figure 1 depicts the research process in this study.

Initially, the researchers, admin, and sellers discussed the experimentation plan. All the participants agreed that the objectives were to improve content engagement and sales. It should be noted that the fresh produce sellers required fast and affordable strategy implementation due to their profit loss during the pandemic. Accordingly, this action research excluded the SMM master plan (e.g., assisting the admin to create visually engaging posts; and analysing and providing a schedule), as it is time-consuming to establish. For the daily budget, it was Rp. 20,000. The period of the experimentation was one week, from 23 June 2020 to 29 June 2020. Hence, for the seven days experiment, the total spending was only Rp. 140,000. In this stage, both parties of the researchers and admin designed the picture for the ads. The material resembled with the contents that have been posted. The target markets for the Instagram ads emulated the current followers' demography, namely: (a) living in Palembang, because the fresh produce sellers only deliver within Palembang area; (b) women only because in Indonesia men rarely purchase kitchen products and cook; (c) aged between 18 to 44 because this group is active on social media and have authority and money to buy on their own.

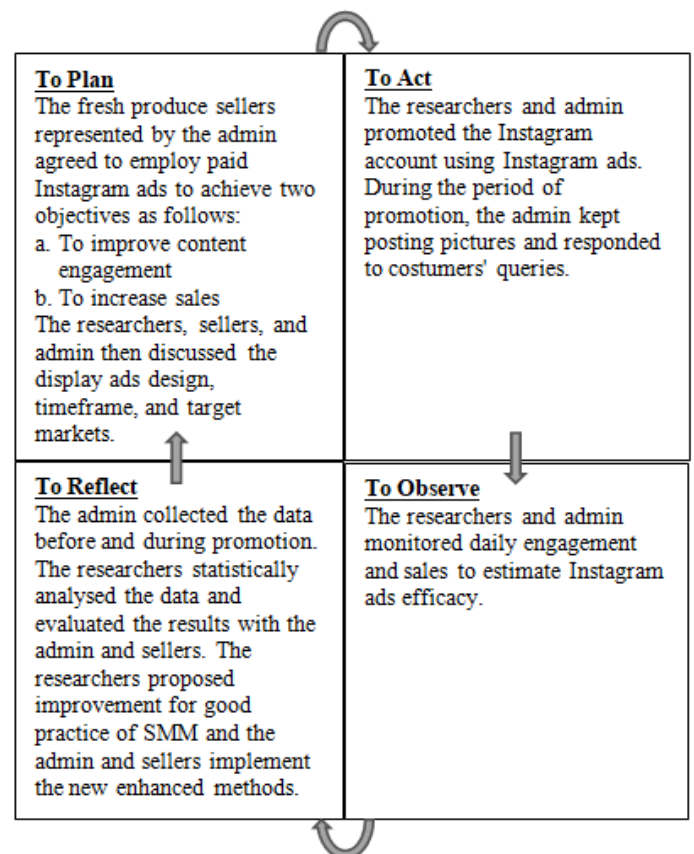


Fig. 1. The action research process

After planning was complete, the actual paid ads started. The researchers educated the admin about the ads implementation processes. This began with Page creation on Facebook and connecting it with the fresh produce sellers' Instagram account. Subsequently, the admin managed the payment method requirement. Both the admin and researchers then proceeded to implement the paid ads. In this step, originally the researchers intended to teach the admin to

apply the Instagram ads through Facebook Ads Manager as it is more detailed. Nonetheless, the admin has no capacity in operating it as it is considered complicated. As such, the advertising was performed directly on Instagram. The process was straightforward. In the Destination step, the admin directed people to visit @ifarmplg on Instagram if they clicked the ads. For the Audience and Budget sections, the settings referred to the predetermined target markets in the planning stage. At the end, the admin clicked the Promote button. It spent three hours for the review procedure and the ads automatically commenced. During the one-week promotion, the admin posted contents as usual and responded to customers' queries.

The admin and researchers observed the performance of the ads. They monitored the direct message on Instagram and content engagement. Also, because in the profile the admin provided WhatsApp link, customers also enquired about the products and service offered on the display ads via WhatsApp. The admin reported the queries on the app to the researchers.

In the succeeding stage, the paid Instagram ads terminated and the research participants reflected on the results. The admin collected the data each seven days before and during promotion timeframe. In total, there were 28 posts before and 14 posts during the experimentation. Albeit multitude of metrics provided by Instagram, this study solely deployed several of them. This was decided to follow the recommendation of McCann and Barlow [7] and Murdough [53] to avoid "analysis paralysis", or simply, to keep the evaluation of SMM objectives as simple as possible. This study classified the data into two as follows: (a) the data of each post using the metrics of like, comment, share, bookmark, and website click; (b) the data of overall account applying the metrics of profile visit, follow, and unfollow. This study also added the data of daily buyers and sales to measure sales performance. Once the data were collected, the researchers analysed them utilising the independent sample t-test. Afterwards, the researchers, admin, and sellers evaluated

the efficacy of the paid Instagram ads. Lastly, the researchers recommended the admin and sellers to implement the most effective and efficient practice based on the findings.

IV. RESULTS

The total amount spent for Instagram ads was Rp. 140,000 (one hundred forty thousand rupiahs). This figure managed to reach 12,814 users with the total views of 13,454 times. There were 507 Instagram users click the ads. All in all, the cost per click was merely Rp. 276 (two hundred seventy-six rupiahs). Table 1 exhibits the detail of the Instagram ads performance.

TABLE I. INSTAGRAM ADS RESULTS

Metric	n
Amount spent	140,000
Reach	12,814
Impression	13,454
Unique link clicks	507
Cost per results	276

Table 2 corresponds to the total each post findings (before n=28; during n=14). The information reveals that during the paid Instagram ads implementation content engagement metrics were higher (like M=3.50, SD=1.557; comment M=.14, SD=.363; bookmark M=.29, SD=.611; website click M=.14, SD=.363) than those of before (like M=3.18, SD=2.389; comment M=.11, SD=.315; bookmark M=.04, SD=.189; website click M=.07, SD=.262), except for the share metric where the engagement were lower during the experimentation (M=.00, SD=.000) and higher before it (M=.04, SD=.189). However, independent t-tests proved these patterns to be insignificant (like t(36.966)=-.524, p>0.05; comment t(23.049)=-.314, p>0.05; bookmark t(14.257)=-1.495, p>0.05; website click t(20.010)=-.655, p>0.05; share t(27.000)=1.000, p>0.05). These suggest that the paid Instagram ads implementation has no effect on content engagement of each post shared.

TABLE II. THE INDEPENDENT SAMPLE T-TESTS RESULTS OF TOTAL EACH POST

	Before Ads	During Ads	t	df	p-value
Like	M=3.18 SD=2.389	M=3.50 SD=1.557	-.524	36.966	.604
Comment	M=.11 SD=.315	M=.14 SD=.363	-.314	23.049	.757
Share	M=.04 SD=.189	M=.00 SD=.000	1.000	27.000	.326
Bookmark	M=.04 SD=.189	M=.29 SD=.611	-1.495	14.257	.157
Website Click	M=.07 SD=.262	M=.14 SD=.363	-.655	20.010	.520

Table 3 shows the results of the overall Instagram account and sales performance (before n=7; during n=7). The findings unveil that during the paid Instagram ads experimentation content engagement of the overall account metrics were higher (profile visits M=85.43, SD=23.832; follow M=16.00, SD=8.287; unfollow M=2.14, SD=1.952) than those of before (profile visits M=81.00, SD=21.710;

follow M=9.14, SD=7.081; unfollow M=1.86, SD=1.574). However, independent t-tests verified these patterns to be insignificant (profile visits t(11.897)=-.363, p>0.05; follow t(11.715)=-1.66, p>0.05; unfollow t(11.483)=-.302, p>0.05). These suggest that the paid Instagram ads implementation has no effect on content engagement of the overall account.

TABLE III. THE INDEPENDENT SAMPLE T-TESTS RESULTS OF OVERALL ACCOUNT AND SALES PERFORMANCE

	Before Ads	During Ads	t	df	p-value
Profile visits	M=81.00 SD=21.710	M=85.43 SD=23.832	-.363	11.897	.723
Follow	M=9.14 SD=7.081	M=16.00 SD=8.287	-1.66	11.715	.123
Unfollow	M=1.86 SD=1.574	M=2.14 SD=1.952	-.302	11.483	.768
Buyers	M=3.00 SD=1.291	M=6.14 SD=1.952	-3.55	10.407	.005
Sales	M=442285.71 SD=143360.51	M=931214.29 SD=294366.814	-3.95	8.695	.004

Furthermore, during the paid Instagram ads experimentation the sales performance metrics were higher (buyers $M=6.14$, $SD=1.952$; sales $M=931214.29$, $SD=294366.814$) than before (buyers $M=3.00$, $SD=1.291$; sales $M=442285.71$, $SD=143360.518$). Independent t-tests also confirmed that the patterns to be significant (buyers $t(10.407)=-3.55$, $p<0.05$; sales $t(8.695)=-3.95$, $p<0.05$). This demonstrates that the paid Instagram ads implementation affects sales performance.

V. DISCUSSION

Although the budget was minimal, the paid ads generated relatively high reach and clicks. This condition implies that the promotion was effective and efficient. The promotion nevertheless had no effect on content engagement. This is as expected and in support of H1 since the admin of the Instagram account applied negligible SMM strategy. Apart from paid ads, there are other factors that could influence content engagement. To be engaging, contents should include the elements of vividness [28], interactivity [30], remuneration, entertainment, social [32], charity, competition, holiday, human resources, promotion, and statement [33]. Timing is also important in managing a social media account [15], [29], [31].

Favourable content engagement is beneficial for businesses. It can shape consumers' trust [37], value [38], brand evaluations, and purchase intention [39], [40]. Also, the interaction between brands and consumers on social media can strengthen their relationships [41]. Such connection moreover can assist brands to improve business processes, such as for market analysis, product development, and recommendations [35], [36]. More substantially, content engagement on social media can potentially increase sales and profitability [42]–[44]. In the long term, SMEs such as fresh produce sellers in traditional markets should implement SMM strategy to increase content engagement. This is because eventually it can lead to sales and attain business sustainability.

The implementation of paid Instagram ads positively affects sales performance. The promotion significantly escalated both the number of buyers and sales. This is in line with H2 and following the study of Lou, Tan, and Chen [45]. This action research argues that this condition transpires due to the Covid-19 pandemic. The government in Indonesia applies restricted movement through social distancing policy

in highly infected areas. The government also reinforces citizens to stay at home and evade any unnecessary travels for the less contagious places. This approach causes people to avoid markets and purchase their daily needs (e.g., fresh produce) online from home. Consequently, the predetermined target markets that were exposed to the paid Instagram ads were likely to purchase the products.

Finally, SMEs lack of resources both financially and non-financially. The condition limits them from spending high financing for marketing. Based on the results in this action research, paid Instagram ads is affordable and effective. Forbye, in the event of pandemic, the majority of buyers purchase goods online and business profit is likely to reduce. Therefore, this study recommends SMEs to exercise SMM and paid Instagram ads, especially for fresh produce sellers in traditional markets.

VI. CONCLUSION

This study reveals that paid Instagram ads failed to enhance content engagement to the inexpertly managed social media. However, this research confirms that paid Instagram ads could increase sales performance. The action research offers three contributions. First, it expands the limited existence of Instagram marketing discussion. Second, the investigation of the paid Instagram ads efficacy provides empirical evidence to the SMM literature. Third, the findings are beneficial for SMEs, especially those affected by the epidemic. They can adopt and adapt the insights to survive and success despite the hindrances.

There are several identified limitations in this study. The participants operate their businesses in Palembang, Indonesia. They sell fresh produce in traditional markets. Their characteristics might influence the representativeness of this research. Also, the implementation of paid Instagram ads was in a short period of time. The factor might alter the findings. Ergo, this study advocates further research to inspect distinct type of businesses residing in different location to corroborate the findings in this study. Further research moreover should extend the timeframe of Instagram paid ads implementation to provide more robust results.

REFERENCES

- [1]. S. Sultan and W. I. M. Sultan, "Women MSMEs in times of crisis: challenges and opportunities," *J. Small Bus. Enterp. Dev.*, vol. 27, no. 7, pp. 1069–1083, 2020.
- [2]. E. Piraccini, H. Byrne, and S. Taddei, "Chronic pain management in COVID-19 era," *J. Clin. Anesth.*, vol. 65, no. April, p. 109852, 2020.
- [3]. Q. Liu *et al.*, "Assessing the global tendency of COVID-19 outbreak," *medRxiv*, vol. 215, pp. 1–15, 2020.
- [4]. S. Olivia, J. Gibson, and R. Nasrudin, "Indonesia in the Time of Covid-19," *Bull. Indones. Econ. Stud.*, vol. 56, no. 2, pp. 143–174, 2020.
- [5]. R. Sinaga and M. R. Purba, "Pengaruh Pandemi Virus Corona (COVID-19) Terhadap Pendapatan Pedagang Sayur Dan Buah di Pasar Tradisional ' Pajak Pagi Pasar V ' Padang," *Regionomic*, vol. 2, no. 02, pp. 37–48, 2020.
- [6]. M. B. Pinto and A. Yagnik, "Fit for life: A content analysis of fitness tracker brands use of Facebook in social media marketing," *J. Brand Manag.*, vol. 24, no. 1, pp. 49–67, 2017.
- [7]. M. McCann and A. Barlow, "Use and measurement of social media for SMEs," *J. Small Bus. Enterp. Dev.*, vol. 22, no. 2, pp. 273–287, 2015.
- [8]. H. M. Taiminen and H. Karjaluo, "The usage of digital marketing channels in SMEs," *J. Small Bus. Enterp. Dev.*, vol. 22, no. 4, pp. 633–651, 2015.
- [9]. N. Jones, R. Borgman, and E. Ulusoy, "Impact of social media on small businesses," *J. Small Bus. Enterp. Dev.*, vol. 22, no. 4, pp. 611–632, 2015.
- [10]. S. Ainin, F. Parveen, S. Moghavvemi, N. I. Jaafar, and N. L. M. Shuib, "Factors influencing the use of social media by SMEs and its performance outcomes," *Ind. Manag. Data Syst.*, vol. 115, no. 3, pp. 570–588, 2015.
- [11]. C. Newberry, "Illustration of two people climbing a line graph 37 Instagram Stats That Matter to Marketers in 2020," *Hootsuite*, 2019. [Online]. Available: <https://blog.hootsuite.com/instagram-statistics/>. [Accessed: 27-Oct-2019].
- [12]. M. (Oberlo) Mohsin, "10 Instagram Stats Every Marketer Should Know in 2020 [Infographic]," *Oberlo*, 2020. [Online]. Available: <https://www.oberlo.com/blog/instagram-stats-every-marketer-should-know>. [Accessed: 01-Mar-2020].
- [13]. E. L. E. De Vries, "When more likes is not better : the consequences of high and low likes-to-followers ratios for perceived account credibility and social media marketing effectiveness," *Mark. Lett.*, p. 17, 2019.
- [14]. H. Virtanen, P. Björk, and E. Sjöström, "Follow for follow: marketing of a start-up company on Instagram," *J. Small Bus. Enterp. Dev.*, vol. 24, no. 3, pp. 468–484, 2017.
- [15]. R. M. Wahid and M. Wadud, "Social Media Marketing on Instagram: When Is the Most Effective Posting Timing?," *EPRA Int. J. Multidiscip. Res.*, vol. 6, no. 7, pp. 312–321, 2020.
- [16]. V. Dutot and F. Bergeron, "From strategic orientation to social media orientation: improving SMEs' performance on social media," *J. Small Bus. Enterp. Dev.*, vol. 23, no. 4, pp. 1165–1190, 2016.
- [17]. D. E. Schultz and J. J. Peltier, "Social media's slippery slope: challenges, opportunities and future research directions," *J. Res. Interact. Mark.*, vol. 7, no. 2, pp. 86–99, 2013.
- [18]. B. A. A. Solem and P. E. Pedersen, "The effects of regulatory fit on customer brand engagement: an experimental study of service brand activities in social media," *J. Mark. Manag.*, vol. 32, no. 5–6, pp. 445–468, 2016.
- [19]. J. Bowen, "Trends affecting social media: implications for practitioners and researchers," *Worldw. Hosp. Tour. Themes*, vol. 7, no. 3, pp. 221–223, 2015.
- [20]. S. Iankova, I. Davies, C. Archer-Brown, B. Marder, and A. Yau, "A comparison of social media marketing between B2B, B2C and mixed business models," *Ind. Mark. Manag.*, vol. 81, no. January, pp. 169–179, 2019.
- [21]. W. H. Weiger, H. A. Wetzel, and M. Hammerschmidt, "Leveraging marketer-generated appeals in online brand communities: An individual user-level analysis," *J. Serv. Manag.*, vol. 28, no. 1, pp. 133–156, 2017.
- [22]. R. Agnihotri, R. Dingus, M. Y. Hu, and M. T. Krush, "Social media: Influencing customer satisfaction in B2B sales," *Ind. Mark. Manag.*, vol. 53, pp. 172–180, 2016.
- [23]. M. Phan, R. Thomas, and K. Heine, "Social media and luxury brand management: The case of burberry," *J. Glob. Fash. Mark.*, vol. 2, no. 4, pp. 213–222, 2011.
- [24]. X. Yu and C. Yuan, "How consumers' brand experience in social media can improve brand perception and customer equity," *Asia Pacific J. Mark. Logist.*, vol. 31, no. 5, pp. 1233–1251, 2019.
- [25]. S. Chatterjee and A. Kumar Kar, "Why do small and medium enterprises use social media marketing and what is the impact: Empirical insights from India," *Int. J. Inf. Manage.*, vol. 53, no. February, p. 102103, 2020.
- [26]. M. F. Walsh and J. Lipinski, "The role of the marketing function in small and medium sized enterprises," *J. Small Bus. Enterp. Dev.*, vol. 16, no. 4, pp. 569–585, 2009.
- [27]. M. Schreiner, T. Fischer, and R. Riedl, "Impact of content characteristics and emotion on behavioral engagement in social media: literature review and research agenda," *Electron. Commer. Res.*, no. 0123456789, 2019.
- [28]. I. Pletikosa Cvijikj and F. Michahelles, "A case study of the effects of moderator posts within a facebook brand page," *Lect. Notes Comput. Sci. (including Subser. Lect. Notes Artif. Intell. Lect. Notes Bioinformatics)*, vol. 6984 LNCS, pp. 161–170, 2011.
- [29]. I. Pletikosa Cvijikj and F. Michahelles, "Online engagement factors on Facebook brand pages," *Soc. Netw. Anal. Min.*, vol. 3, no. 4, pp. 843–861, 2013.
- [30]. L. de Vries, S. Gensler, and P. S. H. Leeflang, "Popularity of Brand Posts on Brand Fan Pages: An Investigation of the Effects of Social Media Marketing," *J. Interact. Mark.*, vol. 26, no. 2, pp. 83–91, 2012.

- [31]. F. Sabate, J. Berbegal-Mirabent, A. Cañabate, and P. R. Lebbherz, "Factors influencing popularity of branded content in Facebook fan pages," *Eur. Manag. J.*, vol. 32, no. 6, pp. 1001–1011, 2014.
- [32]. P. Luarn, Y. F. Lin, and Y. P. Chiu, "Influence of Facebook brand-page posts on online engagement," *Online Inf. Rev.*, vol. 39, no. 4, pp. 505–519, 2015.
- [33]. C. D. Schultz, "Proposing to your fans: Which brand post characteristics drive consumer engagement activities on social media brand pages?," *Electron. Commer. Res. Appl.*, vol. 26, pp. 23–34, 2017.
- [34]. J. Lehmann, M. Lalmas, E. Yom-Tov, and G. Dupret, *Models of user engagement*, User model. Berlin: Springer, 2012.
- [35]. N. J. De Vries and J. Carlson, "Examining the drivers and brand performance implications of customer engagement with brands in the social media environment," *J. Brand Manag.*, vol. 21, no. 6, pp. 495–515, 2014.
- [36]. S. Kabadayi and K. Price, "Consumer – Brand engagement on Facebook: liking and commenting behaviors," *J. Res. Interact. Mark.*, vol. 8, no. 3, pp. 203–223, 2014.
- [37]. L. Casaló, C. Flavián, and M. Guinalú, "The impact of participation in virtual brand communities on consumer trust and loyalty: The case of free software," *Online Inf. Rev.*, vol. 31, no. 6, pp. 775–792, 2007.
- [38]. H. J. Schau, A. M. M. Jr, and E. J. Arnould, "Schau How Brand Community Practices Create Value.pdf," vol. 73, no. September, pp. 30–51, 2009.
- [39]. C. J. Beukeboom, P. Kerkhof, and M. de Vries, "Does a Virtual Like Cause Actual Liking? How Following a Brand's Facebook Updates Enhances Brand Evaluations and Purchase Intention," *J. Interact. Mark.*, vol. 32, pp. 26–36, 2015.
- [40]. D. Jiménez-Castillo and R. Sánchez-Fernández, "The role of digital influencers in brand recommendation: Examining their impact on engagement, expected value and purchase intention," *Int. J. Inf. Manage.*, vol. 49, no. February, pp. 366–376, 2019.
- [41]. S. Hudson, L. Huang, M. S. Roth, and T. J. Madden, *The influence of social media interactions on consumer-brand relationships: A three-country study of brand perceptions and marketing behaviors*, vol. 33, no. 1. Elsevier B.V., 2016.
- [42]. R. Rishika, A. Kumar, R. Janakiraman, and R. Bezawada, "The Effect of Customers' Social Media Participation on Customer Visit Frequency and Profitability: An Empirical Investigation," *Inf. Syst. Res.*, vol. 24, no. 1, pp. 108–127, 2013.
- [43]. Q. Gao and C. Feng, "Branding with social media: User gratifications, usage patterns, and brand message content strategies," *Comput. Human Behav.*, vol. 63, pp. 868–890, 2016.
- [44]. C. C. Shih, T. M. Y. Lin, and P. Luarn, "Fan-centric social media: The Xiaomi phenomenon in China," *Bus. Horiz.*, vol. 57, no. 3, pp. 349–358, 2014.
- [45]. C. Lou, S. S. Tan, and X. Chen, "Investigating Consumer Engagement with Influencer- vs. Brand-Promoted Ads: The Roles of Source and Disclosure," *J. Interact. Advert.*, vol. 19, no. 3, pp. 169–186, 2019.
- [46]. E. Djafarova and C. Rushworth, "Exploring the credibility of online celebrities' Instagram profiles in influencing the purchase decisions of young female users," *Comput. Human Behav.*, vol. 68, pp. 1–7, 2017.
- [47]. M. Denscombe, *The Good Research Guide: For Small-Scale Social Research Projects*, 5th ed. New York, NY.: McGraw-Hill Education, 2014.
- [48]. W. Orlikowski, "Practice in research: phenomenon, perspective and philosophy," in *Cambridge Handbook of Strategy as Practice*, D. Golsorkhi, L. Rouleau, D. Seidl, and E. Vaara, Eds. Cambridge: Cambridge University Press, 2010, pp. 23–33.
- [49]. M. Durkin, P. McGowan, and N. McKeown, "Exploring social media adoption in small to medium-sized enterprises in Ireland," *J. Small Bus. Enterp. Dev.*, vol. 20, no. 4, pp. 716–734, 2013.
- [50]. D. Ballantyne, "Action research reviewed: a market-oriented approach," *Eur. J. Mark.*, vol. 38, no. 3/4, pp. 321–337, 2004.
- [51]. S. M. Kates and J. Robertson, "Adapting action research to marketing," *Eur. J. Mark.*, vol. 38, no. 3/4, pp. 418–432, 2004.
- [52]. C. Perry and E. Gummesson, "Action research in marketing," *Eur. J. Mark.*, vol. 38, no. 3/4, pp. 310–320, 2004.
- [53]. C. Murdough, "Social Media Measurement: It's Not Impossible," *J. Interact. Advert.*, vol. 10, no. 1, pp. 94–99, 2009.