

# Examining Context-specific Social Media Marketing Strategies

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## ABSTRACT

Social media marketing has gained attention from marketers because of the growing number of social media users. Considering the unique context of each company or organization behind the marketing is necessary when choosing and applying various social media marketing strategies to ensure achievement of better business performance. However, previous studies have focused on context-specific marketing strategies. Accordingly, this study aims to develop context-specific social media marketing strategies. In this study, we first develop a conceptual framework with two items, namely, brand awareness and business orientation of an organization, as criteria, and classify the framework into four contexts. We then propose context-specific social media marketing strategies for each of the contexts. We examine the framework and proposed social media marketing strategies based on multiple case studies. The primary contribution of this study is our context-specific social media marketing strategies.

*Keywords:* Social Media, Social Media Marketing, Social Media Marketing Strategies, Context-specific Marketing Strategies, Case Study Research

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## I . Introduction

It has been estimated that 80% of consumers have accounts on social media sites, particularly social networking sites, and 23% of these consumers visit social media sites to interact with brands (Baird and Parasnis, 2011). From the perspective of the brands, 79% of brand companies have profiles on social media sites to interact with customers. By finding marketing

opportunities in the context of social media, many companies have adopted social media as a channel for marketing activities. A series of marketing activities, which includes the promotion of brands, products, and services, actively occurs on social media (Ashley and Tuten, 2015; Chang et al., 2015; Kim et al., 2015; Nossli et al., 2015). A recent survey shows that 92% of marketers indicate that social media is important for their business (Stelzner, 2014).

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Among successful cases of social media marketing, Starbucks is second to none. With its huge number of online fans, Starbucks ranked first on four major social media sites (i.e., Facebook, Twitter, Google+, and Pinterest) in 2013 (ZOG Digital, 2013). Since 2009, Starbucks has used social media as a space for promotion, offering, for example, “a free pastry with drink purchase before 10:30 a.m.”, and consequently has attracted over a million people (Allison, 2013). However, not all companies are able to promote themselves as successfully as Starbucks through social media. Even with the use of the same Facebook platform, companies in different contexts should apply Facebook to their marketing activities in ways that match their own unique marketing objectives (Swani et al., 2013).

Previous research on social media marketing has mainly focused on analyzing the effectiveness of social media marketing (Kim and Ko, 2012), on case studies about social media marketing (Chan and Guillet, 2011; Cho et al., 2015), and on social media message strategies (Ashley and Tuten, 2015; Chang et al., 2015; Pletikosa Cvijikj and Michahelles, 2013; Swani et al., 2013). However, there is a lack of understanding on how to perform social media marketing strategies that fit into different types of brand companies. Missing from the previous research is the development of social media marketing strategies specific to the differing contexts of various brand companies.

This study therefore aims to develop context-specific social media marketing strategies. For this purpose, we first develop a conceptual framework that classifies companies into four contexts based on two criteria (brand awareness and the business orientation of an organization). Next, we propose context-specific social media marketing strategies for each group. We examine the framework and the proposed social media marketing strategies based

on multiple case studies. This study further suggests that the strategies can be adopted across contexts in case when a company or an organization attempts to enhance levels of brand awareness through social media marketing. Our context-specific social media marketing strategies are thus a primary contribution of this study for marketers.

## II. Conceptual Framework

We first develop a conceptual framework to classify business contexts for context-specific social media marketing strategies. This study adopts two criteria for the framework: the degree of brand awareness among customers (Keller, 1993) and the business orientation of an organization (i.e., product-dominant or service-dominant) (Lusch et al., 2008; Vargo and Lusch, 2008). We establish a 2x2 matrix framework based on these two criteria because they are expected to be exclusive and applicable to any company or organization that is likely to perform social media marketing.

Brand awareness relates to the degree to which consumers identify a particular brand and have an understanding of what it represents (Keller, 1993; Rossiter and Percy, 1987). Because the task of building brand awareness precedes overall marketing activities, enhancing and maintaining brand awareness occupies a considerable amount of the marketing communication plans of an organization's marketers (Macdonald and Sharp, 2003). This follows because, in cases when customers seek to purchase the products of a particular brand, the logical presumption is that the customer is actually aware of the brand. Thus, the precondition of all the marketing process is to make customers know about the brand and products. Without the creation of brand awareness

by companies, consumers are hardly able to develop attitudes or intentions toward a brand (Rossiter et al., 1991).

We have chosen brand awareness because it has been considered as one of the most important social metrics that a company or an organization can achieve improvement in performance of social media marketing (Ashley and Tuten, 2015; Fagerström and Ghinea, 2010; Hoffman and Fodor, 2010; Hutter et al., 2013; Kim and Ko, 2012; Taubenheim et al., 2008). As the previous literature has revealed, social media marketing may play a critical role in brand awareness management in both companies or organizations that have low (e.g., Naked Pizza) and high (e.g., Starbucks) levels of brand awareness (Hoffman and Fodor, 2010). Given that brand awareness is a key social media marketing objective for companies or organizations, we have especially suggested brand awareness as one important criterion that constitutes the conceptual framework for context-specific social media marketing strategies.

Another criterion is the business orientation of an organization, meaning, whether an organization is product-dominant or service-dominant (Lusch et al., 2008) in its orientation toward consumers. Organizations with product-dominant logic are output-centered, which means that product-dominant organizations produce and sell tangible outputs to customers (i.e., these organizations rely on “marketing to” their customers). For this type of organization, service is considered as an add-on to the core product (Vargo and Lusch, 2008). In contrast, organizations with service-dominant logic mainly concentrate on the process of value creation and exchange through interaction with customers (i.e., service-dominant organizations practice “marketing with”) (Lusch et al., 2008). For these organizations, products are aids to the service-provision process

(Vargo and Lusch, 2008). Here, services target the improvement of customer experience and customer perceptions of value (IBM, 2006). In comparison to product-dominant logic, service-dominant logic emphasizes customer experience.

In social media marketing literature, various factors have been suggested as important reference points which can be used to classify a company or an organization: whether it is in a business- to-customer (B2C) or business-to-business (B2B) sector (Keinänen and Kuivalainen, 2015), firm size (e.g., small-to medium-sized enterprise, small firms) (Braojos-Gomez et al., 2015; Nakara et al., 2012), types of industry (e.g., luxury markets, hotel industry) (Chan and Guillet, 2011; Kim and Ko, 2012), brand valuation (e.g., top brands) (Ashley and Tuten, 2015), and current social media marketing strategy type (Wilson et al., 2011). However, to our knowledge, there has been no attempt to suggest business orientation (i.e., whether an organization is product-dominant or service-dominant) as a reference point to classify a company or an organization despite its close relation to social media marketing strategies.

An organization’s business orientation is an important factor in execution of social media marketing because the key value of social media lies on the uploading and sharing of people’s postings or photos which reveal their self interests, attitudes, and opinions of certain products or services (Kaplan and Haenlein, 2010; Kietzmann et al., 2011; Zhu and Chen, 2015). As products or services are considered as a means to self-presentation, whether an organization is product-dominant or service-dominant can be a useful measure for social media users to cognize a certain company or organization. Following this logic, we have chosen an organization’s business orientation as another important reference point that constitutes the conceptual framework for con-

Business Orientation	Brand Awareness	
	Low	High
Product-dominant	Coupon Marketing (Context 2)	Brand Image Marketing (Context 3)
Service-dominant	Storytelling Marketing (Context 1)	Experiential Marketing (Context 4)

<Figure 1> Conceptual Framework: Context-Specific Social Media Marketing Strategies

text-specific social media marketing strategies.

Based on the establishment of these two criteria, we develop a 2x2 framework and classify four types of contexts, as shown in <Figure 1>: brand awareness (low or high) and an organization's business orientation (product-dominant or service-dominant). The 2x2 matrix has been considered useful decision making models in various fields that foster problem solving intuitively in ways that are essential and practical (Lowy and Hood, 2010). This merit of the 2x2 matrix can also be applied to the conceptual framework developed in this study. By examining the characteristics of each context, we propose context-specific social media marketing strategies.

Context 1 is characterized by companies with service-dominant logic and customers with low levels of brand awareness. Because of the low level of brand awareness, customers may perceive high levels of uncertainty and risk in undertaking transactions with the companies in this context. Companies in this context need to reduce customer perceptions of uncertainty and risk when it comes to doing business together. For this reason, we propose a storytelling marketing strategy *via* social media for companies in this context. Storytelling marketing refers to a way of marketing that uses stories (e.g., the experiences of other customers) to communicate with customers and promote brands (Hsiao et al., 2013; Lundqvist et al., 2013; Woodside et al., 2008). Potential customers may be less uncertain and per-

ceive fewer risks based on the encouraging stories of other customers.

Many companies tend to use stories (e.g., stories about customer experiences with the service of the company) to communicate their brand images and values (Lundqvist et al., 2013). In particular, storytelling by customers enables customers to share their ideas and experiences with the brand, thereby evoking their positive feelings toward the brand, increasing word-of-mouth communication among potential customers, and raising the level of brand awareness (Lundqvist et al., 2013; Singh and Sonnenburg, 2012). For this reason, a growing number of companies are trying to apply more storytelling techniques to their marketing strategies *via* social media (Singh and Sonnenburg, 2012). Specifically, storytelling marketing is suitable for service-dominant companies because of its advantage in communicating both symbolic and experiential components of everything a company offers to customers (Lundqvist et al., 2013).

Context 2 is characterized by companies with product-dominant logic and customers with low levels of brand awareness. One of the important business goals for companies in this context is to increase product sales in addition to the enhancement of brand awareness. Companies in this context therefore need to develop marketing strategies to manage both product sales and brand awareness. For this reason, we propose a coupon marketing strategy *via* social media for companies in this context, because offering cou-

pons is an effective way for companies to achieve substantial sales growth through product sales. Coupon marketing involves promotional activities to increase sales by providing price discount coupons to customers (Bawa et al., 1997; Reichhart et al., 2013). Customers may access the social media site of a brand company to obtain and redeem coupons in the purchase of products. The consequential attraction of more customers and visitors to a company's social media site thus strengthens the customer brand awareness of the company as well.

Coupon marketing was first launched with a cents-off coupon for purchasing a new cereal manufactured by Post Holdings in 1895 (Antil, 1985). Since then, couponing has served as a major promotional tool among manufacturers, playing a role in preempting competitive new products, attracting new consumers, promoting repeat purchases by present clients, and functioning as a price discrimination device (Antil, 1985; Reichhart et al., 2013). Couponing or coupon marketing has often been regarded as the single most widely used sales promotion tool by small businesses (Swaminathan and Bawa, 2005; Varadarajan, 1984).

Context 3 is characterized by companies with product-dominant logic and customers with high levels of brand awareness. Companies in this context are sufficiently well known to achieve a certain level of market dominance. Thus, not only improving overall business performance, but also maintaining a high level of brand awareness is vital for them. For this reason, we propose a brand image marketing strategy *via* social media for companies in this context, because this strategy helps product-dominant, familiar companies manage brand awareness and subsequently improve business performance. Brand image marketing refers to a way of marketing that occurs when brand companies make an emotional connection with

customers by promoting their brands based on “the reasoned or emotional perceptions customers attach to specific products (i.e., brand image)” (Dobni and Zinkhan, 1990; Low and Lamb Jr, 2000). Customers tend to feel more attached to a company according to the degree to which their perceptions about the brand are reflected in the company's marketing activities. Promoting customer perceptions about the brand thus helps reinforce brand awareness among customers.

Brand image marketing relates to value-expressive (image) appeal, which, in the field of marketing, is considered to be the most common way to influence consumer behavior, along with utilitarian (functional) appeal (Dobni and Zinkhan, 1990; Johar and Sirgy, 1991). Strategies of brand image marketing emphasize the generation of personality for the product or the formation of an image of product users (Johar and Sirgy, 1991). This is assumed to be effective because consumers make purchasing decisions based on their own concepts of self, and figuratively speaking, they seek to buy the physical or psychological benefits of products rather than the products themselves (Dobni and Zinkhan, 1990).

Context 4 is characterized by companies with service-dominant logic and customers with high levels of brand awareness. One of the important goals for companies or organizations in this context is to build good relationships with customers based on high quality service, in addition to the management of brand awareness. Therefore, companies in this context need to develop marketing strategies to build and strengthen customer relationships. For this reason, we propose an experiential marketing strategy *via* social media for companies or organizations in this context. Experiential marketing refers to a marketing technique that creates experiences for customers and induces them to become emotionally involved

with the experiences (Schmitt, 1999). The direct experiences of customers with an organization facilitate the formation of strong relationships between the organization and its customers, and subsequently lead to customer loyalty.

The characteristics of experiential marketing include (1) focusing on the direct experiences of customers, (2) focusing on consumerism as a holistic experience, (3) regarding customers as rational and emotional animals, and (4) using diverse and multifaceted tools for marketing (Schmitt, 1999). With the rise of savvy customers who freely express their thoughts and feelings, experiential marketing has gained attention and popularity, especially among marketers of services (Tsai, 2005). Experiential marketing strategies thus need to emphasize how to provide pleasurable experiences to customers.

### III. Research Methodology

We adopt a multiple case study approach that enables exploration of the differences within and between the selected cases (Yin, 2012). The case study method in essence allows researchers to examine complex and dynamic phenomena in the natural setting of a case (Basetihalli et al., 2010). This research method, however, sometimes encounters controversy about whether the findings can be generalized to other cases (Flyvbjerg, 2006; Väyrynen and Kinnula, 2012). For this reason, this study focuses on the selection of paradigmatic cases, which can be used to construct an ideal exemplar, and therefore function as a reference point (Flyvbjerg, 2006). Confirming whether the selected cases represent rich examples of our conceptual framework will be a way to validate the conceptual framework.

When identifying paradigmatic cases for each of

the contexts designated in our conceptual framework, we attempted to include companies or organizations that have successfully employed social media marketing, thereby demonstrating effective social media marketing approaches. All cases that are relevant to each context were selected based on thorough discussion among the three co-authors, and the cases include Hyundai Medical Aesthetics (Context 1), Niveole (Context 2), Samsung Electronics (Context 3), and Goyang City (Context 4). The thorough discussion among the co-authors was performed based on relevant online (e.g., online articles) as well as offline (e.g., asking around) search results.

Data collection and analysis in regard to the selected cases were performed based on all sorts of public materials, together with interviews with executives, marketing managers, and marketing employees at each of the four organizations (approximately 30 to 100 minutes per interview). The interviewees were asked open-ended questions, mainly about the characteristics of each company or organization in which they were involved, as well as the objectives and activities of social media marketing. The interviews were recorded and transcribed within a comfortable interview setting. To further ensure the reliability of data, the results of all interviews were transparently shared and discussed (Yin, 2012). <Table 1> describes the outline of the company and organization information.

### IV. Case Analysis and Results

After conducting case studies, we analyzed the cases along with the characteristics of each company or organization, the social media marketing activities, results, and implications. <Table 2> summarizes the analysis results.

&lt;Table 1&gt; Outline of the Company and Organization Information

Company/Organization	Number of Employees	Business Starting Date	Job Position of Interviewees	Main Social Media Marketing Channels
Hyundai Medical Aesthetics	20	August, 2011	Marketing manager	Blog
Niveole	4	December, 2011	Chief executive officer (CEO)	KakaoStory
Samsung Electronics	95,794	January, 1969	Marketing manager	YouTube
Goyang City	300	December, 1980	Public service personnel in charge of marketing	Facebook

&lt;Table 2&gt; Summary of Case Analysis Results

Case (Context)	Feature	Social Media Marketing Activities	Results	Implications
Hyundai Medical Aesthetics (1)	Plastic surgery clinic, where reducing the perception of uncertainty of potential customers is essential	Encouraging customers to share their own stories <i>via</i> social media	Securing a customer base composed of those who visited the clinic <i>via</i> social media (about 90%) and revisited later (about 70%); continuous increase in the number of customers since opening	It is effective to use social media as a marketing tool, because social media sites are the place where customers share their own personal stories about surgery and elicit sympathy and interest from others
Niveole (2)	A small clothing boutique located within a condominium complex, which aims to increase sales	Offering special discounts or benefits by couponing through a mobile social network service (SNS), KakaoStory	Increasing sales by about 60% through KakaoStory marketing, with sales gained from KakaoStory comprising approximately 75% of total sales	It is vital to offer coupons or benefits for customers <i>via</i> social media to increase sales or revenue
Samsung Electronics (3)	A large product-dominant company, with a lot of affiliates as well as rival companies, which has already secured numerous customers and makes huge investments	Performing brand image marketing by promoting brands and reflecting current trends <i>via</i> various types of social media, especially YouTube	One example is that within just three weeks of the release of a new product, Samsung received 50 million views on a YouTube video advertising the product	It is necessary to engage current trends when performing brand image marketing as a friendly way to approach customers
Goyang City (4)	A government agency, which aims to escape from its old-fashioned image	Providing services in ways in which citizens can easily participate in and understand what the city offers	Receiving many awards in regard to its communication activities and brand management after its success in Facebook marketing	It is crucial to encourage citizens to actively participate in what the city offers and lead them to experience public services

#### 4.1. Context 1: Hyundai Medical Aesthetics

Hyundai Medical Aesthetics, a medical clinic that provides plastic surgery and skin care, has utilized social media as a marketing platform since its founda-

tion in September of 2011.<sup>1)</sup> The company has optimized every viral space including blogs, social networking sites such as Facebook and Twitter. A mar-

1) Hyundai Medical Aesthetics homepage [<http://www.hyundaisurgery.com/skin/skin01.html>]

keting employee of the company commented that “about 98% of first-time visitor visited here after reading posts, stories, or comments on blogs or various types of SNS.” This demonstrates that social media marketing is indeed effective in the case of Hyundai Medical Aesthetics.

Through social media-based marketing activities, it turns out that among customers who visit the clinic more than once, over 80% of them first visited there via social media and most of them visit there again. The marketing employee also commented that “most customers said that they have revisited and, among them, most have undergone the whole process from consultation to surgery.” That is, the customers of this clinic first visit there via social media, and end up having surgery after building trust through consultation. In the words of the marketing manager:

“Most customers visit here through social media where comments or reviews on our clinic are shared and uploaded. After their first visits, through a series of consultations, they make up their minds whether they would revisit or not. When they are making up their minds, especially in the gap between their first visits and the next visits, what our clinic offers them through marketing plays an important role in building trust and reducing uncertainty and risks. For instance, at the very moment of being undecided about several clinics, they read the reviews shared on blogs and make up their minds to visit our clinic.”

The marketing manager also commented that the main success factor in their social media marketing strategy was the sharing of stories by customers and potential customers through the social media sites. The manager stated:

“The world is not like the old days anymore. There are many people who are suspicious of the reviews or comments shared on social media because they

think that content is not real. Because our business is about getting plastic surgery, people tend to feel more uncertain about those posts; they are afraid of spoiling their faces in the case of visiting the wrong plastic surgery clinics. Therefore, our marketing is mainly focused on showing the real stories of customers who are willing to write about their own personal patient experiences through social media. This is indeed effective... We sort out customers who are willing to post their stories on social media and encourage them to write about the experiences that they had with our clinic. The viral effect naturally happens as many people see those stories on social media.”

Plastic surgery is considered a very intimate and personal process; hence, it is bound to bring about reverse effects when a clinic undertakes only superlative advertisement. To achieve positive outcomes through social media marketing, the stories should be perceived as real and authentic, as many customers are critical of what they think of as manipulative marketing (Holt, 2002). When experiential stories are perceived to be authentic, many potential customers will sympathize with them, compare them with their own situations, and will naturally become customers based on the reduction of perceived uncertainties and risks due to the first-hand reports of others about the real pros and cons of their experiences.

#### 4.2. Context 2: Niveole

Niveole is a small boutique, which opened in December of 2011 as one of the commercial facilities in a condominium complex. The boutique mainly sells women’s clothing, along with shoes, bags, and accessories. There are a total of four employees, including one chief executive officer (CEO). Because



it is a small store, about 30 to 40 customers visit the boutique on a regular shopping day. When the boutique first opened, Niveole sold clothes offline and in-store only. Niveole started using a particular social media platform known as KakaoStory, a mobile social network service (SNS) on which users share photos, in November of 2012 for marketing.<sup>2)</sup> The CEO uses her own KakaoStory page (similar to a brand fan page on Facebook) for this marketing. Most of the visitors to the KakaoStory page are potential customers, who are residents of the nearby condominiums. Because the range of customers is limited to these condominium residents and the KakaoStory site allows a user to have up to 500 online friends, the CEO identified KakaoStory as a cost-effective marketing tool to reach a potential critical mass of customers. The CEO describes the cost-effective use of KakaoStory for marketing as follows:

“When I uploaded my photo on KakaoStory wearing clothes from our shop, there was a friend of mine who said that what I wore is pretty, and that she wants to buy it. I thought that KakaoStory can function as an online shopping mall. Hence, we decided to use KakaoStory, a free service, for cost-effective marketing purposes.”

With the ability to reach 500 online connections *via* KakaoStory, over 50 purchases (i.e., online orders to hold items for customers to purchase) are made on average through KakaoStory, even during the hours when the store is closed. The biggest advantage of using KakaoStory is that the cost of marketing equals zero, because it is a free service by which

promotions may easily have viral effects among friends and customers. The CEO commented that she does not have to measure the effectiveness of KakaoStory marketing because “purchases are made immediately as customers see photos and post comments below the clothes they want to buy and we reply to them.”

To retain the effectiveness of sales *via* KakaoStory, efforts are necessary to take detailed photos of each garment, to promote the clothing through KakaoStory, to reply immediately to customer comments and inquires, and to build trust with the online community of customers. The CEO also mentioned that “the most important thing is to offer special benefits for KakaoStory friends, and let them enjoy actual benefits and feel satisfied with them.” Thus Niveole offers special discounts and couponing through KakaoStory. These strategies help increase sales and retain customers. Moreover, when flash sales are held, some customers who have been reluctant to buy clothes on KakaoStory finally make purchases.

“Our customers really like discounts, especially housewives. When they want to buy expensive winter clothing for example, they often put those items on their shopping lists and wait until there is a flash sale or couponing in order to get discounts. At the same time, it is also important to keep the trust of customers by providing them with certain benefits. In short, we stick to two rules: offering price-related benefits for customers and keeping their trust.”

In comparison to revenue in January 2012 (when Niveole had not launched KakaoStory marketing), revenue had risen about 60% in December 2012, after the store started the marketing, with revenue created from KakaoStory occupying about 75% of overall sales. Because of the success of social media

2) AppBrain homepage [<http://www.appbrain.com/app/kakaostory/com.kakao.story#descriptionsection>]

marketing, Niveole has even considered selling clothes through KakaoStory exclusively. Considering that small companies or clothing boutiques often emerge and then vanish in no time, the case of Niveole sets an example for the survival of boutiques in fierce market competition by way of savvy social media marketing.

#### 4.3. Context 3: Samsung Electronics

Samsung Electronics is a multinational manufacturing company. According to “The World’s Most Valuable Brands” reported by Forbes in November 2013, Samsung Electronics ranked ninth among 100 brands, with a brand value of \$29.5 billion.<sup>3)</sup> Also reported by Forbes in May 2014, among 2,000 of “The World’s Biggest Public Companies,” Samsung ranked 22nd, with a market value of \$186.5 billion.<sup>4)</sup>

Since February of 2010, Samsung Electronics has boosted dynamic communication and customer interactions through various social media channels. Specifically, by creating brand pages on Facebook, Twitter, YouTube, and Pinterest, Samsung has increased direct communication with customers.<sup>5)</sup> Among its various social media channels, by securing 200,000 fans on Facebook in particular, Samsung developed an application named “Samsung Smart Park” wherein customers can join and actively communicate. To promote the release of its Smart TV in 2013, Samsung Electronics and international pop star Usher released a promotional collaboration video on YouTube, which gained 50 million views within three weeks of its release and went viral on

social media (Giles, 2013). Due to this success, Samsung became the most viral brand of 2013 (Colon, 2013). Considering that the average video advertisement created by Samsung Electronics receives approximately 2 million views, the Samsung/Usher collaboration describes a colossal success in social media marketing. The key aspect of this social media marketing strategy was the focus on amplifying the affinity between the Samsung and Usher brands, while keeping customer perceptions top of mind.<sup>6)</sup> A marketing manager at Samsung Electronics commented on their social media marketing as follows:

“For us, the purpose of performing social media marketing is not about increasing sales. What we think of as a priority is brand image. The term ‘branding’ has a lot to do with branding of the product itself and the name of our company. Through social media, we aim to advertise ‘Smart TV’ itself and induce customers to recognize that it is the ‘Samsung Electronics’ product. . . . We focus on promoting the brand image of our company and products, and maintaining overall brand awareness in the long run.”

When it comes to the task of homepage reorganization, Samsung Electronics has linked all of its social media platforms and unified the websites, which has allowed customers to access Samsung’s online presence more easily. Moreover, Samsung applies the latest trends, including webtoons (i.e., animated cartoons) to its brand image marketing. With the active support of the company behind all these efforts in the emerging world of social media marketing, Samsung is a massive success story in social media marketing, particularly with regard to promoting the brand image of the company.

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3) Forbes, “The World’s Most Valuable Brands,” 2013. [<http://www.forbes.com/powerful-brands/list/>]

4) Forbes, “The World’s Biggest Public Companies,” 2014. [<http://www.forbes.com/global2000/list/>]

5) Samsung Electronics Official Global Blog [<http://global.samsungtomorrow.com/>]

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6) HUGE, “Usher’s ‘Looking 4 Myself’ Presented by Samsung,” 2014. [<http://www.hugeinc.com/case-study/looking4myself-presented-by-samsung/>]

#### 4.4. Context 4: Goyang City

Goyang City, located north of Seoul, Korea, maintains coherent communications with its citizens through social media. Among the various social media channels, Facebook is definitely the most actively promoted channel for the marketing purposes of Goyang City (Shin, 2014). Goyang City launched its Facebook page in May of 2011. Initially, the Facebook posts were only information-oriented and thus too boring to attract viewers. Starting in 2012, however, the organization began sharing entertaining posts such as simple psychology tests, funny pictures, and hilarious parody videos when delivering information about public services or events. The Goyang organization often uploaded photos taken during meetings (e.g., a photo showing a manager dressed up like a cat leading a meeting), and made information about the progression of public works fully transparent to citizens. Gradually, people took an interest in these posts and became Facebook fans by “liking” the page and interacting with the posts, thereby gaining a clearer understanding of what the city offers for the citizens.

At the end of 2012, an event took place that made Goyang City very famous (Shin, 2014). On its Facebook page, the mayor himself promised in a post that he would dress up like a cat (i.e., The words ‘Goyang’ and ‘cat’ are homophones) if the page achieved 8,000 “likes” from potential followers. The citizens of Goyang responded enthusiastically to this post, and before long the post received over 10,000 likes and hundreds of shares, and comments were created through diverse social media channels. In no time, the Facebook page obtained 8,000 fans. As promised, the mayor dressed up like a cat and shared the photo on Facebook. This became a hot event, appearing even in traditional media channels

such as TV news. Owing to its outstanding marketing performance and successful encouragement of citizen participation, Goyang City has earned many prizes related to communication activities and brand management. Regarding its social media marketing strategy, Goyang City public service personnel in charge of marketing made the following comment on its social media-based communication with citizens and the improvement of the city’s image:

“Among our social media marketing activities, we believe that the most influential event to bring about huge promotional effects on our organization definitely relates to the mayor. Specifically, when the mayor dressed up like a cat, many citizens enjoyed the event and became more familiar with the mayor and the city. Consequently, while most governmental agencies possess an old-fashioned image as usual, we managed to escape from it.”

Thus Goyang City approaches its citizens in such a friendly way that the citizens feel a sense of belonging and trust with the organization. Because the city marketers entirely understand that social media is not for one-way but for two-way communications, they have also devised marketing plans intended to encourage citizen participation in new policy development. When the mayor was reelected in June of 2014, the public service marketing staff encouraged citizens to post their own opinions or suggestions for improving the city services. After experiencing several public services offered by the city (e.g., the flower festival, ecological forest activities, a film festival, a public idea contest, and a job fair) many citizens posted about their experiences, with some additional suggestions, on the Facebook page. Other city personnel noted that “those experience-based posts attracted other citizens to the social media site.” The more good experiences the citizens have with the city services, the more they convey good words

about the city. This is the key to Goyang City's success in social media marketing.

## V. Discussion: Context-specific Social Media Marketing Strategies

Based on the multiple case studies herein, we discuss four different social media marketing strategies with key activities specific to each context (See <Table 3>).

### 5.1. Storytelling Marketing: Service-Dominant with Low Levels of Brand Awareness

Storytelling marketing *via* social media is appropriate for service-dominant companies with custom-

ers that have low levels of brand awareness. Like Hyundai Medical Aesthetics, companies that belong to this first context have an important goal in promoting overall brand awareness among customers, and in reducing customer perceptions of uncertainty and risks in their social media marketing strategies. To achieve this goal, marketers should approach their customers in a way that causes the customers to feel more familiar and satisfied with the company's marketing. This is important because customers may turn their backs on marketing efforts if they regard them as manipulative (Holt, 2002).

For storytelling marketing, it is necessary to encourage customers to upload and share their own reviews or experiences through social media platforms. These stories are likely to evoke sympathy from other customers who are in similar situations,

<Table 3> Context-Specific Social Media Marketing Strategies

Context	Social Media Marketing Strategy	Objective of Social Media Marketing	Key Activities
(1) Service-dominant with low levels of brand awareness	Storytelling Marketing	To reduce customer perceptions of uncertainty and risk	<ul style="list-style-type: none"> <li>- Encourage customers to share their stories, which can elicit sympathy and interest from other customers</li> <li>- Attract more customers to the company's social media site to share customer experience-based stories</li> <li>- Improve brand awareness</li> </ul>
(2) Product-dominant with low levels of brand awareness	Coupon Marketing	To increase product sales by providing monetary incentives	<ul style="list-style-type: none"> <li>- Provide price discount coupons via social media to customers</li> <li>- Attract more customers to the company's social media site to obtain and redeem price discount coupons</li> <li>- Increase product sales as well as improve brand awareness</li> </ul>
(3) Product-dominant with high levels of brand awareness	Brand Image Marketing	To promote overall business performance through brand management	<ul style="list-style-type: none"> <li>- Focus on brand image by exposing brands and reminding customers of brands</li> <li>- Combine brand risk management to prepare for differing opinions expressed by a wide range of customers</li> <li>- Promote the overall business performance of the company</li> </ul>
(4) Service-dominant with high levels of brand awareness	Experiential Marketing	To build good relationships with customers based on the direct experiences of customers	<ul style="list-style-type: none"> <li>- Ensure that customers have pleasurable experiences with the company</li> <li>- Be careful to avoid negative experiences for customers</li> <li>- Build customer trust and loyalty in order to improve the overall business of the company</li> </ul>

thereby reducing perceptions of uncertainty and risk among other potential customers. The effects of these efforts are seen in the example of New York Presbyterian Hospital. New York Presbyterian Hospital launched an online marketing campaign that encourages 20 patients to share their positive, inspiring, and life-changing stories via YouTube; and it has attracted a lot of potential patients (Catley, 2014). This marketing effort has helped the hospital become even more famous not only in New York but nationwide. Accordingly, companies that belong to the first context (i.e., service-dominant with customers that have low levels of brand awareness) can apply storytelling marketing via social media to promote their services in authentic ways, thereby attracting customers and enhancing brand awareness.

## 5.2. Coupon Marketing: Product-Dominant with Low Levels of Brand Awareness

Coupon marketing *via* social media is appropriate for product-dominant companies with customers that have low levels of brand awareness. One goal of the social media marketing strategies of companies that belong to this second context, such as Niveole, may be to increase product sales, despite the low levels of brand awareness among customers. To achieve this goal, the strategy of marketers should include offering substantial benefits for customers in attempting to attain dominance in a fiercely competitive market. This is important because customers tend to perceive symbolic and functional value in products about which they have high levels of brand awareness, even if the products have high prices (e.g., Apple), or monetary value from lower prices relative to other companies, even with low levels of brand awareness (e.g., local brands) (Zeithaml, 1988).

For successful coupon marketing, it is necessary

to develop discount policies that offer substantial benefits for customers. Monetary benefits through coupon marketing are likely to attract the attention of customers, and subsequently to increase the overall amount of product sales. The benefits of these efforts are seen in the case of Gorjana and Griffin, a company that produces and sells accessories for men and women. Gorjana and Griffin offered an exclusive additional discount for their followers on Twitter (Cooper, 2014). This coupon marketing resulted in exclusive discount benefits for customers using Twitter, and thus promoted further sales by way of increased shopping traffic through a dedicated group of customers. Accordingly, companies that belong to the second context (i.e., product-dominant with customers that have low levels of brand awareness) can apply coupon marketing via social media to attract customers and increase product sales.

## 5.3. Brand Image Marketing: Product-Dominant with High Levels of Brand Awareness

Brand image marketing *via* social media is appropriate for product-dominant companies with customers that have high levels of brand awareness. Like Samsung Electronics, companies that belong to this third context have an important goal in using their social media marketing strategies to promote overall business performance (e.g., product sales) according to the management of the high level of brand awareness among customers. To achieve this goal, social media needs to promote the brand images of these types of companies based on the already well-established brands. Indeed, when brand image marketing is in line with the brand image of a company, customers tend to easily recognize products because of the well-known brand. Attracting greater customer interest through repeated-exposure brand image market-

ing leads to the promotion of specific products and further maintains brand awareness among customers, which consequently increases the overall business performance of the company.

For successful brand image marketing *via* social media, it is necessary to maintain and improve a company's brand image. The benefits of these efforts are often seen in cases of commercial sponsorships, such as Heineken, because a particular brand's image can be developed based on a set of factors including the sponsoring organization, the marketing mix, and how customers perceive the brand (Dobni and Zinkhan, 1990). Heineken, a partner of the Union of European Football Associations (UEFA) Champions League, in 2010 promoted a video that features the Champions League match between Real Madrid and AC Milan, together with the enthusiastic football fans who initially thought the event was a classical concert.<sup>7)</sup> When the concert was revealed as phony and the Heineken logo appeared on the screen, the fans became terrifically excited. Heineken shared the video on different social media channels and the video soon went viral. Because of this organic social media marketing, Heineken bolstered its brand and product images, and thus become the first brand to renew its Champions League sponsorship (Armstrong, 2013). Meanwhile, it is important to bear in mind that well-known companies such as Samsung Electronics and Heineken are always exposed to criticism, because they have a wide range of customers. Accordingly, companies that belong to the third context (i.e., product-dominant companies with customers that have high levels of brand

awareness) can apply brand image marketing via social media together with brand risk management to promote their overall business.

#### 5.4. Experiential Marketing: Service-Dominant with High Levels of Brand Awareness

Compared to product-dominant companies, services target improving customer experience in cases of service-dominant companies (IBM, 2006). Experiential marketing via social media is appropriate for service-dominant companies with customers that have high levels of brand awareness. Like Goyang City, companies or organizations that belong to this fourth context have an important goal in using social media marketing to promote overall business (e.g., brand value) according to the management of the high level of brand awareness among customers. To achieve this goal, it is necessary to encourage customers to experience the services offered by these companies and to share their direct experiences with others via social media channels such as YouTube. This is important because the authentic conveyance of direct experience becomes a source of trust (Zucker, 1986). Building trust and good relationships with customers then leads to the promotion of the overall business of a company.

For successful experiential marketing via social media, it is necessary to provide interesting experiences to customers. This is important because the core value of experiential marketing is based on how customers feel when they are interacting with a brand (Kotler, 2010). The benefits of these efforts are seen in the case of The Walt Disney Company. Disney uses social media for various marketing purposes like promoting their films. To promote their 2010 film "Tron: Legacy," Disney enabled one hundred million fans on Facebook to play a Facebook app

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7) Mediabistro Inc., "Heineken: Champions League Match vs Classical Concert (Real Madrid, AC Milan)," 2010. [[http://adsoftheworld.com/media/ambient/heineken\\_champions\\_league\\_match\\_vs\\_classical\\_concert\\_real\\_madrid\\_ac\\_milan](http://adsoftheworld.com/media/ambient/heineken_champions_league_match_vs_classical_concert_real_madrid_ac_milan)]

and to feel as if they were inside the film.<sup>8)</sup> This experience was made possible with the help of face mapping software used in the Facebook app, which allowed users to jump into the world of Tron once they had uploaded their own photographs. This marketing effort on the part of Disney resulted in building trust and good relationships with customers. Accordingly, companies that belong to the fourth context can apply experiential marketing via social media in order to build good relationships with customers and thereby promote overall business.

## VI. Academic Contribution

This study makes several important research contributions, particularly because it is among the first to suggest context-specific social media marketing strategies. Although Facebook can be used as a common example for social media marketing by different companies, each company needs to use Facebook in different ways, and thus develop their own social media marketing strategies depending on the context of the company. One implication of this study is the development of a conceptual framework that classifies companies or organizations into four contexts based on the combination of two criteria: business orientation (i.e., service-dominant vs. product-dominant) (Lusch et al., 2008; Vargo and Lusch, 2008) and level of brand awareness among customers (i.e., high vs. low). The two criteria are exclusive and exhaustive in classifying organizations. The proposed conceptual framework is thus helpful in classifying business companies.

Another implication of this study is the development of context-specific social media marketing strategies. Most previous research has focused on explaining the effectiveness of social media marketing (Kim and Ko, 2012), discussing the implications of social media marketing based on a single case study (Phan et al., 2011), and investigating effective social media message strategies (Ashley and Tuten, 2015; Chang et al., 2015). Going beyond the previous research, this study contributes to the literature by providing context-specific social media marketing strategies. This study further discusses the validity of these four context-specific social media marketing strategies based on multiple case studies.

## VII. Practical Implication

This study has several practical implications because it provides guidance to companies and organizations regarding how to use social media for marketing by considering the context of their business. Organizations need to determine their business context according to the given conceptual framework based on the two criteria of business orientation and level of brand awareness among customers (see <Figure 1>). Based on the business context of any given company, this study suggests context-specific social media marketing strategies for the company. In particular, the objective and key activities of each context-specific social media marketing strategy facilitate plans for marketing via social media (see <Table 3>).

This study offers additional guidance for companies or organizations that belong to the first context (service-dominant with customers that have low levels of brand awareness) and the second context (product-dominant with customers that have low

8) Mediabistro Inc., "How Disney is Using Their 100 Million Facebook Fans To Promote Tron: Legacy," 2010. [[http://socialtimes.com/how-disney-is-using-their-100-million-facebook-fans-to-promote-tron-legacy\\_b30335](http://socialtimes.com/how-disney-is-using-their-100-million-facebook-fans-to-promote-tron-legacy_b30335)]

levels of brand awareness) on how to increase customer brand awareness through social media marketing. Companies in Contexts 1 and 2 have relatively low levels of brand awareness among customers. Therefore, raising the level of brand awareness should be an important goal for these companies. As one marketing manager explained in a follow-up interview, companies in Context 1 can combine storytelling marketing (i.e., reducing customer perceptions of uncertainties and risks) with experiential marketing (i.e., building customer relationships) over time to raise brand awareness and build a brand image. That is, this type of company can encourage customers to share personal stories, which possess factors that will excite the senses of other potential customers and make them value the experiences. These efforts will strengthen brand awareness and build customer relationships. Companies in Context 2 can perform coupon marketing together with brand image marketing over time to increase product sales and enhance the level of customer brand awareness. This is important because these companies should put extra efforts into managing their brand images as they gradually achieve sales growth.

### **VIII. Limitations and Future Study**

Despite the significance of the proposed context-specific social media marketing strategies, caution should be exercised in attempting to generalize our findings. We propose and examine context-specific social media marketing strategies based on a limited number of cases. The exploratory findings in this study should be considered as initial guidance in developing social media marketing strategies for companies in different contexts. Future re-

search needs to confirm the exploratory findings in this study. This future work will contribute to establishing stronger connections between each social media marketing strategy and each context (e.g., coupon marketing and product-dominant organizations with low levels of brand awareness). An additional effort should be executed in suggesting differing context-specific social media marketing strategies depending on different social media platforms. Furthermore, other marketing strategies other than storytelling marketing, coupon marketing, brand image marketing, and experiential marketing can be further examined in social media marketing context.

Even with its limitations, this research is among the few studies that attempt to develop context-specific social media marketing strategies for different businesses with different goals. Currently, there have been some researches focusing on the development of frameworks related to social media marketing strategies. These researches include the development of evaluation framework for social media brand presence (Cvijikj et al., 2013), the SPIN framework (i.e., introduction of key drivers of success -- spreadability, propagativity, integration, and nexus -- for viral marketing via social media) (Mills, 2012), and Oliver Wyman's framework which segments the social media strategy into operational measures (Burger and Herbolzheimer, 2013). Our conceptual framework for context-specific social media marketing strategies can add value to the current theoretical attempts to establish conceptual frameworks which can help boost effective social media marketing. We hope that greater efforts will be devoted to this important area of research, and that the proposed conceptual framework and the context-specific social media marketing strategies will serve as a useful guide for future work.



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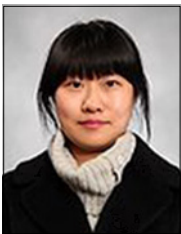
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