SME fashion brands and social media marketing: From strategies to actions

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Abstract: Fashion industry, including small and medium enterprises (SMEs), is an important contributor to European economy. This study analyses data from six Spanish and Italian SME fashion companies' in order to understand how fashion brands implement their social media marketing strategies. The research includes a qualitative study, combined with a content analysis of the brands' posts on their Facebook brand-pages. The results suggest that perceived importance of social media as part of corporate marketing strategy is the main driver for brands' social media marketing implementation, and that brand awareness is the main objective SMEs would like to achieve. The three Spanish brands and one Italian brand appear to take a transactional marketing approach, while the other two Italian brands adopt a hybrid transactional/relational approach. SMEs focus primarily on representation actions; more specifically, promotion and sales activities.

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1 Introduction

Fashion is a vibrant industry and an important contributor to the European Union (EU) economy. Small and medium enterprises (SMEs) have an important role and are a major actor in the European fashion industry (European Union, 2012). In the early 2000s, the European textile and clothing industry consisted of fragmented productions with a large number of small and medium-sized companies, located mainly in Italy, Great Britain, France, Germany and Spain (Lopez and Fan, 2009). The EU textile and clothing sector remains a SME-based industry –companies of less than 50 employees account for over 90% of the workforce and produce almost 60% of the value added– (Ditty, 2015) and Italy, other southern EU countries –e.g. Spain– and newer EU countries account for the highest concentration of fashion manufacturing activities (European Union, 2016).

Italy is a major centre of the European fashion industry and houses many worldwide leading high-end fashion brands –e.g. Gucci, Prada, and Dolce & Gabbana–, many of them within the category of luxury brands. SMEs are important players in the Italian industry. SMEs were essential in the success of the "Made in Italy" global brand during the 80's and 90's in the international markets (Zanni, 2014). This is inseparable with the existence of Italian industrial districts of locally flexible embedded networks of small industrial firms (Chiaversio and Di Maria, 2009; Djelic and Ainamo, 1999). The networks enable Italian fashion companies to flexibly manage variation in the demands, without having to sacrifice the craft production or the quality of the products. This particular configuration that fosters modularity and flexibility has been common in Italian fashion companies from the low to the high-end of the industry (Djelic and Ainamo, 1999).

On the other hand, Spain houses some of world's most successful fast-fashion brands –with regular, relatively shorter cycles than high-fashion houses, and rapid replenishment of fashion collections. Inditex represents a particular success story of Spanish fashion retailer, becoming the world's second largest clothing retailer in 2006 (Lopez and Fan, 2009). As in the case of Italy, SMEs also play an important role in the Spanish fashion industry history. The Spanish fashion manufacturing industry –textile and clothing, leather, and shoes– basically comprises SMEs, with 98% of Spanish fashion and clothing companies having less than 250 employees (Calvo, 2006). The economic crisis has since changed Spaniards' attitudes: turned to price-seeking, more critical and demanding for a fair equilibrium between price and quality (Euromonitor International, 2013). This situation demands action from Spanish fashion

manufacturers to be more innovative in their marketing strategy and retailing, such as in Internet retailing and market internationalization, including SME players.

Social media open new paths for innovation, allowing companies to develop a conversation with its consumers. As fashion is all about what is latest and cutting-edge, social media capture evolving trends in fashion perfectly. Thus, social media are perfect tools for fashion brands and consumers to engage online, and to reflect their styles and expressions (McCrea, 2013).

Social media marketing (SMM) refers to the use of social media to facilitate exchanges between consumers and organizations (Tuten and Solomon, 2015). Adoption and use of social media for marketing purposes among fashion companies or brands have become ubiquitous.

However, despite the fast diffusion pace of social media among fashion brands, scholar research on SMM strategy in the fashion industry is scant. Some exceptions are the studies on SMM adoption and strategy of internationalized large luxury fashion brands –e.g. Phan et al. (2011), Kontu and Vecchi, (2014), or Ng (2014). Nonetheless, these studies lack an assessment of SMM strategic activities or actions deployed by non-luxury brands in fashion sector. Moreover, there is a dramatic dearth of SMM research on SME fashion brands.

As an effort to address the lack of SMM strategy studies in general, and in SMEs and the fashion sector in particular, this work explores why and how SME fashion brands use social media to develop and implement their marketing strategies and translate them into strategic actions in social media platforms. Specifically, the research examines two mature European countries whose fashion industries –the scope of the *fashion industry* in this study covers apparel and clothing fashion, and accessories– have different and distinctive characteristics: Italy and Spain.

Therefore, the exploratory research presents case studies of three Italian SME fashion and three Spanish SME fashion brands, covering different types of companies –micro, small, and medium–, target markets and products –from medium-casual to high-end or luxury. The investigation uses the EU definition of SME –companies with fewer than 250 employees and either an annual turnover not exceeding 50 million euro, or an annual balance sheet not exceeding 43 million euro (European Union, 2015). This work shall foster further studies that examine whether the SMM strategy and actions of European SME fashion brands result in the expected marketing outcomes.

The study comprises five main sections. Section 2 offers a review of the literature covering SMM strategy, and the current state of affairs regarding SMM use in the fashion industry. Section 3 describes the conceptual framework which is based on classification of SMM strategic actions. Section 4 explains the research methodology. Section 5 shows the results and main findings. Section 6 discusses the results and some concluding remarks, particularly in relation with the strategic marketing approach (e.g. transactional vs relational) and how it may influence the consumer decision making process. Finally, Section 7 addresses the main implications from this study and avenues of future research.

2   Literature review

2.1 Social media marketing strategy

Scholarly research on SMM is still in an emerging stage. Apart from dozens of reports or anecdotal articles, few studies address corporate SMM practices (e.g. Weinberg and Pehlivan, 2011). Literature on general marketing and SMM conceptualizes *social media marketing strategy* (SMMS) as an integrated means and set of actions by which a company or organization expects to achieve its marketing objectives and meet the requirements of its target market through the use of social media tools and properties (Ananda et al., 2014; 2016). Basically, SMMS deals with plans and decisions around the marketing mix in social media

contexts. Nevertheless, integrating social media into the companies' marketing mix is still a pending issue (Niessing 2014).

Tsimonis and Dimitriadis (2014) propose a decision-making process for firms to define their social media strategy. Nevertheless, it still lacks an in-depth analysis of social media strategies and activities to understand how SMMS can translate into actions. Ananda et al. (2016) propose a comprehensive framework (*N-REL*) that identifies and classifies social media marketing strategic actions. N-REL suggests how companies may develop their SMM strategic decision process, and how companies can translate their strategic decisions to strategic actions. The framework proposal includes a classification of SMMS actions that supports both transactional and relational marketing strategies.

Social media build on Web 2.0 technologies. As the Internet continues to grow and develop into Web 2.0, online communities of many forms and for various purposes appear and thrive (Liao et al., 2012). One type of online communities based are brand communities (Tsimonis and Dimitriadis, 2014). A brand community is a community of individuals who share emotional attachment to a product or a brand (Veloutsou and Moutinho, 2009). Any admirer of a brand that has a relationship with other admirers is a member of a brand community. Attracted by the possible benefits brands may gain from social media, companies look forward to creating strong brand communities in social media. Zaglia (2013) investigates how brand communities evolve and embed within social networks. As an example, in Facebook people choose to become fans of certain pages or members of sub-groups (Zaglia, 2013). More specifically, brands aim to create their communities around their fan or brand pages (e.g. Hsu, 2012; Kang et al., 2014; and Podobnik, 2013).

Different drivers lead brands to decide implementing SMM. Lorenzo-Romero et al. (2013) find that the main reasons to use social media for most of the small retailers are the perceived usefulness of social media for customer service and networking; for medium-sized companies, the main motivations to be present in social media are customer service and brand-building; and large companies see social media as a platform for brand-building. Tsimonis and Dimitriadis (2014) find that the most frequent motivations that lead brands to engage in social media are social media growth and popularity, the viral nature of social media, the presence of competitors in social media, and cost reduction. However, the expected benefits and marketing outcomes of firms' SMM implementation remain unclear.

The literature review on SMM and strategy provides hints of further development on this area. At the foremost, there is still need for formalization and classification of industrial SMM strategies. In particular, empirical research needs to explore how firms develop their SMM strategy and the implications of SMM strategy on the firm's marketing activities.

2.2 *Fashion industry and social media marketing*

In the past, the fashion industry was a small part of the clothing industry, associated with *haute couture* or the elite design elements of fashion (Pratt et al., 2012). *Haute couture* literally translates to "upper class seam", which refers to very high-quality, custom made clothing (Solomon and Rabolt, 2009). Changes in retailing in the mid-twentieth century increasingly led to the expansion of the ready-to-wear market (Breward, 2003, in Pratt et al., 2012), which derives in a polarization in the fashion industry: some companies choose to operate in the mass market, selling low-cost products and making them available to a large number of consumers, while other companies aim at providing exclusive and expensive products to an elitist, high-end segment of consumers (Brun et al., 2008).

The increasing use of social media as marketing tools has an effect on the fashion industry as well. It might even be safe to say that the fashion industry already embraces social media as one of the most important marketing platforms to reach their customers online, as well as to reignite brand passion and foster customer loyalty (Wright, 2009). The presence of fashion brands and retailers in

almost every social media and networking platforms shows that social media is being used both as a communication tool to reach their customers and as a digital marketing channel to drive sales and traffic to both online and brick-mortar-stores. Furthermore, opinion sharing and direct customer feedback through social media enable fashion brands and designers to use social media as a tool for forecasting and trend-watching.

However, notwithstanding the increasing use of SMM in the fashion industry, there are some issues that require attention in SMM research in the fashion industry. Despite increasing interest in the relations between social media and consumer behavior, few scholarly works focus on the fashion sector, and on the specific subject of marketing strategy perspectives within this sector. Furthermore, these few studies mainly analyse large-internationalized luxury fashion brands (e.g. Kim and Ko, 2012; Phan et al., 2011). Yet, there is little to no available research exploring the strategic use of SMM among SME fashion brands.

3   Conceptual framework

According to the N-REL framework (Ananda et al. 2016; figure 1), there are three main implicit allotments of strategy. First, the firms' strategic decisions and planning, covering the target market and marketing mix. Second, the tactical plans, or operationalization of strategy within the social media mix. Third, the implementation of strategic decisions by firms into actions in the form of content creation in different social media platforms. SMM tactical plans are related to the *networking* activities within the social media mix context –e.g. activities that facilitate conversations about brands and connect them with their audience.

Figure 1   N-REL framework of SMM strategy and SMM strategic actions (Ananda et al., 2016).
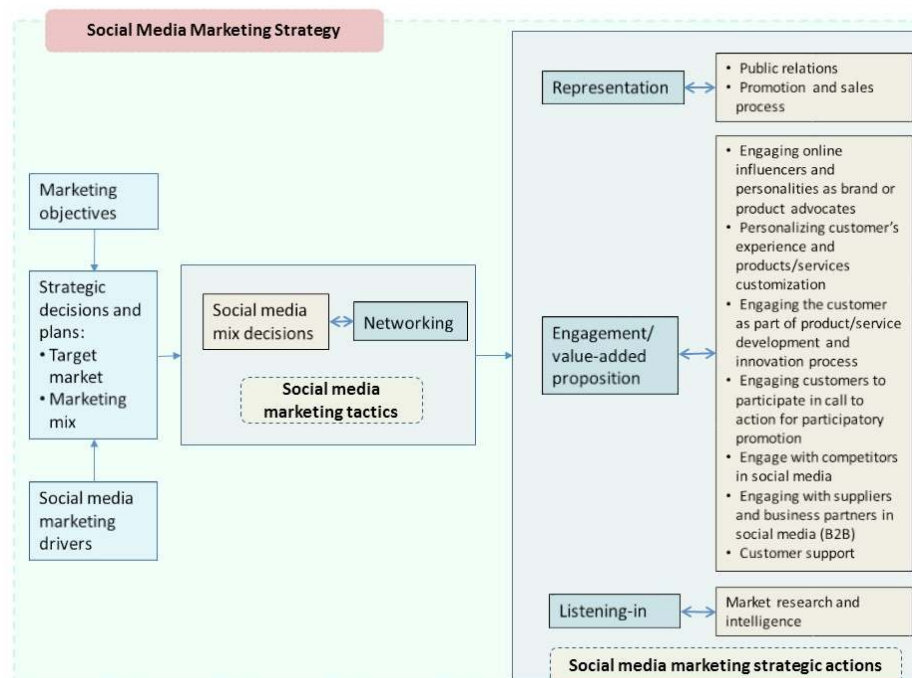
SMM tactics include the choices of social media platforms, applications, and features. Prior to the deployment of SMM actions, the organization must conduct tactical decisions concerning the social media mix variables.

Finally, the framework proposes three main categories of strategic actions:
1. *Representation*: social media activities that deliver marketing communications about the company profile and information about products.

2. *Engagement*: or value-added proposition, covers marketing activities that focus on interaction with customers, add value and generate benefits through company–customer-relationship management, customer empowerment, customer retention, and customer loyalty.
3. *Listening-in*: activities that offer a passive way of social media engagement for market research and intelligence.

Using the N-REL framework, the study investigates the different strategic actions that companies deploy. The literature review includes both conceptual and empirical works. Table 1 lists the SMM strategic actions within each category of SMM activities, and also the objectives that companies pursue.

Table 1 Conceptual framework: Social media marketing activities

SMM activities		SMMM objectives	Main references
Categories	Examples of strategic actions		
Representation — Public relations	• Providing or sharing corporate website or content link (e.g. URL) in social media • Publishing company's news, results, innovation, or success stories • Sharing new or success stories • Posting contents on customer appreciation (e.g. thanking and follow-through) • Posting contents on corporate apologies to customers • Casual socialization and greeting contents • Integrating application or posting content that is not directly related to the brands field of expertise but is associated with brand´s culture and value	• Wider reach of consumers audience • Increasing sales revenue • Improving customer engagement • Increasing website traffic • Demonstrating value propositions • Rapport building • Corporate website search engine optimization (SEO) • Building loyalty • Enhancing brand's reputation • Attracting consumer's discussion • Increasing lead quality • Creating a friendly atmosphere	Bulman (2010); Ascend2 (2013); Andzulis et al. (2012); Page (2014); Phan et al. (2011); He et al., (2013); Ahn et al. (2013)
Promotion and sales	• Social shopping: product promotion or providing electronic product catalogue • Advertising campaigns (e.g. through promoted/paid post or through application interface in social media) • Exclusive preview to product promotional campaign • Offering location-specific deals • Reporting or sharing posts of product launch events, stores, or other offline promotional events (e.g. live-streaming of fashion shows) • Rewarding fans by providing upcoming product sneak-peeks or special discounts (i.e. sales promotion) • Exclusive preview to product promotional campaign • Publishing customers´ purchases on social media newsfeeds to encourages others to make the same purchase	• Aligning e-commerce strategy with social media • Viral advertising campaign/word-of-mouth (WoM) • Targeted advertising (e.g. based on audience´s demographic profile and interest) in a fast way • Achieve fast information on consumer's preferences and needs • Taking consumer's high attention and participation to maximize their brand exposure • Part of integrating marketing communication strategy • Brand repositioning • Targeting new market segment • Leveraging multiple social media platforms • Maximize target market reach and engagement • Creating buzz or increasing awareness • Driving sales	Chu (2011); Curran et al. (2011); Phan et al. (2011); Saravanakumar and SuganthaLakshmi (2012)
Engagement/ value-added proposition — Engaging online opinion leaders, key influencers, and personalities as means of customer influence	• Engaging and posting contents of personalities or online influencers as brand ambassadors or means of promotions (e.g. by seeding to influencers then encourage them to share their experiences with the products) • Sharing personalities' (e.g. celebrities) or influencers' posts and endorsements about the brand	• Better reach customers/target market • Creating buzz/awareness • Inducing positive WoM, spread brand awareness, generate sales and increase ROI • Establish brand loyalty • Influencing purchasing behavior • Product awareness • Aligning e-commerce strategy with social media • Taking advantage on the power of influencers	Saravanakumar and SuganthaLakshmi (2012); Kumar et al. (2013); Sterling et al. (2013)
Using social media for personalizing customer experience and products	• Encouraging customer´s brand-experience • Embedding configurations or applications to allow mass customization • Deploying customizable applications about the brand, associated with a special event or theme (e.g. electronic greeting cards, games, etc.)	• Enlarging the community by spreading the idea of customizing and personalized products through viral effects • Getting feedback from customers • Tying promotion to a seasonal event • Stimulating consumers to interact with the brand's culture	Parent (2011); Phan et al. (2011); Blazek et al. (2012)
Engaging customers as part of product/service development and innovation process	• Crowdsourcing to gather ideas for product design or companies' profile • Encouraging regular customers to participate in the review process and to share positive opinions • Employing a poll or posting questions to get customer feedback about the brand and its products	• Getting feedback from customers • Product development/innovation by learning from customers • Lowering innovation cost • Increasing loyalty • Leveraging customers' information seeking behavior prior to purchase decision • Increasing fans/customers interactivity with the brand • Source of leverage over suppliers (B2B)	Mangold and Faulds (2009); Parent et al. (2011); Mangold and Smith (2012); Saravanakumar and SuganthaLakshmi (2012)
Engaging customers to participate in call to action for participatory promotion	• Seeding through contests where the firms give away the products with full functionality or free trial • Invite positive reviewers to become brand advocates • Engaging customers to participate in a Corporate Social Responsibility (CSR) campaign through contests	• Boost WTP (willingness-to participate) in brand community and catalyse customers' adoption • Generating buzz/awareness • Increasing brand value • Generating product usage, awareness and familiarity within target markets • Increasing audience reach • Improving product ratings • Better positioning, based on growing its awareness and differentiation from competitors	Parent et al. (2011); Mangold and Smith (2012); Cristache et al (2013); Dou et al. (2013)
Engaging with competitors	• Sharing competitors' contents in social media • Following/joining competitor´s account	• Increasing impressions, credibility, and thought leadership among target market • Source of inspiration and sharing ideas	Vullo (2013)
Customer Support	• Provide Q&A session (e.g. through website or by providing a special social media account)	• Customer service • Networking • Brand building • Preventing or anticipating common objections that may arise during a sales call	Lorenzo-Romero et al. (2013)
Listening-in — Marketing intelligence	• Monitoring chatter and customer voices on social networks/media	• Conducting marketing research • Sales prospecting • Identifying risks/buying situation	Andzulis et al. (2012); Pentina and Koh (2012)

N-REL also suggests how firms can maximize the benefits of SMM for customer-oriented and market-driven organizations by boosting relationship marketing practices. Relationship marketing depends on interactive marketing supported by marketing mix activities, rather than the dominant function of marketing mix in transactional marketing (Grönroos, 1994). Coviello et al. (1997) suggest two main perspectives on how firms relate to their markets:

transactional and *relational*. The former manages the marketing mix to attract and satisfy customers, while the latter aims to use information technology-based tools to target and retain customers (database marketing), establish cooperative interaction between buyers and sellers for mutual benefits (interaction marketing), and develop inter-firm relationships (network marketing). In N-REL, *representation* activities reflect transactional marketing approaches –SMM activities aim at attracting customers– whereas *engagement* and *listening-in* closely relate to relational marketing approaches that focus on customer retention.

4 Research Methodology

4.1 Research design and data collection

Social media marketing is a relatively new area of research and a recent phenomenon. As mentioned in the introductory section, this study explores "why and how SME fashion brands use social media to develop and implement their marketing strategies and translate them into strategic actions in social media platforms". According to Yin (2008), in such cases, where the research question focuses on "how" and "why" questions that examine contemporary events but where relevant behaviors cannot be manipulated, case study is the preferred research method. Case studies include both direct observation of, and interviews of people involved in events (Yin, 2008; p. 11). Therefore, this research uses case study methodology, and enriches it with exploratory qualitative approach and inductive reasoning to identify companies' SMMS and their strategic actions through the lens of the proposed conceptual framework.

The case selection process includes Spanish and Italian fashion brands with SMM activity for at least two years, and with active accounts in at least two social media platforms. This is to ensure that brands have established their SMM strategies, rather than only treating social media as complementary channels to traditional media. After contacting potential brands to get access for interviews through direct email requests, telephone, and referrals, six SME fashion brands – three Spanish companies and three Italian companies– accepted the invitation to participate in the study. Case selection carefully sought diversity within participants (micro, small, and medium companies, and casual, medium, and high-end/luxury products). For confidentiality reasons, brand names remain anonymous. The study uses the following denominations: Italian-1, Italian-2, Italian-3, Spanish-1, Spanish-2, and Spanish-3.

The exploratory study consists of a mixed approach with a predominant qualitative component. Qualitative approach includes semi-structured interviews to company managers, and responses to a questionnaire about the brand's SMMS objectives and list of actions to gather managerial perspectives of SMMS. A content analysis of the brand's social media data complements the results from the interviews. The analysis includes a quantification of SMM actions of each brand to identify the type of actions from each brands' Facebook brand-page –all the participants have a Facebook brand-page and Facebook is a flagship platform for SMM. Secondary sources, such as the brand's corporate website and internal documents, further help interpreting the results of the analysis. The functional roles of the participants include CEO, marketing communication manager, head of digital, digital and e-commerce manager, and digital public relations officer.

The interviews include one or two informants in each company, depending on the dimension and structure of the organizations and the roles of the respondents. The researchers carried out the interviews mostly in English –except for Spanish-2, in Spanish– with few Italian or Spanish remarks. The semi-structured interviews consist of several key questions deriving from the conceptual framework. The flexibility of the interview format, particularly when compared to structured interview, allows the discovery or elaboration of information that is important to interview partners but may not have previously been thought of as pertinent by the research team (Gill et al., 2008). The interview results in

information about the brand's overall marketing and SMM strategy plans, their target market, marketing mix, objective, social media mix, and translation of the strategy into actions. The questionnaire returns a detailed list of marketing objectives that brands want to achieve with the use of SMM and strategic actions. The duration of each interview ranges from sixty to ninety minutes. Participants gave permission to the research team to record the interviews –for later transcription– and also to take notes during the interview.

4.2 Data analysis

Content analyses helped analysing the data from the interviews with the aid of a coding scheme to discern fundamental categories of thinking (Bryman, 1989). The analysis looks for consistent reference to properties from the conceptual framework, according to the list of strategic actions and the possible objectives in Table 1, to identify the brands' main SMMS actions and objectives. The research team noted additional themes and concepts not present in the interview for any necessary future research inquiries. The main coding categories from the interview are:

1. Basic corporate information.
2. Key informants' profile, including role, functions and day-to-day managerial routines.
3. Overview of corporate general marketing strategy:
   - Marketing objectives.
   - Positioning.
   - Target market.
   - Marketing mix.
   - Types of marketing media and tools used.
   - Personnel support for the marketing strategy.
4. Overview of SMMS:
   - Drivers or motivation for implementation of SMM.
   - Social media mix.
   - Marketing objectives from SMMS.
   - Strategic actions to implement the strategy.
5. Perceived benefits and implications of SMM:
   - Key performance indicators (KPIs) to measure success of SMMS implementations.
   - Unforeseen benefits from the use of SMM.
   - Unexpected issues or drawbacks from the use of SMM.

The analysis clusters meaningful results into higher-level coding according to the topics of the SMMS elements.

Analyses of SMM activities include data from public posts in the Facebook brand-page of each brand using the Facebook's Application Programming Interface (API) database. The Facebook Graph API application provides access to the Facebook social graph via a uniform representation of objects in the graph (e.g. people, posts, pages, etc.) (Cvijik and Michahelles, 2011). For the purpose of this study, the *post* object is essential to analyse posts' contents as indicators of the brand's marketing activities in social media.

The timespan covered by the analysis of posts is one year duration for each brand page –interview dates were within the timespan. Activities and actions from *posts* were coded according to the conceptual framework (Table 1). The qualitative coding of *posts* refers to the types of activities that are inherent from the contents of the *posts* object –"status type", "message", "description", "name"–, as well as the intrinsic contents of the "photo" or "video" type of *posts*. When new types of actions –not present in the preliminary list– appear during the coding process and analysis, they are coded into new types of action. It is worth noting that some actions may fit in more than one category. In those cases the analysis assigns the actions to the closest category in terms of meaning. In this social media data content analysis, only "representation" and "engagement" actions are of interest for the study, because they are "active", and therefore

observable, unlike "listening-in" actions which refer to the market intelligence processing of content data of the global brand community by the brand.

A quantitative analysis calculates the number of posts belonging in each type of action by brand, among brands, and between the two countries –i.e. Italy and Spain–, as well as community members' responses to the content in terms of Facebook "shares".

Some social researchers claim that qualitative content analysis should be the starting point of any social media data analysis, although this kind of analysis also may present some drawbacks –e.g. being impressionistic, subjective, and often detached from its linguistics/discursive context (Graffigna and Riva, 2015). Therefore, this study relies on social media data content analysis, but also on interview and questionnaire results, so that a triangulation of the findings offers more accurate insight on the use of social media and deployment of SMMS by fashion SMEs.

5   Findings

In this section, we present the results from the cases through the lense of the N-REL framework. The first part is the brief overview of the brands and their generic marketing strategies, followed by the reasons that have driven brands to implement their SMMS. The next part includes a summary of SMMS of all the brands, closed by a detailed disclosure on brands' SMM strategic actions.

5.1 Marketing strategy overview

The sample of the Italian and Spanish brands covers SME brands with casual-medium to high-end or luxurious fashion products: company sizes cover micro (less than ten employees and turnover $\leq$ €2M), small (less than fifty employees and turnover $\leq$ €10M), and medium (less than 250 employees and turnover $\leq$ €50M) companies. In general, the marketing and business objectives of all the companies relate to branding, such as increasing brand awareness or brand reputation. Some respondents stress that their goal is to develop online presence in social media. Marketing plans and activities of all the brands are insourced (in-company employees design and execute them).

Table 2 summarizes the evidences of the generic marketing strategy of the six companies. For the high-end and luxury brands, there is a tendency toward shifting their target market to younger groups. Italian companies emphasize the value of the "Made in Italy" concept, which also attracts international consumers. Two Italian cases have developed emerging digital marketing strategies by implementing customer and database mining, customer relationship management (CRM) platforms, optimizing the use of their corporate websites and e-commerce platforms, and procuring integration with social media.

Table 2 Marketing strategy overview

Brand	Company type	Marketing objective	Key positioning around target-market and marketing mix
Italian-1	Micro; Non-luxury brand	▪ Generating product awareness and enhance brand reputation ▪ Customer satisfaction	Valued for hand-crafted clothing and accessories with emphasis in natural materials with premium pricing. Some products are outsourced in Latin America. Distribution centred through the brick and mortar store in Italy and e-commerce, but also uses fashion fairs as promotion arena.
Italian-2	Small; Luxury brand	▪ Broadening the market internationally, with the main focus in United States (US) market	Luxurious apparel producers that target the premium to high-end markets. Its target market consists of mature, well-established financially women. Initially it targeted older women (forty to sixty-five), but they have tried to reach younger audience in the last few years (thirty-five to fifty-five). Emphasizes the value of "Made in Italy" in all of its products. The distribution channel is currently focusing in US (their biggest market at this moment). Other than Italy, also some countries in Europe. Other than the online shop, they sell mostly through major department stores or partners' boutiques. High investment in marketing and promotion on digital channels (including e-commerce and social media) the last three years.
Italian-3	Medium; Luxury brand	▪ Brand awareness. ▪ Being recognized distinctively in the global luxury fashion market ▪ Developing and enhancing online presence including such as in e-commerce and social media	Produces leather accessories (mainly bags), luxurious, handmade, and emphasizing "Made in Italy" values. Targets a niche-market in the luxury fashion industry. Italian-3 is currently in the position to move its target market (mainly women) to a younger audience by pursuing digital presence strategies (e-commerce and social media). Product placements in flagship stores, major boutiques, and department stores worldwide. Italian-3 has clear digital marketing strategy through SEO and CRM.
Spanish-1	Small; Non-luxury brand	▪ Brand awareness ▪ Brand positioning ▪ Increasing offline and online sales	Spanish-1 produces what they claim as casual medium clothing and accessories. Targets a young market (girls and women between eighteen to forty years old). Has online shop and brick and mortar store, and also sells in major department stores in Spain. Currently planning to get more partners to collaborate in retail or bigger stores.
Spanish-2	Micro; Non-luxury brand	▪ Aiming for brand awareness	Pursues premium pricing strategy with medium, mostly handmade, clothing fashion products, and by emphasizing on customers' feeling of exclusivity. Targets young professionals (men and women, aged thirty to fifty) with high awareness of fashion quality and brand consciousness. Current market is only Spain. Other than a flagship store and e-commerce, actively conducts offline promotional and casual events with their customers.
Spanish-3	Small; Non-luxury brand	▪ Improving brand awareness and increasing brand reputation in social media	Offers medium to high-end segment fashion products. Although it has been targeting women of thirty-five years old and above, mostly in the Spanish market, currently focuses on younger markets through social media activities.

5.2 Social media marketing drivers

The findings suggest that there are four main drivers or motivations that lead Italian and Spanish SME fashion brands to implement or adopt social media marketing. Deployment of social media marketing also forces companies to recruit employees in the marketing area, in order to integrate offline and online communication channels –including social media– and manage the day-to-day communication between the brand and their customers –i.e. performing community management tasks. The drivers for adoption and implementation fall into four different groups:

1   Perceived importance and benefits of social media for marketing strategy. Brands perceive that social media are now powerful marketing tools, and their importance in the realm of marketing strategy will increase further. This is the main motivation behind companies' deployment of SMM. However, brands also believe that there is still unleashed potentials in social media use for marketing purposes. Some quotes represent these views:

"It is really important to follow their [customers'/audiences'] passion or their way to think. It [Social media] is a new way to involve them in our brand."

"It [Social media] is an important way of communication. You have to be there for sure because everybody is using social networks. It is the future. So... you have to be there... you have to be present."

"I think that social networks are becoming increasingly important especially in the group of younger people."

"It [Social media] is still a new science in marketing, and is still underdeveloped. Many big brands in general, and specifically in fashion industry, seem do not have an exact plan nor strategy when posting contents into their social media accounts."

2   Need for integrated marketing communication.
    Brands realize that they need to integrate their marketing communication channels to maximize their potential. Offline and online marketing plans should go hand in hand. Furthermore, digital presence and digital strategies of brands, which preceded social media marketing strategies, also need to connect with social media for customer relationship and marketing intelligence. Some quotes illustrate this motivation:

"...because we have an integrated work, of every kind of communication online... There was only the Facebook account and the old website that was not good... and then after four years we have a very digital strategy."

"It is fundamental to be in social --social pages, if you want to communicate to young people, if you want to be appreciated, if you want to be close to the people. Press is not close to people. You just have a newspaper, a magazine, they just watch the pages. Whereas on social pages, you can interact... you can be engaged, you can share, you can like."

"Fashion brands should not forget the physical stores and must achieve an equilibrium between online and offline media."

3   Changing and shifting target market.
    The need to reach wider audiences and engage with them also drives companies to use social media. The decision to shift the demographic characteristics of target markets, especially when targeting younger audiences, leads brands to perceive that embracing social media is a right choice to fulfill this need. For example, some brands –especially luxury brands– consider that social media are the perfect channel to get to a younger audience. Other brands, on the other hand, aim at expanding their market from local consumers to international ones.

"So, if you are-- if you want to be younger, you have to-- to be closer to young people, you have to use the way of communication they use, so you have to be on social networks. You have to have an official [social media] page, like all brands are doing."

"Our objective is to change to international account, international strategy, because [now] our Italian market is not the most important for us. Especially for Facebook, the biggest part of our fans now are Italian, then the second are American. [Now] our most important market is America. We try with active campaigns, we have to interpret to think like an America and to try to learn to write [in] social media."

4   External pressure from the presence of competitors and consumers in social media.
    Brands consider that it is important to be in social media to keep up with the competition. Brands realise that more companies –including their competitors– are in social media, so they need not to lag behind. Furthermore, brands feel the pressure to be closer to their target audiences

because more consumers are using social media. Some excerpts from the interviews confirm this motivation:

"You have to be there [in social media] for sure, because everybody is using social networks. So, each company has to be there."

"There is no reason not to be there [in social media] while everybody is there."

5.3 Social media marketing strategy

All managers have a common answer on the top priority of objective they would like to achieve: branding-related results. Five out of the six SME fashion brands aim for brand awareness; other than that, their goal is to induce positive word-of-mouth (WoM) and to increase brand reputation and loyalty through SMM implementation. These SMM main objectives are in line with their generic strategic business objectives.

Participants also mention other objectives related to target market, such as maximizing the reach of the market and targeting new markets –especially younger markets. Driven by the knowledge on the potential of SMM for customer relationship management, brands also aim at increasing customer engagement and interaction with current and prospective customers as well as benefiting from the relevance of key influencers.

The social media mix of companies incorporate Facebook, Twitter, Instagram, blogs, Pinterest, and YouTube. All brands create their brand communities around social media platform accounts that represent their corporate profiles. In Facebook, all the brands have their brand pages as their brand communities (Zaglia, 2013). Common features of fashion SME Facebook brand-pages are: profile information –link to official corporate website, generic corporate information, setup "cover" of the page, etc.–, video and advertisement applications, newsletter, and links of their other social media accounts. The predominant type of posts is "photos", but we can also find "text", "video" and "links". The social media profile of a brand in a specific platform or brand community is usually a single account, with no differentiation according to a specific type of products or regions. Brands predominantly use local languages – i.e. Spanish and Italian–, but some have a bilingual version –local language and English.

A majority of SMM strategic actions focus on promotion and sales, followed by public relation activities, with the exception of Spanish-2 –a company that mainly conducts actions oriented toward public relations. Two companies –the small- and medium-sized luxury Italian brands (Italian-2 and Italian-3)– have slightly distinct characteristics in terms of their SMMS approaches. For example, they both claim to intensify passive SMM actions for customer retention purposes –i.e. marketing intelligence, monitoring voices of audiences, customer mining and market research. In particular, the medium-sized company (Italian-3), has a clearer and distinctive approach in term of integrating their corporate generic CRM strategy with the implementation of social media marketing, which could be indicative of more consumer-oriented approaches as size of the company increases. Some companies admit that they are also following their competitors' accounts/communities in social media.

The main findings from observation of perceived benefits of SMM implementations by fashion SMEs are:

1   Achieving and improving brand awareness; Brand awareness is one of the top marketing objectives, and the most common among all the brands. In a relative short time of SMM implementation –in average, less than five years– , SMM proves its effectiveness in reaching the target market and introducing the brands to social media audiences. As a manager notes: "*It [Social media marketing] is very important because it is a really way to grow brand awareness that the people search, "like" [our brand-page]…*"

2 Viral positive eWoM follows brand awareness, with viral promotion campaigns about the brand and products that have relatively low cost and are easy to implement compared to traditional media. As one participant puts it, *"we have various friends [in social media]. When they use [fashion products] they buy from here, they put their picture [on social media]. All people like, all people speak about this. Some people say… I'd like to see your shop. It's a 'passaparola' [Italian for word-of-mouth]."*

3 Other than getting customers become aware and more familiar with the brand, social media offer new ways to communicate with customers or prospective customers and understanding their needs. In the words of one participant: *"It [social media] is a very successful way to do communication. Digital and fashion was really a young relation. Now that fashion brands and luxury brands understand what is really important now to do [is] this type of communication. It is not only offline [communication]. We can communicate with our fans."* Furthermore, social media can also enhance communication internally within company.

4 Social media create and boosts customer relationship, increasing interaction and engagement with customers and the target market, and it is also an adequate way to conduct customer service and support.

5 With a lesser degree of consensus, some of the brands consider that social media engagement is effectively translating into sales.

In terms of key performance indicators (KPI), not all brands are defining their KPIs yet –e.g. Italian-1 and Spanish-3. The other four companies monitor general metrics, such as the number of fans/followers, number of likes, number of shares, through the use of internal or external software tools.

Other than the perceived benefits and promising future of SMM for marketing, some concerns still exist among participants. Perceived risks or concerns about SMMS implementation from the managers' views include the following:

1 When engaging online influencers, brands should be meticulous in their choice of brand ambassadors and endorsements, because the influencers representing the brands will affect the brand's image as well.

2 Because fashion industry is very visual, the SMMS and SMM actions should be carefully planned so as not to taint the brand's image.

3 Brands with premium pricing strategies should be careful when displaying the prices of their products in social media, because consumers can easily compare the market prices and competition.

4 There is still some perception that social media are not suitable for engagement in the case of luxury brands. Hence, balancing engagement with wider audiences and the exclusivity of the brand is still a challenge for luxury fashion brands when deploying their SMM.

5 Due to the characteristics of their product and prices, luxury fashion brands may find difficulty in finding out whether social media can really translate into sales. For example, not everybody who is a "fan" of a brand in social media belongs to the target market or is supposedly a prospective luxury customer.

6 In general, companies acknowledge that it is still a challenge for brands to measure the sales or return of investment resulting from the different SMM actions deployed.

7 Some SME brands consider that customer data mining from social media for market intelligence purposes still entails a considerable effort. This in turn opens business opportunities by contracting or partnering with to data science companies.

Companies finally suggest that increasing engagement, involvement, orientation and investment in social media should not mean that traditional, offline marketing should be left behind. Instead, managers advocate for optimal integration of online and offline channels to achieve maximum marketing performance. Table 3 summarizes the key SMM activities conducted by SME fashion brands.

Table 3 Social media marketing strategy summary

Brands	SMM objective	Main SMM activities	Strategic actions perceived to be most successful
Italian-1	▪ Branding: inducing positive WoM about brand ▪ Maximizing the reach of target-market and existing customers	▪ Product promotion ▪ Posting contents about brand's expertise, values, and culture ▪ Reporting or sharing posts about product launch events, stores, or other offline promotional events ▪ Personalizing customer's experience	Sharing key influencers' or public figures' posts on social media (endorsements) about the brand
Italian-2	▪ Branding: brand awareness and positive WoM ▪ Customer engagement: increasing customer interaction and maximizing the power of influencers ▪ Viral advertising campaign ▪ Maximizing presence in various social media platforms	▪ Providing electronic product catalogue or link to e-commerce site ▪ Reporting or sharing posts of product launch events, stores, or other offline promotional events ▪ Engaging and posting contents about personalities/celebrities/influencers as brand ambassadors or means of promotions ▪ Contents about resellers, retailers, or business partners' news and activities ▪ Market intelligence: monitoring chatter and customer voices, market and competitive analyses	Promotion and sales activities
Italian-3	▪ Brand awareness ▪ Targeting a younger market ▪ Being an early player in social media ▪ Customer engagement	▪ Product promotion ▪ Posting contents about brand's expertise, values, and culture ▪ Reporting and live-streaming or sharing posts of product launch events and other offline promotional events ▪ Customer support ▪ Market intelligence: monitoring chatter and customer voices, market and competitive analyses	Promotion and sales activities Engaging influencers/public figures, including mentions and thanking them for using their products
Spanish-1	▪ Brand awareness	▪ Providing electronic product catalogue or link to e-commerce site ▪ Reporting or sharing posts of product launch events, stores, or other offline promotional events ▪ Employing giveaway contests where customers are encouraged to share their brand's experience	Product promotion
Spanish-2	▪ Branding: brand awareness, brand loyalty, enhancing brand reputation, and positive WoM	▪ Inviting customers to offline social gathering events ▪ Engaging and posting contents about personalities/celebrities/influencers as brand ambassadors or means of promotions ▪ Encouraging and engaging customers to share their brand-experiences ▪ Social shopping: product promotion and providing product catalogue	Inviting customers to offline social gathering events
Spanish-3	▪ Branding: brand awareness, brand loyalty, and enhancing brand reputation ▪ Customer interaction ▪ Increasing sales (offline and online)	▪ Engaging and posting contents about personalities/celebrities/influencers as means of promotions ▪ Reporting or sharing posts of product launch events, stores, or other offline promotional events ▪ Product promotion ▪ Publishing innovation results ▪ Customer support	Idea crowdsourcing through contests and/or competitions

5.4 Social media marketing activities

This section focuses on the content analysis of Facebook brand-page posts. There are a total of 1487 actions from the six brands. In average, within one year, each brand produces 245 actions from an average of 227 posts per brand. From the analysis, some SMM actions are not part of the preliminary list (Table 1), such as "inviting customers to offline social events" or "sharing contents of retailers' or business partners' activities". In general, the content analysis shows that all of the brands rely on representation activities in their SMM, and more specifically on promotion and sales actions.

Figure 2 Distribution of SMM action types among all brands (action codes in Table 4, Appendix A)
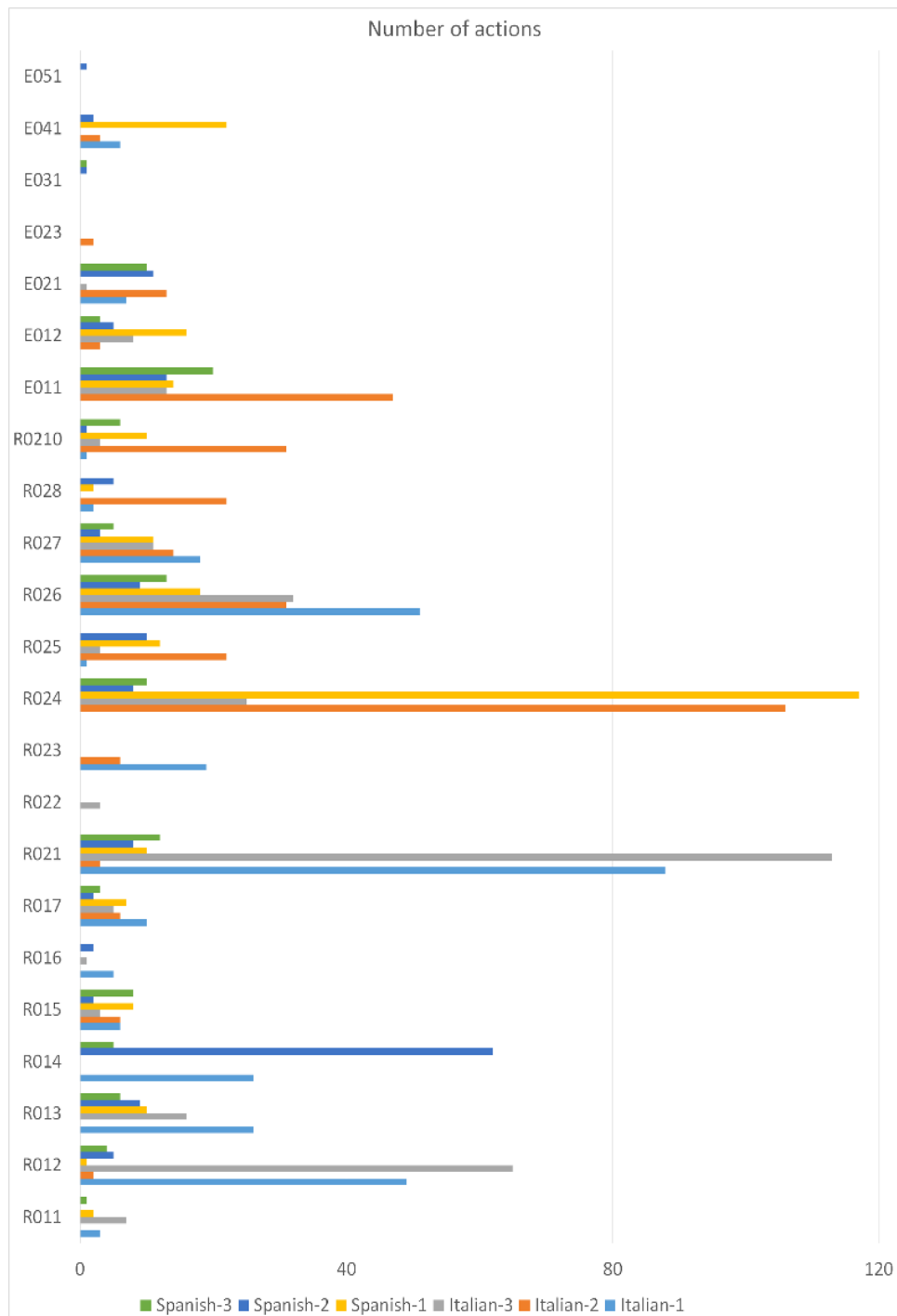

Figure 2 summarizes the distribution of the total number of actions conducted by each company within one year period. Figure 2 clearly shows that promotion and sales are the predominant actions among brands. The higher number of actions relate to social shopping: "provisioning of product catalogue or link/access to e-commerce/online-shop sites", and "product promotion". Social shopping refers to the participation of users in the marketing, selling, comparing, curating, and buying, be it in offline or online marketplaces (Stephen and Toubia, 2010; Zhou et al., 2013). Apart from the former two actions, other relevant action associated with promotion is "reporting and sharing posts related with offline promotional campaigns or events" –in this case, it includes live-streaming reporting of fashion shows (such as the "fashion weeks" attended by major fashion houses). Regarding public relation actions, "providing contents on

brand's expertise, values, and culture" is prevalent among brands, especially the Italian ones.

Number-of-shares (NoS) for each type of SMM actions provides additional information about the responses from the community to actions initiated by the company. NoS in a social networking site such as Facebook is one of the possible metrics for eWoM (Hoffman and Fodor, 2010).

Figure 3   Average number of shares (NoS) for each type of action (action codes in Table 4, Appendix A)
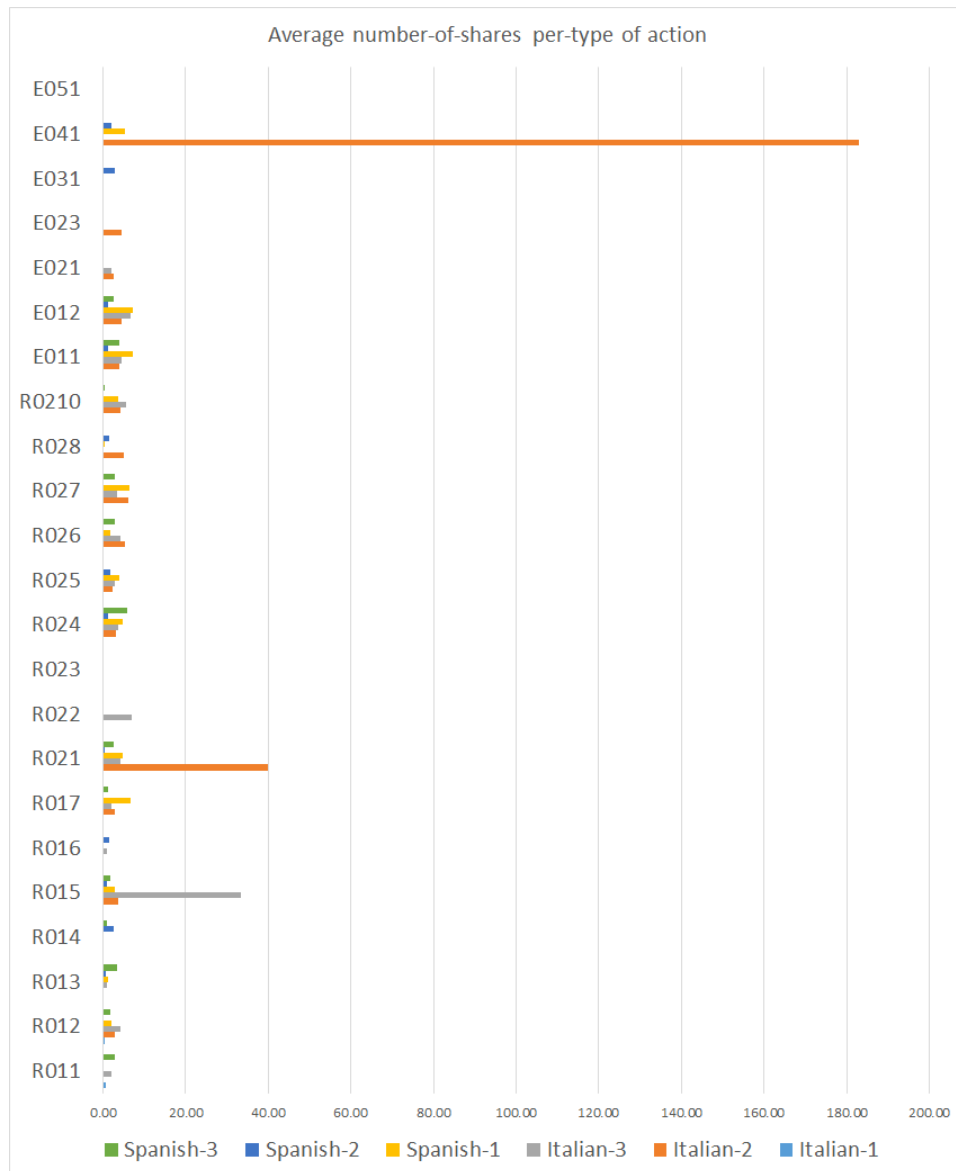

Figure 3 shows that, in average, "seeding through giveaway contest for customers" attracts the most NoS responses from users in the Facebook brand-page. This result indicates that users or customers have relatively better response to this type of engagement actions.

A cross-country inspection of the results shows that Italian fashion SMEs seem relatively more active in their brand-pages compared to the Spanish ones. Italian fashion SMEs conducted in average around 314 actions, whereas the average of actions for Spanish fashion SMEs is around 175 –near 80% more actions from Italian SMEs. Both Italian and Spanish companies focus more on representation actions. Regarding engagement actions, the action that differs most between Italian and Spanish companies is "posting product promotion contents", followed by "reporting or sharing offline promotional events", and then "contents on brand's expertise, values, and culture."

6 Discussion

This research explores SMM practices of fashion SMEs from managerial and social media content perspectives. The study identifies SMM strategic actions corresponding to SMM strategies of Italian and Spanish SME fashion brands in a social media platform –more particularly, in a specific brand community: the Facebook brand page, intended to facilitate businesses' presence in communities and connecting them with customers. Some interesting findings arise from the results.

First, in relation with the generic business and marketing strategy, SME fashion brands are aiming toward a common goal: brand awareness. Largely driven by the perceived importance and benefits of social media –and to smaller extent, by the need for integrated marketing communication, shifting target market and external pressure from competitors and consumers–, SME fashion brands plan their SMM strategies toward increasing brand awareness.

Set out mainly for brand awareness –with the exception of luxury brands, which tend to aim for customer engagement besides branding related objectives– SME brands conduct their SMM actions following tactical decisions in social media platforms. One of these tactical decisions relates to a networking goal of connecting the brand with their target market –i.e., social media platforms as a basis for the creation of brand communities. The qualitative managerial study and social media data analysis show that all the six brands cover almost the full spectrum of strategic actions presented in the conceptual framework, but SMM activities pivot around representation actions. In general, the research findings reveal that SME brands, regardless of size and line of product –luxury or non-luxury–, focus their SMM strategic actions toward representation activities, which aim at broadcasting information to audiences and consumers about brands, companies and their related products or services. In particular, a majority of SME fashion brands focus on promotion and sales activities when deploying their SMM actions. All brands agree that the implementation of SMM is benefiting them in terms of improving brand awareness, gaining viral positive eWOM about the brand and its products, achieving breakthrough communication medium with their customers or prospective customers, boost customer engagement and relationship, and that in the end social media marketing can help increase sales.

The research findings suggest that SMMS of Italian and Spanish fashion SMEs brands are close resemblances of transactional marketing strategic approaches, rather than relationship marketing. The SMM actions focus on the elements of marketing mix, with limited number of engagement actions. Companies conduct their SMM actions to attract customers, and the managerial decision focus is on the product or brand (Coviello et al., 1997 and 2002; Lamberti and Noci, 2010) rather than consumer. This trend particularly applies to all the Spanish brands and one Italian brand –Italian-1. A holistic view of the results suggests that two Italian companies –Italian-2 and Italian-3– may be closer to hybrid transactional/relationship approaches when implementing SMMS. More specifically, they may fit in the *database relational* marketing category in Coviello et al. (1997 and 2002). From the purpose of exchange perspective, Italian-2 and Italian-3 have information exchanges other than economic transaction-oriented ones, which involve information and technology-based tool to build a relationship. SMM activities of both brands show signs of customer retention goals, by performing marketing intelligence and conducting customer mining and market research. Of these two companies, the medium-sized brand –Italian-3–, has a significant focus on CRM utilization, combining it with SMM for marketing research and intelligence, although its managers admit that customer mining with SMM is still a challenge for them. Besides brand awareness, Italian-2 and Italian-3 also seek triggering customer interaction and engagement with their SMM actions, focusing not only on the product or brand, but also on customers (specific target markets).

From the consumer decision making process perspective, the Italian and Spanish SME fashion brand cases provide evidence that their SMMS approach –

with brand awareness as the main objective– are targeting the basic information acquisition behavior of consumers. Referring to communication or advertising literature –such as the model provided by Lavidge and Steiner (1961) which postulates a hierarchical sequence of effects resulting from the perception of an advertisement– "awareness" is the first step related to the cognitive realm of behavior indicating *information* or *ideas*. Brands seem to stress on providing product or brand-related information to achieve brand awareness. It is important to note that the Italian companies, especially luxury fashion brands, also put emphasis on the artisan nature of their products and the "Made in Italy" idea to communicate their images to their target market. Moving further than brand awareness, the brands' SMM activities show that they are likewise using social media with the intention to drive sales (either online or offline) or targeting consumers' purchase intention. This is evident through the relatively high effort on the extension of their e-commerce activities into social media, such as providing access to their online shop via social media brand communities.

7 Conclusion

7.1 Summary of the research findings

The empirical evidences of SMM strategy archetypes of Italian and Spanish fashion SMEs brands' seem to mimic transactional marketing strategic approaches rather than using social media as a way to shift toward relationship marketing. Even though SMM strategies apparently are more or less homogeneous, product orientation –transactional approaches– seems to turn to customer orientation –relational marketing– as company sizes increases. In this study, the medium-sized brand leans toward a hybrid transactional/relationship marketing organization with its significant focus on integrating SMM with its generic business strategy of CRM. This company, together with one of the Italian small luxury brand, also apply SMM activities involving information exchanges other than economic transaction-oriented ones –such as marketing intelligence activities– to build relationships with their customers.

With still a relatively limited number of engagement actions, SME fashion brands mostly focus on achieving brand awareness and driving direct sales, still away from actions oriented toward customer retention, brand loyalty, or consumer-brand advocacy. Companies should capitalize on the potential benefits of social media, such as their potential to enhance customer relationship. In the social media sphere, any brand can opt to join in the conversation with their audience, have a distinctive voice and influence conversations. These aspects are important considering the "user-generated content" nature of social media that ultimately results in a social network environment that enables "social influences" (Ananda et al., 2016). Brand-generated SMM actions, coupled with social influences, may foster "social activities" that incorporate consumers as active actors within the social network. As a consequence, the fact is that consumers control SMM, not marketers or brands, which in turn leads to the emergence of the prominent role of the influencer.

Marketers or brands who fail to understand that, do so at their peril (Hoffman and Fodor, 2010; Berthon et al., 2012). Thus, the best way to protect brand equity when implementing social media marketing is to carefully control the choice of social media mix; that is to say, companies should pay attention to careful design of SMMS, with a meticulous choice of their strategic actions and social media contents.

Despite perceiving that their deployment of SMM has beneficial effects and that the initial results meet their expectations, SME fashion brands still fall short on measuring the effectiveness of their SMMS. Furthermore, the visual nature of fashion implies that they have to adequately plan their SMMS in terms of visual content to protect and boost their brand's images. This is not only relevant for representation actions, but even more so regarding engagement actions. For

example, some managers note that fashion brands may need to put extra effort in engaging online influencers.

Finally, luxury fashion brands must maintain a fine balance between the brand's desirability and accessibility (Phan et al., 2011), including their social media marketing exposure.

7.2 Research contributions and implications for future research

This research presents the exploratory results of the development and implementation of SMM strategy among SME fashion brands, in a specific context of European SME fashion brands. The paper reveals the generic business strategies of the companies, the drivers behind SME fashion brands' implementation of SMMS, the objectives brands want to achieve, key tactical decisions on social media platforms chosen and the perceived benefits of SMM implementation. The paper also presents the details of the SMM strategic actions employed by the brands on social media brand communities –more specifically, and given that it is the social media where most companies are present, in their Facebook brand pages.

Academically, this research contributes to the study of SMM strategy implementation in the fashion industry, especially among SMEs, and sets the basis for further works on SMM performance measurement by characterizing fashion brand social media strategies and identifying the corresponding strategic actions they deploy. From a practical perspective, the findings from this study should provide insight for SME fashion brands or marketers to develop their SMMS and cross-examine their actions with their marketing objectives.

Given that this study is a preliminary effort to understand how fashion brands build and implement their SMM strategy, further research should therefore investigate whether the SMM strategy and actions implemented by SME fashion brands –and, on larger scale, the European fashion brands– are living up to their expected marketing outcomes.

User responses in social media platforms also open further avenues of research: there is need for research on whether social media users' responses –engagement– may relate to, or serve as, indicators for marketing outcomes.

7.3 Research limitations

Despite the important contributions of this research in social media marketing area, the authors would like to highlight some limitations of this research which should be addressed in future studies on this topic. First, the analysis only focuses on Italian and Spanish fashion brands; even though the consideration of this work is that both countries have significant importance among the European fashion industry, a comparison with other European fashion brands might confirm the findings from this study and offer further insight. Second, this study only observes social media data from Facebook; a broader investigation on other social media platforms would provide more empirical evidence on the type and results of the SMM actions that SME fashion brands carry out.

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Acknowledgments

Appendix A

Table 4 List of SMM actions and codes

Code	Action
R011	Posting contents about general profile and information about company
R012	Posting contents about brand's expertise, values, and culture
R013	Integrating applications or posting contents not directly related to the brand's field of expertise, but associated with brand's culture and value
R014	Inviting customers to offline casual/social gathering events
R015	Publishing contents on corporate's news, results, innovation achievement, or success stories
R016	Posting contents on customer appreciation
R017	Posting contents on casual socialization and greetings
R021	Social shopping: product promotion
R022	Providing advertising campaign contents
R023	Publishing customers' purchases to encourage others
R024	Social shopping: providing product catalogues or access/link to e-commerce site or online shop
R025	Exclusive preview to product promotional campaign
R026	Reporting or sharing posts of product launch events, stores, or other offline promotional events (e.g. live-streaming of fashion shows)
R027	Providing upcoming product sneak-peeks
R028	Sales promotion: offering free product or price-discount for customers on social media
R0210	Sharing or posting contents on retailers'/business partners' news or activities
E011	Engaging or sharing contents on personalities or online influencers as brand ambassadors or means of promotions
E012	Sharing personalities' or influencers'posts and endorsements about the brand
E021	Encouraging and engaging customers to share their brand-experiences in social media
E023	Employing customizable applications about the brand, related with a special event or theme
E031	Crowdsourcing in gathering ideas for new product designs or companies' profile related
E041	Seeding through promotional giveaway or contest or whereby brand gives the products then encourages fans to share their experiences in social media
E051	Sharing competitors' social meda contents