

ONLINE CONSUMER ENGAGEMENT AND PURCHASE

INTENTION:

A STUDY ON INDIAN FMCG SECTOR

A THESIS

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I, hereby certify that the thesis titled “**Online Consumer Engagement and Purchase Intention: A Study on Indian FMCG Sector**”, submitted in fulfillment of the requirements for the award of the degree of Doctor of Philosophy is an authentic record of my research work carried out under the guidance of Prof. (Dr.) Rajan Yadav and Prof. (Dr.) P. K. Suri. Any material borrowed or referred to is duly acknowledged.

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SUPERVISOR'S CERTIFICATE

This is to certify that the thesis titled “**Online Consumer Engagement and Purchase Intention: A Study on Indian FMCG Sector**”, submitted in fulfillment of the requirements for the award of the degree of Doctor of Philosophy is an original research work carried out by Mr. Anurag Tiruwa, under our supervision. The matter presented in this thesis has not been submitted elsewhere in part or fully to any other University or Institute for the award of any degree, to the best of our knowledge.

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I dedicate this research work to my friend Sonu.

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EXECUTIVE SUMMARY

Innovations in web-based technologies have transformed the earlier existing web applications into a new media, leading to an increase in Internet users. It has also been expedited significantly by the advancements in mobile technologies which have changed the way people communicate with each other. Web 2.0 has enabled the sharing of user-generated content on platforms like blogs, wikis, Online Brand Communities, etc. In the last decade, social media has become a phenomenon which has taken over the globe. Social networking sites like Facebook, YouTube, Twitter, Pinterest, etc., have become quite a hit among the worldwide population. This phenomenon has brought about three significant effects. First, the web has become a platform where a large number of activities are now aimed towards consumers. Second, value creation is now shifted from the marketers to the consumers. Third, the consumer has more power than the marketers. These three effects have changed the dynamics between the brands and the consumers from the point of marketing activities. It has put the consumer in a position to hold the power which seated with the brands earlier.

These platforms have made it easy for the marketers to communicate and engage with the consumers more closely as compared to the traditional media. Digital media in the form of websites, blogs, social media platforms and social networking sites have created an ecosystem that makes it possible for the brands to involve and include consumer in interactive communication. Studies have shown that the engagements on social media platforms are beneficial as they provide real-time analytics to understand the sentiment and attitude of the consumers. Brands and marketers are actively pursuing consumers on these platforms to connect and communicate to create a positive perception for keeping the consumer engaged with the brand. Social media platforms have transformed in past years into potential communication channels for the brands to use for marketing and promotion. These Social Networking Sites provide a plethora of opportunities for the user to create and share content as

well as information by creating Online Brand Communities. These Online Brand Communities have become quite active in recent years in a manner that brands and marketers have started to establish brand run communities on Social media platforms. Marketers and academicians have explored the dynamics of Social Networking Sites from the perspective of Online Brand Communities. Due to the dynamic nature of these platforms and the ongoing innovations, there is a need for continual research on the same.

Previous researches have explored the engagements on Facebook Brand Pages from the point of functional engagement elements (likes, share and comments). These studies were in the context of western countries, and therefore their implications might have little or no relevance in the Indian context. Therefore, this study is focused on Indian FMCG brand run Facebook Brand Pages that have the same dynamics as that of an Online Brand Community. It attempts to carry forward the research done in the same area by proposing a framework to understand the consumer's behaviour in a Facebook Brand Page. For this purpose, important factors were identified which affects the consumer's attitude and brand engagement in a brand run Facebook Brand Page.

Further, the study also made attempts to explore, whether attitude and brand engagement has some effect on consumer's purchase intention. The results of the study show that the factors identified have a significant effect on consumer's brand engagement on Facebook along with few factors significantly affecting their attitude towards the brand. The study also shows that there is a significant effect of the Facebook brand engagement on consumers purchase intention. The results of the study were also corroborated with a case study on Patanjali, an emerging Indian FMCG brand in India. The study is beneficial for brands, marketers and small and medium enterprise that can use the input for the better understanding of online consumer engagement on Facebook Brand Pages in the context of the Indian market and its consumers.

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LIST OF ABBREVIATIONS

eWOM	: Electronic Word of Mouth
SNS	: Social Networking Site
OBC	: Online Brand Community
OCE	: Online Consumer Engagement
FBP	: Facebook Brand Page
UGC	: User Generated Content
FMCG	: Fast Moving Consumer Goods
ASV	: Average Shared Variance
MSV	: Maximum Shared Variance
AVE	: Average Variance Extracted
CFA	: Confirmatory Factor Analysis
GFI	: Goodness of Fit Index
CFI	: Comparative Fit Index
TLI	: Tucker Lewis Index
RMSEA	: Root Mean Square Error of Approximation
SPSS	: Statistical Package for Social Sciences
SEM	: Structural Equation Modelling
VIF	: Variance Inflation Factor
TAM	: Technology Adoption Model
TAM2	: Technology Adoption Model 2
UTAUT	: Unified Theory of Acceptance and Use of Technology

Chapter -1

Introduction

1.1 Introduction

The Innovations in Internet-enabled services have redefined the act of connecting with the consumer. With the introduction of the Internet and the constant advancements in Internet technologies, marketers are presented with new avenues to explore the opportunities created by the Internet in the field of marketing. Consumers now have access to new-age digital applications which are also known as Web 2.0; that have caught the attention of the marketers as well (Constantinides et al., 2008; Berthon et al., 2012). The literature documents the theoretical foundation of Web 2.0 and further describes its main dimensions and elements. Studies discuss the usage of Social Media by the consumers, the challenges and the possibilities that lie ahead for the marketers and strategies for advertising and promotion through Social Media (Berthon et al., 2012). The evolution of Social Networking Sites (SNSs) has generated, evolving and interactive digital media. Users have the capabilities to share, create, discuss and modify user-generated content as well as defining the nature and the extent of the marketing exchange (Kietzmann et al., 2011; Hanna, 2011; Araujo and Neijens, 2011). With Social Media and Social Networking Sites (SNSs) constantly upgrading themselves to cater to the online population worldwide. Previously known wikis and blogs have transformed themselves to resemble these SNSs. The resultant technologies are now taken the shape of today's online pages into online communities like Facebook, Twitter and other SNSs.

Currently, Social Media sites exist as a coherent and diverse ecology of various platforms, most of which started as a closed group or as a closed campus application but now has expanded their horizon to a worldwide population. The rise in these sites has somewhat made consumers the center of corporate communication and has transferred to the consumers, who now hold

power through their engagements and content creation on Social Media (Kietzmann et al., 2011; Dwivedi et al., 2015). Thus, making them critical to the products and brands when it comes to word-of-mouth promotion, where the brand is at the passive end of the promotion. This word of mouth communication has been dubbed as the electronic-Word-of-Mouth (eWOM). With online communities are increasing every day where users are actively communicating about a product/brand on the dedicated themes of the communities, it has attracted the attention of marketers. They need to keep a track on such communities to understand what their consumers want and what is their attitude regarding their product and brand.

1.2 Emergence of Online Brand Communities

SNSs now provide a more interactive platform for the online communities to build a page for users to like and engage. These platforms are used by users for discussing, sharing and exchanging information, media and reviews. This has resulted in the emergence of Online Brand Communities (OBCs) that are a platform for masses to mingle with each other and to engage in discussions and information sharing. The dynamics of these online communities are similar to that of word of mouth communication, where people with similar tastes, liking or similar experiences, engage with each other. These OBCs have the same structure and working like that of an online community, and they indulge in discussing and sharing information about a brand and its products.

These communities are present in the virtual world and are accessible to anyone, anywhere. One can be a participant, or one can choose to be a visitor and gain information and knowledge as per the need. Thus, SNSs and communities have given the user the power to discuss, to submit views, reviews, and criticism. Such an ability of the SNSs has become a smart tool for the marketers to integrate them into their business model. An increasing number of marketers are doing the same. Due to the integration of SNSs users discuss and exchange information

about products or services they have used or currently using. The negative or positive nature of the sentiments of the user's experience affects the information exchanged.

Internet usage has increased among people and SNSs are increasingly being accessed more and more. They have become a channel which should be considered by marketers, to engage consumers online. Apart from this; OBCs, independent from the brand are in existence which are moderated by private individuals who are loyal to a brand and users of their community to review products or brands. These communities are a significant influence on the users that are searching the web regarding the information on any product or brand. Whatever the other users have discussed or reviewed; first-time users are influenced by that information. Influence also depends on the credibility of the community and the supporting comments or remarks about the information. It is, therefore, important for marketers to understand and to keep a vigil on such communities to understand the consumer's attitude towards the brands.

With these innovations on SNSs, it has become possible for the marketers to understand the psyche of the consumer. Thus, they are now making official brand communities pages on SNSs to keep their consumers engaged and to open a direct channel of communication. This step enables the brands and marketers to understand the sentiments of consumers towards a product and make necessary improvements to the same. Brands have changed their approach from using the Social Media platform from only disseminating information to consumers, to involving the consumers with interactive audio-visual media communication.

1.3 Social Networking Site engagement and integration into business

Social Media is gaining popularity among businesses as a platform to engage consumers effectively. Marketers are redesigning their business models with a focus on consumer connectivity and interactivity. Brands have started to utilise the SNSs and SNS based OBCs to engage consumers. Most of these OBCs are a web page where the brands engage their

consumers by posting information about new products, schemes or any upcoming event/festival with which the brand is associating itself. This engagement is through posts which can be supported by media in the form of images, audio and video. With technologies improving over the years, brands have come up with new and improved ways to integrate these technologies into their businesses. Brands can create their page on SNSs for which they are required to make two necessary decisions. First, the brand should ponder if it would like to have a presence on the SNSs. The second factor is the level of engagement within SNSs, which is decided by the brand, i.e., how it will be interacting with the consumer. The brand should determine the structure of communication and define the limits for the same (Araujo and Neijens, 2011). It is also observed that SNSs adoption is initiated when a brand undergoes Internet innovation itself. It is also noted that the brand which is more consumer intensive are more likely to undergo the change mentioned above.

Nowadays, almost every brand has a page dedicated to connecting it with its followers, consumers or users. The brand can directly connect with the masses and can get direct through polls, or a simple question, supported by audio or by a visual medium. This, in turn, results in comments, likes, and favourites on the post by the followers of the brand, followed by sharing of the post by users that engage with the community. Marketers are focussed on this objective to influence the existing consumers and to capture the potential ones. To achieve the above, Social Media is seamless as a platform where content is conjoined with web technology for publishing informational content (Kietzmann et al., 2011). The content found on the SNSs and other web-based platforms that makes the user capable of creating, sharing and recommending meaningful information. Therefore, helping the brands in influencing the general demographics.

This further leads to analytics generated by the user's likes and shares, allowing the brand to process the data accumulated. It also helps to understand the effect of the posts, which is a part

of engaging consumers. Integrating SNSs into the business strategy provides insights into the attitude that consumers of a product have. It allows the brand to focus on improving its image by following the cues from consumers. Also, it acts as a direct channel to communicate with the consumers and receive feedback directly from the end user of any brand. Facebook, YouTube, Twitter, and Pinterest are some of the most used SNSs which have been developed in recent years. These SNSs provide a platform for brand or marketers to form OBCs and engage consumers using Social Media. Brands have been using the sites mentioned above for engaging consumers through the integration of various dedicated media, i.e., short videos which becomes viral, images that have record shares on the SNS network by users, online games which brand roll out for masses to play and be engaged with, etc. These media, in turn, generates an attitude towards the brand/marketer and is helpful in decision making and the intention to purchase the same in the near future.

1.4 Facebook Brand Pages and Online Consumer Engagement

Since its conception in 2005, Facebook has played an essential part in taking the Social Media industry in a new direction. Its various capabilities in terms of user engagements through a number of media uploads (images, videos, links, messages and status messages) makes it a suitable platform to connect with consumers that are active on the said platform. Facebook Brand Pages (FBPs) are similar to the OBCs, where users engage with each other to share information and co-create content. Brands and marketers are using these capabilities of Facebook to form and moderate FBPs and engage the consumer to make them aware and loyal to them. Majority of the brands are actively using Facebook as a platform to connect and engage with consumers. As the Internet is reaching to more and more people, reach of SNSs like Facebook is proportionally increasing.

Brands are making an effort to create a digital presence in the Social Media ecosystem. Majority of the Social Media platform directs the user to Facebook, making it a vital nodal

point for brands to consider while designing their digital marketing strategy. Facebook brand pages are not only capable of reaching out to the consumers that are active users on Facebook, but also to establish interactive engagements with them. FMCG brands in India are also using Social Media platforms to connect with consumers. Majority of the brands are active on Facebook to post content to engage consumers on Social Media platforms. This study attempts to understand the online engagements of the FMCG brands in India with a special focus on Facebook Brand Pages run and moderated by the brands.

Studies have tried to understand consumer engagement on Social Media platforms, with a focus on Facebook. Majority of the studies have attempted to understand the engagement from the perspective of engagement elements (likes, comment and share) to measure the effectiveness of any brand page. Studies have discussed consumer engagement from the perspective of Online Brand Communities (OBCs). However, quite a few have addressed the brand communities from the perspective of Facebook. Also, studies related to consumer engagement have been presented on the functional level of various SNS platforms. These studies measure engagements purely by their respective functional engagements (likes, shares, comments, and referrals). There is a lack of studies where the dimensions of Online Consumer Engagement are taken into account in the context of Facebook Brand Pages and empirically tested. This study attempts to work in these areas and fill the research gaps by proposing a framework that identifies and measures the factors that affect the consumer's engagement with FMCG brand run Facebook Brand Pages (FBPs) and to empirically test its effects on consumer's purchase intentions.

1.5 Research questions

The study aims to address the following questions:

Q 1. What are the different engagements on Online Brand Communities?

Q 2. What are the practices followed by Brand for Online Consumer Engagement?

Q 3. What are the factors/dimensions that influence consumer's brand engagement and attitude towards the brand?

Q 4. Does Online Consumer Engagement influence purchase intention?

1.6 Research objectives

This study aims to present Online Consumer Engagement; specifically, from the perspective of 'Brand Attachment', 'Communication', 'Content', 'Perceived Benefits', 'Credibility', and 'Critical Mass' as the antecedents of 'Attitude Towards Brand' and 'Brand Engagement', and their consequent effects on consumer's 'Purchase Intention'. Thus, this study aims to propose a model of online consumer engagement in the context of Facebook brand communities. For the same, the following research objectives are formulated to investigate the research questions discussed in the previous section:

- i. To Identify the different practices followed by Indian FMCG Brands for Online Consumer Engagement.
- ii. To analyse the strategies followed by the Indian FMCG Brand for Online Consumer Engagement.
- iii. To analyse the influences of consumer's brand engagement and attitude towards the brand on Purchase Intention.
- iv. To analyse the influence of demographics on the antecedents and consequences of Consumer's brand engagement and Attitude towards the brand.

1.7 Relevance of the study

The relevance of the study is discussed in the points that follow:

- i. Studies that focus on the purchase intention initiated by Online Consumer Engagement through SNSs are quite a few.
- ii. This study attempts to understand the influence of Online Consumer Engagement through SNSs on the consumer's intention to purchase a particular brand.
- iii. This study might help the policymakers, researchers, marketers, online communities and other stakeholders to understand the link between Online Consumer Engagement and Purchase Intention.

1.8 Scope of the study

The study is limited to the OBCs or Brand Pages on Social Networking Site Facebook. The focus is on Indian FMCG brand run Facebook Brand Page (FBPs) which are moderated directly by the brand and are directed towards the consumers.

1.9 Outline of the thesis

This research has been divided into eight chapters which have been structured as follows:

Chapter Two: Chapter Two discusses the theoretical base of the study at hand. Existing literature on the research area was done and reported to find a different aspect of Social Media and online consumer engagement. This chapter gives a detailed introduction with a focus on the following research areas.

- i. Literature review on various concepts behind Online Consumer Engagement and Social Media; along with definitions essential in understanding the essential concepts.

- ii. Literature review on the concept of Online Brand Communities and, the way they are being used by brands/marketers to connect and attract consumers. Also, the focus is on the concept behind the Facebook Brand Pages and how they function from the perspective of business strategy.

Chapter Three: This chapter presents an overview of the Indian FMCG sector. It also gives brief about the promotional and marketing scenario from the perspective of Social Media by Major Indian FMCG brands. It talks about how Social Media is being used by brands with integration to their marketing and promotional strategies. The chapter also elaborates on the various widely used strategies by the brands on different Social Media platforms to engage with the consumer.

Chapter Four: Chapter Four discusses the proposed framework through a review of the literature, along with the methodology followed in conducting the study at hand. A detailed overview of the proposed hypotheses based on the developed model is also presented in this chapter. This chapter also explains the research design of the study, along with the sampling technique and quantitative data analyses techniques that are employed in the study.

Chapter Five: Chapter Five presents the analysis of the data collected as per the research design mentioned in Chapter Four. This section explains the demographics of the sample and discusses the reliability analysis of the questionnaire through the data collected in the pilot study. It also includes checking of initial validity (discriminant and convergent) through CFA (Confirmatory Factor Analysis) using IBM® SPSS STATISTICS. CFA is followed by the model fit testing and path analysis using structural equation modeling on IBM® SPSS AMOS. Analysis of group differences among different demographic variables is also reported in this chapter.

Chapter Six: Chapter Six presents a case on the FMCG brand Patanjali's ayurvedic venture, Patanjali Ayurved Limited (PAL). It provides an overview of PAL from the context of the Indian FMCG market. It discusses the digital strategy followed by PAL. The case attempts to interpret the results presented in Chapter Five. It reports the PAL's Facebook Brand Page engagements and elaborates on the implications.

Chapter Seven: Chapter Seven discusses the findings of the results discussed in Chapter Five. It explains the results of the data analysis done on the structural model to test the hypothesised relationships established in Chapter Four.

Chapter Eight: Chapter Eight concludes the thesis, along with the implications of the study for brand/marketers, researcher, and academics. In the end, limitations and future scope of the study is reported.

Chapter - 2

Literature Review

2.1 Introduction

Innovations in web-based technologies have evolved the earlier existing web application into a new media, leading to an increase in internet users. It has also been expedited significantly by the advancements in mobile technologies that have changed the way people communicate with each other. Web 2.0 has enabled the sharing of user-generated content on platforms like blogs, wikis, Online Brand Communities, etc. In the last decade, Social Media has become a phenomenon which has taken over the globe. Social networking sites like Facebook, YouTube, Twitter, Pinterest, etc., have become quite a hit among the worldwide population. This phenomenon has brought about three significant effects. First, the web has become a platform where a large number of activities are now centered. Second, value creation is now shifted from the marketers to the consumers. Third, the consumer has more power than the marketers. These three effects have changed the dynamics between the brands and the consumers from the point of marketing activities.

These platforms have made it easy for the markets to communicate and engage with the consumers more closely, as compared to the traditional media. Digital media in the form of websites, blogs, social media platforms and social networking sites have created an ecosystem that makes it possible for the brands to involve and include consumers in communicative dialogue. Studies have shown that the engagements on social media platforms are beneficial as they provide real-time analytics to understand the sentiment and attitude of the consumers. Brands and marketers are pursuing consumers on these platforms to connect and communicate to create a positive perception for keeping the consumer engaged with the brand.

Social Media platforms have transformed in past years into potential communication channels for the brands to use for marketing and promotion. These Social Networking Sites provide a plethora of opportunities for the user to create and share content as well as information by creating Online Brand Communities. These Online Brand Communities have become quite active in recent years in a manner that brands and marketers have started to establish brand run communities on Social media platforms. Marketers and academicians have and are still exploring the dynamics of Social Networking Sites from the perspective of Online Brand Communities. Due to the dynamic nature of these platforms and the ongoing innovations, there is a need for continual research on the same.

Previous researches have explored the engagements on Facebook Brand Pages from the point of functional engagement elements (likes, share and comments). These studies were in the context of western countries, and therefore, their implications might not be applicable in the Indian context. Therefore, this study is focused on Indian FMCG brand run Facebook Brand Pages that have the same dynamics as that of an Online Brand Community. It attempts to carry forward the research done in the same area by proposing a framework to understand the consumer's behavior in a Facebook Brand Page.

This review of literature is done in two sections. First, a review of studies addressing Social Media, Online Consumer Engagement, Online Brand Communities and consumer engagement in Facebook Brand Pages was conducted in the existing body of literature. The review was conducted to explore the topics and establish a connection among the topics from the perspective of the study at hand. Second, a review of studies to identify the crucial factors and establish and develop hypotheses to find relationships among these factors was conducted. Review for the same is reported in Chapter 4 Section 4.2. This chapter presents the first part of the review to identify the gaps in the research to develop the research questions and objectives stated in Chapter 1, Section 1.5 and 1.6, respectively.

The flow of the literature review is as shown in the flow chart, as seen below:



Figure 2.1: Flow of Review of Literature

2.2 Social Media

In recent years Social Media has become a worldwide phenomenon for social interactions. Their emergence was enabled by the advances in mobile and telecommunication technology along with the accessibility to web-based applications with the said technology. They have become a medium which is an amalgamation of both technology and social interaction. Early studies into the Social Media defined it as

“A set of Internet-based applications build on the technological foundations of Web 2.0, and that enables user-generated content to be created and exchanged” (Kaplan and Haenlein, 2011; wpmu, 2017).

The capabilities of Web 2.0 facilitate sharing, participation and collaboration among the participant users. The social web is one of the important elements of web 2.0, which comprises of online platforms that are used by Internet users for sharing their experiences and perspectives. This is enabled by the ability of Social Media to take on different forms such as, blogs, business networks, enterprise social networks, forums, microblogs, photo sharing, products/services review, social bookmarking, social gaming, social networks, video sharing, and virtual worlds (Harris and Rea, 2009; wpmu, 2017; Aichner and Jacob, 2015). As per the ranking provided by Alexa (2017), the top Social Media websites in 2017 were: (1) Facebook; (2) Twitter; (3) LinkedIn; (4) Pinterest; (5) Google+; (6) Livejournal.com; (7) Flickr.com; (8) Fiverr.com; (9) Twitter; and (10) QQ.com (Alexa, 2017). The current Social Media has evolved from simple platforms such as sixdegrees.com (Kirkpatrick, 2011). The Social Network Revolution has led to an incredible rise in social networking sites. It was noted that the users spent about 18 hours a week on social networking sites in 2015 (Nielsen, 2015). In 2017, it was found that the average amount of time that a person spends on Social Media has increased to 50 minutes each day (Tang, 2017). This increase in usage is due to the penetration of smartphones in the majority of the global population (Sterling, 2016).

Due to the plethora of Social Media platforms, marketers are now actively experimenting on several such social platforms. Major consumer-oriented organisations are actively connecting and conversing with their consumers through a variety of Social Networking Sites. Similarly, blogs have provided marketers with the capability of generating sales leads and create a channel to disseminate information about their product or service. Two-way interaction with consumers has become easy due to the penetration of smartphones in the masses. Therefore, it is easy for marketers and organisations to connect more to the consumers using the help of various Social Media platforms (Crittenden et al., 2010). Social Media is changing how the marketing landscape used to look, by changing the way information was sourced and percolated to the masses. These platforms have opened new avenues for creating a collaborative world. They have empowered the consumers to connect, share, and collaborate; thus, creating an influence that may alter how organisations engage with the consumers to influence them (Singh, 2005; Walmsley, 2010).



Figure 2.2: Different Dimensions of Social Media

Source: (Reutemann, 2016)

2.2.1 Definition

Technology is changing at a fast pace, so are the capabilities of the evolving stand-alone and built-in Social Media services (Obar and Wildman, 2015). This poses a challenge in introducing a definition that encompasses all the traits of present social networking sites and defines them collectively. Social Media can be broadly defined as platforms with capabilities to connect and bring people together. However, mobile and messaging technologies can be put under the same definition (Schejter and Tirosh, 2015). Some studies have identified the four communalities in the Social Media ecosystem; such as 1) Social Media are Web 2.0 Internet-based applications (Kaplan and Haenlein, 2010; Obar and Wildman, 2015); 2) User Generated Content (UGC) is the lifeblood of the Social Media organism (Kaplan and Haenlein, 2010; Obar and Wildman, 2015); 3) users create service-specific profiles for the site or app that are designed and maintained by the Social Media organisation (Boyd and Ellison, 2007; Obar and Wildman, 2015); 4) Social Media facilitates the development of the social networks through the networks that any user builds through his/her Social Media profile (Boyd and Ellison, 2007; Obar and Wildman, 2015). Alexa, a Web information company that provides website traffic rankings, offers broad categories for characterizing social networks, social networking, and Social Media.

The most fitting definition which clearly defines the Social Media is provided by Merriam-Webster dictionary as follows:

“Forms of electronic communication (such as websites for social networking and microblogging) through which users create online communities to share information, ideas, personal messages, and other content (such as videos)”
(Merriam-Webster, 2017)

Such platforms allow strangers to meet and visit the profile of users without prior knowledge about them. They enable the users to decide the content of their profiles, which they want to be visible to the strangers. Therefore, most of the time, meetings on these platforms are between “latent ties” that share some offline connection (Haythornthwaite, 2005). Participants within these systems are primarily communicating with people who are already part of their extended offline social circle. Due to this emphasis on social networking and organizing feature of these platforms, these sites can be labeled as “social network sites.” These social networking sites can be defined as the web-based services that have capabilities to allow users to create a profile of public or semi-public nature within the boundaries of the system; articulate a list of other users with whom they share a connection and view the records of connections made by others within the system (Boyd and Ellison, 2007). Even though the SNSs are designed to attract and connect a common population, users within a Social Media platform can be segregated based on age, income, geographic location and other similar factors that segment a population (Hargittai, 2007).

The capabilities that Social Media holds within has led to new and innovative ways to connect. They have become a platform for people to communicate, congregate and collaborate. The following section discusses the various types of social media and their uses based on their respective structure and capabilities.

2.2.2 Types of Social Media

Section 2.2 discussed the definition of the Social Media websites used by users worldwide. These websites are quite popular on a global level. For example, Facebook, Twitter, LinkedIn are popular as the biggest Social Networks. Instagram, YouTube, Snapchat are the popular media sharing sites and Pinterest and Google+ being the next in the list of popularity. However, to group Social Media and Social Networking Sites might be overwhelming and challenging. These platforms are now becoming richer in features, and the line that differentiates them is

blurring as they are changing fast in terms of technology and usability. Thus, instead of categorizing these Social Media and Social Networking Sites by their hyper-specific user interests or shifting technology features, it is better to group them into general categories from the capabilities they present to the user. Following are the groups that segregate the said platforms based on what the people want to accomplish with them (Foreman, 2017):

- i. Social networks—Connect with people
- ii. Media sharing networks—Share photos, videos, and other media
- iii. Discussion forums—Share news and ideas
- iv. Bookmarking and content curation networks—Discover, save and share new content
- v. Consumer review networks—Find and review businesses
- vi. Blogging and publishing networks—Publish content online
- vii. Interest-based networks—Share interests and hobbies
- viii. Social shopping networks—Shop online
- ix. Sharing economy networks—Trade goods and services
- x. Anonymous social networks—Communicate anonymously

By creating such categories, it becomes easy for brands and marketers to understand why people use them. This might lead to new ideas and channels for engaging with the specific users of these platforms, based in the specialty of the marketer/brand/organisation with greater effectiveness. We further extend this discussion to describe these categories and list the Social Media platforms falling under each category (Takaoka, 2016; Foreman, 2017):

i. Social networks – Social networks comprise of the Social Media or Social Networking online platforms which are used by people to connect with other people with similar interests,

activities, backgrounds or real-life connections (Obar and Wildman, 2015). Users have to create a profile to access the networking services of the website or the mobile application, which is maintained by the social networking website organisation. These users then connect to other profiles and create a virtual network of people who have similar tastes and liking (Ellison, 2007; Obar and Wildman, 2015). Internet-based social networking services are run on the user-generated content, which is posted by users in the form of images, audio or visual media (Kaplan and Haenlein, 2010; Obar and Wildman, 2015).

Examples: Facebook, LinkedIn, Twitter.

ii. Media sharing networks – These are social networks that allow the users to search and share images, videos and other media online. Like the major Social Media networks, these sites can be utilised for lead generation, audience engagement, and most importantly, brand awareness (PcMag, n.d.). Organisations are making use of these networks to create and spread a ‘buzz’ by posting content/images/videos that would be shared by the users with their peer groups, making the content viral (Affilorama, n.d.).

Examples: Instagram, Snapchat, YouTube.

iii. Discussion forums – Before the emergence of Web 2.0 and Social Media, online forums were the source of information for the people. They were used for discussions, exchange of information, and to connect with like-minded individuals (Blackboard, n.d.). Similar applications have been invented based on social platforms and are now available for people to use for gaining knowledge and sharing the same in a collective group. These websites are the hub of information on current scenarios for users to provide their own opinion or add to the same. Most of the Social Media platforms are working towards creating a safe space online by removing or reducing the user’s capability to engage anonymously. However, discussion

forums allow the user to comment and interact anonymously. The anonymity makes the user discuss and share information freely.

Examples: Reddit, Quora, Digg.

iv. Content curation and bookmarking networks – New information is being generated and uploaded on the Internet every second. Moreover, to find and keep track of relevant and useful information has become very important. Content curation through bookmarking helps people to find more about the trending content and media (images, audio, video, etc.), which is being discussed by other users. These bookmarks are usually public and can be viewed by other members of the site where they are stored (Networksolutions, n.d.). The user can collaborate and share their bookmarks to create a larger pool of similar content and help in indexing and curation of content.

Examples: Pinterest, Flipboard.

v. Consumer review networks – It has been documented that 88 % of online shoppers seek and consider reviews before making any purchase decision (Abramyk, 2017). The content that makes up the reviews create more value for many online services and websites. These web services build a network around consumer reviews as a part of the value they provide to their users. These networks are sites that review hotels, restaurants, online purchasing, Travelling and so on. Mobile-based applications of such platforms have given them more power as the user can post reviews from anywhere. The social aspect of these platforms allows the reviews to percolate into the relevantly interested masses and generate interest or disinterest for a product or a service.

Examples: Yelp, Zomato, TripAdvisor.

vi. Publishing networks (blogging) – The Late 1990s saw the emergence of the blog which is short for a web-log, where a discussion or information is published in open domain on World

Wide Web (Wortham, 2007). These discussions or information are in a discrete, often informal diary-style text entries called as posts. In the last decade, blogging has become a powerful tool for brands and consumers to publish content online. This particular format lets the user discover, share, and comment on the blog website. A blog can help a brand gain visibility and increase awareness about a business. It can also be instrumental in generating engaging content for the Social Media sites, and in helping brands to establish a niche market for themselves (Foreman, 2017).

Examples: WordPress, Tumblr, Medium.

vii. Social shopping networks - Certain e-commerce websites build their site around a focused integration between the social experience and the shopping experience. Consumers of such websites use linked social networking sites to share their latest purchases, deals, coupons, product reviews, want lists, and other shopping finds (Beal, n.d.). These networks aim to learn more about the consumer through their shopping habits connect like-minded shoppers who can make the purchases and the reviews about the products that they have bought. Social shopping is a personalized form of shopping which solely thrives on the participation of the consumers that like to share information about a product or service to help other shopper/buyers (Nations, 2017).

Examples: Polyvore, Etsy, Fancy

viii. Interest-based networks – There are websites which are focused on interest-based social networking. This is more of a target-based approach where a single subject is focused upon, e.g., books, music, or home design industry (Foreman, 2017). Due to the specific area of interest, these platforms deliver a unique experience for users who have a similar interest. People can share and exchange topic-specific information after getting acquainted with each other, and maybe become friends on the platform (Afetian, 2013; Dayal, 2016). These networks

allow users to come together and collaborate on offline projects after they interact and connect; thus, becoming a platform, which supports collaboration.

Examples: Goodreads, Houzz, Last.fm

ix. ‘Sharing economy’ networks – These websites are part of the enormous new “sharing economy”, where users can share their assets with other users, via the Internet (Platformed, n.d.; Economist, 2013). These platforms are also known as “collaborative economy networks”, and they connect people for advertising, trading and selling products and services. Mobile-based networks have made the sharing economy a more useful aspect, and it is forecasted to grow in the near future since it reduces the cost of doing business by removing several channels between the service provider and the consumer (Economist, 2013).

Examples: Airbnb, Uber, TaskRabbit.

x. Anonymous social networks - Majority of the Social Media websites are making an extended effort to make their user hold accountability for their social activities. However, then, there are anonymous social networks that provide a platform for users to be anonymous while using the platform. More popular among teens, these sites are becoming a fun place to blow off steam (Foreman, 2017). People assume virtual identities and aliases which majority of the Social Media websites disagree. However, many mobile-based apps are designed to keep people anonymous and get them to confess their darkest or innermost emotions and thoughts, rather than post thoughtful comments anonymously (Walker, 2016)

Examples: Whisper, Ask.fm, After School.



Figure 2.3: Social Media Landscape

Source: (wpmu, 2011)

2.2.3 Use in business

There was a time when the increasing use of Social Media was thought to be a fad and considered more suitable for “kids”, which could not be used by businesses as it posed no beneficial use at the time (Copp, 2016). By January 2019, there are over 2.77 billion Social Media users globally. These popular Social Media platforms are becoming marketing channels that collect information about its users and act like a freeway to reach and connect with the user (Kemp, 2017, Statista 2019e). Social Media access through desktop computers provides a variety of opportunities for marketers from the perspective of the business. Mobile-based Social Media on smartphones and tablets allows marketers to utilise the location and time-based awareness of the user. These platforms have potential and capabilities suitable for promotion, marketing research and relationship development (Kaplan, 2012). Marketers have started using Social Media platforms as a tool to monitor and analyse online communication

among the users about the brand or products or related topics of interest (Nowlin, 2013). In 2015, it was reported that the CMOs of organisations have started to pay attention to SNSs. Once these SNSs were called a fad; but that has turned into the most popular way through which brands can connect and reach out to their consumers to increase sales (Samson, 2015).

The following section discusses the various capabilities held by Social Media platforms, which might be beneficial for brands and marketers:

i. Marketing research – Social Media is used worldwide by a significant percentage of the population and therefore, generates a huge amount of data in real-time. Every day there are over 500 million Tweets (Aslam, 2017), 4.5 billion Likes on Facebook (Ho, 2017), and 95 million photos and videos uploaded to Instagram (Parker, 2016). Behind these numbers exists a staggering amount of information about the consumers, which mostly deals with - who they are, what they like, and how they feel about a brand. For conducting a survey, it would take days or maybe weeks to gather enough data for analyses. Due to Social Media, the response can be obtained in an instant through comments and polls that might play an important role in decision making for brands (Samson, 2015).

ii. Valuable consumer insights - One can gather relevant information and data about the consumers to make a smarter decision through daily engagement with them. This can be achieved by “Social Listening”; in other words, monitoring the SNSs to find what all is being discussed by the consumers about the brand, its competition, and other such relevant topics. These insights are crucial for any brand for its business (Newberry, 2017). Certain online-based, as well as standalone tools and applications, are also available which gather real-time information on all the social networks on which a brand or marketer is engaging the consumers. This helps in gauging consumer’s perception and attitude towards a brand and generate real-time analytics for further analysis (Copp, 2017). With certain mobile applications, one can access data about the offline movements of consumers. These applications provide information

to the brands and marketers regarding the location and time at which a consumer entered one of its outlets, along with the consumer's engagement about his/her visit to the store (Kaplan, 2012).

iii. Competitive analysis - By carefully monitoring Social Media, one can gain key information about the competition. It is about observing the Social Media accounts of the competition, which also gives insights to understand the industry through the Social Media landscape (Pressault, 2016; Entrepreneur, 2017). The information like the number of posts or messages sent by the competition of the social platform, the number of likes they have got on their profile page/on a post/message, the type and quality of the content they post, their response to the comments and the duration between each post can be helpful in planning a counter strategy for the competition (Jackson, 2017). There are dedicated online and offline applications that are meant for such data analysis. On the basis of the same businesses can upgrade their offerings in terms of products and services, which might be missing (Samson, 2015).

iv. Coupling organic and paid strategies - The capabilities of these platforms allow the marketers to engage with the consumer without any financial spending. However, employing a hybrid paid-and-organic approach has a better and strong synergy attached to them. They can make a huge difference in attracting and engaging the targeted audience (Samson, 2015). A brand needs to be actively involved with the social community comprising of the consumers/audience, listening and learning to what they are saying. It is also important to pay focus on the content that is posted on the social platform as it can play a pivotal role in capturing the attention and attract new people to the social community. If the posts are not able to capture the targeted users on a personal level by the posts, a paid program might be able to create the intended visibility in the said social platform (Gurd, 2016). Incorporating both organic and paid services creates multiple touchpoints for a business to engage with potential consumers. For

example, if a marketer is campaigning through Facebook advertisements, he/she can target consumers based on geographic location, psycho-demographics, their interests, behaviours, and connections (Samson, 2015).

v. Faster content sharing and increase website traffic – A Marketer’s biggest challenge is to ensure their content reaches the consumers in the shortest duration of time. Social Media provides a solution to this situation, as content sharing can be done in an organized way on Social Media platforms, along with sorting of the huge data generated from the content (Cisnero, 2014; Copp, 2017). Also, Social Media is capable of Geo-targeting users to reach out to a targeted audience (Copp, 2017). Apart from this, Social Media can be used for effectively increasing the website traffic to the brand's website. It also helps in directing the people to the website but also to increase the ranking as more of the social content is shared among the users and first-time visitors (LePage, 2017)

vi. Sales promotions and discounts – When a brand/marketer is promoting itself or a particular product, they use Social Media for promotional purposes. The promotional discounts which were handed out earlier in the days in the form of printed pamphlets or coupons have been replaced by the digital coupons. These coupons are available on the brands/marketers’ Social Media feed, and the followers can easily avail the discounts while making purchases (Payton, 2011; Oliver, 2014). If implemented correctly, the promotions done through coupons can be used for keeping the existing consumers engaged and acquiring new ones. Promotional discounts can be offered as a currency-based coupon (discount-based on the denomination of currency), percentage-based coupon (discount based on a percentage on the price), and a coupon code for store credit (discount based on both Currency and percentage but in the form of store credit) (Oliver, 2014).

vii. Build relationships – Social Media allows marketers to enrich their relationship with their consumers by acting as a two-way channel. Social Media connects with the consumers and

create a dialogue which is very different from the traditional modes of communication that businesses use. Marketers can now interact with consumers and vice versa before, during and after any mutual engagements (Kaplan, 2012; Copp, 2017). Marketers and brands are using Social Media platforms to provide real-time support to the consumers so that consumers do not stop purchasing or associating with the brand due to poor support services (Samson, 2015; Beese, 2016). Social Media provides an economical channel for brands to engage with consumers, which leads to a deeper relationship them. By increasing the longevity of the relationship with consumers, marketers can build a strong, loyal following, where consumers regularly engage with the brands via Social Media platforms to earn discounts and other perks (Kaplan, 2012).

viii. Employee recruitment and advocacy –Organisations can tap the information from the Social Media landscape to select and recruit employees that fall under the interests and skillsets for the required psychographic profile (Parker, 2015; Budzienski, 2017). Passive participants who are currently not looking for jobs but who have the skillset to join the organisation can easily be found through social recruiting. The instant messaging capabilities of all major Social platforms provide a faster way to connect, discuss and recruit the prospective employees (Parker, 2015; Samson, 2015). Large organisations are tapping their employees to multiply their social reach instantly. When the organic reach on the social platform declines, marketers can easily increase the same using the employees to promote their content to their peer network (Parker, 2015; Samson, 2015; Budzienski, 2017).

ix. e-Commerce – Brand and marketers are beginning to use Social Media for increasing the numbers in their audience segment and understand the demographics to deliver more targeted messaging. The Social profile acts as a storefront for quite a lot of the e-commerce websites where there can be an exchange of information, discussion with consumers and handling of queries, new updates about the brand or a product, etc. Users often review a brand or a company

which is beneficial for marketers as they can obtain insights, both positive and negative reviews of the consumers (Dunay, 2013; Zorzini, 2015). The negative reviews are mostly the grievances that the consumers have faced while doing business with marketers. Responding to these negative comments and quickly responding to them reduces the consumer iteration rate. E-Commerce giants like Amazon are using similar strategy to address such inquiries/grievances to create value from the perspective of consumers (Zorzini, 2015).



Figure 2.4: Choosing the Right Social Media Platform for Business

Source: (Boatin, 2017)

2.3 Online Consumer Engagement (OCE)

Section 2.2.3 discusses the uses of different Social Media platform that can be used by the businesses for engaging people. Studies related to marketing had discussed the concept of online consumer engagement as an emerging area of interest. The engagement concept has been discussed by quite a few researchers that have put forward definitions to describe the engagement. Engagement has been described as the unidirectional manifestations of the consumer's behaviour towards a brand, which includes the consumer-related online activities such as, review, recommendations, suggestions to other consumers, word-of-mouth, etc. (van Doorn et al., 2010). Another definition suggests and defines engagement as the “consumers’ behavioural manifestation toward a brand or firm” (MSI, 2010). Further, engagement has been considered to be a behavioural construct that entices consumers to participate in the brand offerings and other such activities (Vivek et al., 2011).

These studies defined the engagement from a unidirectional point of view. However, now researchers have recognized, that to understand engagement from the perspective of marketing, it is necessary to understand it from a multidimensional perspective. Engagement can be considered as a consumer’s cognitive state, which generates a level of attraction or repulsion for the brand (Higgins and Scholer, 2009). By including the effect with cognitive states, engagement can be considered to be behind the formation of consumer’s loyalty towards the brand (Bowden, 2009). Studies have also described engagement from a cognitive, emotional, and behavioural perspective, but only a few such studies exist. From this perspective, engagement can be described as the amalgamation of 1) concentration of consumer on a brand, 2) dedication and a sense of belong towards a brand, 3) level of energy needed to interact with a brand, and 4) communication that occurs between the consumer and the brand (Patterson et al., 2006; Hollebeek, 2011). Innovations in Internet technologies have changed the face of the engagement for the marketers. Social Media and other such platforms have become mediated

space where consumers can be engaged and immersed in the brand offerings (Reitz, 2012). Engaging and connecting with the consumers has been made convenient by Social Media platforms.

2.3.1. Definition

Online consumer engagement can be envisioned as the combination of cognitive thoughtfulness and process orientation that are emotionally driven for consumers to participate and engage in active transactions (Reitz, 2012). When consumers respond to the engagements by a brand/marketer through websites, or/and mobile-based applications; they get cognitively immersed into the medium before being engaged. It can be said that experience during interactions with the engaging channel comes before the consumer's attitude and behaviours (Thomson et al., 2005; Mollen and Wilson, 2010). Literature suggests that engagement and involvement seem like the same thing, but they are not. Studies show that engagement goes beyond involvement which is merely readiness to consume the object, decision, or action by the allocation of the cognitive resources (Thomson et al., 2005); But Engagement can be described as actively committing to the brand/marketer both cognitively and effectively via its engagement channels (Mollen and Wilson, 2010). Online engagements are more immersive and they tend to make consumers engaged actively. Therefore, they can be taken as the improvements in engagement techniques as the experiential value of engagement is perceived to be more by the consumers.

A lot of studies have defined engagement from the point of view of connection and bonding with the brand (Wang 2006; Marci, 2006; Rappaport, 2007; Heath, 2007; O'Brien & Toms, 2008, 2010), emotional congruence (Douglas & Hargadon, 2001; Mollen & Wilson, 2010), and pleasure and satisfaction (Mathwick & Rigdon 2004; Fiore et al., 2005). Some of the studies also defined engagement as a complex cognitive process that requires focus, sustained attention, absorption, and thoughtfulness (Guthrie et al., 2004; Marci, 2006; O'Brien & Toms,

2008, 2010; Mollen & Wilson, 2010; O'Brien, 2010), and as an experience that comprises of participating, interacting, and co-creating (Harden & Heyman, 2009; Burns, 2010; Evans & McKee, 2010; Lusch & Vargo, 2010; Solis, 2010; Wang, 2011). From the various themes provided by the academic researchers as well as the industry practitioners, the following definition of online engagement can be considered to be the benchmark as there are selected studies that discuss and define the online engagement holistically:

“Online consumer engagement is the state of being present in a mediated branded space where the consumer is immersed in the brand’s offerings meant to deliver purpose and value. Cognitive engagement requires intense levels of focus and concentration in seeking, interpreting, analysing, and summarizing information to a point where consumers may lose themselves in the process and may lose a sense of time and space. Additionally, brand learning (e.g., mission, goals, product offerings, philanthropic efforts, and promotions) occurs while negative responses toward the brand are minimized. Furthermore, online consumer engagement requires affective feelings, which involves emotional bonding and connection with the brand, products, and other users that leads to overall satisfaction. Lastly, consumers must invest themselves within the online vehicle by participating through sharing, conversing, and co-creating with the brand and/or other users (Reitz, 2012).”

2.3.2. Types of Online Consumer Engagement (OCE)

Consumer engagement is not only interacting with the consumer but to actively engage with them. There are four attributes that discuss consumer engagement that can be readily used and implemented for OCE (De Beule, 2013). They can be used to build a strategic OCE plan to increase consumer-brand engagement. The four types of engagements are discussed as follows:

i. Active engagement: As discussed in previous sections, the onset of the Internet revolution, it has made it essential for organisations, to connect and know more about their consumer. The active engagement suggests that brands work to connect and engage consumers on different channels - social, mobile and traditional. Actively engaging with consumers on the major social platform gives better opportunities to receive valuable feedback, which can be used to improve the product /service as per the suggestions. For the same, organisations have to make improvisations to people, processes and technology. A better consumer experience by training and engaging the employees to activate consumers as well as to redesign processes to make them more flexible, accessible and reliable. Acquiring the right technology and using it for encouraging the participants in forums, peer-to-peer support communities will provide better user experiences.

ii. Emotional engagement: Connecting with consumers at an emotional level is important. Dynamic interactions and engagements are not enough to make the consumer an advocate of the brand. It has been noted that consumers that are emotionally engaged with a brand tend to complain less and compliment more, resulting in positive purchase decisions. They are also more likely to defend or suggest a brand on the brand communities. The key to becoming a successful brand is to have emotional associations with owning a product in consumers, and the interactions that happen between consumers and the brand. To emotionally connect, one should try to appeal to consumers on psychological factors that enhance the emotional attachment, such as trust, credibility, and positive brand image. It should garner trust and long-term loyalty.

iii. Rational engagement: Consumers that engage in an online community that is either owned by a brand or by a user, tend to involve purely from the perspective of receiving information regarding a product/service. Consumers gain information about product or services value, quality and details and probably will take part in communities or engage or co-create. The more

quality information and knowledge a consumer will have, the stronger their advocacy will be for the brand/service. It is suggested that the brands/marketers should be able to engage the consumer from the point of engaging their intellect apart from entertainment.

iv. Ethical engagement: Engaging the consumer cannot be implied through shallow approaches which might be deemed unethical. In the past ethical engagements were ‘optional’ but now the scenario is vastly different. Social Media nowadays has billions of users; any unethical behaviour from an organisation cannot be kept hidden. Society has become aware of the ethical principles and standards and is more vocal than their predecessors. Brands/marketers should be focussed on adopting ethical practices while engaging the consumers. While engagement strategies are to be formulated well under the ethical principles, especially the communication and the content of the communication which encompass language, information and other socio-cultural nuances. Apart from this, the organisation has to think from an ethical point of view when it comes to its employees, partners, consumers and community.

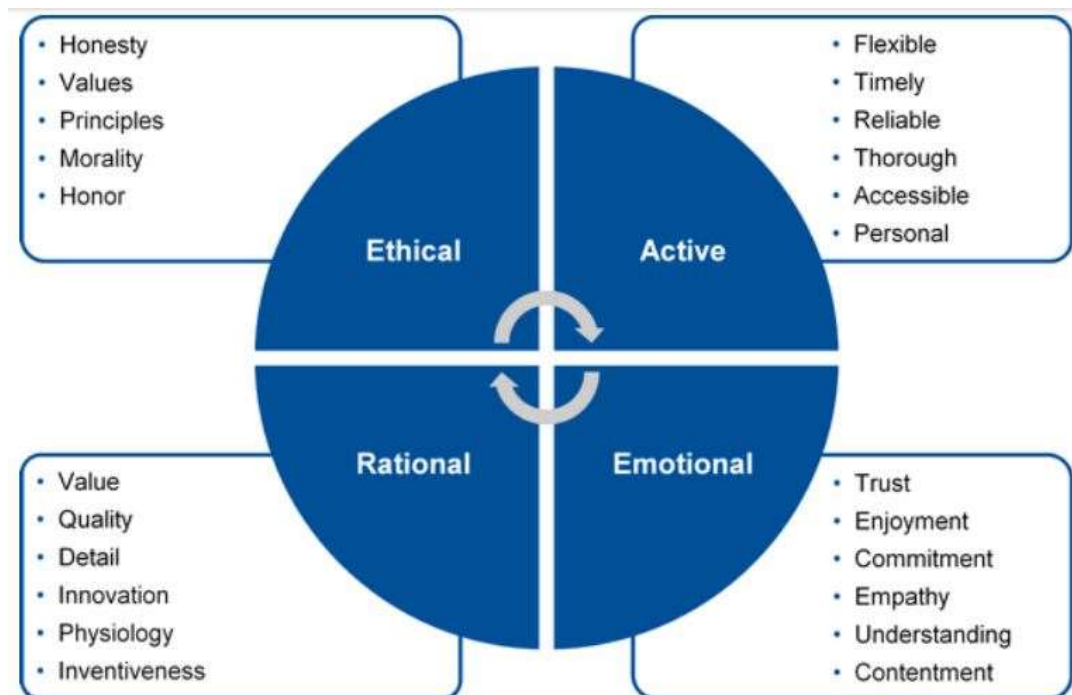


Figure 2.5: Types of Online Engagements

Source: (De Beule, 2013)

2.3.3 Online Consumer Engagement (OCE) strategies

Technology has made it possible for every person to be connected to web and access information in real-time without delay. Considerably reducing the gap between consumer service and marketing. Earlier the consumer experience used to be about the sales journey. Now it has become more on the lines of getting important information, problems/issues getting solved, getting a response for questions and feeling a connection with the brand. As discussed in the previous sections; consumer engagement, when executed well, can foster brand growth. To provide the consumer with a brilliant end-to-end consumer experience following should be kept in mind (FERENCE, 2017):

i. Prioritising the consumer experience - Consumer experience allows the brand and marketers to increase satisfaction, loyalty, and advocacy. Organisations/brands should focus more on the different ways through which they can serve consumers. By creating Social Media promotional plan around consumer experience attracts more engagement from the consumers. Creating content with information which helps in building a positive experience for the consumers helps in creating a better brand image as well as garnering more footfall on the Social Media platform. The emphasis should be on the needs of the consumer, and how should the brands fulfill the same. The Social Media platforms enable brands to create a promotional strategy that focuses more on creating a consumer experience. Brands are nowadays obsessing over the consumers and are focused on providing an amazing consumer experience.

ii. Humanising the brand - Social Media platforms provide an environment where brands and consumers can communicate and establish a dialogue; the majority of the brands fail to create an impact on the consumers. They lack at being empathetic and making the consumer feel that the brand understands them. Humanizing the brand suggests, that brands resonate with the consumers, without creating a brand persona which is forced or unrealistic. It makes more sense

to find a personality within the organisation which is passionate about the brand. They should be communicative about the brand and making him/her take the helm as a thought leader to engage the audience/consumers. Another option a brand has is to embrace the vision and the goals and become “the brand” personified. This can be achieved by giving a personal touch to the communication which it does with the consumers. Even the information that is shared with consumers should feel like it is coming from the brand rather than from someone unseen behind the Social Media platform.

iii. Personalising consumer communications – Communication with the consumer is the most important task while using Social Media. Brands have accepted the capabilities of the web and Social Media platforms and have started integrating them in the promotional strategies as a potent and essential channel for communication. It is to be noted that the communication on these platforms can become more personal in terms of brand and consumer. Therefore, brands need to understand the impact of such communication on their businesses as well as on consumers while creating a dialogue. The important thing to remember is to give a personal touch to the dialogue where consumers feel connected. They should see a personified version of the brand with empathy and consideration for consumers. The personalisation of communication means creating an environment where the consumer feels welcomed, and they should not feel like data is being collected from them.

iv. Creating useful content – Content is becoming more and more important as we move ahead in this digital era. Earlier content was used only to educate the consumer about a product or a service, but now, it has become a tool to enhance consumer experience to increment their satisfaction levels. Content that holds high informational, as well as entertainment value, tends to attract more consumers on a Social Media platform when it comes to consumer engagement. The consumer nowadays has become more aware, and they take into consideration the informational, educational as well as the entertainment value of the content. The vibrancy and

the quality of the content deeply affect the consumer's engagement with the brand on the web and Social Media platforms. Brands are constantly updating their feeds with posts that have higher content value, i.e., the posts that have more relevant and useful information for the consumer.

v. Listening to the consumer – The web and Social Media makes it easy for consumers to communicate with the brand. They can also communicate their grievances to the brand. This is one of the virtues for which brand are turning up towards the Online Consumer Engagement. The sole purpose of integrating Online Consumer Engagement through Social Media into their promotional strategy is the need to engage and understand the consumer. The brands need to listen to consumers and create an understanding of how they feel about the brand. To find if they have a positive/negative inclination and attitude towards the brand or not. A brand must keep listening to communication. It might hold the key to provide a solution to a consumer's grievance or a chance to provide a better recovery solution for them to become loyal to the brand. The insights from the communication with the consumers can give a more elaborate picture to the brands. It would help them in implementing better solutions to the consumers and provide them with a better experience of consumer support. It would also help in creating a positive brand image for the brand as an organisation that gives attention to its consumers.

2.4 Online Brand Communities (OBCs)

Human communities consist of people with a shared sense of trust and a common value system (Wiegandt, 2009; Martínez-López et al., 2015a). With time, the basic motive evolved, becoming more interest and need centric for every individual, not on geography or family (Wilson, 1990). These communities combined the traditional values of communities with individuals' needs (Von Loewenfeld, 2006). The reach of communities has been expanded by the Information and Communication Technologies (ICT). It has also strengthened the role of

interests and needs of consumers with reduced importance to individuals' geo-location for their integration within a certain community (Uslaner, 2000; Martínez-López et al., 2015b). These virtual communities are linked to a common topic with their own set of rules of conduct within the community, both implicit and explicit (Uribe et al., 2010). These communities promote and encourage the incorporation of user's statements, feelings, thoughts, and actions towards brands, along with offering their shared value to the brand community (Dholakia et al., 2004; Weber, 2007; Tickle et al., 2011).

Internet applications and Social Media have penetrated the lives of the population around the globe, and have created Online Brand Communities (OBCs) on these platforms. These OBCs have evolved in the context of supporting the marketing activities of brands and marketer. This has led OBCs to acquire a strategic position when it comes to consumer relationships and communications. Through various procedures and studies, marketing professionals and academics respectively, have tried to use this mechanism for their success (Lin 2008; Casaló et al. 2013). The literature on OBCs has been focused on two areas. First, studies that shed light on the nature of OBCs and explore the characteristics such as the components of the communities, relationships and their classification and the user behaviour within them. Second, studies exist that have discussed user's engagement and participation in the communities and the consequences that engagement has on brands (Woisetschläger et al. 2008).

The brand community can be defined as a community which is non-geographical and holds a network of set social relations among the users/members of the said community, who admire a common brand (Muñiz and O'Guinn 2001). Other studies have also observed OBCs from different social and management related perspectives (Cova and Pace, 2006; Hajli et al. 2015; Martínez-López et al., 2017). They act as an important platform for the consumers to engage with each other as well as with a brand/marketer (Dholakia et al., 2004; Kane et al., 2009; Brodie et al., 2011b). Now quite a lot of organisations/brands/marketers have started to build

and manage online communities from the perspective of building relationships with consumers. They aim to get their feedback to formulate new strategies to connect with consumers (Wiertz and de Ruyter, 2007).

Section 2.2.3 discussed the use of Social Media for business purposes, and one of these purposes is to serve as a platform for businesses/brands/marketers to create ties and links with their consumers (Thompson and Sinha, 2008). Consumers are known to form their own OBCs on social platforms without involving the brands/marketers. Certain organisations are actively using these OBCs to connect and communicate with their consumers as OBCs are low in cost and developing a community presents a strategic opportunity to the brands for adding value to their existing brand identity (Wirtz et al., 2013). OBCs allows the brand to involve consumers for content co-creation on Social Media platforms; thus, improving their ties with consumers, as well as their competitive position (Tsai et al., 2012). OBCs encourage interactivity among the users within the community, which is beneficial for both brands and consumers. A brand gets to know consumers perception about the brand form the communication and consumer participation within the communities (Wirtz et al., 2013). Marketers now understand the need to connect or create and maintain such communities to increase consumer value (Martínez-López et al. 2017). OBCs have made the consumers an important entity in content co-creation with the brand, which advocates word of communication in the virtual communities; thus, changing their position from being a “passive receiver” (Sashi, 2012; Jahn and Kunz, 2012). Firms nowadays see their consumers as allies and integrating them in new product development, decision making, defending the brand and brand value creation (Hassan and Casaló, 2016; Prahalad and Ramaswamy, 2004). Thus, OBCs can be an excellent platform for marketers for creating real connections and co-creating brand value while engaging consumers (Bagozzi and Dholakia, 2006).

However, there is a gap in research that explores and offer a complete explanation of how brands should maintain and manage the brand community to create higher levels of engagement for consumers through user experience and trust. The research that exists in this respect has not been given due consideration to the effects that OBCs have on the perception of the user towards their purchase behaviour (Porter and Donthu, 2008).

2.4.1 Types of Online Brand Communities (OBCs)

There are different classifications for the OBCs that has been listed in the literature. The most widely used and studied are the OBCs initiated by the user/consumers and the OBCs undertaken by the organisation (Kang, 2004; Jang et al., 2008). OBCs have become quite active in brand discussions, product/ service information and advocating brands and their product/services. Such communities are made by consumers that like to share and collectively create a hub or pool of informative data that would be beneficial for other consumers as well. These OBCs might be in the form of wikis, blogs, SNS fan/unofficial page, etc, and they form the first type of the OBCs. However, innovative organisations that have understood the potential of such OBCs build their own to strike communicative and positive relationships with their consumers.

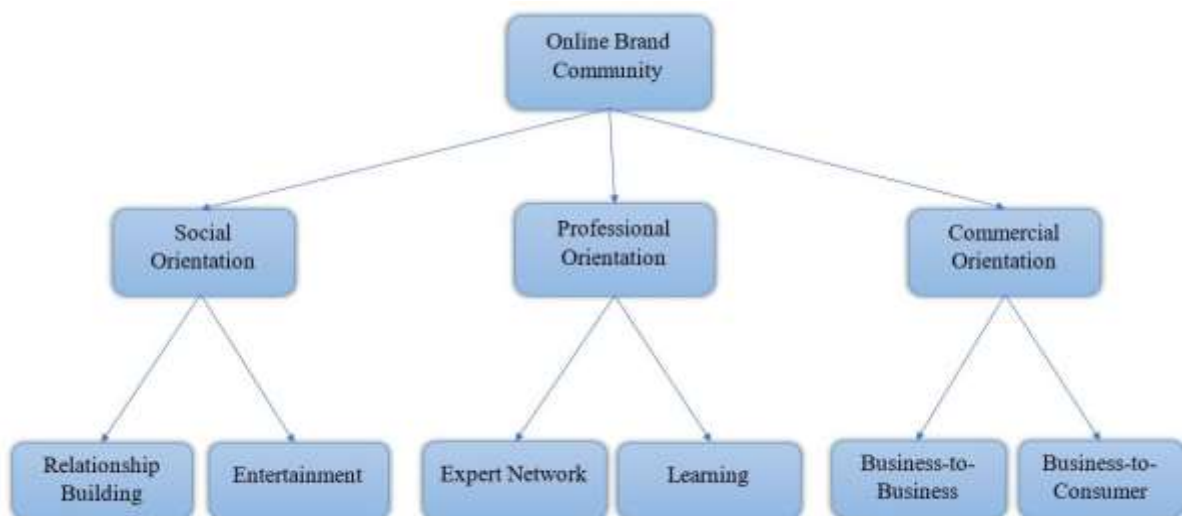


Figure 2.6: Types of OBCs based on initiation

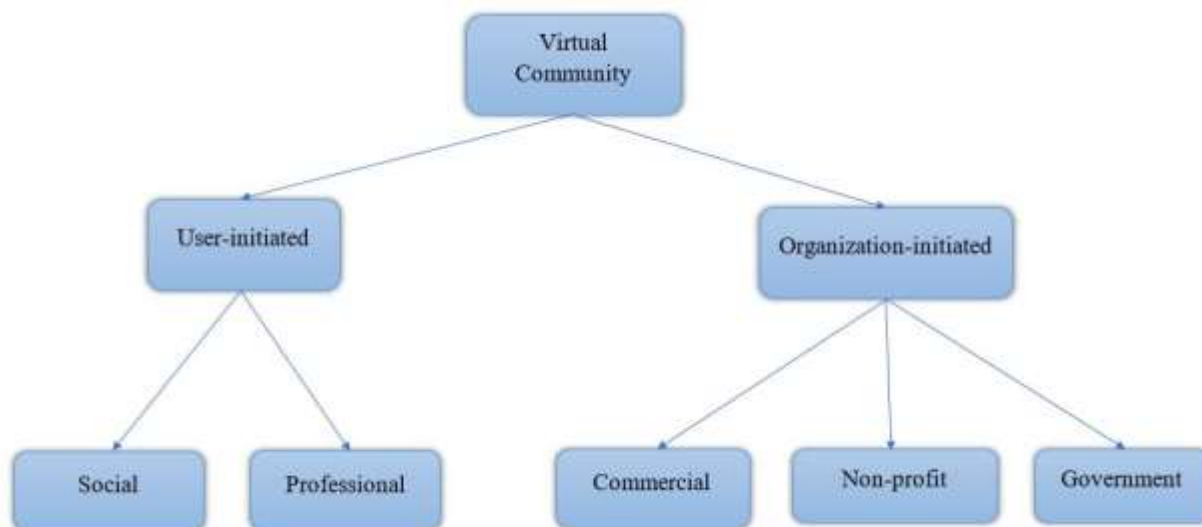


Figure 2.7: Types of OBCs based on the orientation

This classification of OBC is depicted in Figure 2.6 with further bifurcation into social and professional OBCs under User-initiated OBCs and commercial, non-profit and Government OBCs under Organisation-initiated OBCs (Markus, 2002; cti09, n. d.). OBCs can also be bifurcated depending upon the orientation they have, and the scope they wish to fulfill. Communities that have social, professional and commercial orientation can be further bifurcated into communities that have a concentration on learning, entertainment, relationship building and are focussed on business-to-business and business-to-consumer (Markus, 2002). These subdivisions present a better understanding and segregate the type of OBC a brand/marketer is trying to follow/create based on the needs they have. Figure 2.7 depicts the same.

2.4.2 Consumer Engagement (CE) in Online Brand Communities (OBCs)

The innovations in the Internet technologies and advent of new interactive digital platforms have led to consumer engagement becoming an important aspect of the virtual environment, in creating lasting relationships (Sashi, 2012). Therefore, consumer engagement has become essential in web-based applications such as wikis, blogs, SNSs, etc. (Hollebeek, 2013). Previous studies have tried to understand and explore consumer engagement in OBCs

(Algesheimer et al., 2005; Mollen & Wilson, 2010; Van Doorn et al., 2010; Brodie et al., 2011; Gummerus et al., 2012; Wirtz et al., 2013;). These studies defined consumer engagement and were the primary literature which addressed and explored the consumer engagement in an online brand community setup. Keeping communities into context, few studies have attempted to present the concept of consumer engagement in virtual brand communities (Brodie et al., 2013). One of the definitions suggests that consumer engagement refers to the consumer's participation within an OBC, because they can identify the OBC with themselves. This definition explains the engagement behaviour at a basic level. It can be said that it is the intrinsic motivation that a consumer has, to interact and cooperate with community members (Algesheimer et al., 2005). OBCs are based on the member user's interest to help other users and actively participating and engaging within the community. These activities increase the value members have for themselves as well as for the other members of the OBC (Wirtz et al., 2013).

Previous definitions were focused on the user or consumer, engaged with the brand community. However, engagement within a community is more from the perspective of the interaction a consumer experience. The emotional and behavioural factors that follow the engagement might have consequences based on previous long-term engagements with the community (Brodie et al., 2013). Similarly, engagement can be phrased as a commitment a consumer has, due to the close relationship he/she has with a brand, which is represented by a website or OBC where the consumer actively communicates their brand value (Mollen & Wilson, 2010). This perspective suggests that CE involves both emotional and cognitive processing of the relation that a consumer holds with a brand.

Use of technology to engage consumers and to understand their inclinations is one of the critical factors in CE in OBC. (Sashi, 2012). These engagements through the use of internet technologies can be essential in increasing the brand's value for consumers through the

interactive and innovative experience they might have with the brand (Gummerus et al., 2012). The above-mentioned interactive behaviour leads to communications between consumers on a digital platform; such as forums, brand communities on Social Media websites, blogs, etc. Thus, providing the brand with information to increase their brand value, while creating the image of a brand which listens to its consumers.

Therefore, as per the literature, it can be established that CE in OBC has the following qualities:

- i. CE comprises of active, interactive experiences between consumer-brand or between consumer and other users within the OBC.
- ii. CE deals with a psychological state depending on the context, which means the intensity of engagement by a consumer will be highly affected by the dynamism and instructiveness of the CE within the OBC.
- iii. CE is multidimensional, consisting of encompasses cognitive, emotional and behavioural dimensions.
- iv. CE is an important factor in the process of exchange-based relationships, and can be a part of other community-engagement concepts; both as an antecedent or a consequence.

2.4.3 Drivers for Consumer Engagement (CE)

Consumers find it easy to join an OBC instead of directly engaging with a brand or others who engage with the same brand. Engagement with OBC happens only when the consumer is driven by the possible benefits of both hedonic as well as utilitarian. Consumers might join an OBC, but that does not signify that he/she will be engaging actively within the OBC. The need to engage within the OBC requires specific drivers for consumers to participate and become a patron actively. Following are the underlying drivers that prompt a consumer to engage with an OBC (Wirtz et al., 2013). Table 2.1 presents the various drivers of mapped with literature.

Table 2.1: Drivers of CE

S. No.	Driver	Sub-drivers	Remarks	Source
1	Brand-related Drivers	Brand identification	It is an important antecedent to the community participation, which integrates an individual perceived brand identity into self-identity.	Algesheimer et al., 2005; Hollebeek, 2011a; Wirtz et al., 2013
		Symbolic function of a brand	Consumer's passionate emotions for a brand due to strong ties can make a brand community a perfect channel in creating a strong brand image. These communities provide a platform for consumers to engage in discussion, therefore supporting higher consumer engagement.	Fournier, 1998; Albert et al., 2012; Wirtz et al., 2013
2	Social Drivers	Social benefits	Online brand communities have a lot of social benefits to offer, which leads to greater interactions within a community and greater identification between community members, improving community engagement.	Wang et al., 2002; Hennig-Thurau et al., 2004; Van Doorn et al., 2010; Brodie et al., 2013; Wirtz et al., 2013
		Social identity	The idea of belonging to a group or being part of a group leads to social identity. The user engages on social platforms and follows or join a community, with which they feel associated. Participants of such communities are Strong associations with a brand among members of a community leads to members reaffirming their social identity and, therefore, their consumer engagement.	Hogg & Abrams, 1988; Hogg & Abrams, 1988; Kim et al., 2011; Wirtz et al., 2013
3	Functional Drivers	Functional benefits.	Functional benefits (transactional, informational, support, help, entertainment, value, etc.) are one of the needs that make a person participate in an online community. If a participant receives enough of these benefits from other members, they will continue to engage with the community.	Wang et al., 2002; Wirtz et al., 2013
		Uncertainty avoidance	Online brand communities reduce the level of uncertainties for a member when they are about to make a purchase decision. Their communication and exchange of information with other members leads to reduced levels of uncertainty	Wirtz et al., 2013; Zaglia, 2013
		Information quality	People participate and engage in online communities mainly to have access to quality information. Therefore, a clear and extensive informational repository might help the users within a community and will influence their engagements with the online brand community.	Algesheimer et al., 2005; Dholakia et al., 2009
		Monetary incentives	Brands/marketers tend to use incentive (discounts, sale information, etc.) to promote participation in the community, which might encourage consumers to engage with the online brand community.	Fuller, 2006; Wirtz et al., 2013

Source: Adapted from (Wirtz, 2013).

2.4.4 Process of Consumer Engagement (CE) in Online Brand Communities (OBCs)

Literature suggests how organisations should manage consumer engagement; which is quite relevant for OBCs. Previous studies have given one of the initial and fitting processes. They proposed that consumer engagement can be encouraged in three stages (Van Doorn et al. 2010):

i. Identification of consumer engagement behaviours – The brand has to identify how a consumer wishes to engage with the brand. Finding a platform which fulfills all the needs to connect and engage the consumer. The content and the type of information that the consumer likes to consume, and that would be able to attract more traction on the OBC should also be looked at carefully. The effects of such engagement on similar platforms need so to be observed and a strategy according to brands should be formed and executed.

ii. Evaluation of the onset of engagement - Before creating an OBC, it is a must to vision the long term and short-term consequences of the OBC. The brand should demark the short-term goals of engaging the consumer (use of season promotion, sale and discount, etc.) and the long-term goals (promptly listening and solving consumer grievances, emotionally engaging consumers that are loyal to the brand, developing a more profound relationship with the consumer). Based on these evaluations, the brand should be able to exploit more from the OBC and create a community which functions as envisioned by the brand.

iii. Action about consumer engagement – Once a brand realizes the above two stages of OBC engagement, they should look for the best suitable resources to develop an OBC. These resources can be a Social Media platform that suits the brand needs, a team of individuals who understands the brand's vision for OBC engagement and create and develop content for the OBC, suitable tools and application that measure the engagement within the OBC statistically. Studies have further suggested how the process of engagement within OBC works. They have conceptualized the process of consumer engagement in the context of virtual brand

communities into five processes (Brodie et al. 2013). Content sharing, learning, co-creating and socializing; these can be considered as the stepping stones to create an engagement process in any OBC. Figure 2.8 depicts and discusses this five-step process.

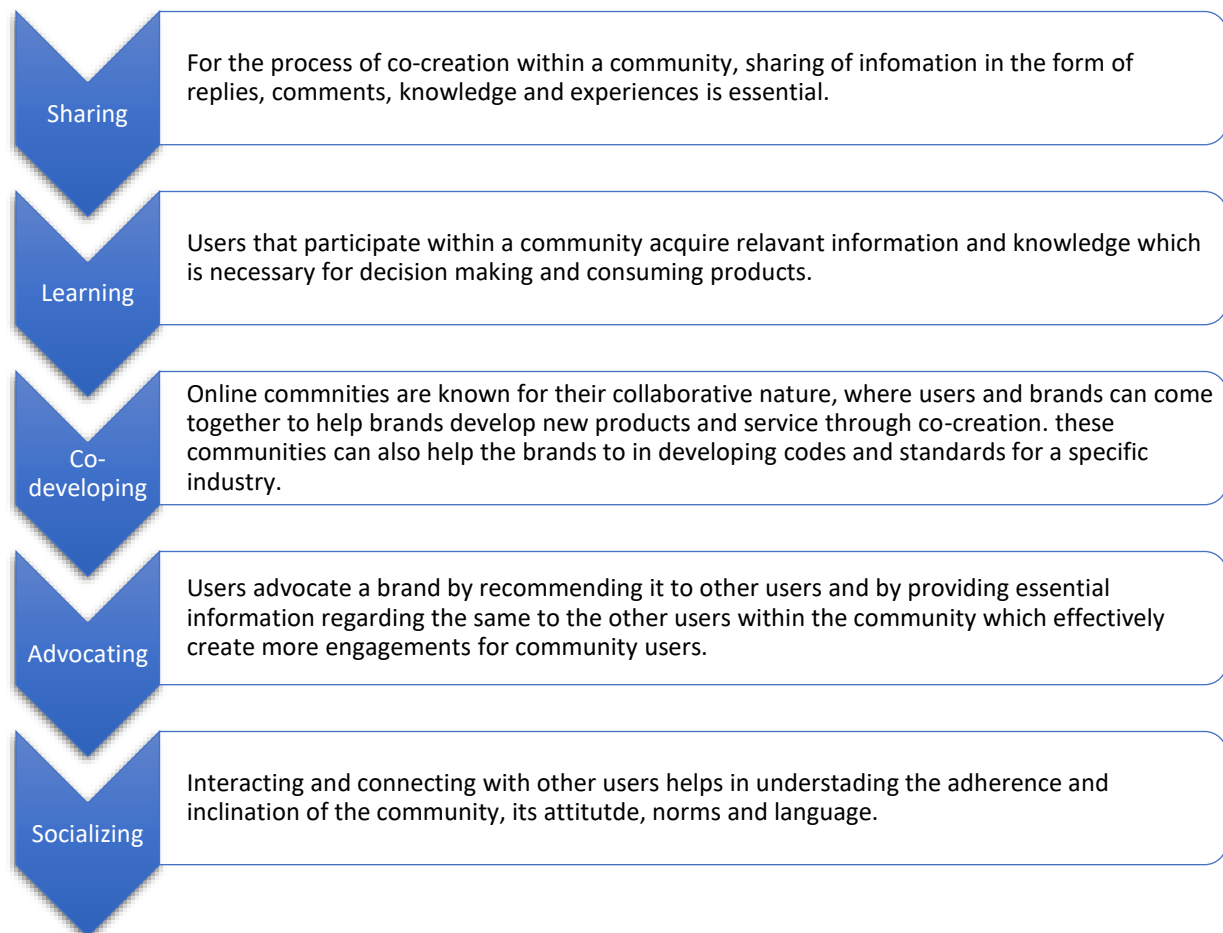


Figure 2.8: Process of Consumer Engagement
(Adapted from Brodie et al., 2013)

2.5 Facebook Brand Pages (FBPs) and Consumer Engagement (CE)

As discussed in Section 2.2.3, brands have started to use Social Media as a useful marketing channel in their promotional planning to engage the consumer and to create awareness (Muniz & O’Guinn, 2001; Kaplan & Haenlein, 2010; Malhotra et al., 2013; Rohm et al., 2013). Facebook has emerged as an important platform for marketing due to the capability of the platform in establishing direct communication with consumers. Due to its popularity, several companies have started integrating SNSs as marketing channels in their strategic planning

(Kabadayi and Price, 2014). Majority of the brand have Facebook Brand Pages that consumer connects with or “like” to engage with the brand via Social Media. Brands have understood the potentials of Social Media, and they are trying to integrate and accommodate them not only for marketing purposes but to connect, reconnect and create consumer-brand relationships as well. Facebook allows the user to create a Facebook Brand Page (FBP) which, in other words, is an OBC. Facebook Pages and Facebook groups are the most used formats of the brand communities. Users who wish to join any such community press the “like” button on the brand page, after which the user will start receiving posts from the brand page. There are four types of posts that a brand can choose to use: video, photo, weblinks and status (Olczak & Sobczyk, 2013). Facebook enables a brand to post media on the brand page and receive thousands of comments from consumers that are Facebook users. Thus, making Facebook a platform which provides an environment for consumer-brand dialogues and to understand the sentiments of consumers (Malhotra et al., 2013). With each post, FBP enables the brand with three interactions from the consumer: like share and comment. If a user likes a post, it reflects on the feeds of other users who have liked the brand page apart from the friends in the users “friend list”. If the post gains more likes, its value in the context of page marketing value gets higher. If a user shares the post, it is published in their profile or page, which can further be viewed by users not connected with the brand page and might be shared further, thus making the content viral. The user can also share their thoughts by commenting on the brand Posts, which is the most used feature of Facebook (Olczak & Sobczyk, 2013). Though this feature might be considered to be risky, in case a disgruntled or dissatisfied consumer decides to vent out at the company by posting criticising and derogatory comments about the product or brand (Jayasingh and Venkatesh, 2015)

Consumers who join such FBPs, do so to convey sentiments. Both negative and positive, that they feel towards a brand (Wilimzig, 2011). Apart from these reasons, users who are loyal to

the brand choose to join such communities. Consumers might be motivated by the economic benefits such as incentive, discounts and sale that is being provided by the brand on the brand page. Brand, at times, gives exclusive discounts or sale information as an incentive to the consumers that are on the brand page (Vorvoreanu, 2009). Majority of the studies suggest that users join such brand communities to avail the discounts, coupon or the rewards posted by the brand, then making friends or socializing on the brand community (Weman, 2011; Syncapse, 2013). Consumers engage in the brand community by reading the posts updated by the brand, reading user comments, posting comments on the brand's wall or other activities. Studies have shown that more a consumer engages in an online brand community, more it helps the brand in terms of positive outcomes (Burns, 2010).

There has been extant literature that explores consumer engagement from the context and point of view of the Facebook brand community. The empirical research has been focused on the three aspects of posting on Facebook, i.e., Liking sharing and commenting. A holistic approach that identifies and uses generic factors for marketers to understand and focus on is scarce in the literature.

2.5.1 Facebook Brand Page (FBP) engagement - benefits to brand/marketers

Brands and marketers nowadays have become active on Facebook and have started to make Facebook pages which are run and moderated by the Brands/Marketers themselves. As discussed in the previous section the FBPs are quite useful in keeping the consumers engaged and thus making it possible for the brands/marketers to connect and communicate with the consumers from the point of information and promotion. Following are the major benefits that are associated with the FBP engagement (Rhea, 2018):

i. Lowers the marketing expenses – There is no cost for making and starting a Facebook page. The only requirement is that of good graphical and literary content to run any such FBP. Other

media needs the brand/marketers to create strategies both from the perspective of marketing as well as finances. FBPs, on the other hand, are free to make and moderate. Brands have converged onto FBPS and similar platforms and have designed their creative marketing strategies. Such platforms enable brands to connect and communicate with their consumers. Even though the costs for running an FBP is zero, the cost to run advertisements, generating likes from users, boosting posts, and running sponsored stories are relatively inexpensive from the context of traditional media. Even though it is less costly, the reach is far greater. The Facebook ads can be used to target a specific audience; thus, it is a great help in targeting the desired consumer base.

ii. Reaching to the targeted audience – The Ad service run by Facebook is very efficient in finding the targeted population on Facebook. Facebook lets the brand to select the audience towards which the FBP is targeted. The selection of demographical variables, along with socio-psychographic variables helps the brands in reaching the specific audience. The targeted audience can see the suggested FBP based on their profile data and the majority of them either engage or follow the brand run FBP, thus making the Facebook advertisement useful. Unlike traditional media, where reach was limited to a geographic region, FBPs have a wider reach which can be expanded to a global level. If the advertisement is targeted correctly, one can easily have the right people to connect with the FBP.

iii. Facebook insights - Facebook provides a dashboard by the name of Facebook Insights, which are provided to Facebook business pages. These insights help the brands in understanding the data generated by the engagements on the FBP by the consumers. The analysis of the data is presented in such a manner that a person from a non-technical background can also understand the statistics shown on the dashboard. These insights majorly deal with the number of likes on the FBP, reach of the post and the FBP, engagements on the FBP, post-performance and many other such important statistics. Brands have the choice to

find a specific post and see how it is performing in the aspects mentioned above. These insights can be downloaded for further analysis and to create better content and post strategies. This is the most important aspect of the FBPs, which lets the moderators of the brand page aware of the measurable effects of the posts and the brand page concerning the engagements of the consumers.

iv. Brand loyalty-building – Brand pages on Facebook can help brands in building loyal brand consumers. Apart from being a place to sell the product, FBPs can be used to post entertaining and vivid content for the consumers to engage with. The content strategy followed by the brand can make the consumers stay loyal to the brand even if it makes a mistake. It presents a positive image of the brand if it is active and responsive on Social Media platforms. Majority of the consumers respond to the personalised communication on the FBPs by the brands and keep continuing their engagements, both online and offline. The content, in this case, should be selected by the brand that showcases the brand's culture and approaches towards the consumers. The content is the first thing to which the consumer reacts. By using simple communication through the content, keeping the existing consumer base, and adding the new consumer to it can be easily done with appropriate digital media strategy.

v. Directing the web traffic - Online engagements on the FBPs by the brand are not the only aspect for which FBPs are used. They can direct the user traffic to the official website of the brand to know more about any product or get more information about the brand. Engaging the consumer with the posts will make any brand an entertainer, but to be a marketer, one needs to direct the consumer to its product on their official websites. Providing backlinks to the official website is a strict necessity for brands to drive the traffic to the brand's official site. Facebook generates a full-width thumbnail image to the link provided on the FBP by the brand. The embedded link draws more attention and makes it more likely to be clicked. Therefore, making the website available to the consumers accessing the FBP. Facebook enables the brands and

marketers to channel the web traffic to their websites and thus increase consumer engagement as well as the user footfall on the official website, thus increasing its ranking.

vi. Accessibility through mobile devices – Facebook is more used as a mobile app than other digital devices. Thus, it has become easier for brands to have a presence on Facebook through FBPs and connect directly with the consumer. The mobility of the platform makes it more efficient in understanding the consumers as well as being accessible to them at all times. The presence of FBPs provides the brand with a clearer understanding of consumer information. Due to the mobility feature, people can engage easily on the FBPs. Majority of the brands hold competitions for the consumers where they are asked to share or comment on a post. They are also asked to post their pictures with certain captions or hashtags. The app makes it possible for them to do so. Also, it helps in generating data which can be accessed to understand consumer sentiments further. The accessibility of Facebook on the mobile app gives an added advantage to engage the consumer without any limitation. People can use the app on their mobile phones, which increases their engagements with any FBP. Brands are focussing on this capability and designing their marketing strategies to engage the consumers on the app.

2.6 Research gaps

The research gaps identified through a review of the literature are as follows:

- i. Literature has discussed the concept of Online Consumer Engagement on Online Brand Communities from a theoretical point of view. However, the literature on the constructs that are important to Online Brand Communities is inadequate.
- ii. The literature discusses consumer engagement in a Social Media environment and otherwise, but there seems to be a gap concerning the identification of a functional relation between the Online Consumer Engagement and consumer's purchase intention.

- iii. Literature that focuses on Facebook has mostly tested relations between the functional aspects of Facebook on consumer engagement (number of likes, number of comments, number of times shared, number of views, etc.). There is inadequate literature on the driver-based approach to identify and understand the antecedents of Consumer engagement in FBPs and its effect on Purchase Intention.
- iv. There are not many studies that discuss the Online Consumer Engagement in the context of the Indian FMCG sector, which contribute theoretically or empirically to two points discussed above.

2.7 Conclusion

The Chapter has presented a review of the literature in four sections, encompassing Social Media, Online Consumer Engagement, Online Brands communities and Facebook Brand pages in a systematic order. The first section discussed Social Media, its definitions, major Social Media platforms along with their uses for brands and marketers. The second section discussed Online Consumer Engagement from the contextual perspective of brands. This section explored the definition of the same along with various types of Online Consumer Engagements. The Chapter also discussed the strategies for brands and marketers to keep in mind while planning to engage consumers online. The third section discussed the concept of Online Brand Communities, various types of Online Brand Communities. It further explores consumer engagement in Online Brand Communities along with the process for the same. This section also identified the major drivers that drive the consumers to engage in an Online Brand Community. The fourth Section discussed Facebook Brand Pages and the Consumer Engagement that occur on the same along with their benefits to brands and marketers. This chapter ended with the identification of research gaps from the review of the literature. The next chapter presents the Online Consumer Engagement in the context of Indian FMCG Brands.

Chapter - 3

Indian FMCG Sector & Online Consumer Engagement

3.1. Introduction

This chapter attempts to fulfill the first and second objectives of the study (Chapter 1 Section 1.6) in the context of major FMCG brands in India and their Online Consumer Engagement practices by the major. The chapter presents an overview of the Indian FMCG sector and discusses the various strategies followed by the major FMCG brands in the Indian market. This chapter aims to understand and present the online and digital engagements executed by FMCG brands to engage consumers. It starts with an overview of the Indian FMCG Sector and its current scenarios from the perspective of market share, growth and the effects of government regulations. It further explores the major online engagement strategies employed by the major FMCG brands on various Social Media platforms.

3.2 Indian FMCG Sector – an overview

Indian Fast Moving Consumer Goods (FMCG) sector is one of the largest sectors in the country which holds the fourth position in the Indian economy. It accounts for 50 percent of the total FMCG sales in India (ibef, 2018a). The Indian FMCG market is estimated at INR 18,500 crores (US\$ 185 billion) or about. It has grown annually at about 12% per annum over the last decade (equitymaster, 2018). The main drivers for the growth of the FMCG sector can be attributed to consumer's increasing awareness, easier access and changing lifestyles. In terms of revenue, the urban segment of the population is the largest contributor to the Indian FMCG sector. Urban sector contributes 40% of total revenue generated, i.e. around INR 2,940 (US\$ 29.4 billion) in 2016-17 (ibef, 2018a).

The pace of growth for the Indian FMCG market has been faster in rural areas compared to urban areas. There has been a record growth of 50% in the FMCG product segment from the spending done by the rural segment (equitymster, 2018; ibef, 2018b). It is estimated that by 2020, the retail market would reach one lakh crore (US\$ 1.1 trillion) from 67,200 crores (US\$ 672 billion) in 2016. This rapid increase is a result of modern trade, which is expected to grow at a rate of 20– 25 percent per annum, boosting the revenues for the FMCG organisations. If there will be reforms in regulations to create a conducive environment for the direct selling market in India; it is estimated to peak to INR 250 crores (US\$ 2.5 billion) by 2021 (ibef, 2018b). Table 3.1 shows the major players in the FMCG Market along with their yearly turnover. Also, Govt is supporting FMCG Sector by allowing 100 percent Foreign Direct Investment (FDI) in food processing and single-brand retail, along with multi-brand retail where the investment is 51 % (Jain, 2018).

Table 3.1: Major FMCG companies in 2018

FMCG Company	Turnover* (in 100 Crores)	Location
Hindustan Unilever Limited (HUL)	345.25	Mumbai, Maharashtra
Colgate-Palmolive	43.28	Gurugram, Haryana
ITC Limited	406.27	Kolkata, WB
Nestle	112.92	Vevey, Switzerland
Britannia Industries Limited	93.04	Kolkata, WB
Marico Limited	51.70	Mumbai, Maharashtra
Procter & Gamble	24.55	Mumbai, Maharashtra
Godrej Group	52.61	Mumbai, Maharashtra
Amul	292.20	Anand, Gujrat
Dabur	56.09	Delhi

Source: (Lakhi, 2018; thedailyrecords, 2019; economicetimes, 2019a,2019b, 2019c, 2019d, 2019e, 2019f, 2019g, 2019h, 2019i, 2019j)

The government has also taken certain initiatives for the purposive growth of the FMCG sector in the coming years, which are as follows:

- i. In the Union Budget 2017-18, the Government of India has proposed to spend more on the rural side. The aim is to double the farmer's income in five years; as well as the cut in income tax rate targeting mainly the small taxpayers, focus on affordable housing and infrastructure development will provide multiple growth drivers for the consumer market industry.
- ii. IT is also proposed to allow Foreign Direct Investment (FDI) up to 10 % in online retail about goods and services. Clarity has been provided from the existing e-commerce companies in India.
- iii. The government plans to develop a skilled workforce due to the growing demand among the Industries. The plan is to train 5,00,00 people by the year 2022, with investment from private players and entrepreneurs. The training and education to be imparted to the create the said workforce will be provided by governments, corporate and educational organisations.
- iv. The Goods and Services Tax (GST) has proven to give benefits to the FMCG industry. Quotes several FMCG products such as hair oil, soaps and toothpaste have come under 18% tax bracket, which is lower than the earlier rate, which was nearly 24 %.

There are still avenues where the FMCG sector can make its marks. Potential markets in terms of market share and revenue generation are available which have not been tapped to their full potential. Rural areas of the country are one such domain. This Sector has seen an increase in income as well as aspirations, which have led to the demand generation for branded products in rural areas. Thus, there is an increase in rural consumption of the products. The rural FMCG market in India is expected to grow at a rate of 14.6 percent, and reach 22,000 crores (US\$ 220 billion) by 2025 from 294 lakhs (US\$ 29.4 billion) in 2016 (FinancialExpress, 2018a). The organised sector has seen a rise in previous years, and it is expected that with an increase in the consumer's brand consciousness, there will be further growth in the future. There are other

major factors which affect the growth of the FMCG sector. Growing youth population, primarily in urban areas; easy access to Internet technologies, Introduction of Goods and Services Tax (GST) has provided will lead to mergers and rise of world-class consumer companies in India.

3.3 FMCG brands and Online Consumer Engagement on Social Media platforms

Digital media has changed the marketing landscape, especially in the FMCG sector. Consumers are now having access to information on their mobile devices like smartphones, tablets and laptops. A growing number of consumers prefer to shop or purchase online rather than going to physical stores. Consumers are also making buying decisions by going to the digital space and collecting information through various digital portals and platform. Digital marketing for FMCG Companies means transforming the already existing marketing mix for FMCG Products to bring them in sync with the new digital age. Digital media trends allow the brands/marketers to establish a relationship with the consumers alongside capturing the consumer at the final buying stage.

Social Media provides a better front for FMCG brands to showcase their products. It makes it possible for brands to present a product to the consumers in the same way any traditional marketing channel would do, except extended reach. This reach can be evaluated as well due to the engagements by consumers on the posts/uploads of content by the brand. Majority of the social platforms provide the analytics of an official page owned by a brand. They provide brands with analytics about reach, engagements, no of users that have viewed a post and relevant demographical data. Analytics provided by the Social Media platforms provide a concrete measure of the engagements, which is not possible in traditional media. With growing mobile use and increasing Internet users, tapping the consumers have become easier as brands can connect to them on a more personal environment. People use Social Media platform on a

smartphone, which makes them highly accessible to brands to reach and connect. Due to the reasons discussed above, brands and marketers are integrating these platforms in their marketing strategies.

Digital media offers several options for brands/marketers to promote themselves. These platforms help them to meet the varied objectives about promotion, creating awareness and developing good consumer relationships. FMCG organisations are including innovative digital media strategies to blend these channels with a balanced approach effectively. FMCG brands are spreading their promotional activities on multiple platforms to make the consumer aware and influence their purchase decision. Table 3.2 shows the digital presence of the major FMCG brands in India on popular Social Media platforms.

Table 3.2: Major FMCG companies and their Digital Presence and Followers

FMCG Company	Followers on Social Media Platform*			
	Facebook ^a	YouTube ^b	Twitter ^c	Instagram ^d
Hindustan Unilever Limited (HUL)	5,08,033	2,88,371	89,808	4,058
Colgate-Palmolive	28,84,965	4,80,947	31,000	73
ITC Limited	10,669	-	5,478	-
Nestle	1,12,03,215	93,675	2,37,054	4,400
Parle Agro	1,17,267	1,90,755	1,133	5,739
Britannia Industries Limited	17,773	12,814	3,833	253
Marico Limited	77,801	1,218	96	1,763
Procter & Gamble	4,53,170	73,278	245	-
Godrej Group	7,68,730	5,495	7,390	2,018
Amul	15,18,596	1,99,598	1,59,890	1,27,146
Dabur	17,182	-	5,516	-

*As on January 2019; a,b,c,d – Data based on the official brand pages on the Social Media platform.

Table 3.2 depicts the Social Media presence of the major FMCG brands in India. As evident from the table, the majority of the brands have a presence on the popular Social Media. While

most of the brands are active on Social Media platforms, a few are not actively promoting or marketing themselves on these platforms. For most of the brands, Facebook is the most followed platform where consumers engage most with them, followed by YouTube. From the Top FMCG brands Nestle, Colgate-Palmolive and Amul are the most followed by consumers respectively in that order. They are also active on YouTube and Twitter with a decent number of followers. However, a few of these brands are lagging compared to their competitors in terms of their Social Media engagements. ITC Limited, Marico Limited and Britannia Industries Limited are some big names in Indian FMCG market, but as can be seen for Table 3.2, it is evident that they are not using Social Media platforms to their full capabilities. ITC Limited has a low number of followers on Facebook, which is the lowest among the FMCG brands. Also, ITC Limited does not have a YouTube account or an Instagram account. Britannia Industries Limited, though present on all the popular platforms, does not have many followers suggesting a low engagement with consumers. Hindustan Unilever Limited (HUL), Parle Agro, Marico Limited, Procter & Gamble and Godrej Group have a good number of followers on Facebook. However, their presence on other brands does not have a similar following. This might be because they have a strong presence on Facebook (Table 3.2) through their engagements on the Social Media platform. It can be concluded that Facebook is the most preferred choice for the brand for making any Social Media based OBC on any SNS. In the next section, a few of the major strategies that brands should follow are discussed. These strategies could help evolving marketers and existing brands in managing a brand page on any such social platform.

3.4 Digital strategies followed by Indian FMCG brands

FMCG brands are striving to create a perfect marketing mix which combines both the traditional and the digital media. This requires a deep understanding of consumers and their behaviours. The FMCG brands need to create a holistic digital media strategy that focuses on

influencing the consumer with engagements done on a personal level. Brand might be in advantageous position after they integrated digital marketing strategy in their overall marketing mix such as - (1) It helps to distinguish the brand and create a unique brand identity; (2) It is an innovative way to showcase the products; (3) It allows brand to gain consumer insights and increase ROI; (4) mobile-based digital platform helps in reaching more consumers (Rhea, 2018). The digital media platforms offer several channels to FMCG brands to use for digital promotion. The reach and the capability of these platforms allow the FMCG brands to create brand image and awareness among the consumers. Some of the primary strategies that are followed by the Indian FMCG brands/marketers are discussed below.

1. Using Social Media capabilities to have a higher reach to consumer - Social Media has emerged as one of the biggest channels through which one can easily reach out to the consumers. Also, the majority of these Social Media platforms, such as Facebook, YouTube, etc., provide inbuilt advanced analytical tools to understand more about the consumers from the analytics generated. Such SNS platforms can help in widening the reach and the target audience. For example, the Facebook Custom Audience Tool (accessible to moderators of any brand page) can help in identifying the target audience through the campaigns run by a brand on the platform. It can easily allow brands to target the users based on the information shared on these platforms by them. Brands can get deeper insights about the consumer and their behaviours through various engagement elements such as likes, share and comments. However, leaning onto only one platform is not wise. Therefore, brands generally connect their digital marketing platforms for using most of the digital ecosystem, leading to a better reach to the masses as well as higher engagements with the consumers.

2. Focus on content-based marketing to build a strong community - As discussed before, there has been a shift in how FMCG brands market their products. It has become more evident with the brands are shifting focus from one-way promotion to create user-generated content

that might bring value to the consumers. Consumers will have strong ties with a virtual community on a Social Media platform only if they see brand sharing or creating informative and intelligent content, which attracts them to further engage with the community. Brands strive to build such content-based communities within various Social Media platforms, in the form of profile or brand pages to create a stronger consumer base. Brands are shifting towards user/consumer-based marketing, which is unique to the digital marketing strategy. This helps the brands to promote their brand more effectively by creating loyal consumers which further generate engagement elements (likes, share and comments) to spread the value, associated with the respective promotion by the brand. For example, Amul has a Facebook brands page where they keep posting content, which is quite liked by the users. Figure 3.1 and 3.2 depicts the said posts where the content and the subject matter of the posts were relevant and struck a chord with the users that follow Amul's Facebook Brand Page.



Figure 3.1: Amul's Take on the 2020 US Presidential Candidates

The images that are posted by Amul are always about a current scenario. Also, videos posted by Amul are related to a current topic from the perspective of special festive days such as Valentine's Day, Women's Day, etc. these posts have a good number of engagements from the consumer which is instrumental in spreading the word-of-mouth about the FBP and connect more users to the brand page.



Figure 3.2: Amul's Take on Amitabh Bachchan's 50 Year in Indian Cinema

3. Identifying and using influencers on respective Social Media platform - Influencer marketing has taken up quite a pace in recent years where people that are active in their respective niche Social Media platform, e.g., YouTube vloggers, Twitter personalities which have a large number of following. These influencers are followed due to their specialties. They can be experts in a particular area, which is of interest to the people that follow them. They can also be celebrities that have a hold on the users; thus, making them an influencer. Through the use of influencers in promoting or marketing themselves or their product, brands can tap their huge fan/follower base to increase consumers awareness. In Case of FMCG brands, consumers are more likely to trust and believe an influencer as they might feel them to be a credible source

of information. Roping in influencer can help in increasing the reach and engagement with the probable and existing consumer's presence of the Social Media platform where the brand is active. In 2017 CavinKare, an Indian FMCG brand introduced its Milkshake in the market. To promote the same, they used influencer marketing by hiring food influencers who would write two blog post of 600 to 700 words across various Social Media channels like Facebook, Twitter, Instagram. They were also asked to post one video on the same platforms talking about Cavin's Milkshake. CavinKare planned the strategy from the perspective that through influencer marketing, they might be able to tap the followers of the food influencers to promote their new product, i.e., Cavin's Milkshake. CavinKare targeted the metropolitan cities in India like Mumbai, Delhi, Bangalore, Chennai, Hyderabad and Kolkata to introduced their product.

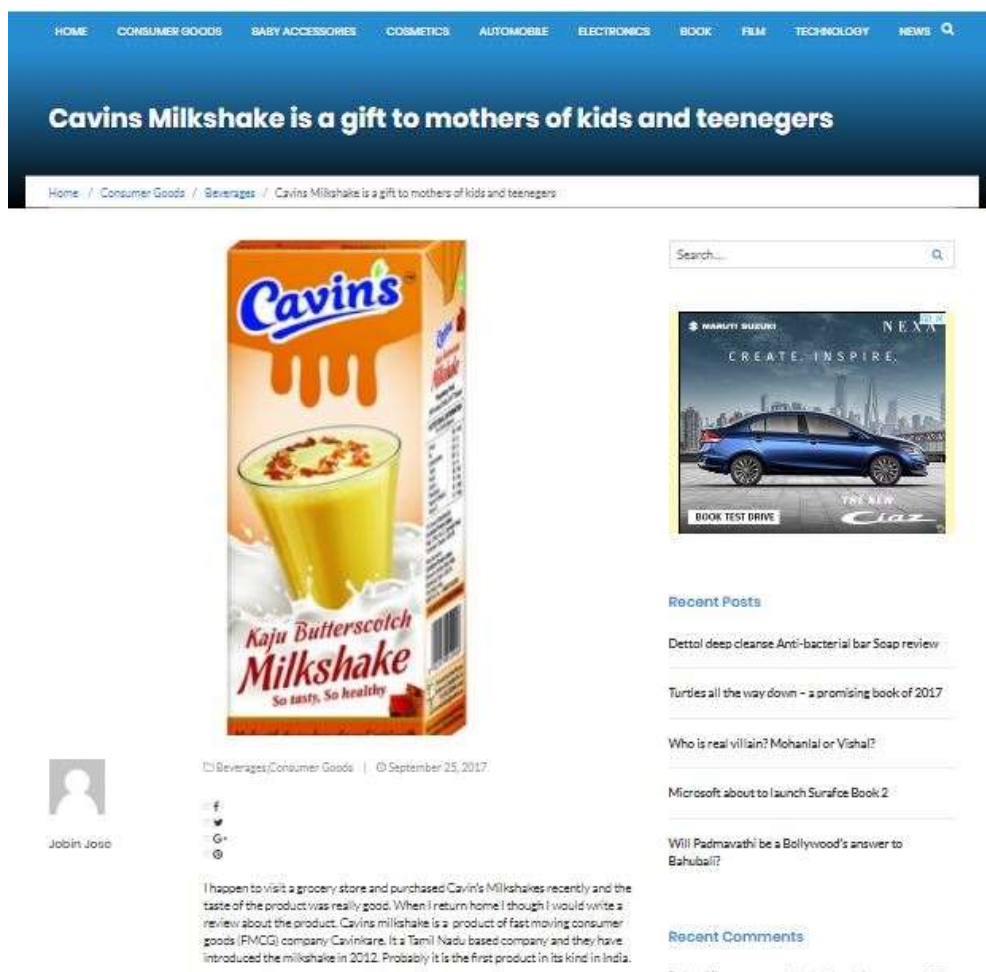


Figure 3.3: Blog post written by a food influencer to promote Cavin's Milkshake

4. Constantly engaging with the consumer to create brand loyalty – Social Media has changed the face of promotion and advertising. Now brands can engage with consumers at any time they like, and the reach has become global due to the emergence of Social Media platforms. It has replaced the traditional media and has become a go-to channel for digital promotions. FMCG brands use these platforms to create a constant presence in the consumer's mind. They promote themselves to be relevant to the consumers, which can be done on Social Media platforms. These platforms have an edge over the traditional media when it comes to user engagement. Any FMCG brand can engage consumers by posting shareable content, information which is relevant and meaningful to the consumer. Since the advertising and promotional strategies by FMCG are more from the perspective of creating awareness and reminding the consumer about the brand's products, these platforms serve as an important mode of connecting with their consumers. As discussed previously, content plays an important role in engaging consumers on Social Media. Therefore, it is also essential for connecting with the consumer to evoke a feeling of loyalty towards the brand.

5. Converting the engagements into a conversation - as for any FMCG brand, the key metrics are its brand presence, which can be assessed by the analytics provided by the Social Media platform for the brand page. This is done mostly by measuring the engagement elements (likes, share and comments) which play an important role to understand the sentiment as well the attitude of the consumers towards the brand through the brand posts. The comments, however, provide the brand with a potential way to converse and connect with consumers through the Social Media platform. Brands need to convert the engagements by the consumer into conversations to create a positive brand image as well as create loyalty among those who follow the brand page and for regular engagements. For a successful Social Media strategy to work, establishing communication is always imperative, which can easily be done via Social Media platforms.

Communicating with consumers has become easier because of the diffusion of smartphone technology among the masses. Now brands have more reach to consumers, making it feasible to establish two-way communication with them. However, FMCG brands are not quite active in reciprocating to the engagements of the consumer. Being an active brand on Social Media and being a communicative brand on Social Media are two different things and both have different levels of effect on the consumer. Even though big names like Nestle and Colgate-Palmolive have a strong Social Media presence, they rarely respond to the consumer's engagements, i.e., comments on the brand posts. The reason for this might be the fact that the direct messaging capabilities of all the major platforms might help the brands to communicate securely with any consumer. For example, Facebook has the chat application inbuilt in the profile page, which pops up whenever anyone visits the page. Figure 3.4 depicts the said chat application with a few of the most anticipated questions already put up for the user to select to start a conversation.

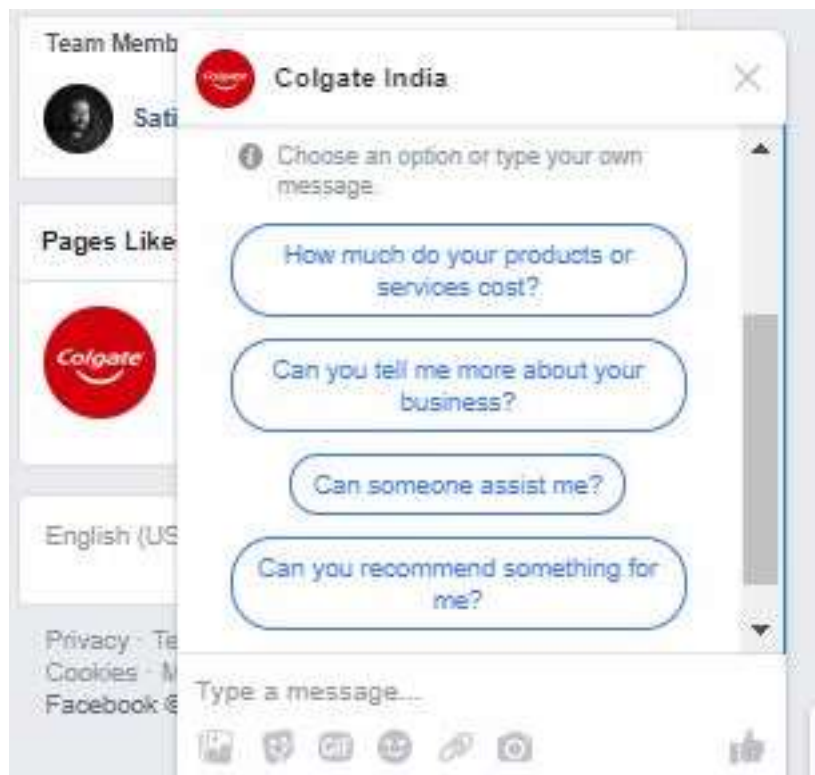


Figure 3.4: Facebook Chat application for users to connect with Colgate India FBP

6. Using the Social Media platform to sell products - With the emergence and popularity of e-commerce websites, it has become possible for FMCG brands to sell their products along with in-store selling. Consumers are becoming aware and have started to purchase FMCG products online as well. If an FMCG brand does not have its e-commerce website, it can easily sell through other such platforms that have become virtual market places, e.g., Amazon and Flipkart in India. By connecting a Social Media platform with a market place gives the brand an advantage in the context of reaching beyond the geographical limits. FMCG brands have started to link their engagements on Social Media to the online portals where consumers can see and select the products. Also, Social Media allows brands to promote their products through digital advertisements. These advertisements can be sent to a selected audience based on Social Media capabilities when it comes to advertising. Dabur is one such example which sells its products on Amazon and has linked its corporate as well as a Facebook page to its online marketplace on Amazon where its products are showcased. Dabur promotes itself on Facebook only, and it has no official presence on YouTube and Instagram. Therefore, using

The screenshot displays the 'About' section of Dabur's Facebook page. It includes the following information:

- HOURS:** Closed Now 9:00 AM - 6:00 PM
- BUSINESS INFO:** Started in 1884
- ADDITIONAL CONTACT INFO:**
 - corpcomm@dabur.com
 - http://www.dabur.com
- MORE INFO:**
 - About:** Dabur India Limited is the fourth largest FMCG Company in India with Revenue of over Rs 7,800 Crore & Market Capitalisation of over Rs 35,000 Cr.
 - Founding date:** 1884
 - Awards:** Dabur has been ranked as the Most Trusted Leader in the Healthcare category in the Brand Trust Report 2012. Dabur India Ltd Chairman Dr. Anand Burman named E&Y E... See More
 - Products:**
 - http://www.dabur.com/Products-Health%20Care
 - http://www.dabur.com/Products-Personal%20Care
 - http://www.dabur.com/Products-Foods... See More
 - Corporate Office:** [Location]
- Milestones:**
 - 2012: Achieves \$1-Billion turnover
 - 2011: Acquires 30-Plus brand
 - 2010: Forays into professional skin care market; Dabur Acquires Namasté Group of US; Acquires Hobi Kozmetik Group of Turkey

Figure 3.5: Backlinks to Dabur’s corporate website on its FBP’s about section

Facebook to direct consumers to its corporate website where all its products are showcased along with the prices and reviews.

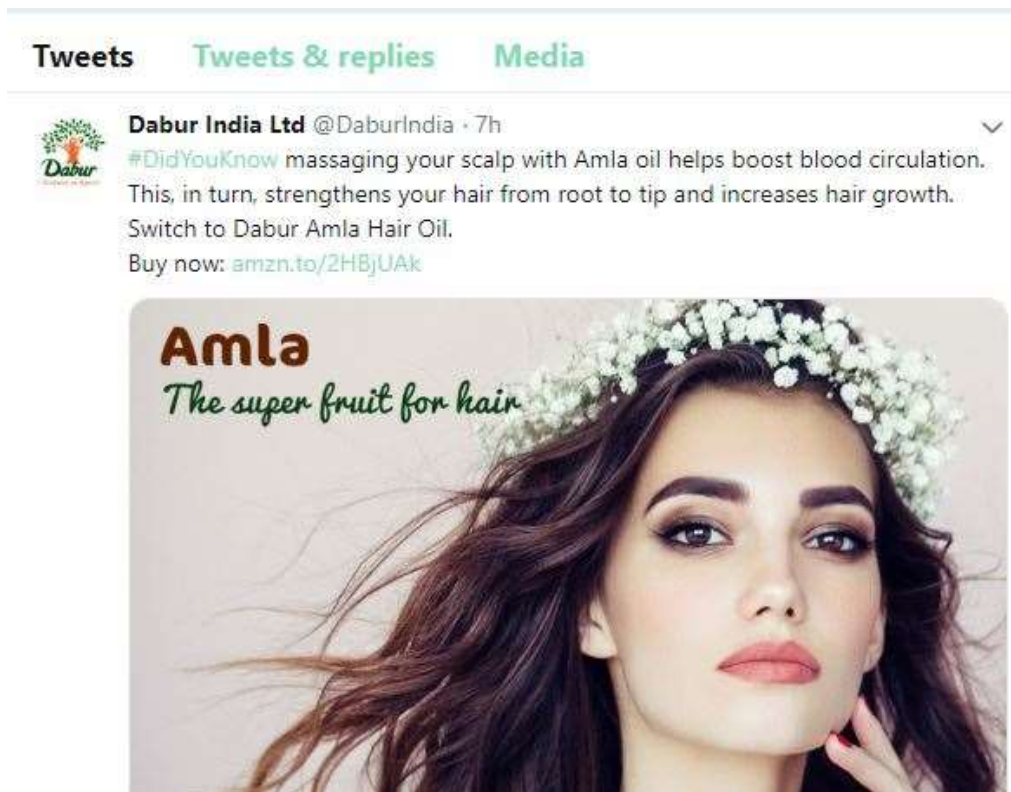


Figure 3.6: The Twitter post directing the user to Amazon through a link in the tweet

It uses Facebook as a platform where it does most of its engagements. Also, Dabur uses the same strategy on its Twitter brand page by attaching a shortened link in each message; it tweets about any of its products, as shown in Figure 3.6.

7. Creating campaigns in regional languages - FMCG brands are sold not only in urban cities but in semi-urban and rural sectors as well. At the same time, the Internet has penetrated the masses, and most of the villages are now digitally connected. It was reported that by the end of September 2018, 56 crores (560 million) mobile Internet users were active in India (Ganguly, 2018). This has been made possible due to a surge in rural Internet usage in the past few years. Due to this phenomenon, it is has become easier for brands to connect with consumers who can now access Social Media platforms with ease. The capabilities of digital media allow the

brand to create brand pages in regional languages. Indian FMCG brands mostly use Social Media platforms like Facebook is due to its capability of providing language options while making a brand page. Brands should make their digital media campaign taking in consideration of connecting with a regional population through Social Media platforms.



Figure 3.7: Patanjali’s post of its official Facebook brand page for Chennai region

Since most of the population might not be comfortable with English as a language preference on Social Media; brands should try and make brand pages in regional languages. This serves two purposes; first, the consumer feels connected with the brand, and this generates brand loyalty. Second, due to the language preferences brand page will be visible to more users, thus increasing the reach for the brand.

3.5 Conclusion

The chapter has presented an overview of the Indian FMCG market and the major FMCG companies. It also emphasised on the role of the government on supporting the FMCG sector in the Indian context. Furthermore, the involvement of Indian FMCG companies on Social Media platforms was explored; along with the major digital media strategies followed by the same on said platforms. Major strategies have been discussed that are followed by the Indian FMCG brands to engage consumers that are active on the Social Media platforms discussed in section 3.1. As it is evident that the majority of the brands have a presence on popular Social Media platform, but they fail to use these platforms to their full capacity in the context of engaging and capturing more followers. Due to the competitive environment, these brands need to come up with fresh strategies to connect with the consumers and to keep engaging with them. There is a need for these brands to focus more on the content and the information quality of the post to keep the consumers engaging, as well as for spreading the word-of-mouth from the engaging consumers to garner more followers on the respective Social Media brand page. The next chapter presents the research methodology followed in the study.

Chapter – 4

Research Methodology

4.1 Introduction

As discussed in the previous chapters, this study attempts to understand the influence of Online Consumer Engagement on consumer's Purchase Intention, through the identification of various influencing factors that are critical to a brand community. This chapter is presented in two parts. The first part identifies and reports the important factors through review of the existing literature, to propose a framework. It starts with the development of hypotheses through a review of the literature. It proposes 17 hypotheses in total based on the relationships observed in other studies. The second part of the chapter provides a detailed methodology used in this study to test the hypotheses proposed in the first part. The study follows an exploratory-cum-descriptive research design for which it uses a questionnaire as the research instrument. A standardised questionnaire is used based on the proposed framework. The chapter also presents the sampling techniques used for the study. Due to the non-availability of a sampling frame, convenience sampling was used to identify the respondents of the study. Data collection was done by both offline and online methods. Based on the type of data collected, the study has used Structural Equation Modelling as the statistical technique for the analysis of the collected data. This Chapter presents the framework and the methodology for implementing statistical analysis on the data collected to fulfill the third and fourth objectives, discussed in Chapter 1 Section 1.6.

4.2 Hypotheses development

Following factors were identified after a thorough literature review that affects consumer engagement in the Social Media environment and further consumer's intention to purchase:

4.2.1 Brand Attachment (BA)

'Brand Attachment' as a concept has been explored by the researchers in the recent years and it has played an important role in understanding the factors affecting the relationship between consumer and brand (Belaid and Behi, 2011; Louis and Lombart, 2010). Studies have discussed that the attachment experienced by consumers towards a brand is affected by their perception of the brand; and, it can act as a predictor for their attitude towards the brand (Shimp, 2010). Consumer's strong emotional attachments result in them being loyal and attached for a longer duration with the brand (Thomson et al., 2005). Previous studies have addressed and discussed the effects of attachment and attitude from consumers perspective (Park and MacInnis, 2006; Fedorikhin et al., 2008); and many have supported that, a consumer's attitude towards a brand is affected by his/her attachment with the same (Louis and Lombart, 2010). This leads to H_{1a}:

H_{1a}: Brand Attachment has a significant influence on Attitude Towards Brand

Literature talks about 'Brand Attachment' and connects it with OBCs and brand commitments (Thomson et al., 2005; Carroll and Ahuvia, 2006; Zhou et al., 2012). However, quite a few studies have been conducted that have studied the functional relation of BA on 'Brand Engagement'. Previous studies define BA as a construct, based on relationship, that shows that an emotional tie exists between a consumer and a brand (Park et al., 2010). Studies in the field of marketing suggest that consumers behaviours are strongly influenced by attachment (Thomson et al., 2005; Zhou et al., 2012). The longevity of the relationship between a consumer and brand depends on the strength of the consumer's emotional bond with the brand (Carroll and Ahuvia, 2006). In a brand community, consumers create strong attachments and engage with the brand in long term brand-relationship. This engagement might converge to brand equity-relevant behaviours within the community (Ahluwalia et al., 2000; Zhou et al., 2012). This leads to H_{1b}:

H_{A1b}: Brand Attachment has a significant influence on Brand Engagement

In recent years, 'Brand Attachment' has played a major role as an important factor that affects the relationships between the consumer and brand (Louis and Lombart, 2010; Belaid and Behi, 2011). Attachment theory defines BA as an emotional link or bond shared between a brand and an individual (Thomson et al., 2005; Louis and Lombart, 2010). This bond allows the consumers to identify themselves with the brand and establish a close relationship. Studies suggest that the bond or connection that a consumer feels with a certain brand can be a predictor to consumer's purchase behaviour (McAlexander et al., 2003; Thomson et al., 2005; Esch et al., 2006; Assiouras et al., 2015). Therefore, suggesting that BA is a strong determinant of 'Purchase Intention'. This leads to H_{1c}:

H_{A1c}: Brand Attachment has a significant influence on Purchase Intention

4.2.2 Communication (COMM)

Consumers have easy access to the Internet, which leads them away from the traditional media but closer to Social Media channels. They are actively using these platforms, searching for information and opinion, which might be useful (Mangold and Faulds 2009; Bambauer-Sachse and Mangold 2011; Schivinski and Dabrowski, 2016). Social Media has transformed itself into an essential communication channel that has a significantly influential role to play in the marketing environment. It facilitates communication between consumers and brands (Gretzel and Fesenmaier, 2012; Gretzel and Dinhopl, 2014), and among the consumers, too (Xiang and Gretzel, 2010). Brands are using Social Media platforms not only for promotion and advertisement; but also, to manage consumer queries and issues and to get deeply involved with the consumers (Solis 2010). Findings of the previous studies, on the impact of Word-of-Mouth, User Generated Content (UGC) and brands communication to create awareness among the consumers (Godes and Mayzlin 2009; Bruhn et al., 2012), suggest that Social Media

‘Communication’ has a positive effect on consumer’s ‘Attitude Towards Brand’ (Schivinski and Dabrowski, 2016). This leads to H_{2a}:

H_{A2a}: Communication has a significant influence on Attitude Towards Brand

As discussed above, communication with consumers is important for brands/marketers. Nowadays, organisations have started to include creative strategies with messages having good content as well as communication with a notion of producing desired effects in the consumer population (Laskey et al., 1989; Logan, 2014). Social Media-based campaigns targeted at consumers provide additional touchpoints to encourage the already existing interaction between the consumer and the brand. Such communications, where the brand listens to consumers, help the brand/marketer to understand the common undertones. Thus, plan and create a better strategy to engage the consumers through online content (Murdough, 2009; Ashley and Tuten, 2015). The more interactive this communication between the consumers and the brands is; more are its effects on consumers involvement (Coyle and Thorson, 2001; Stewart and Pavlou, 2002; Fortin and Dholakia, 2005). Therefore, suggesting that any information that is presented in a highly interactive format leads to a higher level of engagement (Luarn et al., 2015). This leads to H_{2b}:

H_{A2b}: Communication has a significant influence on Brand Engagement

4.2.3 Content (C)

In today’s digital scenario, OBCs and SNSs must keep the users engaged. Majority of the OBCs on SNSs are moderated to oversee the exchange of communication in the context of the content within the community. ‘Content’ of the posts from the brand or any of the users hold high importance from the point of online engagement. Moreover, the informational value of the content was found to be more relevant for consumer’s motivation to engage with the brand on online platforms. (Peng et al., 2004; Cvijikj and Michahelles, 2013). Content posted online can

easily bind the users by conditioning their feelings, and making them feel connected positively. This may result in having an optimistic overview about the engagement and which may lead to a positive ‘Attitude Towards Brand’, with which the engagement was associated (Chen and Wells, 1999; Chen et al., 2002; Peng et al., 2004; Coursaris et al., 2016). This Leads to H_{3a}:

H_{3a}: Content has a significant influence on Attitude Towards Brand

As discussed above, branded social ‘Content’ can be used for promotional purposes to influence the consumer’s ‘Attitude Towards Brand’ and also share the same content within their peer groups/networks (Ashley and Tuten, 2015). Previously conducted studies suggest that the content posted through the various SNSs such as Facebook, affect how users engage in an OBC (Cvijikj and Michahelles, 2013). Also, the attributes of the content posted (informativeness, vividness, enjoyment, etc.) can be an important factor of consumer’s engagement on a brand page (Taylor et al., 2011; De Vries et al., 2012; Chauhan and Pillai, 2013; Tafesse, 2015). This leads to H_{3b}:

H_{3b}: Content has a significant influence on Brand Engagement

4.2.4 Perceived Benefits (B)

While engaging with brand communities, consumers derive certain benefits from the brand page in the form of online coupons, discounts, information about the sale, etc. Brands/marketers often use SNSs to offer such benefits to consumers to encourage them to interact more with the brand (Gummerus et al., 2012). Studies suggest that the consumer tend to hold a positive image about such brands/marketers and stay loyal to those whom they think to be caring towards them (McKnight et al., 2002; Shi et al., 2016). Consumers that receive information about discounts and other benefits, monetary or otherwise, tend to hold a positive attitude towards the brand/marketer and thus leading to more interactions as well. Consumers with a high level of interactions with the brand page tend to receive relevant information from

the brand and thus develop a positive ‘Attitude Towards Brand’ (Dholakia & Durham, 2010, Shi et al., 2016). This leads to H_{4a}:

H_{4a}: Perceived Benefits has a significant influence on Attitude Towards Brand

Consumer’s connection or engagement with a brand is driven by their utilitarian motives, which varies from getting the latest information about a brand and benefits it is offering which might be of use to the consumer (Zaglia, 2013). SNSs nowadays provide the environment where this need for useful information and connection can be observed (Raacke and Bonds-Raacke 2008; Bonds-Raacke and Raacke 2010). Brand post information about the latest products/services and other benefits that can be availed by the consumers. Majority of the users that follow any brand page on Facebook or Twitter are seeking sales information/discounts/coupons posted by the brand on the brand page/profile (Logan, 2014). The practical benefits of engaging with a brand page are the prime motivator for consumers to engage more with a brand on Social Media platforms. This leads to H_{4b}:

H_{4b}: Perceived Benefits has a significant influence on Brand Engagement

4.2.5 Credibility (CRED)

Consumers that are active on an SNS’s brand page are seeking credible information and updates that might find relevant and important to keep them motivated to engage with the brand. (Dholakia et al., 2009). Brand pages that provide the consumers with relevant and high-quality information in the form of promotion, sale, product/service information are regarded as a valuable source (Shi et al., 2016). The quality of the information, i.e., credible and accurate, makes the consumer feel that their engagement with the brand are worthwhile due to the useful information they are getting from the online community (Gummerus et al., 2012). Quality of information along with credibility tends to make the consumer feel confident about the brand

while engaging within in a brand page, as it makes them feel that the brand is providing them with authentic and genuine information (Cvijikj & Michahelles, 2011). This leads to H_{5a}:

H_{5a}: Credibility has a significant influence on Attitude Towards Brand

Brand pages have become popular and gain traction in the number of followers based on the posts uploaded on the page. If these posts provide information about the new arrival of products, product description, helping in choosing and deciding on a specific product, then consumers find the brand page to be useful (De Vries et al., 2012). Previous studies have suggested that consumers are more likely to engage with a brand page for searching for useful information (Park et al., 2009; Lin and Lu, 2011). This useful information is generally about new products or services offered by the brand, marketing activities, including sales and promotions (Muntinga et al., 2011; De Vries et al., 2012). The informational content posted on an FBP lets the users identify between the product alternatives and make better choices. Therefore, they engage more with brand pages because of the informational posts. (Muntinga et al., 2011; Luarn, et al., 2015). The usefulness of the information and the credibility comes from the fact that the official FBP has posted the information for the users to seeks and utilise leading to higher intent to visit the brand page (Raney et al., 2003). This leads to H_{5b}:

H_{5b}: Credibility has a significant influence on Brand Engagement

4.2.6 Critical Mass (CM)

Individuals that hold importance in the social network of a user make up the ‘Critical Mass’. It holds peers in the close-knit network with whom the user engages the most on SNSs, or for whom he/she engages in the SNSs (Sweeney et al., 2008; Chu and Kim, 2011; Rauniar et al., 2014; Coulter and Roggeveen, 2012). Studies have shown that consumers tend to adhere to the expectation of the people that are considered to be in their critical mass while making decisions. Their actions and decisions are from the point of seeking approval from the same individuals

by acquiring a product or service that their critical mass deems fit (Venkatesh and Davis, 2000; Nysveen, 2005; Amin, 2007). Therefore, users constantly seek opinions from the people they feel are important and influence their decisions. Consumers while using Social Media platforms exhibit behaviour which can be associated with electronic word-of-mouth. They tend to turn towards their contacts on the platform for information regarding any product or services (Chu and Kim, 2011). Thus, it can be said that a user's close network affects his/her judgement regarding decision making or influencing the user's attitude. This leads to H_{6a}:

H_{A6a}: Critical Mass has a significant influence on Attitude Towards Brand

The social circle of an individual and its influence has played a crucial part in disseminating market information (Bearden et al., 1989; Goldenberg et al., 2001). As discussed in the section above, any individual's behaviour is influenced by their network, types of friends, the tie strength and group cohesion (Lewis et al., 2008; Cao et al., 2009; Chu and Kim, 2011; Wilcox and Stephen, 2013). There is a dearth of literature where the effects of the peer groups or the critical mass, which influences an individual's decisions have been studied. When it comes to SNSs and FBPs, it can be assumed that when information about a brand page is received by a person belonging to the user's 'Critical Mass' (as described in the previous hypothesis H_{6a}); the same has a strong influence on their intention to engage with the brand page. Previous studies suggest that consumer's 'Critical Mass' exerts a greater influence for the consumers to join an FBP and indulge in brand engagement (Brown and Reingen, 1987; Bansal and Voyer, 2000; Goldenberg et al., 2001; De Bruyn and Lilien, 2008; Palazon et al., 2015). This leads to H_{6b}:

H_{A6b}: Critical Mass has a significant influence on Brand Engagement

Studies on user's adoption of technology have suggested 'Critical Mass' to be an important factor (Glass and Li, 2010; Lou et al., 2000; Cheng et al., 2012). As defined previously it is the

close-knit peer group of a user for which or with whom user engages on a Social Media platform (Sweeney et al., 2008; Chu and Kim, 2011; Rauniar et al., 2014; Coulter and Roggeveen, 2012). For a user active on a Social Media platform, his/her Social Media network holds people he/she feels to be important. OBCs on Social Media platforms deals in user-generated content and its sharing; thus, users tend to rely on his/her peer network within the community for their suggestions/opinions. Users lean towards the expectations of their critical mass while making purchase decision to acquire a product or service (Venkatesh et al., 2003; Madan and Yadav, 2016). Since this study attempts to explores consumers behavioural intentions; 'Purchase Intention' to be precise, CM shows significant relevance to be considered to affect the same. (Hsu and Lu, 2004; Yu et al., 2005; Cheng et al., 2012). This leads to H_{6c}:

H_{A6c}: Critical Mass has a significant influence on Purchase Intention

4.2.7 Attitude Towards Brand (ATB)

Literature suggests that there is a functional relation between 'Attitude Towards Brand' and the 'Brand Engagement' on the brand's Social Media brand page. Literature talks about the attitude, but a clear relational focus on the relation between ATB and BE has not been explored thoroughly. Very few studies exist that suggests that the engaging content posted by a brand results in a positive attitude towards the brand. They further strengthen the possibility that the consumers will continue to visit the brand page; and that, further brand engagement from the consumers part is to be anticipated (Logan, 2014; Coursaris et al., 2016). This leads to H_{7a}:

H_{A7a}: Attitude Towards Brand has a significant influence on Brand Engagement

Studies on consumer behaviour have suggested that the consumer's intention to purchase is strongly influenced by the attitude consumers hold for a product/service (Ajzen and Fishbein, 1980). It has been found that the same holds in the context of brands; i.e., consumers attitude towards a brand affects their behavioural intent towards purchase of the brand (Fishbein and

Ajzen, 2005; Jin and Suh, 2005; Leonidou et al., 2010; Limbu et al., 2012; Punyatoya, 2015).

This leads to H_{7b}:

H_{A7b}: Attitude Towards Brand has a significant influence on Purchase Intention

4.2.8 Brand Engagement (BE)

Brand engagement is a crucial component for a brand to consider while building a constructive relationship with consumers (Keller, 2001). It can be described as the emotional tie that binds the consumer to the brand, which makes the consumer return back for more engagements (Goldsmith, 2012). It has been reported that users exhibit purchase behaviour after engaging in online brand communities on Social Media and other digital platforms (Vision Critical, 2013). Consumer's engagement with a brand, the brand shows their readiness to be involved, to gather information, to talk about it and create awareness to other individuals through word-of-mouth (Keller, 2001). Social Media and SNSs differ from the traditional media and provide the consumers with the capabilities to generate and share user content and interact with others (Chung, 2008). Marketing professionals have identified that brand-related advertisement/information/content shared among friends/critical mass shows more significant effects on brand awareness and purchase intentions (Lee, 2010; Khang et al., 2012). Previous studies have corroborated that purchase intention is affected by brand engagement (Appelbaum, 2001; Hollebeek et al. 2014; Song and Yoo, 2016). This leads to H₈:

H_{A8}: Brand Engagement has a significant influence on Purchase Intention

4.3 Proposed framework

Based on the different factors identified; following the proposed framework is conceptualized, as shown in Figure 4.1.

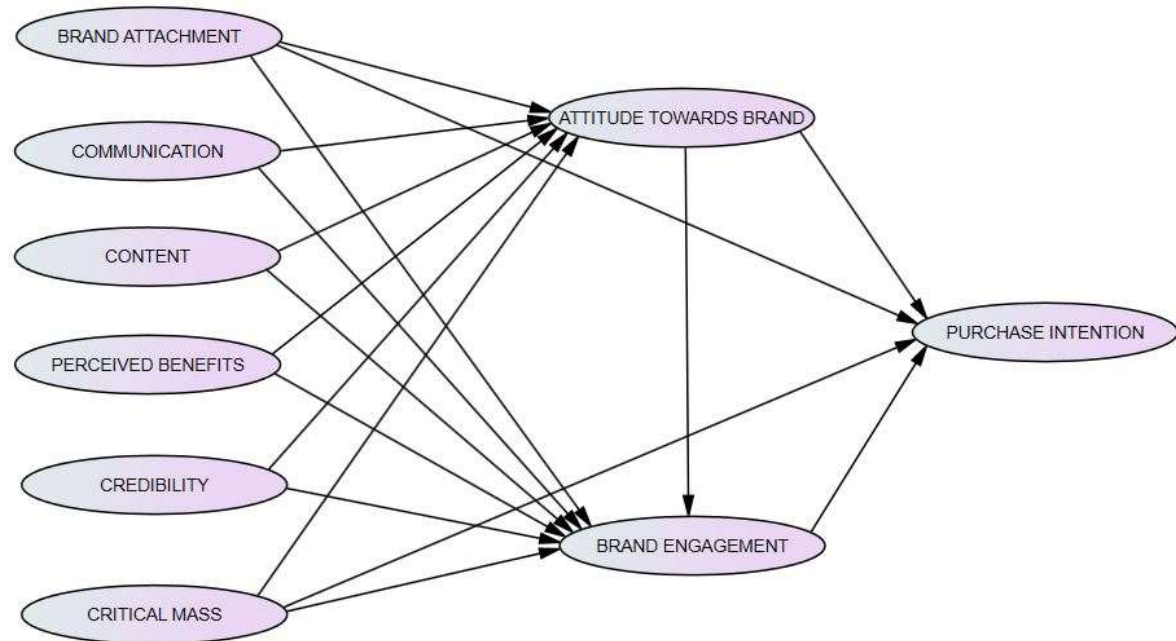


Figure 4.1: Proposed Research Framework

4.4 Hypotheses

Alternate hypotheses are as follows:

H_{A1a}: Brand Attachment has a significant influence on Attitude Towards Brand

H_{A1b}: Brand Attachment has a significant influence on Brand Engagement

H_{A1c}: Brand Attachment has a significant influence on Purchase Intention

H_{A2a}: Communication has a significant influence on Attitude Towards Brand

H_{A2b}: Communication has a significant influence on Brand Engagement

H_{A3a}: Content has a significant influence on Attitude Towards Brand

H_{A3b}: Content has a significant influence on Brand Engagement

H_{A4a}: Perceived Benefits has a significant influence on Attitude Towards Brand

H_{A4b}: Perceived Benefits has a significant influence on Brand Engagement

H_{A5a}: Credibility has a significant influence on Attitude Towards Brand

H_{A5b}: Credibility has a significant influence on Brand Engagement

H_{A6a}: Critical Mass has a significant influence on Attitude Towards Brand

H_{A6b}: Critical Mass has a significant influence on Brand Engagement

H_{A6c}: Critical Mass has a significant influence on Purchase Intention

H_{A7a}: Attitude Towards Brand has a significant influence on Brand Engagement

H_{A7b}: Attitude Towards Brand has a significant influence on Purchase Intention

H_{A8}: Brand Engagement has a significant influence on Purchase Intention

4.5 Research design

This study attempts to understand the influence of Online Consumer Engagement on consumer's purchase intention, through the identification of various influencing factors which are critical to a Facebook Brand Page. Exploratory-Cum-Descriptive research design has been followed to meet the research objectives discussed in Section 4.2.

The first stage of the study involved an exploratory research design that developed a theoretical understanding of the consumer engagement construct and its dimensions. A systematic literature review was conducted to sequentially document and discuss the various antecedents and consequences of the OCE; thus, fulfilling the first objective of the study. Special attention was given to the strategies that are followed by the brand in the FMCG sector for online consumer engagement, in line with the second objective.

The second stage employed a descriptive research design for examining the dimensions identified in the first phase. The scale to measure the dimensions was developed and using various quantitative techniques, the relationships between the dimensions were examined, including testing the hypotheses for the said relationships, fulfilling the third and fourth objective of the research.

The third stage of the research discussed the findings and results of the empirical analysis of descriptive research conducted in the second phase. This section also includes detailed

discussion based on the results of the study. Further, one case on Patanjali Ayurved Limited (PAL), one of the emerging players in the Indian FMCG sector, was developed to test and corroborate the findings of the empirical study done in the second phase. The case study focused on the online strategies followed by PAL to engage the consumers on the FBP moderated by PAL.

4.6 Research instrument

A structured questionnaire is used as a research instrument which has been designed using standardised questionnaires from similar. Table 4.1 shows the constructs and the studies from where the standardized questions were adopted.

Table 4.1 Constructs and their sources

S. No.	Construct	Sources
1	Brand Attachment	Louis and Lombart, 2010
2	Communication	Schivinski and Dabrowski, 2015
3	Content	Peng et al., 2004
4	Benefits	Rauniar et al. 2014
5	Credibility	Shi et al., 2016
6	Critical Mass	Van Slyke et al., 2007; Rauniar et al., R., 2014
7	Attitude Towards Brand	Spears and Singh, 2004
8	Brand Engagement	Kim and Johnson, 2016
9	Purchase Intention	Md Husin et al., 2016

In total, nine constructs were identified as discussed in Section 4.2. Eight constructs were measured using a seven-point Likert scale where, 1-stands for strongly disagree, 2 disagree, 3-somewhat disagree, 4-neutral, 5-somewhat agree, 6-agree and 7-strongly agree. One of the constructs was measured on a seven-point semantic differential scale. Likert scale was used to increase the precision in the degree of expression. The questionnaire was pre-tested for its structure on a sample of 48 respondents to test the reliability of the questionnaire. These

respondents were those people who were active on the SNS, Facebook. The data collected for the pilot study were not included in the principal analysis.

4.7 Sampling technique

This study adopted a non-probability convenience sampling technique, which is considered appropriate in such studies (Hair et al., 2010). For probability sampling, one needs to have a sampling frame where the population is well defined concerning the characteristics under study. Since the sampling frame for the population is lacking, a non-probabilistic convenience sampling was used in this study; the respondents were selected keeping in view the criteria that they are actively using Facebook and are familiar with the concept of brand owned FBPs. Some studies shed light on behavioural intents of consumers and have employed and used convenience sampling to collect the primary data (Featherman and Pavlou, 2003; Wu and Wang, 2005; Lewis et al., 2010).

Literature does not suggest a predefined set of rules for the selection of sample size since it depends primarily on the number of the variable and the level of complexity of the model. The sample size should be adequate to represent the population on which the study is being conducted. For conducting quantitative analysis, studies have suggested a sample size of 200 to 400 (Netemeyer et al., 2004; Hair et al., 2010). Following table categorise the minimum sample size as per the complexity of the model (Hair et al., 2010):

Table 4.2 Selection of sample size based on the number of constructs and items (adapted from Hair et al., 2010)

Minimum sample size	Number of constructs	Number of items
100	Five or fewer constructs	More than three items
150-300	Seven or less constructs	Not important
500	Large number of constructs	less than three observed measures

Based on the above suggestions, this study has incorporated a sample of initial 533 responses, out of which 501 were deemed fit for analysis (Hair et al., 2010). The sample size comprised of the Facebook users who follow any Facebook based brand pages and actively engage in such brand communities.

4.8 Data collection

Data collection was done in two phases:

- i. An offline Pilot study was conducted based on a self-administered structured questionnaire to get insights of the respondents as well as to check the reliability of the questionnaire. Respondents were asked to answer the questions specified on a seven-point Likert scale.
- ii. The final survey questionnaire for data collection using both offline and online method.

The offline method was used to collect responses from the respondents during the pilot study. The offline method was employed in this phase of data collection only as the respondents could clarify any query regarding any of the survey questions. The online survey was created using Google Forms®, an online service through which a link was generated, which can be used by any of the respondents to access the online survey questionnaire. The online survey was sent to the respondents as a link through the message delivery application on Facebook®, emails, and other electronic media. This method was found to be useful and convenient since the respondents were already actively using Facebook and were expected to know the FBPs. Use of online survey questionnaire addressed the problems of the incomplete survey. The survey questionnaire was also filled by the respondents through offline mode from the point of view of convenience and availability of the respondents. The survey questionnaire was circulated to the respondents in December 2017 – January 2018, where a total of 533 respondents filled the survey questionnaire.

4.9 Statistical techniques and tools for data analysis

The study used the statistical software package IBM® SPSS STATISTICS version 20.0 for data analysis along with Microsoft® Excel 2013, primarily for data screening and for checking the reliability of the questionnaire during the pilot testing. Also, IBM® SPSS AMOS Version 20.0 was used for further data screening. It was primarily used for Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM) for confirming the validity of the constructs, hypotheses testing, for validating the proposed model and to analyse the group differences through critical ratios within different demographic groups.

4.10 Conclusion

The Chapter presented the research methodology employed to test the proposed hypothesised framework for the study. The study employed an exploratory-cum-descriptive research design. For the exploratory research design, the study identified important variables that conform to consumer's online engagements were identified along with the dependent. Based on the literature on consumers engagement in an online setting, major nine variables were identified. A proposed conceptual framework with relevant literature to support the development of the hypotheses was presented. Further, the proposed framework depicting the formative relationships has been presented. For the descriptive research design of the study, variables identified as discussed above were utilised to develop a questionnaire for collecting data. The methodology behind the sampling technique and selection of the sample presented, along with methods of data collection and the statistical tools and techniques used for data analysis to streamline the descriptive research. The next chapter presents the data analysis of the data collected as per the methodology discusses in this chapter.

Chapter – 5

Data Analysis and Results

5.1 Introduction

This chapter attempts to fulfill the third and fourth objectives of the study (Chapter 1 Section 1.6). The chapter starts with discussing the analysis of the demographic profiles of the sample. To check the reliability of the questionnaire, a pilot study was undertaken. The results of the study showed that the questionnaire shows high reliability; thus, the questionnaire survey was deemed fit for collection from the sample population. Also, the same was vetted by a few experts to remove any discrepancies in the questionnaire before its final circulation. For the final study, 533 responses were collected from the sample population. After the process of data cleaning and identification of outliers, 501 responses were deemed fit for the analysis. Further, the data was tested for assumptions of multivariate analysis. The assumption held true for the dataset at hand. Therefore, Confirmatory Factor Analysis has been implemented on the dataset to test the divergent and convergent validity of the variables; and to test the fitness of the proposed model. Path analysis was implemented on the collected data to test the hypotheses developed in Chapter 4 Section 4.2. Out of the 17 hypotheses, 12 were accepted. The chapter further analyses and presents the demographic variables for group differences for the proposed framework. The following section elaborates the analysis of data and the results obtained.

5.2 Demographic profile of respondents

The following section discusses a few characteristics of the respondents; namely, gender, age, annual income, occupation, Internet usage. The final study comprised of 501 respondents that were active on various FMCG FBPs. Their demographic profile is reflected in Table 5.1. Out of 501 respondents, 40.5% were females, and 59.5% were male. In age, the biggest segment of

respondents belonged to the age groups of 21-25 years (32.7%), followed by the age groups 26-30 years (24%), and 31-35 years (14.2 %). As shown in table, the biggest income group was below INR 5,00,000 per annum (28.3%) followed by the income groups above INR10,00,000 per annum (26.5%) and INR 5,00,000-7,00,000 per annum (25.9%). Majority of respondents were Government/ Private sector employees (45.5%) followed by Self Employed Professionals (27.5%) and Entrepreneurs/Traders (15.2%). Details about their Internet usage every week were also collected from respondents to understand their Internet usage patterns. Majority of the respondents used the Internet for more than 15 hours/week (50.7%) followed by about 10 hours/week (22.0%) and about 15 hours/week (19.8%).

Table 5.1: Demographic Details

Characteristics	Frequency	Percentage
Gender		
<i>Female</i>	203	40.5
<i>Male</i>	298	59.5
Age		
<i>Below 20</i>	38	7.6
<i>21-25</i>	164	32.7
<i>26-30</i>	120	24.0
<i>31-35</i>	71	14.2
<i>36-40</i>	52	10.4
<i>Above 40</i>	56	11.2
Annual Family Income (INR per annum)		
<i>Below 5,00,000</i>	142	28.3
<i>5, 00,000 - 7, 50,000</i>	130	25.9
<i>7, 50,000 – 10, 00,000</i>	96	19.2
<i>Above 10,00,000</i>	133	26.5
Occupation		
<i>Student</i>	51	10.8
<i>Govt. / Private sector employee</i>	228	45.5
<i>Self-employed professional</i>	138	27.5
<i>Entrepreneur/Trader</i>	79	15.2
<i>Other</i>	5	1.0
Internet Usage		
<i>Less than 5 hours/week</i>	38	7.6
<i>About 10 hours/week</i>	110	22.0
<i>About 15 hours/week</i>	99	19.8
<i>More than 15 hours/week</i>	254	50.7

5.3 Pilot study

Once the survey questionnaire was completed. It was tested to check its reliability. Offline mode was used for testing of the questionnaire as it gives better chances for the respondents to understand the questionnaire and respond. The interaction provided valuable feedback to refine the questionnaire. The pilot study was conducted within Delhi NCR. Participants were given a printed copy of the questionnaire. 15 minutes were given to each respondent to complete the survey, but most of them were able to complete the survey within 6-8 minutes. Participants were encouraged to ask questions regarding any unclear survey question or the underlying connotations. The desired number of participants were between 40-60. Total of fifty-eight thorough responses were collected during the pilot study, which was deemed fit to be analysed further for checking the reliability of the questionnaire.

5.4 Questionnaire reliability

The study employed a standardised survey questionnaire for which the reliability of the same was checked. To assess the same, Cronbach alpha (α) was computed, which measures the internal consistency of the items (Cronbach, 1951). The internal consistency reliability is “the degree to which responses are consistent across the items within a measure” (Netemeyer et al., 2003). IBM SPSS STATISTICS® version 20.0 was used to assess the reliability of the survey questionnaire. Previous studies suggest that the Cronbach alpha should be > 0.7 for internal consistency to be acceptable (Nunnally, 1978; Hair et al., 2010). Table 5.2 depicts the Cronbach alpha for all the items within a construct where the internal consistency of all the constructs was found to be within acceptable range, i.e., > 0.7 . Apart from the mentioned measures for testing the reliability, there are reliability tests, including composite reliability and the average variance extracted, which are derived from the confirmatory factor analysis (CFA) discussed in section 5.6.

Table 5.2: Construct reliability

S. No.	Construct	No. of Items	Cronbach alpha (α)
1	Brand Attachment	3	0.759
2	Communication	4	0.839
3	Content	3	0.828
4	Benefits	4	0.772
5	Credibility	3	0.725
6	Critical Mass	5	0.762
7	Attitude Towards Brand	5	0.815
8	Brand Engagement	3	0.849
9	Purchase Intention	3	0.863

5.5 Testing the assumptions for multivariate analysis

The underlying assumptions of multivariate analysis, i.e., whether the dataset can be used for multivariate analysis or not, were also tested. These assumptions are about missing data, outliers, normality, linearity, homoscedasticity and multicollinearity, which are discussed as follows.

5.5.1 Missing Data

The data was checked for missing values as it might pose problems in analysis. Missing values were found using descriptive analysis in IBM® SPSS Statistics, and no missing values were found in the dataset.

5.5.2 Outliers

Outliers are the cases present in a dataset which are different from the other values in terms of extreme difference. Squared Mahalanobis Distance (D^2) was computed to detect the outliers in the dataset. Outliers have a significantly different value for D^2 than the other values of D^2 in the dataset (Byrne, 2010). Appendix B shows the table of Squared Mahalanobis Distance, which suggests that there exists minimal evidence of any extreme outlier in the dataset.

5.5.3 Normality

The most critical assumption for implementing SEM analysis on a dataset is that the data needs to be normal. Normality of a dataset is checked for the presence of skewness and kurtosis in the normal distribution curve of the dataset at hand; Skewness of the curve represents the balance of distribution (if distribution is on the left side or the right side); whereas, kurtosis represents the flatness or peakedness in the distribution (Hair et al., 2010). Table 5.3 shows that values of measure of skewness and kurtosis are well under the acceptable values (skewness $< \pm 3$ and kurtosis $< \pm 10$) (Hair et al., 2010).

Table 5.3: Skewness and Kurtosis Statistics

	Mean	SD	Skewness	SE for Skewness	Kurtosis	SE for Kurtosis
GEN	1.59	.491	-.387	.109	-1.857	.218
INCOME	2.44	1.161	.114	.109	-1.441	.218
FREQUENCY	3.14	1.007	-.723	.109	-.820	.218
AGE	3.01	1.280	.782	.109	-.278	.218
OCCUPATIONS	2.32	.752	.390	.109	-.046	.218
B	5.43	1.070	-.981	.109	1.431	.218
COMM	4.90	1.175	-.644	.109	.469	.218
C	5.01	1.086	-.598	.109	.644	.218
CRED	4.86	1.057	-.538	.109	.355	.218
CM	4.26	1.164	-.285	.109	-.310	.218
BE	4.91	1.095	-.672	.109	.892	.218
BA	4.44	1.293	-.486	.109	.027	.218
ATB	5.22	.877	-.196	.109	.470	.218
PI	4.88	.973	-.334	.109	.242	.218

5.5.4 Linearity

Another most important assumption is the linearity of the dataset, which is required for multivariate analysis. To check the linearity of the dataset, scatter plot was used where the data points were found to be distributed on a linear fashion along the fit line; thus, reflecting on the linearity of the dataset. Figure 5.1 shows the scatter plot, which shows the data scattered along the fit line indicating the linearity of the dataset.

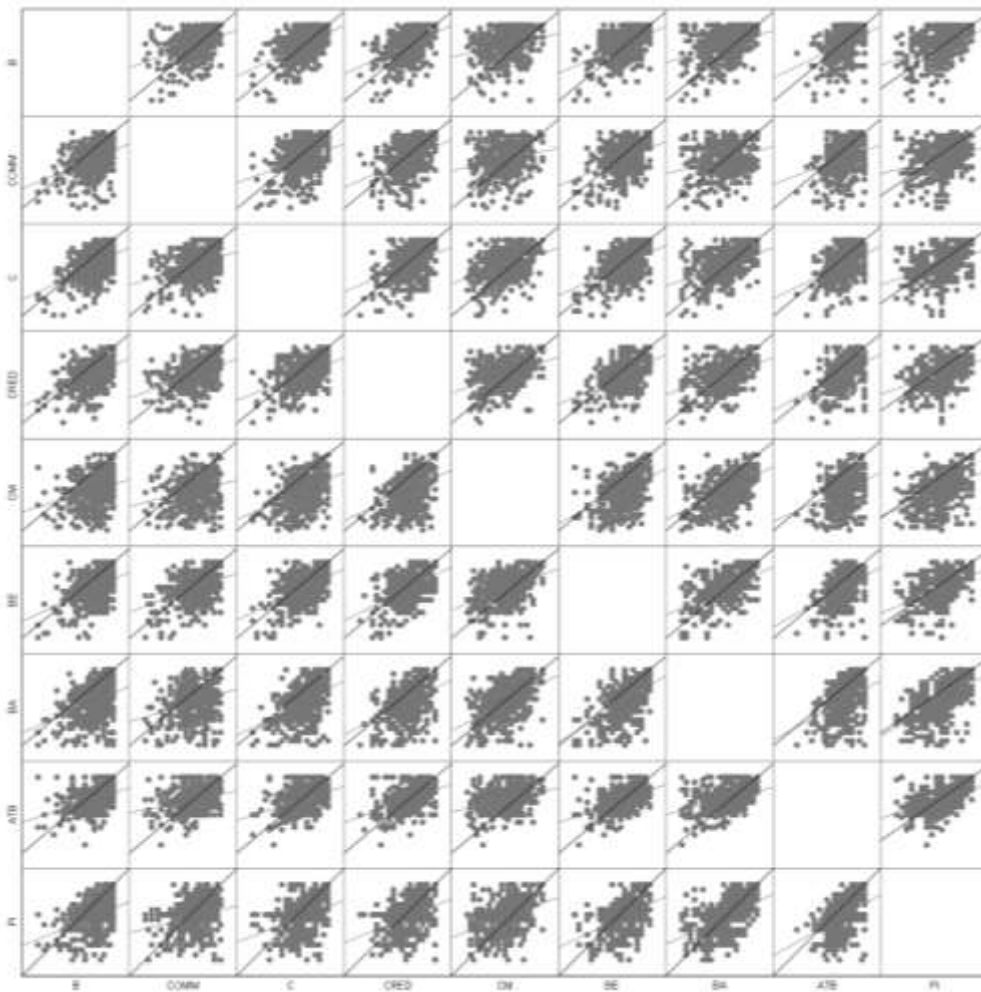


Figure 5.1: Scatter Plot diagram

5.5.5 Homoscedasticity

Homoscedasticity is an essential assumption for applying multivariate analysis on a dataset. A set of data can be termed as homoscedastic if there is an equal level of variance demonstrated by the dependent variable with respect to the predictor variable (Hair et al., 2010). Data needs to be homoscedastic to run a regression analysis, to check the same, scatter plot of standard predicted and residual values were used to establish the homoscedasticity of the dataset. The scatter plots suggested that the dataset was Homoscedastic and thus suitable for regression analysis. Figure 5.2 to Figure 5.17 shows the scatter plot depicting homoscedasticity in the dataset.

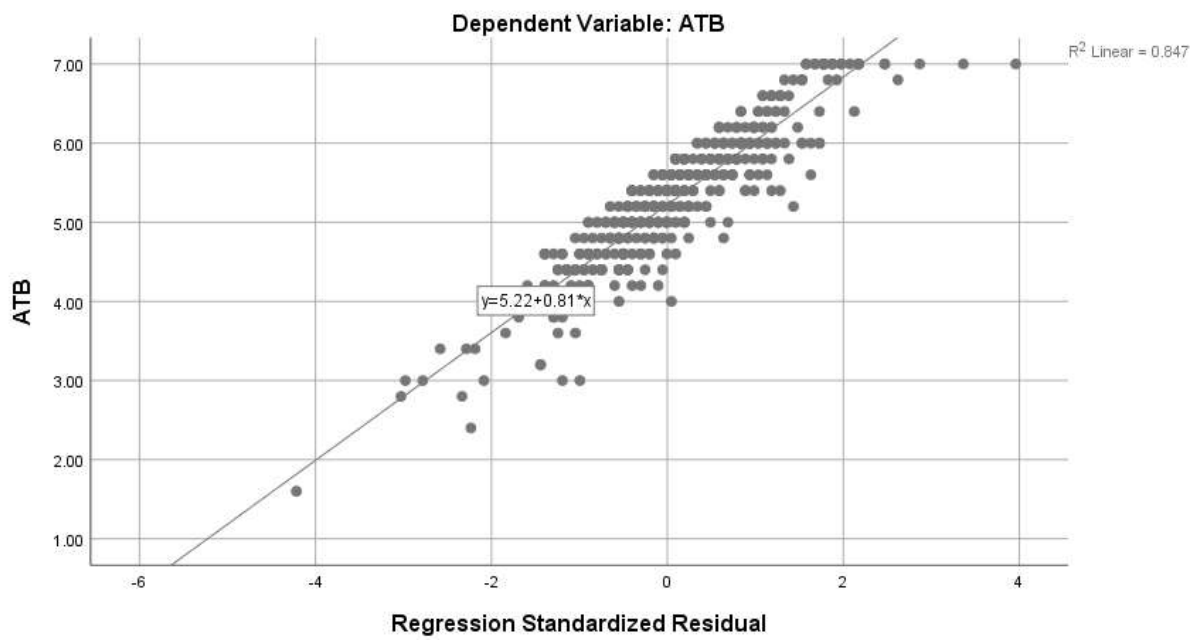


Figure 5.2: Scatter plot of Perceived Benefits and Attitude Towards Brand

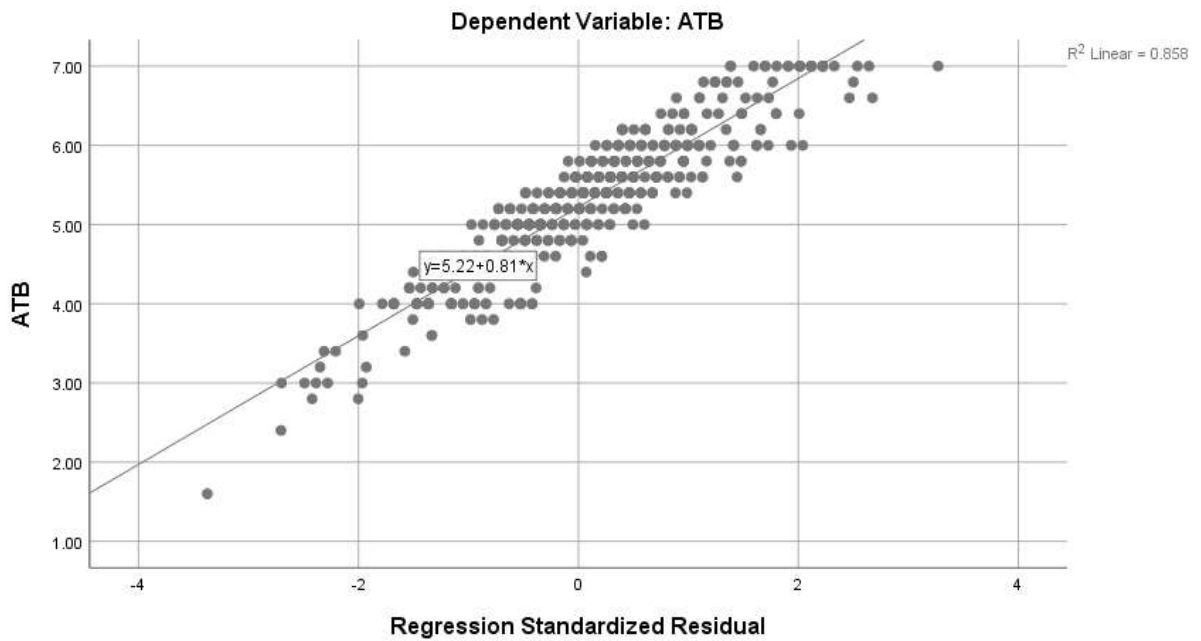


Figure 5.3: Scatter plot of Brand Attachment and Attitude Towards Brand

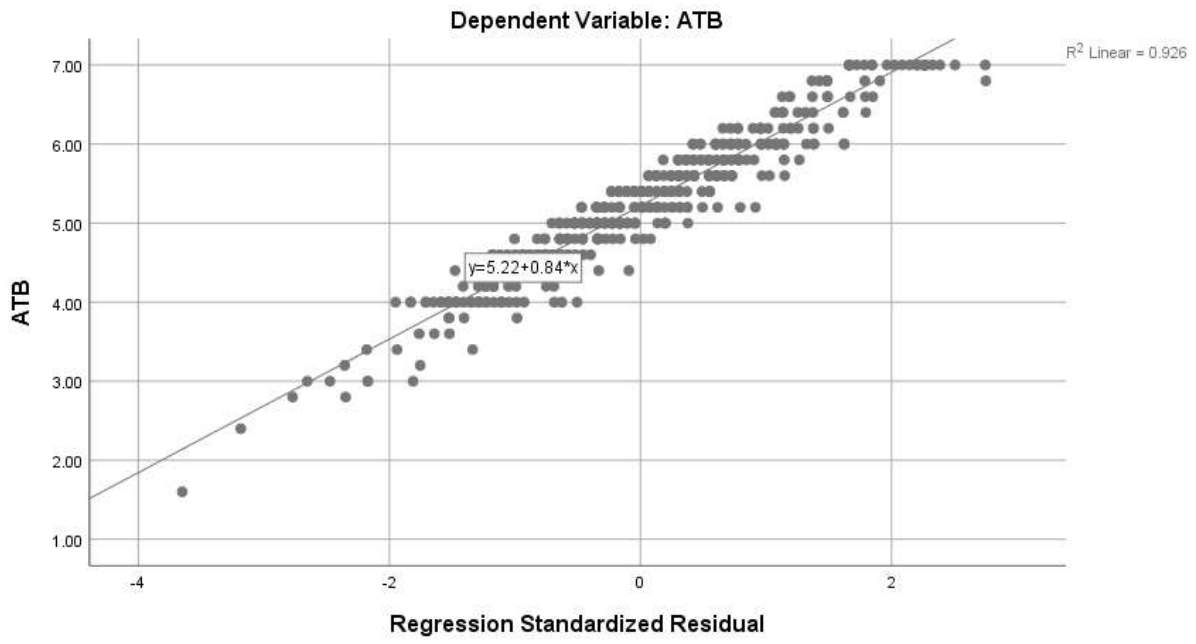


Figure 5.4: Scatter plot of Communication and Attitude Towards Brand

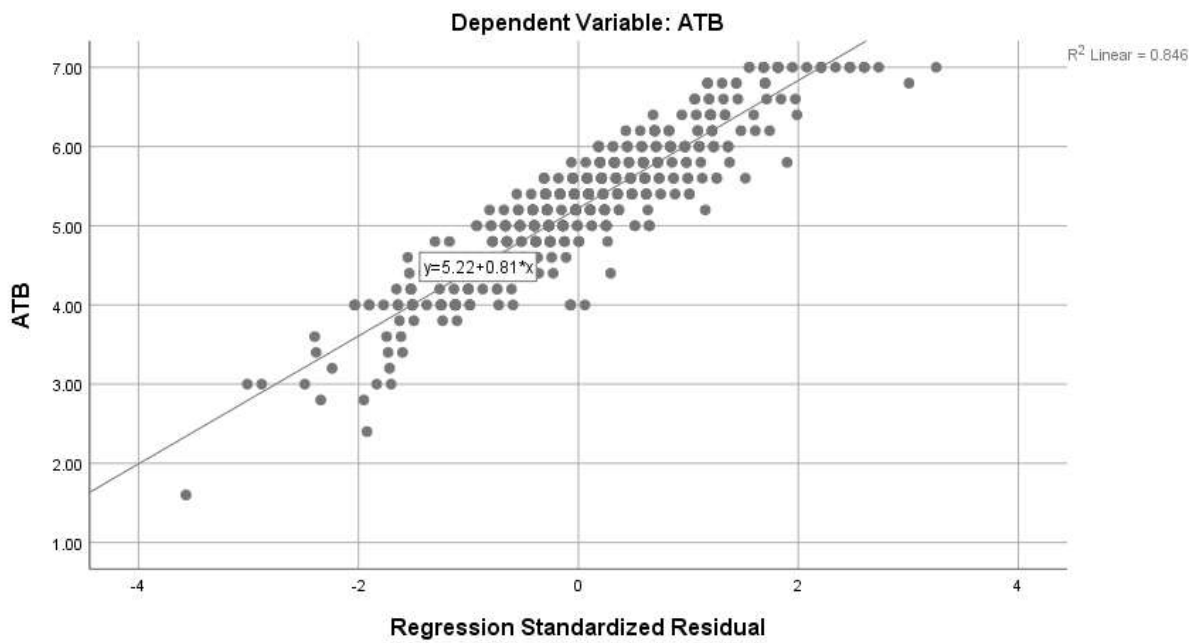


Figure 5.5: Scatter plot of Content and Attitude Towards Brand

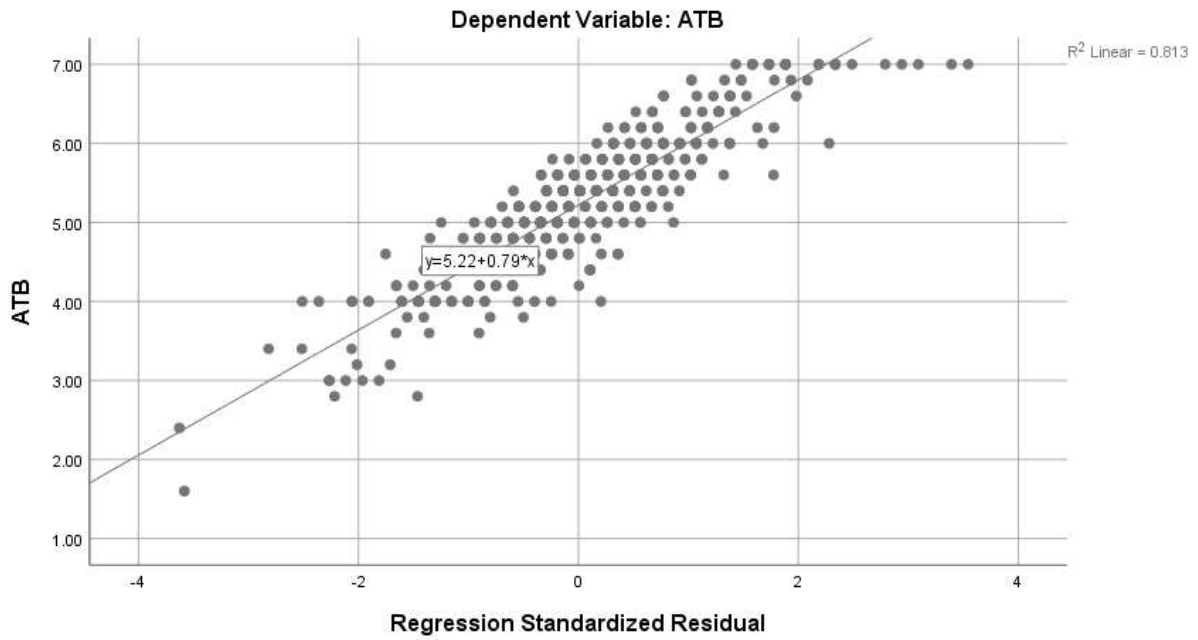


Figure 5.6: Scatter plot of Credibility and Attitude Towards Brand

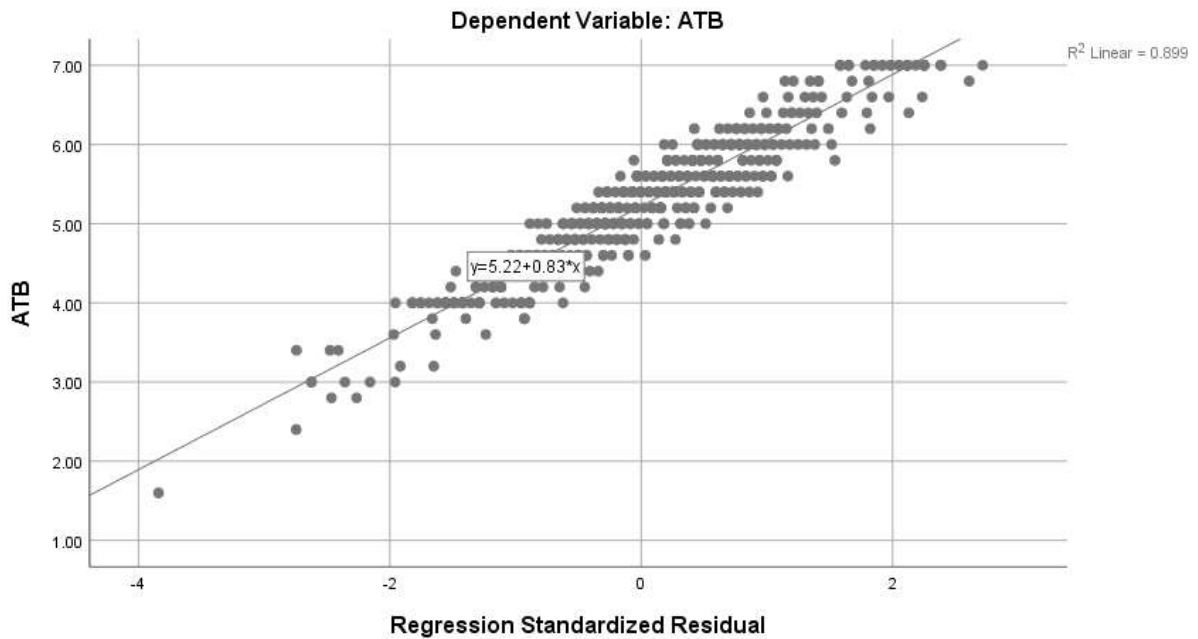


Figure 5.7: Scatter plot of Critical Mass and Attitude Towards Brand

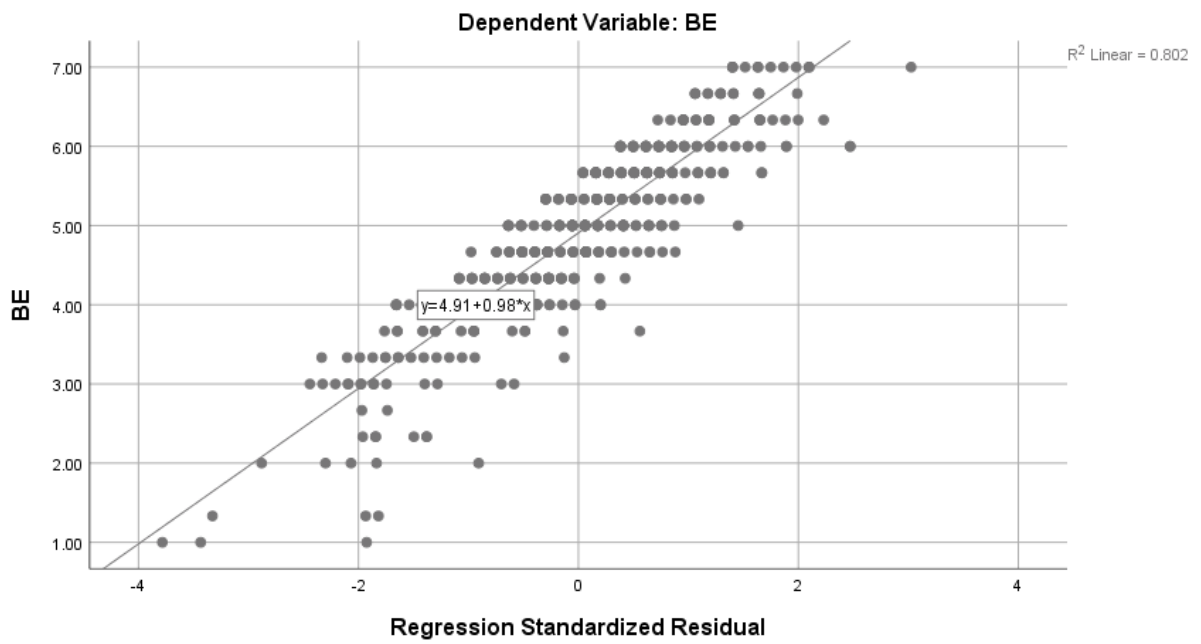


Figure 5.8: Scatter plot of Perceived Benefits and Brand Engagement

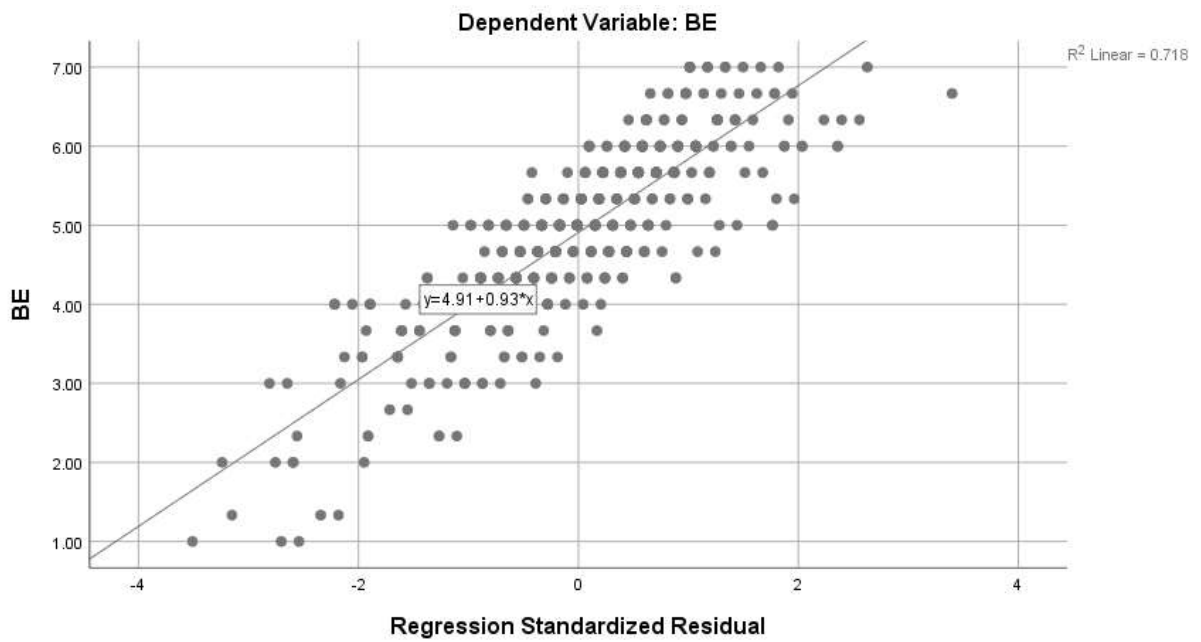


Figure 5.9: Scatter plot of Brand Attachment and Brand Engagement

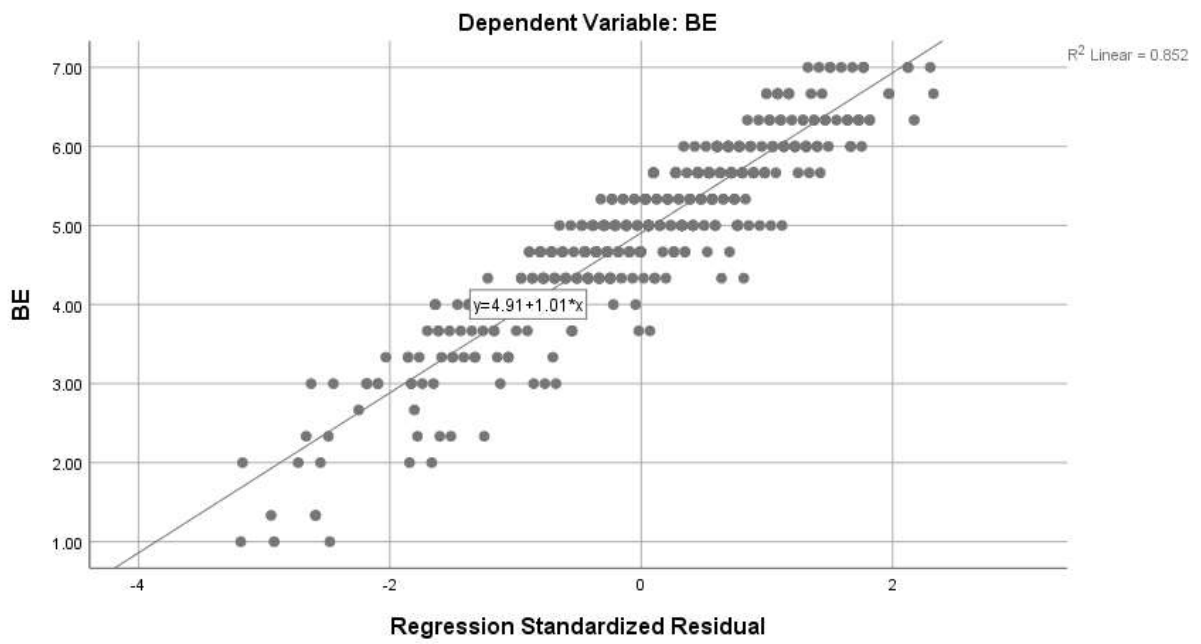


Figure 5.10: Scatter plot of Communication and Brand Engagement

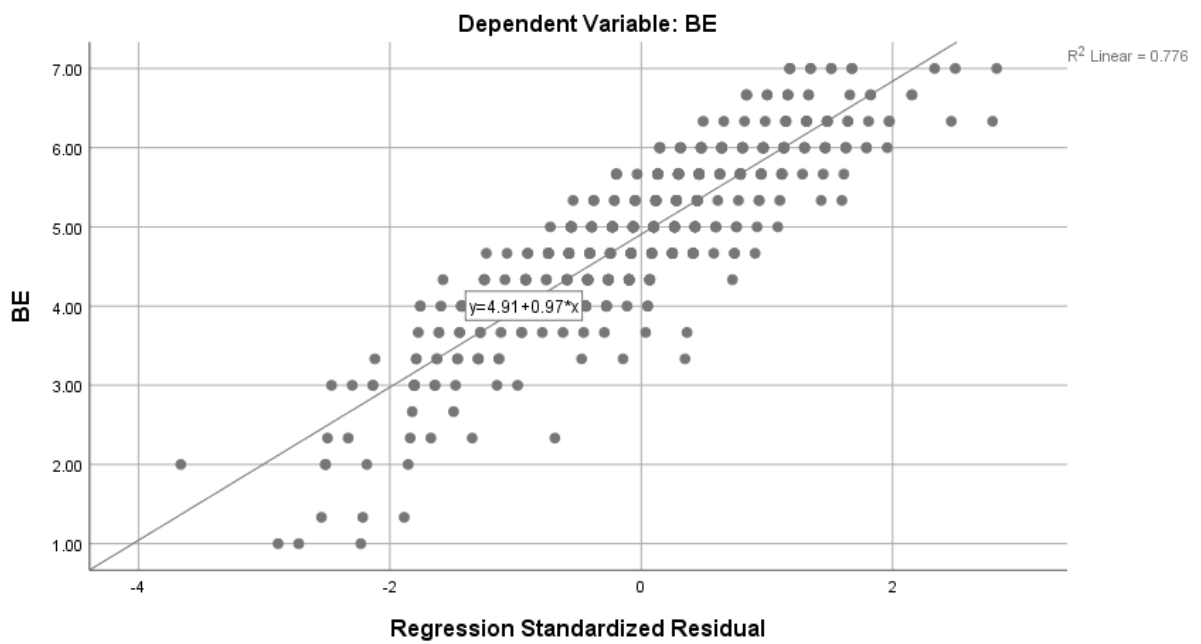


Figure 5.11: Scatter plot of Content and Brand Engagement

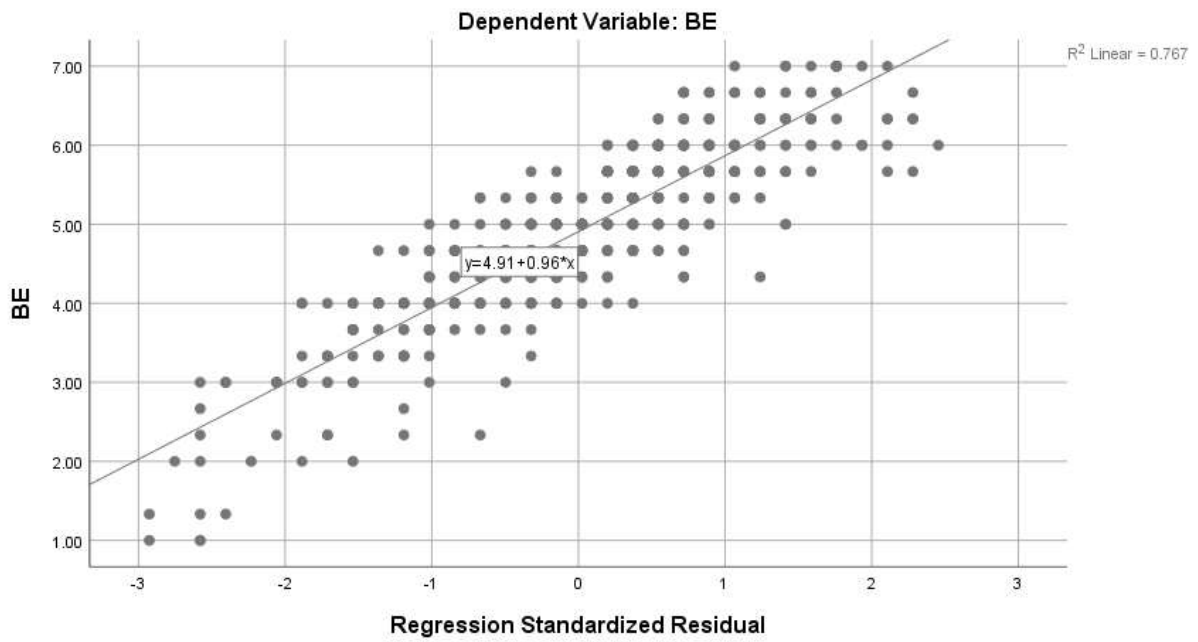


Figure 5.12: Scatter plot of Credibility and Brand Engagement

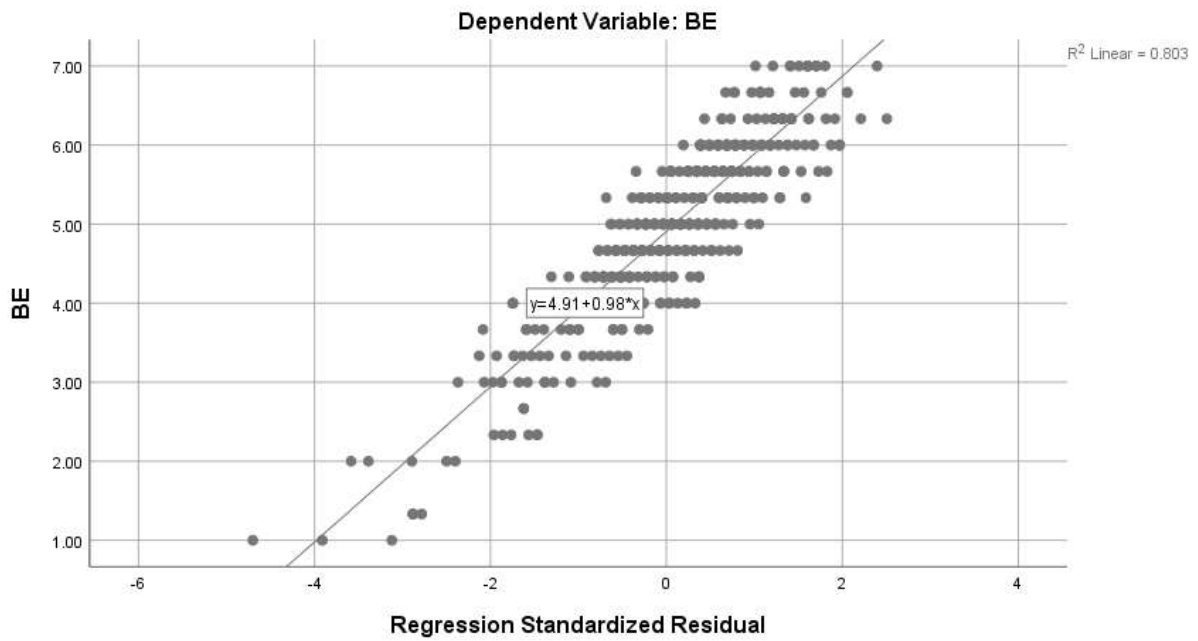


Figure 5.13: Scatter plot of Critical Mass and Brand Engagement

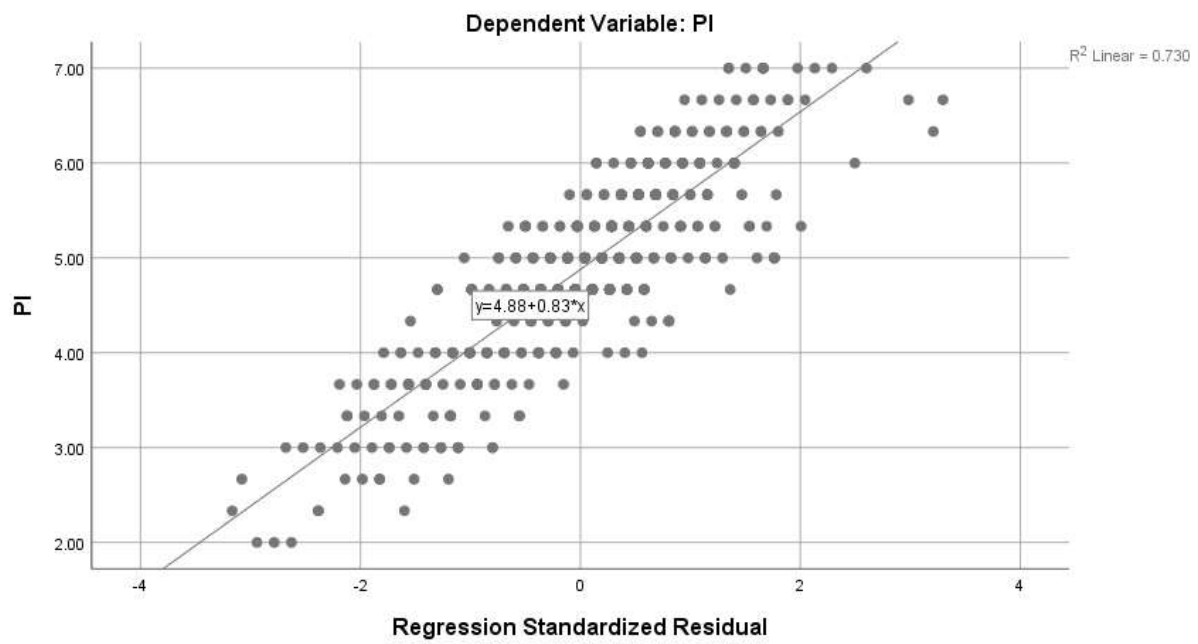


Figure 5.14: Scatter plot of Brand Attachment and Purchase Intention

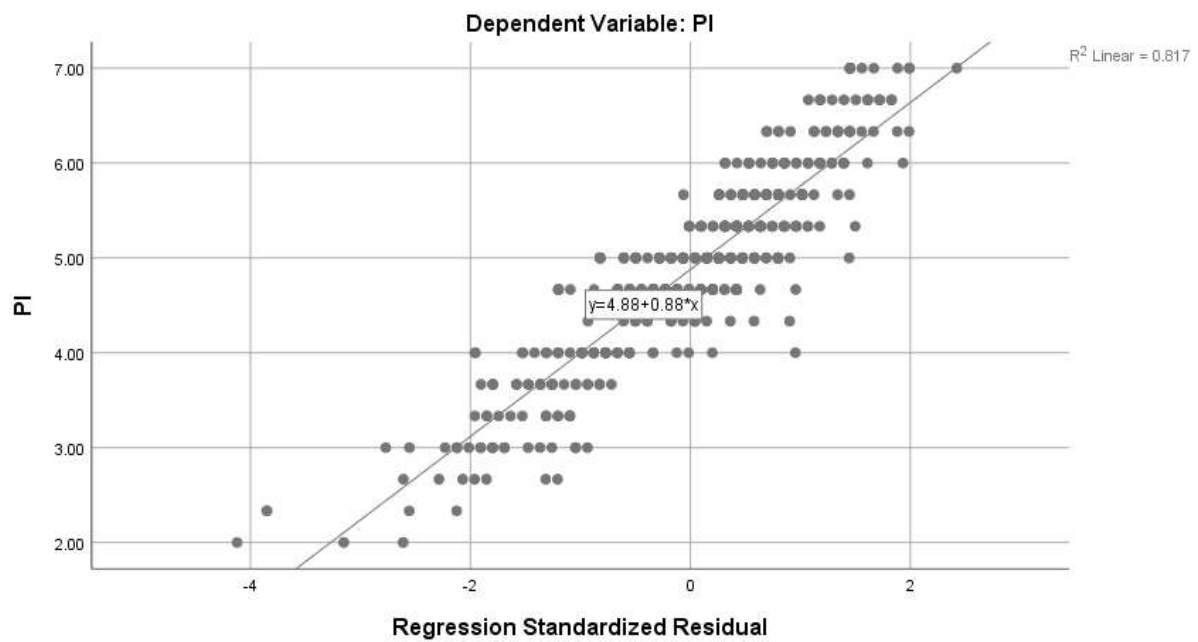


Figure 5.15: Scatter plot of Attitude Towards Brand and Purchase Intention

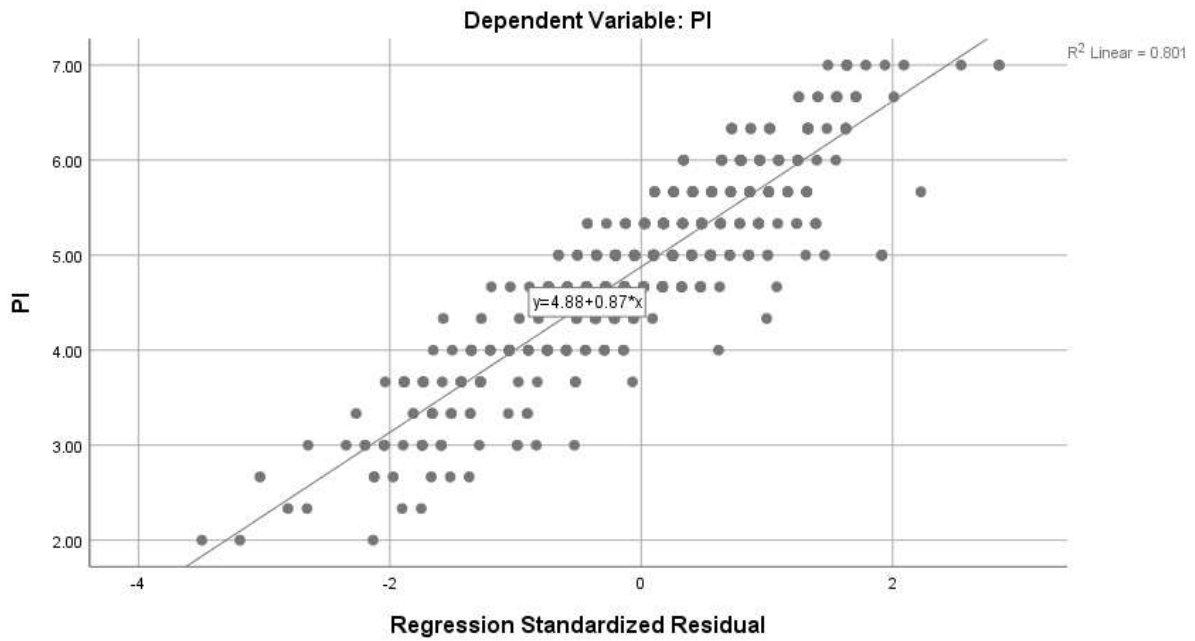


Figure 5.16: Scatter plot of Brand Engagement and Purchase Intention

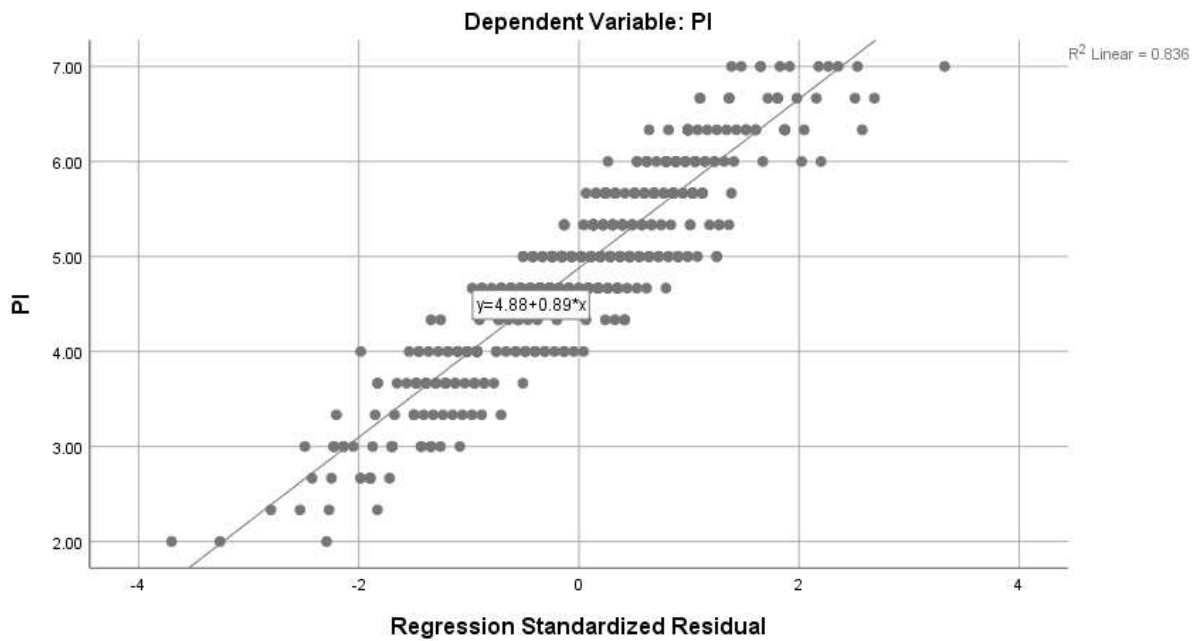


Figure 5.17: Scatter plot of Critical Mass and Purchase Intention

As seen in the scatter plots, all the plots have a similar scatter. This similar scatter is due to the same random disturbance among the relationships between the dependent variable and

independent variables. This depicts the homogeneity of variance among the relationships, thus, suggesting the homoscedasticity of the dataset.

5.5.6 Multicollinearity

Multi-collinearity refers to the presence of correlations among the dependent variables, which causes variability in results. Multicollinearity issues were examined through the collinearity statistic, under which two statistics are taken into consideration, i.e., tolerance and variance inflation factor (VIF) of the independents in the proposed model. Tolerance is defined as the amount of variability of the selected independent variable, value for which should be > 0.1 (Hair et al., 2010). VIF is the inverse of the tolerance value, value for which should be < 3 (Hair et al., 2010). Table 5.4 shows the Tolerance and VIF values for the independent variables showing that they are well within the acceptable range.

Table 5.4: Collinearity Statistics

Constructs	Tolerance	VIF
B	.638	1.568
COMM	.756	1.323
C	.629	1.590
CRED	.605	1.653
CM	.637	1.570
BE	.539	1.856
BA	.591	1.691
ATB	.504	1.697

5.6 Confirmatory Factor Analysis (CFA)

5.6.1 Convergent and discriminate validity

For testing the convergent and discriminant validities, data was analysed using IBM SPSS AMOS® version 20.0. The measurement model was made and ran on the statistical software to find both model validities as well as the model fit, which is discussed in section 5.6.2.

The convergent validity refers to the high proportion of variance shared by all measured variables of a specific latent variable in common (Hair et al., 2010). Convergent validity is measured by Composite reliability (CR) along with the average variance extracted (AVE). Composite reliability is also used to check the internal consistency, where AVE reflects ‘the mean-variance extracted for the items loading on a construct’ and is a summary indicator of convergence. Literature suggests that to confirm the convergent validity (correlation among the items within a factor), $CR > 0.70$, $AVE > 0.50$, where $CR > AVE$ (Hair et al., 2010; Liébana-Cabanillas et al., 2014; Mohamed et al., 2014; Xu et al., 2014). The values obtained after the calculations were found to be well within the acceptable ranges, which are represented in Table 5.6.

Table 5.5: Reliability and validity of constructs

	CR	AVE	MSV	COMM	BA	C	B	ATB	CM	BE	CRED	PI
COMM	0.838	0.571	0.248	0.755								
BA	0.827	0.617	0.396	0.306	0.785							
C	0.734	0.508	0.430	0.447	0.524	0.693						
B	0.819	0.531	0.430	0.483	0.406	0.656	0.728					
ATB	0.867	0.566	0.292	0.325	0.407	0.499	0.452	0.752				
CM	0.850	0.539	0.352	0.264	0.593	0.425	0.295	0.366	0.734			
BE	0.773	0.534	0.402	0.474	0.629	0.634	0.581	0.540	0.525	0.731		
CRED	0.772	0.533	0.349	0.498	0.491	0.565	0.589	0.508	0.469	0.591	0.730	
PI	0.775	0.535	0.378	0.304	0.615	0.455	0.463	0.517	0.504	0.559	0.456	0.732

Note: CR: composite reliability; AVE: average variance extracted; MSV: maximum shared squared variance

The discriminant validity assesses whether a construct is distinctively non-similar from other constructs (Hair et al., 2010). By testing discriminant validity, it is verified that the construct is unique from other constructs. Discriminant validity was measured by calculating the values for AVE; maximum shared squared variance (MSV). The values for MSV and AVE were well

within the acceptable ranges as shown in Table 5.3, i.e., $MSV < AVE$; therefore, there are no discriminant validity issues (Hair et al., 2010; Wong et al., 2014; Zhou, 2014). The square of the Average Variance Extracted (AVE) for each construct is greater than the inter-construct correlations as seen in Table 5.5, suggesting that there are no discriminant validity issues (Fornell and Larcker 1981). Thus, no convergent and discriminant validity issues exist within and among the constructs.

5.6.2 Measurement model

The measurement model, as shown in Figure 5.18, was used to assess the measurement model, which was followed by an examination of the hypotheses by the use of the structural model. Six indices were taken into consideration as suggested by previous studies, i.e., χ^2/df (≤ 3.00), comparative fit index (CFI ≥ 0.90), goodness-of-fit index (GFI ≥ 0.90), Standardized Root Mean Square Residual (SRMR ≤ 0.08), root mean square error of approximation (RMSEA ≤ 0.08) and p-Value of close fit (PClose ≥ 0.05) (Gaskin, 2012; Leong et al., 2011; Hair et al., 2010; Arbuckle and Wothke, 1999; Browne and Cudeck, 1993).

Table 5.6 shows the model fit indices. The final measurement model consisted of nine constructs and 33 reflective items. Table 5.7 shows the items with factor loadings being well above the acceptable cut-off level of 0.05, which are considered significant (Hair et al., 2010). These items were considered for further analysis and used in the structural model discussed in section 5.6. Figure 5.19 depicts the output for the same.

The measurement model was further tested for Common Method Bias (CMB) using a common latent factor. CMB was checked through the Common Latent Factor method in AMOS®. It was found that there exists a CMV of about 31 % in the data set, which is under an acceptable level of 50% (Podsakoff et al., 2003).

Table 5.6: Model Fit Indices

Measurement Model					
χ^2/df	CFI	GFI	SRMR	RMSEA	PClose
1.899	0.949	0.905	.0494	0.042	0.998
Structural Model					
χ^2/df	CFI	GFI	SRMR	RMSEA	PClose
1.895	0.948	0.905	.0502	0.042	0.999
Acceptable Ranges of Values					
χ^2/df	CFI	GFI	SRMR	RMSEA	PClose
Between 1 and 3	>0.95	>85	<0.08	<0.06	>0.05

Note: CFI = comparative fit index; GFI = goodness-of-fit index; SRMR = Standardized Root Mean Squared Residual; RMSEA = root mean square error of approximation; PClose = p-value of Close Fit.

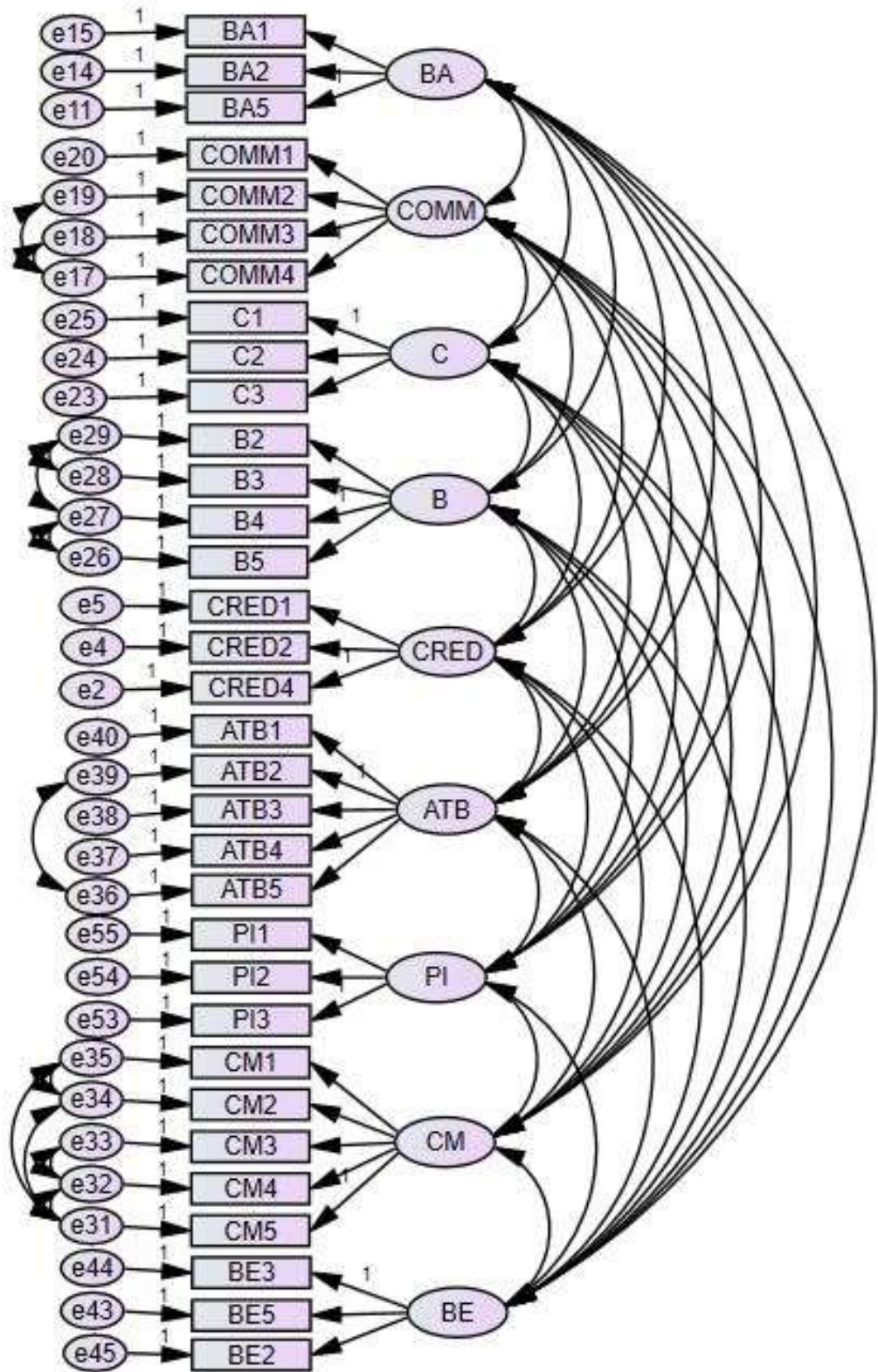


Figure 5.18: Measurement model

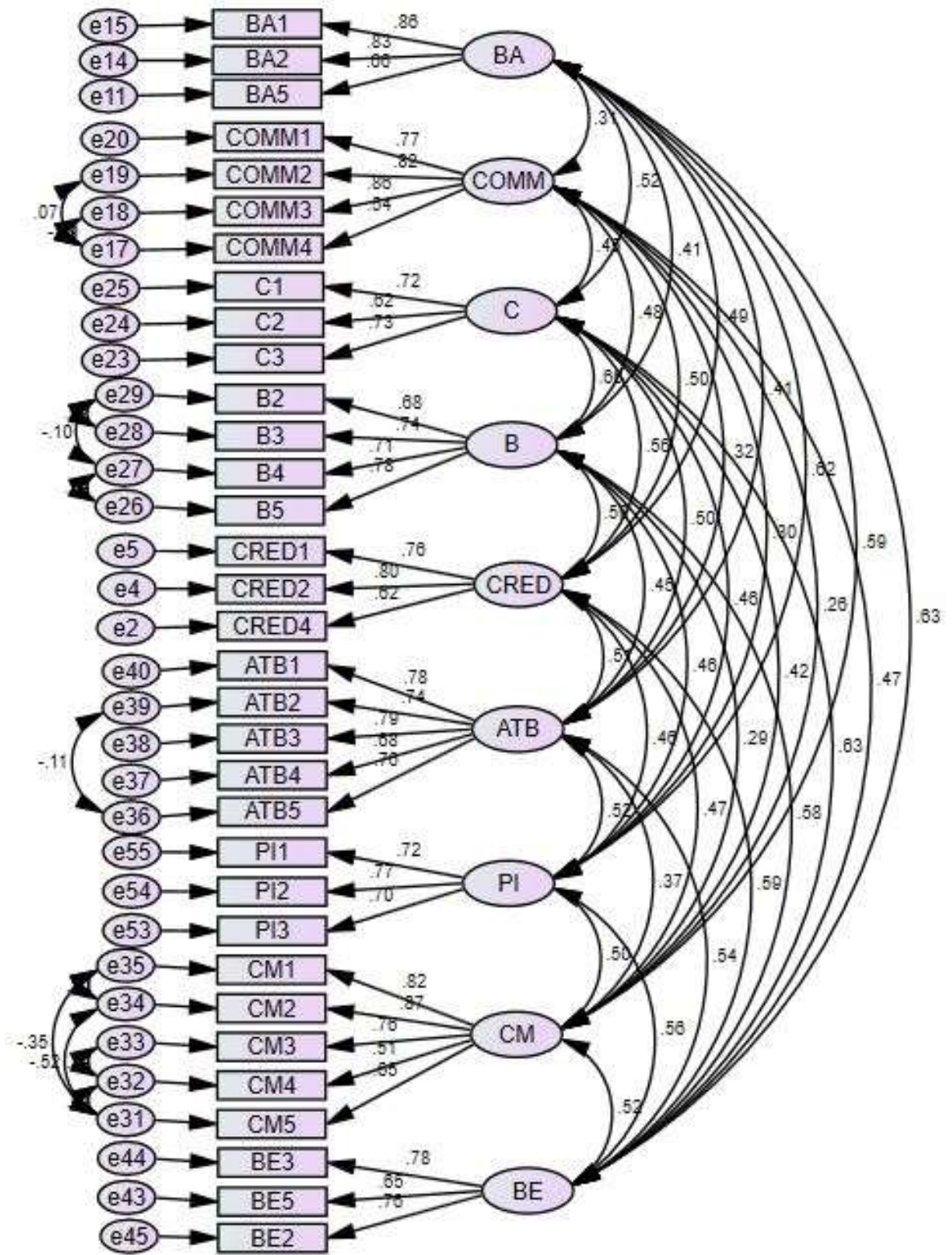


Figure 5.19: Measurement model output

Table 5.7: Factor loading for the items

S. No.	Name of Dimension	Factor Loadings ¹
Brand Attachment		
1	I have a lot of affection for this brand.	0.893
2	I am attracted to this brand.	0.881
3	I remain involved with a brand on Facebook due to the affection I have for the brand.	0.791
Communication		
4	I think brand pages provide a convenient platform for the consumers to voice their complaints and suggestions to the brand.	0.838
5	I think it is possible to communicate instantly with brands through brand pages without any time and space boundaries.	0.876
6	I think brand pages make it easy to connect and communicate with the brand.	0.864
7	I feel that the brands do take actions on the complaints and suggestions posted in comments.	0.671
Content		
8	I like the content posted (Images, Videos, Articles) on the brand page.	0.821
9	Games and/or videos created by brands are fun and keeps me engaged.	0.795
10	I think the entertaining content (images, videos, articles) on brand page positively influences the brand's image.	0.81
Benefits		
11	Facebook brand page enables me to get connected and stay in touch with the brand.	0.802
12	Facebook brand page makes it easier for me to stay informed about the brand and its product.	0.863
13	Latest information about the discounts and promotions can be obtained from the brand page without visiting any stores and/or shops.	0.785
14	Following brand pages on Facebook keeps me updated about new offerings (product, discounts, etc.).	0.841
Credibility		
15	I think that the brand page provides reliable information.	0.851
16	I think brand pages are a reliable information source that enables a transparent channel between brands and consumers.	0.857

17	I think that the information offered by my brand page is sincere and honest.	0.763
Critical Mass		
18	People who influence my behaviour think that I should Engage with the brand page.	0.808
19	People who are important to me think that I should Engage with the brand page.	0.828
20	People in my environment (friends and colleagues) suggests that I should Engage with the brand page.	0.859
21	Many people I communicate with, are active on brand pages.	0.752
22	The people I communicate with will continue to use brand pages in the future.	0.693
Attitude Towards Brand		
23	Bad..... Good	0.828
24	Unfavourable..... Favourable	0.787
25	Unlikable..... Likable	0.834
26	Unappealing.....Appealing	0.759
27	Unpleasant.....Pleasant	0.811
Brand Engagement		
28	I am interested in learning more about this brand.	0.849
29	I would be interested in other products offered by this brand.	0.855
30	I like to visit the website for this brand.	0.773
Purchase Intention		
31	I will definitely purchase the product in the future, for a brand that I follow on Facebook.	0.829
32	I will continue to buy the brand that I follow on Facebook.	0.856
33	I will refer the brand to my friends/family/colleagues, that I follow on Facebook.	0.803

Note: Factor loadings greater than 0.5 is acceptable (Hair et al. 2010)

5.7 Structural model

The structural model analysis assesses the hypothesised relationships as proposed in Chapter 4 Section 4.2. The proposed model (Chapter 4 Section 4.3) is used to build and analyse the structural model using IBM SPSS AMOS®. As the model depicted in Figure 4.1 in Chapter 4 Section 4.2 shows; ‘Brand Attachment’, ‘Communication’, ‘Content’, ‘Benefits’, ‘Credibility’ and ‘Brand Engagement’ act as independent constructs with paths leading to ‘Attitude Towards Brand’ and ‘Brand Engagement’. Further, ‘Attitude Towards Brand’ and ‘Brand Engagement’ in turn, act as an independent construct and have paths leading to ‘Purchase intention’, an endogenous construct. Figure 5.20 Shows the Structural model used for analysis.

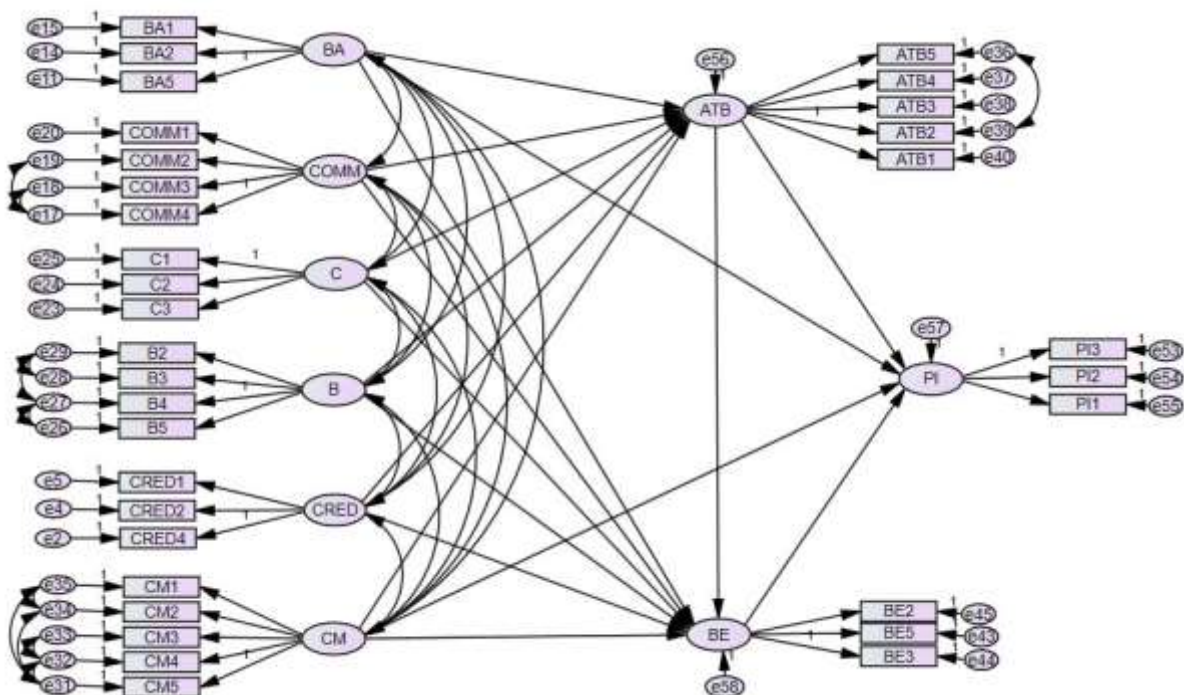


Figure 5.20: Structural Model

This section discusses the results of the structural model. Model fit indices similar to the ones used for assessing the measurement model (section 5.6.2), were used for assessing the structural model as well. Namely, χ^2/df , comparative fit index (CFI) goodness-of-fit index (GFI), Standardized Root Mean Square Residual (SRMR), root mean square error of approximation (RMSEA) and p-Value of close fit (PClose) were the model fit indices which

were taken into consideration. The structural model analysis was conducted on the model without making any changes to the model. The analysis tested the 17 hypotheses discusses in Chapter 4, section 4.4. Out of 17 hypotheses, 5 hypotheses were not supported. The Structural model output is depicted in Figure 5.21. moreover, Table 5.8 shows the results of the hypothesised relationships

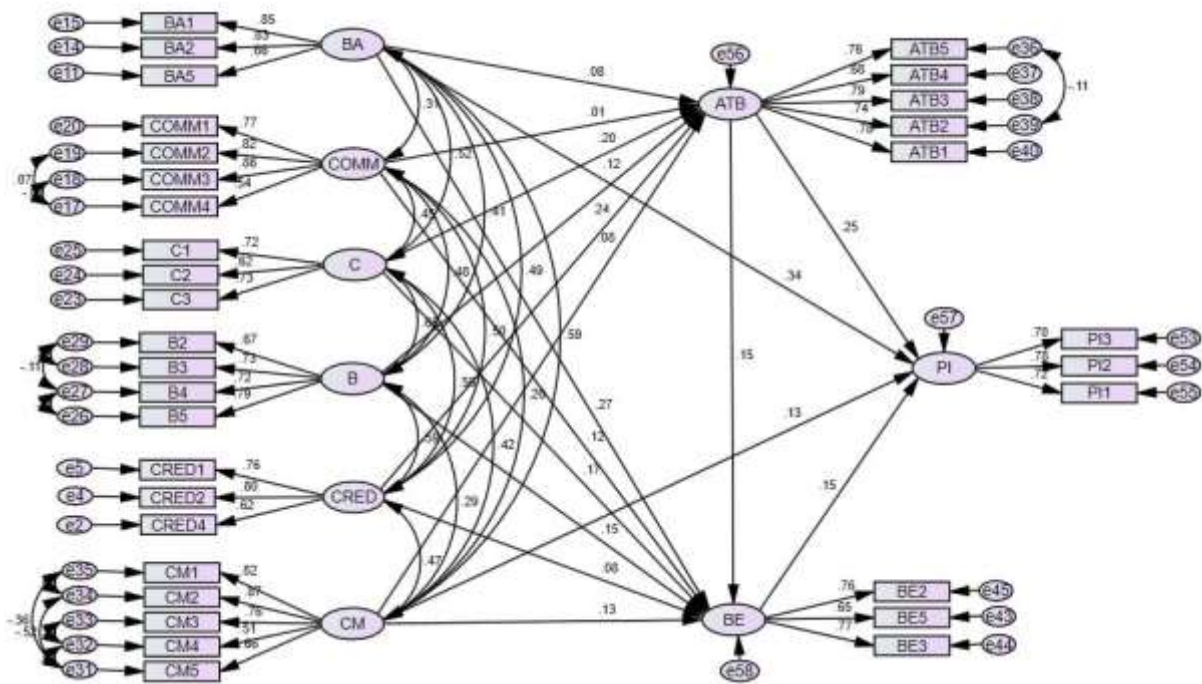


Figure 5.21: Structural Model Output

Majority of the paths hypothesised during the study were found to be significant; namely, Brand Attachment → Attitude Toward Brand, Communication → Attitude Towards Brand, Perceived Benefits → Attitude Towards Brand, Credibility → Brand Engagement. Therefore, H_{A1a} , H_{A2a} , H_{A4a} , and H_{A5b} were not supported by the empirical results; since, t -values < 1.96 (H_0 Accepted) and $p < 0.05$ (H_0 Accepted) as reported in Table 5.8 (Greenland et al., 2016; Mashele and Chuchu, 2018). The results supported the significant influence of ‘Content’ ($\beta = 0.204$, t -value = 2.445) and ‘Credibility’ ($\beta = 0.241$, t -value = 3.164) on ‘Attitude Towards Brand’, supporting hypotheses H_{A3a} and H_{A5a} . Also, ‘Brand Attachment’ ($\beta = 0.265$, t -value = 4.258), ‘Communication’ ($\beta = 0.123$, t -value = 2.343), ‘Content’ ($\beta = 0.167$, t -value = 2.159), ‘Perceived Benefits’ ($\beta = 0.152$, t -value = 2.093), ‘Critical Mass’ ($\beta = 0.126$, t -value = 2.302)

and ‘Attitude Toward Brand’ ($\beta = 0.152$, t-value = 2.888) has significant influence on Brand Engagement, supporting hypotheses H_{A1b} , H_{A2b} , H_{A3b} , H_{A4b} , H_{A6b} and H_{A7b} . ‘Attitude Toward Brand’ ($\beta = 0.251$, t-value = 4.357), ‘Brand Engagement’ ($\beta = 0.145$, t-value = 1.988), ‘Brand Attachment’ ($\beta = 0.345$, t-value = 4.699) and ‘Critical Mass’ ($\beta = 0.13$, t-value = 2.226) also show significant influence on Purchase Intention, supporting hypotheses H_{A7b} , H_{A8} , H_{A1c} and H_{A6c} .

Table 5.8: Structural results

Hypotheses	Relation	Estimate	S.E.	C.R.	P-Values	Remarks
H_{A1a}	BA \rightarrow ATB	0.084	0.05	1.279	0.201	Not Supported
H_{A2a}	COMM \rightarrow ATB	0.011	0.055	0.206	0.837	Not Supported
H_{A3a}	C \rightarrow ATB	0.204	0.075	2.445	0.014	Supported
H_{A4a}	B \rightarrow ATB	0.115	0.067	1.461	0.144	Not Supported
H_{A5a}	CRED \rightarrow ATB	0.241	0.073	3.164	0.002	Supported
H_{A6a}	CM \rightarrow ATB	0.08	0.056	1.357	0.175	Not Supported
H_{A1b}	BA \rightarrow BE	0.265	0.054	4.258	***	Supported
H_{A2b}	COMM \rightarrow BE	0.123	0.059	2.343	0.019	Supported
H_{A3b}	C \rightarrow BE	0.167	0.08	2.159	0.031	Supported
H_{A4b}	B \rightarrow BE	0.152	0.071	2.093	0.036	Supported
H_{A5b}	CRED \rightarrow BE	0.08	0.077	1.143	0.253	Not Supported
H_{A6b}	CM \rightarrow BE	0.126	0.06	2.302	0.021	Supported
H_{A7a}	ATB \rightarrow BE	0.152	0.061	2.888	0.004	Supported
H_{A7b}	ATB \rightarrow PI	0.251	0.054	4.357	***	Supported
H_{A8}	BE \rightarrow PI	0.145	0.08	1.988	0.048	Supported
H_{A1c}	BA \rightarrow PI	0.345	0.052	4.699	***	Supported
H_{A6c}	CM \rightarrow PI	0.13	0.052	2.226	0.026	Supported

Note: P-Values Significant at $p < 0.001$ (***), $p < 0.01$ and $p < 0.05$. (Poorrezaei, 2016)

The results showed that the hypothesised relationships H_{A1b} , H_{A7b} and H_{A1c} were supported at a significance level of 0.001 (t-values > 3.291) (Poorrezaei, 2016). Relationships hypothesised by H_{A5a} and H_{A7a} were supported at a significance level of 0.01 (t-values > 2.576) (Poorrezaei, 2016). Also, H_{A3a} , H_{A2b} , H_{A3b} , H_{A4b} , H_{A6b} , H_{A8} , and H_{A6c} were supported at a significance level of 0.05 (t-values > 1.96) (Poorrezaei, 2016). Figure 5.22 shows the final model after removing the non-significant relationship from the proposed model.

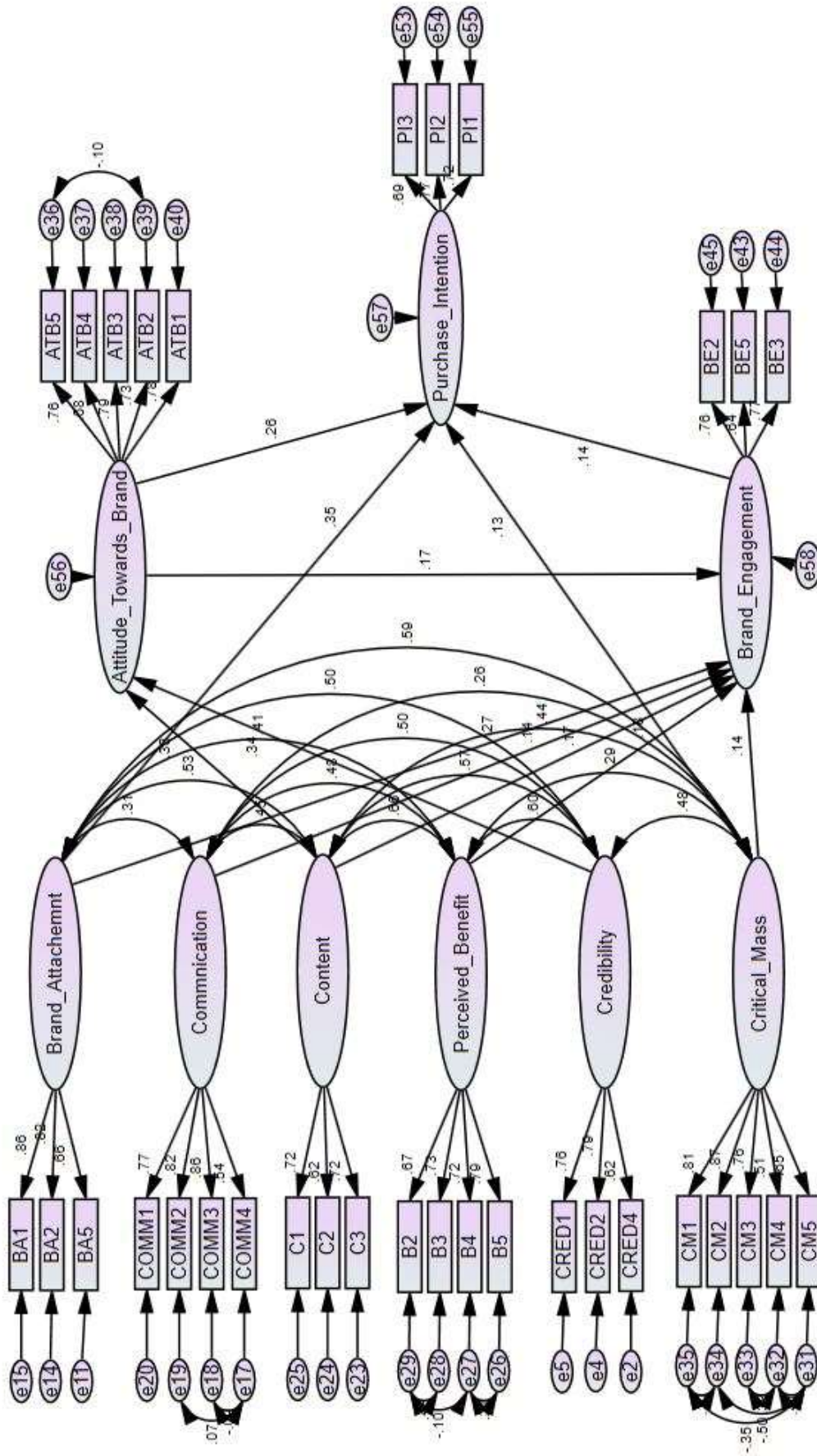


Figure 5.22: Final Model

The explanatory power of dependent variables was measured by the value of R^2 , which estimates the percentage of variance within a dependent construct explained by its predictor constructs. Therefore, 'Attitude Toward Brand' ($R^2 = 0.344$) suggests that 34 percent of the variance in 'Attitude Towards Brand' is being explained by 'Content' and 'Credibility'. Similarly, 'Brand Engagement' ($R^2 = 0.615$) suggests that 62 percent of the variance in BE is being explained by 'Communication', 'Brand Attachment', 'Content', 'Perceived Benefits', 'Critical Mass', and 'Attitude Toward Brand'. Also, 'Purchase Intention' ($R^2 = 0.490$) suggests that 49 percent of the variance in Purchase Intention is being explained by 'Attitude Toward Brand', 'Brand Engagement', 'Brand Attachment' and 'Critical Mass' in the context of the study.

5.8 Group differences: Gender, Age, Annual Income, Weekly Internet Usage

Section 5.7 discussed the results of the tested hypotheses, developed and proposed in Chapter 4 Section 4.2. This section advances further to test the effects of the moderating variables Gender, Age, Annual Income, Weekly Internet Usage on the path relationships discussed in section 5.7 Table 5.8. The multi-group capabilities of the IBM SPSS AMOS® for employing SEM technique is used to see the effects of distinct groups for demographic variables Gender, Age, Annual Income, Weekly Internet Usage. For this purpose, the data was divided into smaller subgroups, namely - Gender, Age sub-groups, Annual Income sub-groups and Weekly Internet Usage sub-group. Once these subgroups were made in AMOS® structural model was run for each sub-group within a variable. The pairwise comparison of path coefficients across sub-groups, considering the critical ratios for the differences among the groups for establishing reliability and validity. Tables 5.9 to 5.12 represent the results of the multi-group analysis to identify group differences within the proposed model for the sub-groups of the demographic variables.

5.8.1 Gender

The sample data was segregated into two groups, one group consisted of females, and the other group consisted of the male within the sample. The results showed that out of the 17 relationships, only one showed a significant difference in males and females. That, there is a significant difference between Brand Attachment with Brand Engagement ($z = 2.18^{**}$, $p = 0.01$) suggesting group differences for different gender groups. Table 5.9 shows the estimates and p-values for structural models for both gender groups, as well as the z-scores.

Table 5.9: Group differences within Gender

Gender	Female		Male		z-score	Remarks
	Estimate	P	Estimate	P		
BA → ATB	0.068	0.318	0.056	0.448	-0.114	Not Supported
COMM → ATB	0.02	0.817	-0.001	0.989	-0.188	Not Supported
C → ATB	0.245	0.036	0.175	0.076	-0.462	Not Supported
B → ATB	0.091	0.232	0.063	0.569	-0.207	Not Supported
CRED → ATB	0.182	0.048	0.281	0.021	0.648	Not Supported
CM → ATB	0.069	0.507	0.079	0.305	0.074	Not Supported
BA → BE	0.09	0.223	0.327	***	2.18**	Supported
COMM → BE	0.228	0.025	0.106	0.145	-0.975	Not Supported
C → BE	0.163	0.207	0.171	0.09	0.052	Not Supported
B → BE	0.183	0.032	0.124	0.273	-0.421	Not Supported
CRED → BE	0.031	0.753	0.126	0.305	0.598	Not Supported
CM → BE	0.165	0.156	0.153	0.055	-0.082	Not Supported
ATB → BE	0.075	0.461	0.245	***	1.364	Not Supported
ATB → PI	0.268	0.003	0.199	0.002	-0.614	Not Supported
BE → PI	0.087	0.377	0.145	0.056	0.468	Not Supported
BA → PI	0.263	***	0.222	0.002	-0.399	Not Supported
CM → PI	0.154	0.127	0.106	0.097	-0.4	Not Supported

Notes: z-score: * $p < 0.10$; ** $p < 0.05$; *** $p < 0.01$ (Tarhini et al. 2014)

5.8.2 Age

The sample data was divided into two age groups, one being respondent with age less than 30 years and other belonging to an age greater than 30 years. The results show that the age moderates two of the relationships out of the seventeen, i.e., there is a significant difference between the relations existing between Brand Attachment with Brand Engagement ($z = -2.446^{**}$, $p = 0.05$) and Critical Mass with Purchase Intention ($z = -2.208$, $p = 0.05$) suggesting

group differences for different age groups. Table 5.10 shows the estimates and p-values for structural models for both the Age groups, as well as the z-scores.

Table 5.10: Group differences within Age

Age	Below 30		Above 30		z-score	Remarks
	Estimate	P	Estimate	P		
BA → ATB	0.021	0.746	0.139	0.062	1.198	Not Supported
COMM → ATB	-0.034	0.635	0.079	0.378	0.985	Not Supported
C → ATB	0.161	0.06	0.303	0.083	0.728	Not Supported
B → ATB	0.069	0.382	0.059	0.708	-0.058	Not Supported
CRED → ATB	0.273	0.006	0.186	0.089	-0.584	Not Supported
CM → ATB	0.073	0.33	-0.001	0.987	-0.703	Not Supported
BA → BE	0.332	***	0.06	0.489	-2.446**	Supported
COMM → BE	0.131	0.07	0.128	0.222	-0.021	Not Supported
C → BE	0.179	0.036	0.117	0.566	-0.279	Not Supported
B → BE	0.139	0.08	0.216	0.239	0.386	Not Supported
CRED → BE	0.056	0.56	0.082	0.517	0.165	Not Supported
CM → BE	0.138	0.066	0.182	0.047	0.369	Not Supported
ATB → BE	0.168	0.018	0.246	0.028	0.586	Not Supported
ATB → PI	0.174	0.008	0.324	***	1.329	Not Supported
BE → PI	0.15	0.096	0.101	0.228	-0.399	Not Supported
BA → PI	0.166	0.019	0.317	***	1.451	Not Supported
CM → PI	0.201	0.005	-0.019	0.782	-2.208**	Supported

Notes: z-score: *p<0.10; **p<0.05; ***p<0.01 (Tarhini et al. 2014)

5.8.3 Annual family income

After evaluating the demographic data collected from the survey, the respondents were divided into two groups based on annual family income. One group comprised of respondents that have a family income less than INR 7,50,000 per annum, and the other where the family income was higher than INR 7,50,000 per annum. The results of the analysis indicated that the relations existing between Brand Attachment with Attitude Towards Brand ($z = -2.225^{**}$, $p = 0.05$), Perceived Benefits with Attitude Towards Brand ($z = -2.51^{**}$, $p = 0.05$), Critical Mass with Attitude Towards Brand ($z = 1.789^*$, $p = 0.1$), Communication with Brand Engagement ($z = 2.563$, $p = 0.05$) and Attitude Towards Brand with Purchase Intention ($z = -1.657^*$, $p = 0.1$) has a significant difference suggesting group differences for different annual income groups.

Table 5.11 shows the estimates and p-values for structural models for both annual income groups, as well as the z-scores.

Table 5.11: Group differences within Annual Income

Annual Income	Below 7.5 LPA		Above 7.5 LPA		z-score	Remarks
	Estimate	P	Estimate	P		
BA → ATB	0.176	0.007	-0.049	0.518	-2.255**	Supported
COMM → ATB	-0.075	0.296	0.095	0.237	1.577	Not Supported
C → ATB	0.107	0.206	0.295	0.022	1.219	Not Supported
B → ATB	0.249	0.01	-0.071	0.392	-2.51**	Supported
CRED → ATB	0.283	0.002	0.188	0.103	-0.649	Not Supported
CM → ATB	-0.017	0.79	0.192	0.048	1.789*	Supported
BA → BE	0.226	0.002	0.241	0.003	0.136	Not Supported
COMM → BE	-0.009	0.909	0.299	0.001	2.563**	Supported
C → BE	0.13	0.166	0.263	0.055	0.803	Not Supported
B → BE	0.24	0.027	0.036	0.672	-1.476	Not Supported
CRED → BE	0.022	0.83	0.118	0.322	0.616	Not Supported
CM → BE	0.235	0.003	0.07	0.473	-1.312	Not Supported
ATB → BE	0.233	0.017	0.103	0.216	-1.013	Not Supported
ATB → PI	0.336	***	0.148	0.024	-1.657*	Supported
BE → PI	0.128	0.217	0.129	0.076	0.007	Not Supported
BA → PI	0.234	0.003	0.232	***	-0.019	Not Supported
CM → PI	0.121	0.089	0.132	0.101	0.108	Not Supported

Notes: z-score: *p<0.10; **p<0.05; ***p<0.01 (Tarhini et al. 2014)

5.8.4 Weekly internet usage

The sample was segregated in two different groups. One where the respondents use the Internet for less than ten hours a week and the other, where the respondents use the Internet for more than ten hours a week. The results showed that there is a significant difference between the relations existing between Brand Attachment with Attitude Towards Brand ($z = -2.306^{**}$, $p = 0.05$), Communication with Attitude Towards Brand ($z = -2.194^{**}$, $p = 0.05$), Content with Attitude Towards Brand ($z = 2.383^{**}$, $p = 0.05$) and Perceived Benefits with Attitude Towards Brand ($z = -1.821^*$, $p = 0.1$) suggesting group differences for different users in terms of Internet usage per week for users. Table 5.12 shows the estimates and p-values for structural models for both Weekly Internet usage groups, as well as the z-scores.

Table 5.12: Group differences within Weekly Internet Use

Weekly Internet Usage	<10 hr/week		>10 hr/week		z-score	Remarks
	Estimate	P	Estimate	P		
BA → ATB	0.222	0.005	-0.011	0.857	-2.306**	Supported
COMM → ATB	0.221	0.035	-0.055	0.427	-2.194**	Supported
C → ATB	-0.085	0.475	0.28	0.004	2.383**	Supported
B → ATB	0.321	0.022	0.03	0.689	-1.821*	Supported
CRED → ATB	0.181	0.256	0.211	0.01	0.165	Not Supported
CM → ATB	-0.015	0.814	0.156	0.062	1.628	Not Supported
BA → BE	0.126	0.143	0.281	***	1.393	Not Supported
COMM → BE	0.113	0.303	0.111	0.14	-0.018	Not Supported
C → BE	0.349	0.007	0.081	0.437	-1.612	Not Supported
B → BE	0.005	0.974	0.191	0.022	1.096	Not Supported
CRED → BE	0.147	0.379	0.089	0.313	-0.31	Not Supported
CM → BE	0.114	0.104	0.138	0.122	0.212	Not Supported
ATB → BE	0.231	0.037	0.186	0.017	-0.329	Not Supported
ATB → PI	0.306	0.001	0.195	0.003	-0.95	Not Supported
BE → PI	0.122	0.216	0.114	0.134	-0.069	Not Supported
BA → PI	0.198	0.012	0.268	***	0.67	Not Supported
CM → PI	0.095	0.137	0.113	0.13	0.186	Not Supported

Notes: z-score: *p<0.10; **p<0.05; ***p<0.01 (Tarhini et al. 2014)

5.9 Conclusion

This chapter has presented the data analysis of the collected data in two phases. In the first phase, a pilot study was conducted based on the questionnaire developed for the study. The data collected for the same was used to find the reliability of the questionnaire through Cronbach alpha values. Once established that the questionnaire has high reliability, the questionnaire was circulated for the data collection for the second phase. The collected dataset was tested for the assumptions of multivariate analysis (missing data, outliers, normality, linearity, homoscedasticity and multicollinearity), which were found to be true. Confirmatory Factor Analysis was implemented on the dataset to test the discriminant and convergent validities. The model was tested for its fitness through measurement model using six indices (χ^2/df , Comparative Fit Index, Goodness-of-Fit Index, Standardized Root Mean Square Residual, Root Mean Square Error of Approximation and p-Value of close fit). These indices

were found to be under acceptable values showing the fitness of the model. The structural model tests the hypotheses developed in Chapter 4, Section 4.4 and its results analysed and interpreted. Groups differences for different demographical variables for the same model are also tested and interpreted. The next chapter presents a case on Patanjali, an emerging FMCG brand in India. The Case attempts to corroborate the results of the hypotheses tested in this chapter.

Chapter - 6

A Case Study on Patanjali Ayurved Limited

6.1 Introduction

FMCG Sector in India is one of the largest sectors to cater to consumers. There is a massive competition in the market due to similar products in the same categories by the major brands and well as by the local marketers. It becomes essential for the brands and marketers to continually keep the consumer engaged through advertisements and other marketing and promotional channels. Brands are using traditional channels for the same, which includes both print and media.

Last decade has seen a change in the digital innovation in the context of internet and mobile technologies, due to which web platforms have become quite popular globally. Social Media has become a phenomenon which is used by almost everyone. Brands and marketers have turned to Social Media platforms for engaging the consumers and use their capabilities for marketing and promotional purposes. The Indian FMCG brands have also made an effort to create their presence on the popular Social Media platforms.

In recent years, Patanjali Ayurved Limited has emerged as another important brand in the Indian FMCG market. It started as an Indian brand under the flagship of Patanjali and Baba Ramdev and has given fierce competition to some of the major brands under certain herbal product category. Patanjali; though a late starter in utilizing Social Media platforms for marketing and connecting with consumers have become quite active digitally. This study aims to explore the online consumer engagements undertaken by Patanjali on digital platforms, with special focus on its official Facebook Brand Page. This chapter attempts to fulfill the first and second objectives of the study, as discussed in chapter 1, section 1.6.

6.2 Patanjali Ayurved Limited – an overview

Yoga Guru Baba Ramdev and Acharya Balkrishna are the founders of the Patanjali Ayurved Limited (PAL) as an Indian consumer goods company in the year 2006. The conception of this organisation was from the perspective of providing a quality product to create a better quality of life for the people of India. PAL produces healthcare products, personal care products, and ayurvedic products. (Bloomberg, 2018).

Table 6.1: Patanjali vs. Other Brands

Product	Brands of Patanjali	Some of the Competitive Brands
Sharbat/ Squash	Amla, Bel, Brahmi, Gulab, Keshar Badam, Orange, Nimbu, Mango	Kissan Squash, Rooh-afza, Minute Maid, Rasna
Juice	AloeVera, Anar, Amla, orange	Real, Priyagold, Godrej and Kissan Juices
Jam	Apple, Pineapple and Mix Fruit Jam	Kissan, SIL, Tops, Druk
Salt	Saindha Namak	Tata, Annapurna
Chyawanaprash	Sada, Special Chyawanaprash	Dabur, Baidyanath, Zandu kesari Jiwan
Flour	Arogya Aata	Aashirwad, Annapurna
Candy	Amla, Anardana	Dabur Hazmola
Washing Powder	Ujjwal	Arial, Surf-excel, Tide

With the current production capacity of INR 510 crores (US\$5.1 billion) PAL is all set to expand to a capacity of INR 870 crores (US\$8.7 billion) by opening new manufacturing units at several places within India. PAL provides the farmers with information and technical aid for cultivation and efficient farming. All the consumables manufactured by PAL are available to the consumers only through authorized Patanjali Stores.

The industrial area in Haridwar acts as the PAL’s main Manufacturing units and headquarters while Delhi marks the location for its registered office (Aradhak, 2018). PAL imports a large number of herbs from Nepal under the trademark Nepal Gram Udyog and has set up manufacturing units for production in the neighbouring country too (Simplus Information Services, 2015). There are further plans to establish more manufacturing units in India as well as in Nepal (Webdunia, 2015). Patanjali is being accorded as the fastest growing Indian FMCG company as per CLSA and HSBC. With an annual turnover of INR 10,216 crore (US\$ 1.4 billion) for FY 2017, Patanjali is valued at INR 30 crore (US\$ 440 million) (Dutta, 2017).

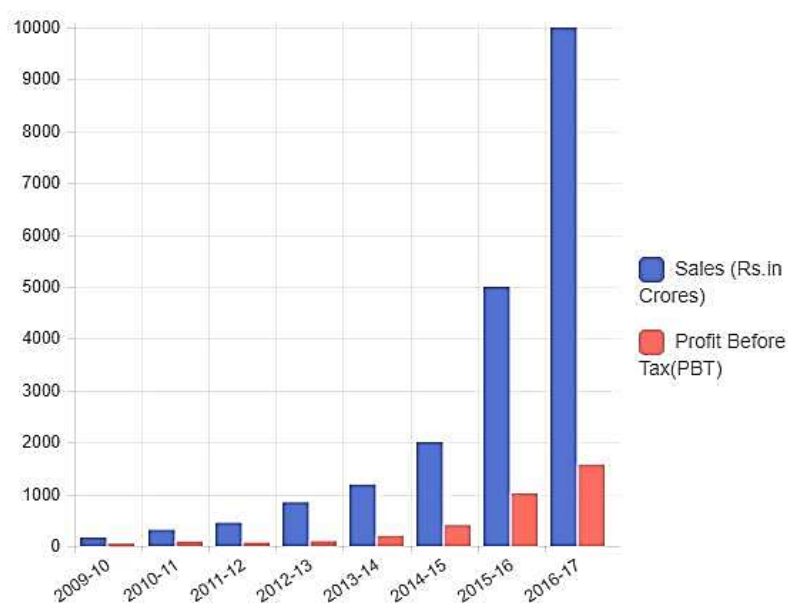


Figure 6.1: Sales and Profit Trends of Patanjali Ayurveda Limited

Source: (Patanjali.org, 2018)

Recently Patanjali was placed seventh in the list of Most Influential Brand (MIB), where Microsoft and Apple were placed at 8th and 9th place (FinancialExpress, 2018b).

After Patanjali’s rose to Rs 10,500-crore organisation within a decade, the MNC’s have shifted their focus on the Ayurveda sector (Bhushan and Chakravarty, 2018). Patanjali is aiming to outclass the rivals in the FMCG domestic market. PAL has made total revenue of 10,561 crores in the year 2016-17, making it the second-largest FMCG player after Hindustan Unilever. What

is even more impressive is that Patanjali's revenue puts the shade on the combined sales of India's MNC giants. Ghee is the bestseller for Patanjali, contributing 14% to total revenues, followed by toothpaste (9%) and hair oil (8%). Its Divya pharmacy store contributed 8% Sales (Somvanshi, 2017). Patanjali's hair oil is recorded to be higher than that of Bajaj Corp, with revenue at Rs 825 crore. Most of Patanjali's revenues are generated by its toothpaste sales at Rs 940 crore, a segment where the home-bred player has captured 14% market share.

6.3 Promotional strategies

The philosophy behind Patanjali is providing the people of India with products that are made in India. Baba Ramdev as a spokesperson for PAL has focused on the demerits of the products sold by the MNC's in India and has emphasised on purchasing "swadeshi" (made within the country). Baba Ramdev has continuously pitched Patanjali as a "Swadeshi" alternative to all the MNC products which help source Indian money abroad to "Videshi" (foreign) FMCG companies like HUL, P&G and Nestle. Patanjali is one of the important strategies to connect on an emotional level with the consumer and then drive them towards their brand.

PAL's association with yoga guru (yoga teacher) Baba Ramdev was the major advantage regarding branding itself. This helped in establishing Patanjali as a brand. Baba Ramdev popularized majority of Patanjali's products while teaching yoga in his numerous yoga camps that are still held both on national and international levels. During these camps, Baba Ramdev used to directly address the masses and talk about a specific Patanjali product. The direct communication established by Baba Ramdev promoted the brand on an international level.

The focus of Patanjali as a brand was more on content marketing where they attracted the consumers to their product and never bombarded them with ads. The personalized approach by Baba Ramdev on yoga camps by directly engaging with at the consumers. He never harped about how good Patanjali's products are. Instead, he focused more on the evil of the other

similar products from various MNC's, and the benefits of the Indian made products. He concentrates on promoting the reasons to the consumer and leave them on their own to explore the wide variety of the products that Patanjali offers.

Majority of the promotion and marketing was done by word of mouth communication by the followers of Baba Ramdev. They suggested the products that they used to their social masses. The critical mass effect then took place, leading to sales of Patanjali products. To make Patanjali a brand, traditional marketing strategies were also followed. Patanjali has a continuous presence on religious television channels like, 'Astha' and 'Sanskar' along with various News channels. They have a presence on print media as well, with advertisements in newspapers and billboards at their local outlets being the most frequently followed marketing practices by Patanjali. In 2016, during the last quarter for the year, Patanjali was the third most advertised brand on television (CIIM, 2016).



Figure 6.2: PAL's corporate web portal

Alongside traditional advertising, PAL also incorporated Digital marketing into their marketing and promotional strategy. Currently, Patanjali has two online websites; www.patanjaliayurved.org. and www.patanjaliayurved.net, as shown in Figures 6.2 and 6.3. www.patanjaliayurved.org is the corporate website for PAL and showcases the organisation’s overview along with its vision and mission. The corporate portal act as a medium to invite dealerships from retailers that are interested in selling Patanjali products. Also, this web portal has a link to patanjaliayurved.net as well as lists of megastores, Patanjali Chikitsalaya (medical center) and Patanjali Arogyakendra (medical advisory center) located in all the states in India. The portal also contains a download section where forms for different dealerships are available which can be filled and submitted online. The portal is easy to navigate and uses high-quality image and simple content for everyone to read.

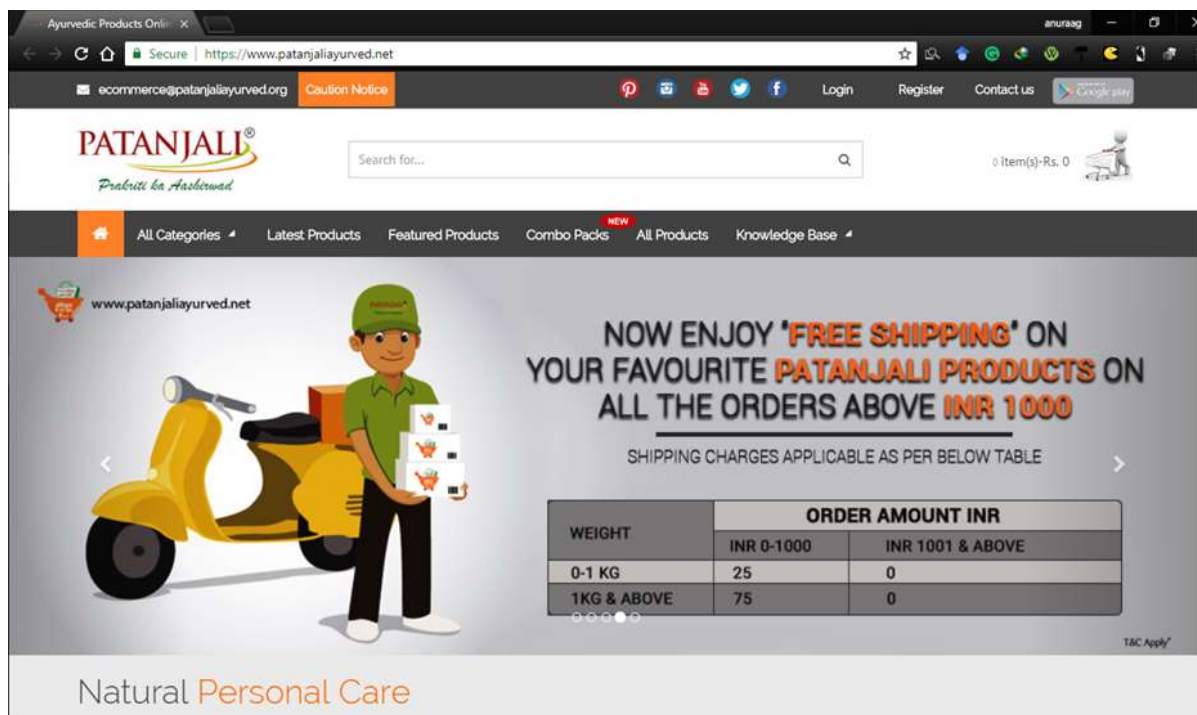


Figure 6.3: PAL’s E-Commerce portal

Even though Patanjali products were exclusively available at physical stores, PAL decided to introduce an online e-commerce portal where consumers can browse through various Patanjali

products and order online, too (Figure 6.3). The portal is easy to navigate, and the access to multiple tabs and information about the products is easy to access. Having an e-commerce portal gives them access to people who shop prominently online as well as those who do not have time to identify a local Patanjali store and physically visit and buy any Patanjali product. The website also has a section by the name Knowledgebase which is similar to a blog and contains useful information about health care, personal wellbeing, 'Ayurveda' (herbal science) and tips on health issues. The Content of the blog is informational and provides knowledge in 4 fronts, as seen in Figure 6.4. PAL has its entire range of products showcased on this e-commerce portal with prices in INR. It is observed that none of the bigger FMCG players in the same market sell their product on such online despite their comments on media on how they are integrating Digital media into their business strategy.

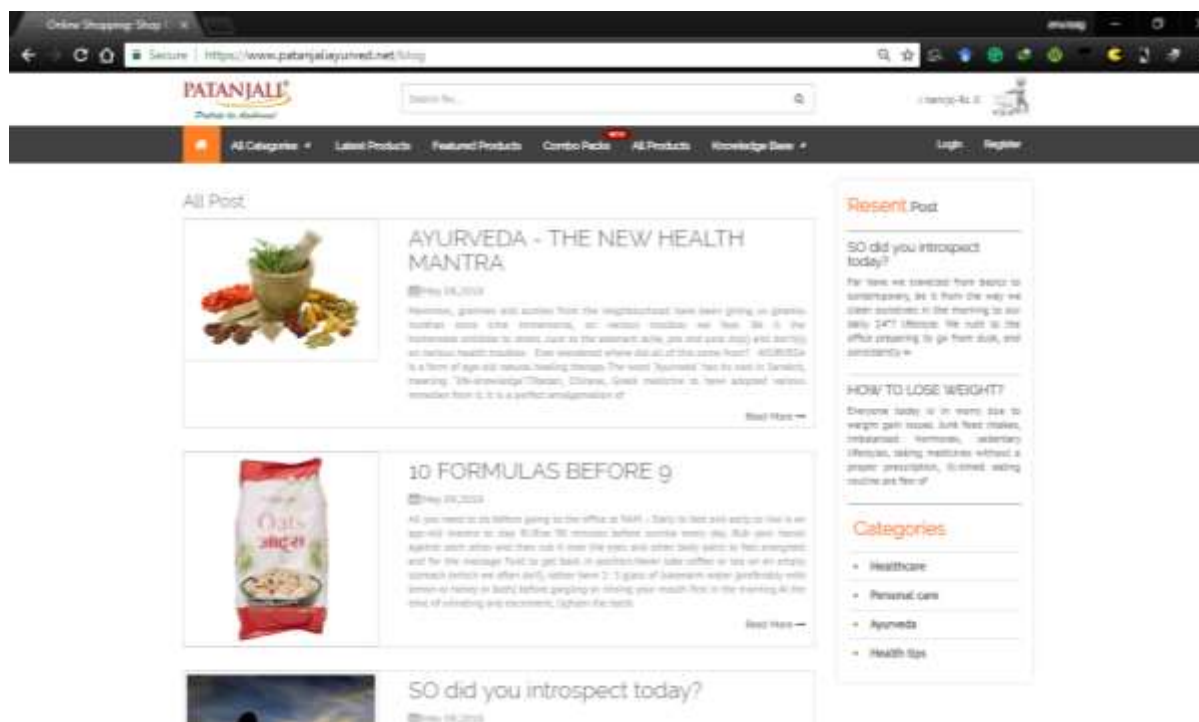


Figure 6.4: The blog section of the E-Commerce portal

6.4 Social Media strategy for Online Consumer Engagement

Apart from these two online portals, Patanjali also has a digital presence in all major Social Media platforms. In February 2017, Patanjali started its advertising campaigns through digital media and begun collaborating with Social Media and tech giants, Facebook, and Google (ABPLive, 2017). However, this was not the picture in 2014, as PAL was only focusing on the traditional means of marketing and promotion. Even though its competitors were using Social Media platforms for engaging and connecting with its consumers, PAL was quite reluctant about trusting the potential of Social Media to attract the masses. Post 2014 it actively started using different Social Media platforms which are considered essential for any Brand/marketer. Different Digital and Social Media platforms where Patanjali is actively engaging the consumers are as follows:

Table 6.2: Patanjali Ayurved Limited Digital and Social Media Presence

S. No.	Digital Media Platform	Title	No. of Followers/Likes/Reviews*
1	Facebook	Patanjali Products - पतंजलि उत्पाद	760,883
2	YouTube	Patanjali Ayurved	329,342
3	Instagram	Patanjali Ayurved @PypAyurved	276,710
4	Twitter	patanjaliproducts	11,167

*as on 20 February 2019

As many brands do, Patanjali too was able to understand the value of the various Social Media platforms, as efficient channels to promote and connect with the consumers. They have invested in these platforms in recent years and integrated platforms into their marketing and promoting strategies.

6.4.1 Patanjali on YouTube

Youtube is one of the prominent Social Media platforms where PAL is quite active. Youtube is a streaming service where users can make their channels for uploading self-made videos for other users to view and engage with. The engagements on the video uploads are in the form of like, share and comments. The user follows a channel which they like. The success of a YouTube channel is majorly assessed by the number of followers it has. PAL made its debut on the Social Media platform on July 2014. Figure 6.5 shows the Interface of the Patanjali's YouTube channel, Patanjali Ayurved, which has 329,342 followers (till 20 February 2019). It also has 351, 037, 341 total views on the channels. One can see that most of the video seen on the channel page are of the products that PAL sell. The link to the main video that is showcased on the channel is shown in Figure 6.5. This video is constantly updated, and each video shows Baba Ramdev showcasing a new product and discussing its benefits to the audience. In Figure 6.5, Baba Ramdev is showcasing Patanjali's Dant Kanti Gel Toothpaste.

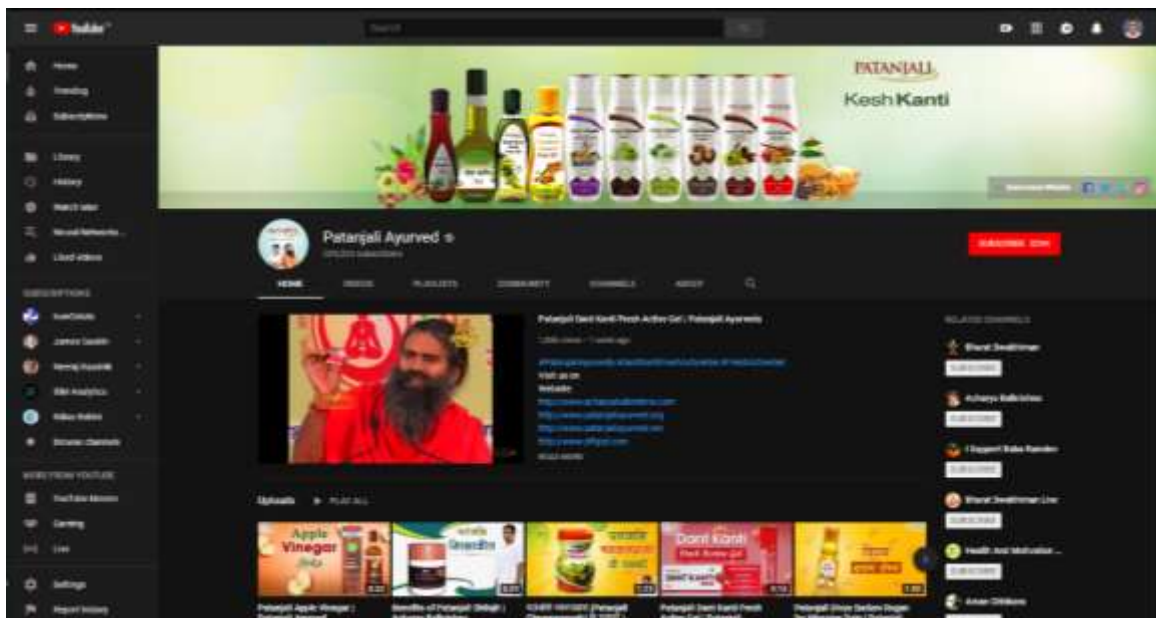


Figure 6.5: Patanjali Ayurved, PAL's YouTube Channel

PAL has been using YouTube as a platform to engage people with good video content on its channel. Majority of the channel content has been put under various playlists to make it easy

for the users on YouTube to access is shown in Figure 6.6. The video content primarily holds television commercials and Patanjali Advertisements. There are playlists which hold the informational details about Patanjali products. In most of these videos, Baba Ramdev is featured talking about the details of the products and the benefits for which they should be consumed by the users. Also, there are several playlists (as can be seen from Figure 6.6) which contain instructional videos featuring Baba Ramdev and Acharya Balkrishna on the topics of yoga and health respectively. The channel viewership is not that strong, but the videos that were uploaded in January 2019 have garnered 220 to 6,208 views (till 20 February 2019). For an organisation that was mostly focussing on the traditional channels to promote and market themselves, PAL is quite active on YouTube; it frequently uploads on its channel with relevant and meaningful content to engage the consumers.

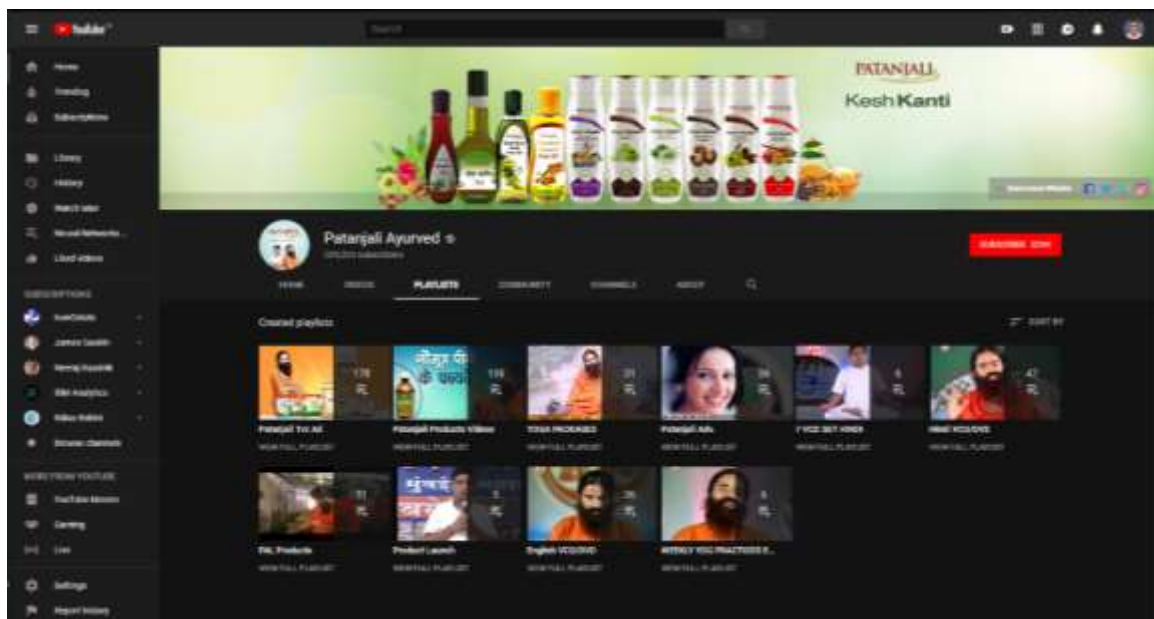


Figure 6.6: Various Playlists on PAL’s YouTube Channel

This channel was initially used to upload the videos about various yoga-asanas (yoga postures) featuring Baba Ramdev and Acharya Balkrishna, which were also released on VCDs and DVDs in the year 2014. Also, a few of the videos featured the launching of some of the prime products. However, in recent years, Patanjali has become more vigilant in using the capabilities

and engaging the consumers on YouTube. Later, as PAL became more active on digital platforms, new dimensions in the form of videos showcasing specific content were uploaded.

Baba Ramdev is known to showcase Patanjali products in any public event, i.e., ‘yog shivirs’ (yoga camps) in various parts of India. Recordings of these events are done and from the recorded footage, the instances when Baba Ramdev is promoting a Patanjali Product are edited out. These short videos have a duration varying from 15 seconds to 2 minutes and have informational content about the product. Along with these personalised promotional contents, television advertisements are also showcased on the channels. These videos are linked to various other Social Media platforms, such as Facebook, Twitter and Instagram. The footfall on the majority of the videos discussed above ranges from 2,000 to 2,60,000 views.

The about section of the Channel gives a description of PAL, as shown in Figure 6.7. As can be seen from Figure 6.7, PAL has given backlinks to its e-commerce portal as well as other Social Media platforms. Giving backlinks helps in directing the traffic from YouTube channel to the respective Social Media (Facebook, Twitter and Instagram) and other digital pages owned and managed by PAL (www.patanjali.org and www.patanjali.net).

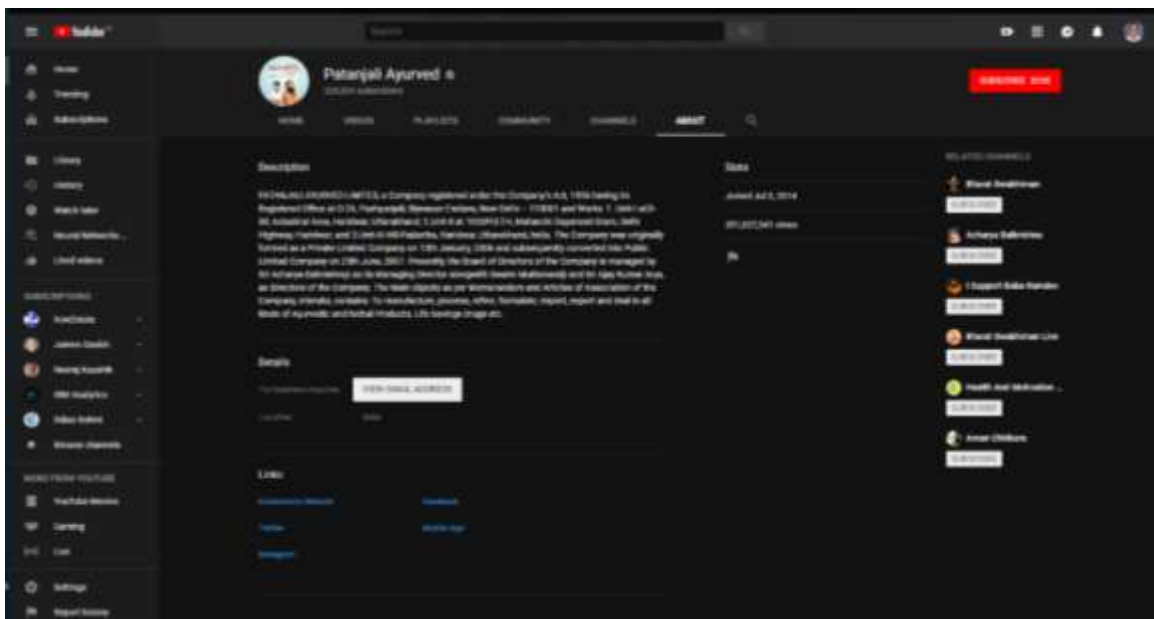


Figure 6.7: About page of Patanjali Ayurved YouTube Channel

6.4.2 Patanjali on Instagram

Instagram is another popular Social Media platform which is garnering quite a lot of following of late. It is a photo and video sharing online service owned by Facebook Inc., which allows the user to upload photos and videos which can be edited using digital filters. The accounts made by the user can be shared publicly and people can follow users. The content can be tagged for another user, along with the location. Users can also view the trending content on both the mobile application and website of the service. In recent years, Instagram has become quite popular among the masses and has become a platform which cannot be ignored when it comes to strategizing the digital engagements on Social Media platforms. PAL too, has been using the Social Media platform to attract and engage more consumers.

Figure 6.8 shows the main account page of the official Instagram page of PAL on Instagram. As seen in the figure, the info section of the page displays a toll-free number for any queries. It also displays the web address of the e-commerce portal of PAL for directing the users to the web page. PAL is utilising its official page for promoting its products to the users that are more active on this photo and video sharing platform.

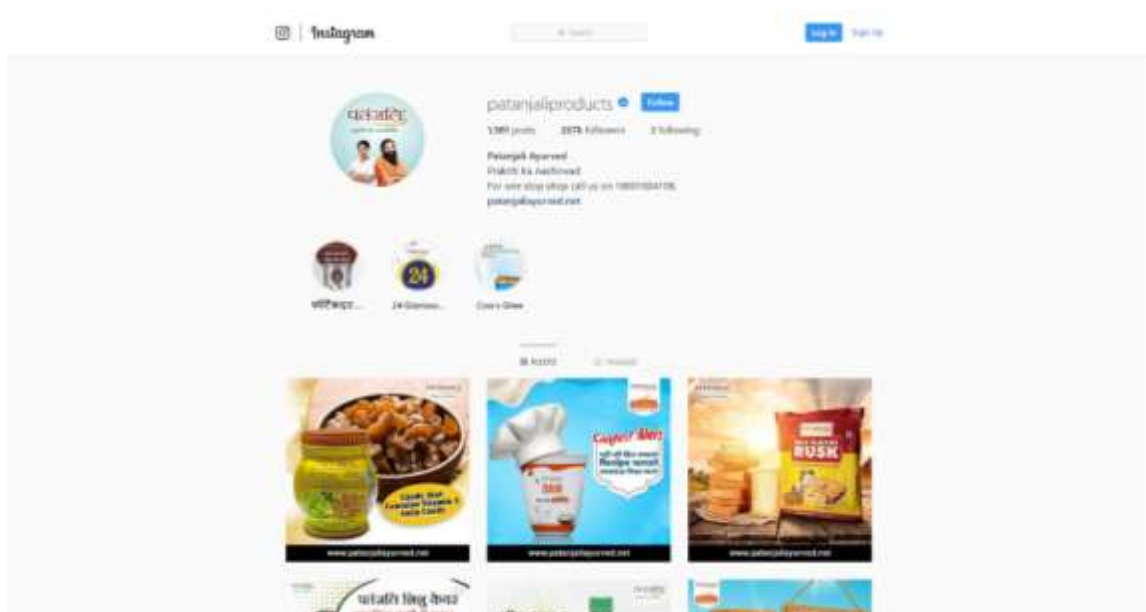


Figure 6.8: patanjaliproducts, Official Instagram page of PAL

The posts are similar to what they share on their official Facebook brand page. The official page on Instagram has garnered 272,860 followers. So far, patanjaliproducts has posted a total of 1989 posts which comprises of both images and videos (till February 20th, 2019).

PAL uses both images of the products as well as the video as content for the posts. These images are mostly of products sold by Patanjali on its e-commerce portal and its retail shops. Instagram has 75 million Indian users as on January 2019 (Statista, 2019a). Tapping such a huge potential user demographic is an opportunity which PAL is making use of by actively participating and engaging the consumer with its regular posts. Each post has hashtags which are referring to the name of products that are being showcased on the image or video along with #patanjali as the common hashtag in all the posts. Each post has received more than 1000 likes suggesting that users are engaging with the PAL's official page on Instagram. All the content that is shared in the form of posts on Instagram has relevant information about the products that are being sold by PAL. The images are same that are shared on the Facebook brand page of PAL making the content similar on all the platforms to create a similar visual content for the users to engage with.

6.4.3 Patanjali on Twitter

Twitter is another social networking platform which is quite popular among Internet users. It is an online messaging service which allows people to send out messages called "tweets". These tweets are visible to anyone accessing the user's profile and those who are following the user. The message should have a maximum of 280 characters to be eligible for sending out as a tweet. In other words, Tweeting is a form of micro-blogging. There are 3.44 crore (34.4 million) Twitter users in India, which makes it one of the essential platforms for PAL to promote and showcase its products (Statista, 2019b).

PAL has an official Twitter profile by the name 'Patanjali Products' with its handle as @PypProducts. Twitter works more on word of mouth and the informativeness of the tweet.



Figure 6.9: Patanjali Products, the official Twitter profile of PAL

Also, how much the tweet entertains the users on Twitter also makes a difference in making the user engage with the brand page. Figure 6.9 shows the official Twitter profile page of Patanjali Products. Majority of the tweets that are tweeted by PAL are about their products with relevant hashtags which contain the products name and #Patanjali as the common hashtags for most of the tweets. The tweets majorly contain an external link about which PAL is tweeting. Mostly these links are directing the user to the Facebook Brand Page of PAL where there is no restriction on the number of characters, unlike twitter. Most of the tweets are short and entices the reader to click on the link given in the tweet to know more. The links are mostly directed to the Facebook brand page moderated by PAL. Since Twitter is more about microblogging, it is used by PAL to direct its traffic to Facebook Brand Page; therefore, making the users engage with more content and information on the brand page. Tweets have fewer likes, but most of the tweets are shared by users/followers.

6.5 PAL's Facebook Brand Page (FBP) engagements

PAL has been quite active on its digital media promoting through Social Media platform as discussed in previous sections. Facebook is one Social Media platform that has been used for promotional purposes by PAL. Approximately 3 crores (300 million) Internet users in India are active on Facebook as of January 2019 (Statista, 2019c). As discussed above, PAL uses other Social Media platforms to provide a backlink to its FBP “Patanjali Products - पतंजलि उत्पाद”. It directs the user traffic from these platforms to FBP, as it does the most of its promotional activity on Facebook. The FBP is moderated well and it frequently posts updates to engage consumers. PAL is quite active on its FBP and it updates new posts frequently.

Patanjali's one of the important strategies is, to connect on an emotional level with the consumer and then drive them towards their brand. Facebook is the most-liked and accessed Social Media platform Patanjali has used over the years. With more than 7 Lakh (7 million) followers, this platform has brought in the most engagement. Since its introduction of the Social platform, Patanjali has been well received by the youth in three Indian states, viz, Karnataka, Orissa, and Punjab (states in India) that collated to 80 percent of the response (ABPLive, 2017).



Figure 6.10: PAL's official Facebook Brand Page (FBP)

PAL has been using Facebook and its capabilities for various advertising and promotional activities which are reported as follows:

i. Linking the e-commerce portal with Facebook Brand Page - Patanjali uses the Facebook page to promote its E-commerce portal patanjaliayurved.net; Thus, directing the consumer to its products. Brands must provide a backlink to their website/corporate



Figure 6.11: Link to the e-Commerce portal in the About Section of the FBP

portal. Along with the link to the e-commerce portal, Patanjali also provides its contact details and an overview of the organisation in the “About” Section of the brand page.



Figure 6.12: PAL’s organisational profile and all the digital portals

ii. Content with a clear message - Patanjali uses vivid images while posting and the posts are quite frequent, as to show regularly in the feed section of the followers of Patanjali. Since PAL advocates for “Swadeshi” and is against the big foreign MNCs in the FMCG sector, most of the post focus on the theme of nationalism. The messages within the images are written in Hindi as well as the status about the post is written in Hindi with appropriate hashtags.



Figure 6.11: Facebook posts on Patanjali Facebook Brand Page

Patanjali also utilised the capability of Facebook, where they can show other related products below the post, which leads to the e-commerce portal, patanjaliayurved.net. This increases the footfall on their e-commerce portal as well as the chances of purchase by the Facebook user. Also, on Each image which is posted, there is a link to the e-commerce portal. The content of the images is simple, and it uses soothing colour schemes. The focus is on the theme of nationalism. Posts use a catchy one-liner to appeal to the masses.

iii. Unique campaigns around Independence Day - For the past many years, just before Independence Day (15th of August), Patanjali post images with messages that invoke the feeling of nationalism. Figure 6.14 shows such posts posted by Patanjali. The messages are from a prominent historical person who played a strong role in reforming India. The images

contain a quote from the person on the “Swadeshi” theme, discouraging the use of “videshi” products, as shown in Figure 6.14.

Patanjali created a special hashtag for this campaign, #SwadeshiSankalp which can be used in other Social Media platforms too. These posts contain a similar structure as the product posts regarding the status and the e-commerce portal link in the images. The major difference is the image of a prominent personality from our rich Indian history along with a quote from them in support of the use of “Swadeshi” Indian product against the use of the “Videshi” product. The colour scheme used emulates a tricolour which gives a patriotic feel to the post. These posts are targeted towards the emotions of the consumers and address their patriotic and sense of being an Indian. The campaign garnered mostly positive sentiment from the users.



Figure 6.14: Facebook Campaign posts during the Independence Day week

iv. Patanjali through showcasing social contributions - Facebook is a very influential media, and it can be used to improve or create a positive image for a brand or an organisation. Patanjali too uses Facebook for creating awareness about social work or any such occasion/event/news. E.g., Patanjali, under the flagship of “Swadeshi Abhiyan,”

organises “Patanjali Swawlamban Shivir” (Patanjali Self-independent Camp) which is targeted towards the unemployed youth of our country and provide them job opportunities within the organisational structure of various ventures undertaken by a PAL. Recently such “Shivirs” (camps) were organised by Patanjali in the Indian states of Rohtak, Panchkula, Chandigarh, Delhi, Jaipur and Ahmedabad. Events were covered as one image that shows pictures from the events. The Status message of the post is in Hindi and has a positive message and sentiment. The images are clear and present a successful picture of the “Shivirs”. Again, the web link of the Patanjali e-commerce portal is present in the image. Such posts help in creating a positive image of the Organisation as well as creating good word of mouth both electronically and in the real world. This post garnered mostly positive sentiments from the users and was shared by the users as well.



Figure 6.15: FBP posts showcasing the employment drives at various states in North India

v. Promoting other initiatives of Patanjali - Another such event that was posted on the Patanjali brand page was the cleanliness drive conducted after the “Kanwar Yatra” by Patanjali

Yogpeeth, Haridwar. The drive was called “Nagar Swachhata Abhiyaan” (Town Cleanliness Drive), and it was conducted in the Haridwar city. After the “Kanwar Yatra” ended, the local youth along with the volunteers from the Patanjali Yogpeeth came together and joined hands to clean the city. Patanjali posted several images which were taken during the cleanliness drive and showed youth volunteers cleaning the cityscape.

The image above shows, Patanjali promoting the Facebook brand page of “Patanjali Yogpeeth,” Creating a brand is easy, but to keep up the brand image is difficult. By Showcasing the social work or any such philanthropic activity taken by the brand can make it more likable by presenting a positive picture of the brand. The cleanliness drive took up by Patanjali as a brand affect the PAL and its brand image. Posts like these strengthen the philosophy behind PAL and garner positive attitude of the consumer towards the brand.



Figure 6.16: FBP posts showcasing the cleanliness drive by Patanjali Yogpeeth at Haridwar

Patanjali has used a branded house strategy where all the products and services come under one umbrella brand, i.e., Patanjali. Therefore, it is a must for them to ensure that Patanjali as a brand should have a positive brand image.

vi. Going live with public events hosted by Patanjali - Facebook has the capability of live streaming. Users can comment on the live stream and a direct conversation or dialogue can be established between the user who is streaming and the ones who are viewing. Patanjali utilises this capability of Facebook and keeps the consumers engaged with the brand. Quite a number of their events have been live-streamed on their Facebook brand page. The live streams are viewed by the users, and they comment throughout the streaming. Users may also share the like on their Facebook feed or tag people, which makes it more accessible for other interested user or those users who might engage out of curiosity. Comments of users on these live streams are generally held positive sentiments.



Figure 6.17: Live streaming of Yog Shivir on Patanjali FBP



Figure 6.18: Live Streaming of opening ceremony of Patanjali Research Centre

vii. Promotion through localized Facebook brand pages - Apart from previous strategies, Patanjali also runs localised advertising campaigns that targeted at regional levels. Andhra Pradesh, Kerala, Tamil Nadu, Karnataka, and Telangana were some of the states that were targeted by these campaigns. Also, they have separate Facebook pages for the localised Chikitsalayas (hospitals) which have the same strategy of posts as the “Patanjali Products - पतंजलि उत्पाद”. By engaging people at the local level, Patanjali expects to extend its reach outside the northern region of the country. They have fierce competition with the local ayurvedic products in the southern region, which makes it more important to have a reach with the consumers.



Figure 6.19: Patanjali’s local FBP for Chennai

viii. Communicating with users through Facebook Chat - PAL uses the chat capabilities of Facebook to connect directly with the consumers. The chat is meant to cover consumers that wish to know more about Patanjali products, who have queries regarding other ventures of Patanjali. Other important stakeholders for which Patanjali is utilizing the Facebook chat are potential retailers. As a Brand, PAL must connect and communicate with the consumers (both Business to business and Business to consumer) which helps in creating



Figure 6.20: Chat application on Facebook Brand Page used by PAL

engagements which might lead to a loyal consumer base. By communicating with the users, Patanjali is creating value from the perspective of the consumer and providing them with an experience where the consumer feels that the brand is listening to them. This communication is important to the consumer as it makes them connect more with the brand.

6.6 Evaluation of Patanjali’s Facebook strategy

PAL has been actively using Facebook for promotional purposes. Their digital media activity has increased since the year 2014. Their Social Media strategy using different Social Media platforms, as discussed in previous sections, has garnered quite a lot of attention from the consumers. PAL has used the public stature and following to brand itself. Baba Ramdev is a brand himself when it comes to yoga, and Acharya Bal Krishna being an “Aushadi Vigyani,” (herbal scientist) Patanjali was already a brand. Patanjali as a brand was a big help to PAL to

market itself under these two well-established umbrella brands, Baba Ramdev and Patanjali. The population was already felt attached to the above two brands which helped in creating a connection with PAL as a new venture by Patanjali. Majority of the marketing was done by word-of-mouth among the consumers of Patanjali and the masses. Baba Ramdev is instrumental in directly putting various Patanjali products to the people through traditional media and his “Yog Shivar(s).” The same information is disseminated by the very same attendee to his/her peers. The critical mass played its role, and the sales of the products can be attributed majorly to the word-of-mouth among people who use the products and the probable consumer. Masses were already involved and invested in Patanjali due to Baba Ramdev and various “Aushadhalayas” (medical dispensaries) and “Chikitsalayas” (Hospitals) under Patanjali. Brand Attachment was already high in the masses towards Patanjali. PAL rode on the same to establish a connection with the consumers. Majority of the promotion and sales in the initial years can be contributed to the collective attachment of people who are already feeling a sense of attachment with Patanjali as a brand.

The real win for Patanjali came when they invested in digital media campaigns in the year 2014. Initially, Patanjali was not focusing on digital modes of advertising and marketing and was making considerable investments in traditional media. However, in the last few years, Patanjali has realized the power of Social Media. “Patanjali Products - पतंजलि उत्पाद” the official Facebook Brand Page came into existence in the year 2014 as per the date on the Facebook brand page. The content that is posted on the official FBP is unique to the philosophy followed by Patanjali. Content is attractive and vibrant in colours; but, not too colourful to make people dislike the content. The information is short and precise and hits the right sentiment of anyone who is engaging with the brand page. Majority of the information that is shared on FBP is considered to be credible since it always has the brand effect of Baba Ramdev as well as Patanjali. The content focusses majorly on three things – 1) information and benefits of the

brand that is being promoted through the port; 2) Information about other Patanjali ventures, and 3) messages which are having sentiments directed towards “swadeshi”. Patanjali also connects with the consumer through the chat capabilities of Facebook to communicate. Patanjali representative generally answers any query about Patanjali within one hour. They are trying to create a connect with the consumer. They can be asked about the nearest Patanjali store or any product sold at the Patanjali stores. This has helped Patanjali in connecting more with its consumers.

The engagement and general attitude of consumers towards PAL and its products are positive. The comments that are posted on the posts on FBP have positive sentiments majorly with a few negative comments as well. People also prefer to engage and like the posts regularly. Some even ask for better usage of the product shown on the post and others reply to the query as well. Overall, the FBP is garnering quite a lot of attention and positive sentiment and attitude of the consumer for Patanjali. Also, PAL has linked the majority of its Social Media platforms to Facebook, where they are most active and where most of the Social Media users have engaged with PAL as a brand.

On the financial front, revenue generated by Patanjali was around INR 2000 Crore (20 Billion) for the years 2014-2015; Which increased to INR 10,216 crore (10.2 Billion) in 2016-2017 (Patanjali, 2018). A small part of rapid increase within a short period can be credited to the Social Media campaigns especially the Facebook brand page that has an active role to play when it came to advertising and marketing PAL in the masses. Patanjali has been running television have been running TV Campaigns since the conception of PAL in 2006. The traditional Media was able to capture the masses, but the reach was not penetrative and specific. After 2014 Patanjali’s digital presence has become more prominent. Facebook and YouTube are the primary Social Media platform where maximum consumer engagement regarding subscription/follow/like can be measured. Facebook has the highest number of these measures,

becoming a robust platform for Patanjali to connect with its consumers by engaging them with relevant posts on health and well-being. A recent report suggests that Patanjali is collaborating with both Google and Facebook in coming up with effective digital strategies for Patanjali (BusinessStandard, 2017). According to recent reports, it is forecasted that Patanjali is aiming to cross INR 20,000-25,000 crore (200-250 Billion) by the end of March 2019 (Neogy, 2018). They have started putting serious efforts in digital promotion and may come up with better strategies to capture more consumers in the future. Table 6.4 corroborates the results of the study and the evaluation of PAL and its Facebook Brand Page engagements

Table 6.4: Results of the study and the findings of the Case

Hypotheses	Relation	Findings of the Study
H _{A3a}	C → ATB	Users have liked and shared the content posted by PAL. Also, the comments posted have positive sentiment, thus showing a positive attitude towards the content and the brand.
H _{A5a}	CRED → ATB	Users that engage with PAL FBP are mostly engaging due to the credible brand Baba Ramdev and Patanjali. The comments by the users on PAL's posts at times show the same, as users praise Baba Ramdev and Patanjali for their efforts.
H _{A1b}	BA → BE	The user that follow PAL on Facebook are aware and show attachment to the brand. The increase in followers is supporting the same. They also prefer to engage with the brand and profess their attachments to the brand in the form of engagement elements (likes, share and comments).
H _{A2b}	COMM → BE	PAL uses the chat facility provided by the Facebook platform and it has been noted that They typically reply to a query within an hour, which makes the communication prompt. Users prefer to communicate and connect with the brand they feel that the communication has some value and the brand feels that the consumer is important enough to revert.
H _{A3b}	C → BE	PAL has been using quite engaging content on its bran page, thus making the user engage and connect more with the brand page. The quality, vividness and information of the content makes the user engage with the content and create user-generated content in the form of comments and sharing of the same.
H _{A4b}	B → BE	PAL showcases the benefits of the products through different media it posts on tits brand page (images and videos), which makes users aware of a product. They also direct the consumer to PAL's eCommerce website where the users are provided with more information regarding other products of PAL, thus increasing the digital engagement.

H_{A6b}	CM → BE	Word of mouth had an important role in PAL's sales in the initial years. Consumers have been using Patanjali since its conception, based upon the suggestions made by their peers. The same network influences them to join and engage with the brand page. Users actively get involved with the PAL's FBP due to their peer groups following the same.
H_{A7a}	ATB → BE	The general attitude of the consumers who use PAL products is positive and in favour of PAL. Word of mouth has played an important role in creating a positive image of its products. Users prefer to engage with an FBP if their attitude is positive about the same. This is evident from the number of followers on of the FBP.
H_{A7b}	ATB → PI	PAL has been associated with Patanjali and Baba Ramdev which have created a niche for themselves. They have a huge following and people admire Baba Ramdev as a 'yoga guru' (yoga teacher). As discussed in the case, Baba Ramdev introduces the products during his Yog Camps. The general attitude that people have towards due to the 'Critical Mass' and 'Brand Attachment', it influences their Purchase Intention.
H_{A8}	BE → PI	Since 2014, PAL made its presence on social media and Facebook is one platform where it has the most engagements with consumers. Since 2014, PAL's revenue has increased exponentially, which, to some extent, can be attributed to the digital platforms where it engages consumers on its official brand pages.
H_{A1c}	BA → PI	Patanjali and Baba Ramdev are brands in themselves. Masses are already engaged with them and they hold positive sentiments towards these two. Their association with PAL makes the masses more attached to it as a brand associated under a branded house. Their loyalty to Patanjali and Baba Ramdev transcends to PAL as well leading to their intention to purchase
H_{A6c}	CM → PI	The vast majority of the consumers were influenced by people in their peer circle or people on which they rely for decision making in day to day life. As previously discussed, word of mouth has helped PAL in increasing sales. Word of mouth is only effective if an influencer can affect the decision of people in his/her peer group.

6.7 Conclusion

This chapter presented a case on Patanjali Ayurved Limited (PAL) and the online consumer engagement strategies followed by PAL to engage the consumers on various Social Media platforms. This case focuses mainly on the PAL run Facebook Brand Page, which has the maximum number of followers compared to other Social Media platforms used by PAL. The Study explored the strategies followed by PAL on the FBP to engage the consumers on the

brand page. This case is the extension of Chapter 3 and it also fulfills the first and second objectives of the study (Chapter 1 Section 1.6). This case also corroborates the results obtained by the empirical study to achieve the third and fourth objective of the study (Chapter 1 Section 1.6). Next chapter presents the discussions on the findings of the study.

Chapter - 7

Findings and Discussions

7.1. Introduction

The recent years have seen a rise in the use of digital media by various FMCG brands, as discussed in Chapter 2. Brands are using multiple Social Media platforms to establish an interactive dialogue with consumers. Social Networking Sites like Facebook, Twitter, Pinterest and YouTube have increasingly influenced the masses, especially the young generation that is more active on these platforms. The Online Brand Communities have become a recent phenomenon driven by the capabilities of these Social Networking Sites. Previous studies have discussed the importance of integrating Online Brand Communities into the marketing strategy. Also, there are benefits that brands/markets can have such as analysing consumer's attitude, their inclinations towards the brand and most importantly, their behavioural intentions. FMCG brands have started to include digital platforms, for marketing and promotional purposes; making it a vital part of marketing, consumer engagement and relations. They have realized the potential, and the possibilities Online Brand Communities on such platform provides in the form of both normative and subjective information. This information can be easily collected from the peer-to-peer interaction among the consumer as well as the interactions that occur between the brand and the consumer and vice versa. As discussed previously, as a Social Networking Site, Facebook has gained wide popularity on a global level since its conception. Due to its media, networking and interactive capabilities, it is one of the premier Social Media platforms used by the FMCG brands. This study is focused on the FMCG run Facebook Brand Pages, and it tries to establish relations between the factors which are essential for engaging consumer/user to the brand page and their intention to purchase the brand in future.

Previous studies have worked on the acceptance of Social Networking Sites and Online Brand Communities as a medium of communication by the consumers. They have employed models like TAM, TAM2, UTAUT to see the intention of adoption of an Online Brand Communities and Facebook Brand Pages. These models encompass significant factors that are pivotal in engagement and thus influence behavioural intentions. Some studies specifically address the engagement in Facebook Brand Page, but they are focused on the specific functionalities of engagement elements (likes, shares, comments, etc.). This study identifies the functional factors that play a vital role to create a stronger influence on consumers, leading to a behavioural intent towards purchasing. It presents the relationships that exist between independent factors.

7.2 Discussion on SEM Results

The study presents the relationships that exist between the independent factors; namely, ‘Brand Attachment’ (BA), ‘Communication’ (COMM), ‘Content’ (C), ‘Perceived Benefits’ (B), ‘Credibility’ (CRED) and ‘Critical Mass’ (CM) with the dependent factors ‘Attitude Toward Brand’ (ATB) and ‘Brand Engagement’ (BE). Further, the relationship between ‘Attitude Towards Brand’ and ‘Brand Engagement’ as dependent factors on ‘Purchase Intention’ (PI) have also been explored. As discussed in Chapter 4, section 4.4, following relationships have been studied:

7.2.1 Relationships between Brand Attachment, Communication, Content, Perceived Benefits, Credibility, Critical Mass and Attitude Towards Brand

Majority of the relations proposed in Chapter 4, Section 4.2 were found to be having no significant effect on Attitude Towards Brand. The SEM results showed that Content and Credibility were found to have a significant effect on Attitude Towards Brand when discussed in the context of an FMCG Brand run Facebook Brand Page.

‘Credibility’ was found to be the most important factor to have a significant effect on ‘Attitude Towards Brand’ (Chapter 5 Section 5.7). A brand creates its positive image among its consumers from the informational value of brand promotion and advertising. The information which reaches the consumer should hold credibility. If the brand chooses to provide the consumers with useful information about its products, promotions and discounts, consumers always question the credibility of the information from the perspective of truthfulness and quality. Trust is an essential part of credibility and the amount of trust that the brand holds for the consumers; and it majorly affects the consumer's intention to further engage with the brand on Social Networking Sites or otherwise. The informational, truthfulness and trust values of the posts by the brand on a Facebook Brand Page leads to a credible image of the brand. The consumers prefer to engage with a brand that holds values in itself. The credibility of the information, along with the perception of credibility about the brand, extends to creating a better attitude towards the brand.

‘Content’ was the other important factor that suggested a significant influence on ‘Brand Engagement’ (Chapter 5 Section 5.7). Content posted on Facebook Brand Pages is essential to be assessed before being published as they represent what the brand wants to communicate with the consumers. The content is mostly in the forms of the status message, images and videos. These contents should be relevant and up to date with the needs of the consumers. Majority of the FMCG brand focuses more on the festivities or any such occasions to promote themselves through these three types of posts. The content needs to be positive, entertaining, vivid in design and style and most importantly catering to consumer’s need. These factors affect the consumer's engagement on the Facebook Brand Page as they find the content interesting, entertaining; therefore, leading to further sharing of the said content thus generating a word of mouth promotion on their own. This can only be possible if the brands decide to post quality content, which is rich in information, is vivid and entertaining and makes the consumers feel

good or pleasurable about the brand. A carefully organized content strategy could quickly change the perception of the consumer about the brand or create a new re-imagined attitude towards the brand. Thus, content plays a vital role when it comes to consumers attitude towards the brand.

7.2.2 Relationships between Brand Attachment, Communication, Content, Perceived Benefits, Credibility, Critical Mass and Brand Engagement

The structural results show that ‘Brand Attachment’, ‘Communication’, ‘Content’, ‘Perceived Benefits’ and ‘Critical Mass’ have a significant effect on ‘Brand Engagement’ when discussed in the context of an FMCG Brand run Facebook Brand Page. Brand Attachment being the most important and influential factor followed by ‘Content’, ‘Perceived Benefits’, ‘Critical Mass’ and ‘Communication’ that effect ‘Brand Engagement’ significantly.

‘Brand Attachment’ was found to be the most important factor to effect ‘Brand Engagement’ significantly (Chapter 5 Section 5.7). Attachment to a brand might lead the consumer to engage more with a brand. When a consumer is attached to a brand, he/she might be willing to advise others to purchase or refer to the brand. Also, they might engage more with the Online Brand Communities or the Facebook Brand Pages set up by the brand. A consumer is more likely to join and be part of a Facebook Brand Page when they are emotionally invested in a brand. This makes them participate within the brand page actively and involve with the peers and brand itself. The higher a consumer’s attachment with the brand, the higher is their engagement with the brand on Social Media platforms.

‘Content’ was found to be the second most important factor to influence ‘Brand Engagement’ (Chapter 5 Section 5.7). Most of the time, consumers are interested in joining any brand community or brand page to affiliate with the brand or get information about the brand. For any Facebook Brand Page, it is a must to have a quality content which is having a positive

influence on the brand. The quality of media, i.e., images, audio and video, play an important role in engaging a user within any Online Brand Community. This content should be entertaining, vivid and with high quality in terms of content value. Consumers are attracted to a brand run Facebook Brand Page or keep up within the Facebook Brand Page only if its posts are informational or have content that is seen as valuable by a consumer. Without Brand Attachment into play, a brand needs to capture the attention of the consumer through the content it posts on the Facebook Brand Page. The quality and the content value help in creating a positive brand image among the Facebook Brand Page member.

‘Perceived Benefits’ was found to be another important factor that significantly affects Brand Engagement (Chapter 5 Section 5.7). Any brand community based on a Social Media platform is joined/liked/engaged with by consumers if they see some benefits. These benefits can be in the form of information (about the product/service, about sales and discounts coupon, usefulness and benefits of the products, etc. If a brand chooses to post such information in the form of media on a Facebook Brand Page, it tends to increase the consumer's engagement on the brand page. The main reason for any Facebook user to follow and engage with any Facebook Brand Page is to feel connected. Consumers who are loyal to a brand prefer to show their loyalty by associating themselves with any such brand community. Brand reciprocate these loyal consumers by informing them about discounts sale and other such information which is exclusive to the consumers. If a consumer perceives the Facebook Brand Page to be beneficial from the informational as well as the financial point of view, he/she will start engaging/continue to engage with the brand community.

‘Critical Mass’ also showed significant influence on the ‘Brand Engagement’ on the Facebook Brand Page (Chapter 5 Section 5.7). As discussed in the previous section, consumers are affected by the peer groups, family and friends when making decisions. They tend to go with the most favourable decisions that the peer would approve. When it comes to following and

engaging with a Facebook Brand Page, users prefer to rely on their peers whom they look up to for decision making. Majority of the 'Critical Mass's comprises of the close-knit network including family and close friends. If any user from 'Critical Mass' is engaged with the Facebook Brand Page and share the content on his/her timeline, people tend to engage with the post (like share and comment). Following the Facebook Brand Page also is influenced by who from the users 'Critical Mass' is already following the Facebook Brand Page and dictates the level of engagement by users on/with the Facebook Brand Page.

'Communication' also affect 'Brand Engagement' significantly (Chapter 5 Section 5.7). Communication plays a significant role for brands while managing any Facebook Brand Page (Chapter 5 Section 5.6). Earlier the communication was one way, from brands/marketers to the consumers. Now due to easy accessibility of information through the Internet, the consumer is more aware and needs more from the brand in terms of value. Having an interactive and loyal relationship with consumers is what brands/marketers strive for. Facebook Brand Page allows the brand to establish a dialogue which can be easily monitored by them along with real-time interaction. The capability of these platforms gives the brands a direct line to the consumers, and the response and quality of the interactions create values for the consumers. Consumers that follow any Facebook Brand Page continue to do so since these interactions from the brand create value for them, thus, generating brand loyal consumers. User prefers to engage more with a brand on Facebook Brand Page that communicates regularly and shows cordiality and promptness in the interactions.

7.2.3 Relationships between Attitude Towards Brand and Brand Engagement

The structural results show that 'Attitude Towards Brand' has a significant influence on 'Brand Engagement' (Chapter 5 Section 5.7). When consumers have a positive attitude towards a

brand, or they perceive a brand in a positive sense, they tend to engage more with that brand on a Facebook Brand Page. Thus, suggesting that the attitude; which is influenced by the content posted by the FMCG brand and the credibility of the information of the said posts, is an important factor to consider while making Facebook Brand Page strategy. The consumer needs to have a positive/favourable attitude towards the brand, which can be impressed or improved by the FMCG brand by the use of quality content such as images, video and information. The attitude developed by the posts shared on Facebook Brand Page does affect the engagement of the consumer within the Facebook Brand Page and with the brand as well.

7.2.4 Relationships between Attitude Towards Brand, Brand Engagement, Brand Attachment, Critical Mass and Purchase Intention

The structural results show that ‘Attitude Towards Brand’, ‘Brand Engagement’, ‘Brand Attachment’ and ‘Critical Mass’ show significant influence on ‘Purchase Intention’. ‘Brand Attachment’ being the most important and influential factor followed by ‘Attitude Towards Brand’, ‘Brand Engagement’ and ‘Critical Mass’ that effect ‘Purchase Intention’ significantly.

‘Brand Attachment’ was found to be the most influential factor to influence consumers ‘Purchase Intention’ that consumer’s exhibit (Chapter 5 Section 5.7). It is mostly emotional where a consumer identifies different constructive emotions such as joy, happiness, etc. when associated with a brand. Consumers follow any Facebook Brand Page only if they feel connected and attached to the said brand. Previous studies suggest that ‘Brand Attachment’ leads to a commitment on the part of the consumer, which further conforms to the buying behaviour with repetition. Thus, brands need to connect with the consumer on an emotional level by employing content, marketing and promotional campaigns designed to address the emotional connect with the consumer.

‘Attitude Towards Brand’ was found to be the second most important factor to influence the ‘Purchase Intention’ (Chapter 5 Section 5.7). Consumers tend to develop an attitude towards the brand they either use or admire. This attitude can be either positive or negative based on the perceptions and experiences of the consumer with that brand. Most of the times, the attitude towards the brand is developed based on the brand images and the brand influence due to the marketing and promotions conducted by the said brand. The Online Brand Communities and Facebook Brand Pages help in developing consumer’s attitude towards any brand by relevant, informative posts. The promotional information and the user-generated content (which is a part of word-of-mouth communication) help in building a positive attitude; thus, helping FMCG brands in creating a positive brand image using Facebook Brand Pages. The consumers’ intent to purchase or the decision to purchase is affected by the attitude that they hold towards the brand.

‘Brand Engagement’ was found to be the significantly influencing ‘Purchase Intention’ showing that the engagement consumer exhibit on a Facebook Brand Page (Chapter 5 Section 5.7). It leads to their behavioural intent. Brand Engagement is influenced by ‘Communication’, ‘Content’, ‘Perceived Benefits’, ‘Credibility’ which are important factors to consider by the FMCG brands while creating a Facebook Brand Page. Their constructive influence on ‘Brand Engagement’ can affect the consumer's purchase intention. If a consumer feels positive, connected and attached to an FMCG Facebook Brand Page, it might influence its engagement with the brand within the Facebook Brand Page as well as outside of the Social Media sphere. The consumer might become an advocate or avid fan of the brand leading to referrals and further purchase behaviour. If consumers felt compelled to engage with the brand or the Facebook Brand Page, that means the brand was successful in capturing the attention of the consumer. Consumers engagement comprise of frequenting the website/brand page of the brand, making others know that they use the brand, referring the brand to their peers, following

the news and other information about the brand on Social Media and otherwise. These behaviours act as precursors to their intent for purchase behaviour.

'Critical Mass' also has a significant effect on 'Purchase Intention'. A consumer is influenced by the social circle that surrounds him/her and with whom he/she regularly interacts (Chapter 5 Section 5.7). Facebook Brand Pages are mostly joined by users when they find their peers in the same community, or they are referred to the said Online Brand Community by someone belonging to the 'Critical Mass'. Since the Online Brand Communities are built on a social networking platform, therefore, the critical mass led engagement may further affect the purchase intentions of consumers.

7.3 Group differences between Gender, Age, Annual Family Income and Weekly Internet Use

Apart from hypotheses testing and validating the proposed model, this study also analysed the moderating effects of Gender, Age, Annual Family Income and Weekly internet usage to see if there are any significant group differences present in the SEM results, within the subgroups of these demographics. Following were established:

Gender

Only one significant group difference was identified in Gender between 'Male' and 'Female' subgroups. Where the strength of a significant relation between 'Brand Attachment' and 'Brand Engagement' were more in the case of Males. Whereas, Females show no significant relationship between 'Brand Attachment' and 'Brand Engagement' (Chapter 5 Section 5.8).

In the year 2018, there were 19.3 crore Male Facebook user as compared to 5.8 crore Female Facebook users in India (Statista, 2019d). As per the statistics, the reason for males showing

the significant relationship might be due to their higher activeness on Facebook. They might be engaging more with the brand they feel attached to. Also, their engagements with any Facebook Brand Page might be with different brands to find about any FMCG product on behalf of their peer group.

As the statistics above show, in the case of females, the same might not be true. The study is conducted in the Indian context. Therefore there might be psychographic reasons behind no significant relationship between Brand Attachment and Brand Engagement. Females have to manage a higher work-life balance due to which they might not be engaging with the FBPs of the brand towards which they feel attached. The lesser number of females active on Facebook might be linked with a certain age (discussed in the next section).

Age

Two significant group differences were identified in Age between 'Below 30' and 'Above 30' subgroups.

- i. The strength of significant relation between 'Brand Attachment' and 'Brand Engagement' was more in the case of respondents below age 30 years. Whereas, respondents above age 30 years showed no significant relation between 'Brand Attachment' and 'Brand Engagement' (Chapter 5 Section 5.8). This difference can be attributed to the facts that the younger generation is more active on Social Networking Sites like Facebook and they prefer to be connected with the brand they like. They are also more technology savvy as compared to the older age group (above 30 years.) which might be the reason for the younger age group (below 30 years.) to show a significant relationship between 'Brand Attachment' and 'Brand Engagement'. The younger generation tends to incline more towards different brands that are

very popular and visible in the cyber-sphere. Thus, engaging more with the Facebook Brand Pages, which they follow out of love for a brand.

ii. The strength of significant relation between ‘Brand Attachment’ and ‘Brand Engagement’ was more in the case of respondents below age 30 years. Whereas, respondents above age 30 years showed no significant relationship between ‘Critical Mass’ and ‘Purchase Intention’ (Chapter 5 Section 5.8). ‘Critical mass’ is a group of peers/Family/acquaintances, which affects an individual’s decision. The younger age group showed that this group of people influence their decision or intention to purchase, which holds as the younger generation (below 30 years) tends to follow set norms or social requirements which can make them acceptable in a social group. The older age group (above 30 years.) on the other hand, are not dependant on social approvals from ‘Critical Mass’ and they make their purchase decision based on informational value, Quality of the product and other technical or functional specification. Therefore, having no influence of ‘Critical Mass’ on ‘Purchase Intention’ for the subgroup.

Annual family income

Five significant group differences were identified in family income between below INR 750000 per annum and above INR 750000 per annum subgroups.

i. The strength of significant relation between ‘Brand Attachment’ and ‘Attitude Towards Brand’ was more in the case of respondents that have a family income below INR 750000 per annum. Whereas, respondents that have family income above INR 750000 per annum showed no significant relation between ‘Brand Attachment’ and ‘Attitude Towards Brand’ (Chapter 5 Section 5.8). Individuals belonging to lower-income group (below INR 750000 per annum), are more attracted towards a brand which might be economical in price and has benefits perceived by them. They might focus more on how the brand makes them feel. The engagements by the brand might play a great role in creating an attitude. After which they

might make the purchase. However, Individuals belonging to higher income group (above INR 750000 per annum), does not make any inference about the brands from the engagements on Facebook brand pages. If they have an attachment to a brand, they might prefer to purchase it right away. Also, they might not be focused on developing an attitude and perception about a brand first.

ii. The strength of significant relation between ‘Perceived Benefits’ and ‘Attitude Towards Brand’ was more in the case of respondents that have a family income below INR 750000 per annum. Whereas, respondents that have family income above INR 750000 per annum showed no significant relation between ‘Brand Attachment’ and ‘Attitude Towards Brand’ (Chapter 5 Section 5.8). Individuals belonging to a lower-income group (below INR 750000 per annum), are more concerned with monetary incentives or the benefits (discounts, sales information, coupons, etc.) provided by the brands on the Facebook Brand Page. They are more likely to interact and draw perception and attitude towards a brand based on the regular posting of such information. However, individuals belonging to higher income group (above INR 750000 per annum), may not be concerned with the benefits posted by the brands and their perception or the attitude might be influenced by other factors like quality and commitment from the brand rather than the discounts and sales coupon provided by the brand.

iii. The strength of significant relation between ‘Critical Mass’ and ‘Attitude Towards Brand’ was more in the case of respondents that have family income above INR 750000 per annum. Whereas, respondents that have a family income below INR 750000 per annum showed no significant relation between ‘Critical Mass’ and ‘Attitude Towards Brand’ (Chapter 5 Section 5.8). As regards individuals belonging to higher Income group (above INR 750000 per annum), they might be adhering particular lifestyle where the societal acceptance in terms of the decision to purchase was more affluent on the individual’s perception of a brand. The peer might influence the individuals’ attitude towards a brand. Whereas the individuals belonging

to a lower-income group (below INR 750000 per annum), are not affected by the societal or the peer group they interact with, and their perception and attitude towards the brand are purely based on individual experiences or interactions with the brand.

iv. The strength of significant relation between ‘Communication’ and ‘Brand Engagement’ was more in the case of respondents that have family income above INR 750000 per annum. Whereas, respondents that have a family income below INR 750000 per annum showed no significant relation between ‘Communication’ and ‘Brand Engagement’ (Chapter 5 Section 5.8). Individuals belonging to the higher income group (above INR 750000 per annum) seek a more communicative engagement with the brand on Facebook Brand Page, thus leading to further engagement with the brand. They might be interested in the brand's capability to connect and engage the consumers on a communicative plane rather than a unidirectional interaction only from the brand. Due to their higher income, they might not be interested in the information regarding discounts and sale, but expecting a better consumer experience from the brand. Whereas, the individuals belonging to a lower-income group (below INR 750000 per annum), might be more interested in the informational communication in the form of images regarding brand information, discounts, or sale. They might be more interested in the price of the product and the benefits of the products in the said price range. The price-sensitive nature of the segment might be the reason there is no significant relationship between ‘Communication’ and ‘Brand Engagement’.

v. The relation between ‘Attitude Towards Brand’ and ‘Purchase Intention’ were significant in both subgroups. However, the strength of the significant relationship was more in case of respondents that have family income above INR 750000 per annum. Whereas, respondents that have a family income below INR 750000 per annum showed no significant relation between ‘Attitude Towards Brand’ and ‘Purchase Intention’ (Chapter 5 Section 5.8). This might be due

to the reason that a positive behavioural attitude towards the brand leads to behaviour intention to purchase, irrespective of the two subgroups.

Weekly internet use

Four significant group differences were identified in Weekly Internet Use between <10hr/week and >10hr/week subgroups.

- i.** The strength of significant relation between ‘Brand Attachment’ and ‘Attitude Towards Brand’ was more in the case of respondents that used the Internet less than 10 hours per weeks. Whereas, respondents that used the Internet for more than 10 hours per week showed no significant relation between ‘Brand Attachment’ and ‘Attitude Towards Brand’ (Chapter 5 Section 5.8). Individuals belonging to higher Internet usage group (above INR 10 hours per week) are more active on the Internet they have access to more information about any brand, and thus, their attitude towards a brand is more from the perspective of the information they have collected over the Internet. The information gathered by them might affect their attitude towards the brand more than the information provided by the brand itself. Thus, they rely more on the Internet for information irrespective of their attachments with the brand to form an opinion or attitude about the brand. Individuals belonging to lower Internet usage group (below INR 10 hours per week) are comparatively less active on the Internet than the higher Internet usage group. They might be readily influenced by the engagements done by the brand on digital platforms, including Social Media. Individuals from this group might not be searching more about a product or a brand to gather more information regarding its benefits, price, discount, etc., and solely adhere to what is being presented to them by the respective brand. This behaviour might be existing because they are more attached to the brand; they follow on a Social Media platform. Therefore, for their limited internet use, they rely on the brand due to their attachment with it, which has a significant effect on their attitude towards the brand.

ii. The strength of significant relation between ‘Communication’ and ‘Attitude Towards Brand’ was more in the case of respondents that used the Internet less than 10 hrs per week. Whereas, respondents that used the Internet for more than 10 hrs per week showed no significant relation between ‘Communication’ and ‘Attitude Towards Brand’ (Chapter 5 Section 5.8). Individuals that show lower Internet activity (< 10hrs/week), mostly engage with specific websites Social Networking Site platforms where they like to connect or collaborate with their peers or the brand. The communication they have with a brand or about a brand on these platforms results in developing their attitude towards the said brand. However, Individuals that show higher Internet activity (> 10hrs/week), are not limited to only a few platforms, but they draw their attitude towards the brand from experiences and exposures from various interactions that occur on different and varied platforms. Their focus is not only on the Facebook Brand Pages but also on other blogs, wikis and discussion boards where they can communicate with the brand as well as with their peers.

iii. The strength of significant relation between ‘Content’ and ‘Attitude Towards Brand’ was more in the case of respondents that used the Internet for more than 10 hours per week. Whereas, respondents that used the Internet less than 10 hrs per week showed no significant relation between ‘Content’ and ‘Attitude Towards Brand’ (Chapter 5 Section 5.8). Individuals that show higher Internet activity (> 10hrs/week) have more exposure to the information in various forms. They are more aware of the quality and the type of content which shows promise or represent a better image of a brand, thus, developing an attitude towards the said brand. Whereas, individuals that show lower Internet usage (< 10hrs/week), they have lesser exposure and they might not be able to infer or perceive any such attitude towards the brand.

iv. The strength of significant relation between ‘Perceived Benefits’ and ‘Attitude Towards Brand’ was more in the case of respondents that used the Internet less than 10 hrs per week. Whereas, respondents that used the Internet for more than 10 hrs per week showed no

significant relation between 'Perceived Benefits' and 'Attitude Towards Brand' (Chapter 5 Section 5.8). Individuals that show higher Internet activity (> 10hrs/week) can source information about sales, discounts and such other monetary incentives or benefits provided by the brand using the Internet and other Social Media platforms apart from brand run Facebook Brand Pages. On the other hand, Individuals that show lower Internet activity (< 10hrs/week) are relying more on the known and popular platforms such as Facebook thus creating an opportunity for the brand to tap these individuals as potential or recurring consumers of their product. Thus, leading to these individuals having a significant influence on the attitude they hold towards the brand due to benefits offered on the Facebook Brand Page.

7.4 Conclusion

Through this chapter, the first and second objectives of the study (Chapter 1 Section 1.6) were achieved with the help of secondary research, and the case on PAL helped in understanding the practices that are being followed by the FMCG brands for Online Consumer Engagement. Apart from the case, various other brands were also investigated from the perspective of understanding their Facebook/Social Networking Site strategy to engage with the consumer. The third and fourth objectives of the study were achieved by empirically testing the proposed model and the relationships/influences of the different factors identified during the study. The model was tested and the results from the analysis presented with the results which address the third objective of this study. Group differences between demographic groups were analysed, and the results suggested that there are few group differences within the proposed model for certain demographic groups, as stated in objective four. The next chapter concludes the study with a conclusion, implications and future scope of research.

Chapter - 8

Conclusion and Implications

8.1 Introduction

The previous Chapter discussed the findings of the study based on the primary data collected as per the methodology discussed in Chapter 4. This chapter presents the conclusion of the study, along with its implications for various stakeholders. The chapter is in four sections. The first section presents the conclusion of the study. The second section discusses the contribution of the study. The third section presents the implications of the study for the stakeholders. The fourth and the last section presents the limitations of the study along with suggestions to future research to extend the research on the relationship between Online Brand Communities and consumer's Purchase Intention.

8.2 Conclusion of the study

With increasing innovations in Internet technologies, masses are becoming aware and interested in using these techniques. Social Networking Sites have become a global phenomenon which assists in social connectivity and interpersonal communications. The Online Brand Communities that have come into existence within these Social Networking Sites have allowed marketers/brands to observe and understand the behaviour and intentions of the consumers who are engaging with such Online Brand Communities. In recent years, the importance of digital media and its use as a channel to establish a dialogue with the consumers has become apparent to the marketers and brands. Social Networking Sites and their increasing influence on people, especially on the younger generation are supported by previous studies. The Online Brand Communities that have evolved within these Social Networking Sites has become a phenomenon in the recent past. Previous studies focused on the importance and need

of integrating Online Brand Communities in business, along with the benefits they provided; such as understanding the behavioural intention of the consumers, their inclination towards the brand and their attitudes. Due to the widespread popularity of the Social Networking Site – Facebook, the study was focussed on the online brand pages present on Facebook. It tries to establish a relationship between using and engaging with the Facebook page that has been created by the brand and the intention to purchase the brand in the future.

Previous studies focused on the acceptance of Social Networking Sites and Online Brand Communities as a medium of communication by the consumers, and there are models like TAM, TAM2, and UTAUT that encompass significant factors that were pivotal in engagement and thus influencing the behavioural intentions. This study focused on the factors that might play a major role for a marketer or a brand to create a stronger influence on the consumers for creating a behavioural intent towards purchasing. Due to widespread popularity, this study focused on Facebook, one of the most popular Social Networking Site, which is being used globally. This study seeks to understand whether the Facebook Brand Pages (created by FMCG brands) on Facebook have some effect on consumer's attitude towards a brand through the brand's online engagement, which in turn affects their intention to purchase the brand. The current study tries to establish a relationship between using and engaging with the Facebook page and the intention to purchase the brand in the future.

Marketers and brands can benefit from this study by changing their content and promotional strategies based on the results discussed in previous sections. The empirical results show that consumer is inclined towards the type and quality of the content of the posts on Facebook Brand Pages. The marketers and brands need to create and co-create meaningful, enjoyable and informational content. Similarly, the credible nature of information disseminated within the Facebook Brand Page to the users also plays an important part. The majority of focus should

be given to the content generation, and systematic content strategy should be made to exploit the capabilities of the Facebook Brand Pages to the maximum. Previous sections also discussed the group differences within the demographic variable; gender, age, annual income and Internet usage per week. This analysis can help marketers and brands to identify the demographics as per their needs, making segmentation of the population and targeting potential consumers much easy. In particular, the small and medium enterprises in India which do not have adequate resources to undertake extensive promotional campaigns may take advantage of the findings of this study.

8.3 Contribution of the study

The research has addressed the objectives stated in Chapter 1, Section 1.6. The study has made three significant contributions to consumer behaviour in the era of Social Media.

- i.** First, this is a premier study which links the online consumer engagement to the purchase intention of the consumer in the context with Facebook Brand Pages run by Indian FMCG Brands. Though, there is extant literature which conceptualises and define consumer engagement; the current study augments the understanding of consumer behaviour in Online Brand Communities and their effect on purchase intention.
- ii.** Second, the research has brought out a model which defines constructs that affect the consumer engagement in Online Brand Communities and Facebook Brand Pages and empirically provide evidence explaining the effects of the engagement within a Facebook Brand Page on purchase intention.
- iii.** Third and lastly, the study sheds light on the factors that make a Facebook Brand Page effective in engaging the consumer; thus, making it possible to integrate online engagement through Online Brand Communities by the marketers and brand. Since, in India, there exist a large number of small and medium enterprises who do not have enough budget for promotional

activities, Social Networking Sites and Online Brand Communities are an excellent resource for such enterprises. This research is highly appropriate for such enterprises for understanding the key factors of creating a successful Facebook Brand Page for marketing, promotion and consumer engagement.

8.4 Implications of the study

The study has been conducted to help brands, marketers to understand the important factors in Online Consumer Engagement on Facebook Brand Pages. It also addresses the small-medium enterprises that are still in their initial stages and wishes to engage consumers through cost-free capabilities of Social Media platform such as Facebook. This study also attempts to bridge the gaps in the existing literature and would be beneficial to researchers and. Following implications have been suggested by the study:

8.4.1 To practitioners/marketers/brands/SMEs

The study has following implications for brands, marketers and practitioners who are using Facebook brand pages for marketing and promotional purposes. Following implications are suggested to them:

- i.** Organisations that are planning to engage consumers using Social Media can understand more about the important antecedents to consumers' attitude and their engagement with the brand on Social Networking Site platform Facebook. This understanding should help them formulate strategies based on the proposed framework – especially, for the SMEs which cannot spend much on promotional costs. For them, Facebook provides a low cost but effective channel.
- ii.** This study can help the marketers in the country to work according to the mindset of Indian consumers since most of the studies done in this field are based on different cultural settings and the results based on these studies from different countries may or may not be generalized

in the Indian context. Consumer's adherence towards the functionality and benefits of a Facebook Brand Page can be understood from the study and thus provide a better vision to strategic promotional campaigns through Facebook Brand Pages.

8.4.2 To academicians/researchers

The study has following implications for researchers and academicians who study social media platforms and online brand communities similar to Facebook brand pages. Following implications are suggested to them:

- i.** As discussed in previous sections, there is a lack of literature that directly addresses the relationship between Online Consumer Engagement and Purchase Intention. The study attempts to bridge the said gap and add to the existing body of knowledge in the context of Facebook Brand Page based Online Consumer Engagement and its effects on the purchase intention of the consumers. The study is one of a kind to identify factors involved in Online Consumer Engagement in Facebook Brand Pages and empirically test their effect on purchase intention.
- ii.** This study further adds to the knowledge of Online Consumer Engagement through FMCG brand run Facebook Brand Page. It validates the proposed framework that measures the effects of predictor variables on consumer's purchase intention through consumers attitude towards the FMCG brand and their Brand engagement. Also, the study discusses the difference in the proposed model for different demographical groups to see their moderating effects on the proposed model.

8.5 Limitations of the study

There were six major limitations to this study, thus requiring caution while interpreting the results:

- i. First, literature is scarce when it comes to empirically tested studies on consumer engagement and its influences on purchase intention.
- ii. Second, a sample of 501 respondents is considered for this study, which might not be large enough.
- iii. Third, convenience sampling is used for the study, which is a non-random sampling technique.
- iv. Fourth, the study follows a cross-sectional design which was based on a questionnaire collected in a limited time frame.
- v. Fifth, the study was focussed and limited to the social networking platform, Facebook.
- vi. Sixth, the study was structured and designed, considering the population residing within India.

8.6 Future scope of the study

The study suggests further research in the following areas:

- i. There might be some other factors which also contribute towards the dependent variables which can be included in future extension studies. Further research can be conducted to identify such factor(s) and incorporate them into the proposed framework
- ii. A similar study can be conducted on other SNS platforms such as Twitter, YouTube, etc. to understand the dynamics of these platforms for the factors identified in this study.
- iii. This study can be replicated in other research settings to validate the socio-cultural impact on the model proposed, as well as the effects of the moderating variables. Therefore, similar studies in the context of a different country might provide new insight and findings.

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Appendix A

Survey Questionnaire

Consumer engagement on Facebook Brand Pages

Dear Respondent,

We are conducting a study to understand the online consumer engagement by FMCG brands owned official Facebook Brand Pages. Nowadays Major FMCG brands (Pepsi, Cadbury, Nestle, Dabur etc.) have created brand pages on Facebook and they engage with their consumers by posting images, videos regarding useful information about their products. These Facebook Pages are also used for promotion and to communicate with consumers. This study focuses on the understanding what encourages consumers to like a brand page and whether the promotion on these brand pages effect their intentions to purchase the brand.

Following Question are to be answered on a scale of 1 to 7 with

- 1 - Strongly Disagree
- 2 - Disagree
- 3 - Somewhat Disagree
- 4 - Neutral
- 5 - Somewhat Agree
- 6 - Agree
- 7 - Strongly Agree

* Required

1. Gender *

Mark only one oval.

- Male
- Female

2. Age *

Mark only one oval.

- Below 20
- 21-25
- 26-30
- 31-35
- 36-40
- above 40

3. Annual Family Income *

Mark only one oval.

- Below 5,00,000
- 5,00,00-7,50,000
- 7,50,000-10,00,000
- Above 10,00,000

4. Occupation *

Mark only one oval.

- Student
- Govt. / Private sector employee
- Self-employed professional
- Entrepreneur/Trader
- Other: _____

5. Internet Usage per Week *

Mark only one oval.

- Less than 5 hours/week
- About 10 hours/week
- About 15 hours/week
- More than 15 hours/week

6. I have lot of affection for this brand. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

7. I am attracted to this brand. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

8. I remain involved with a brand on Facebook due to the affection I have for the brand. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

9. I think, brand pages provide a convenient platform for the customers to voice their complaints and suggestions to the brand. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

10. I think it is possible to communicate instantly with brands through brand pages without any time and space boundaries. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

11. I think, brand pages make it easy to connect and communicate with the brand. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

12. I feel that the brands do take actions on the complaints and suggestions posted in comments. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

13. I like the content posted (Images, Videos, Articles) on the brand page. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

14. Games and / or videos created by brands are fun and keeps me engaged.. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

15. I think the entertaining content (images, videos, articles) on brand page positively influences the brand's image. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

16. Facebook brand page enables me to get connected and stay in touch with brand. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

17. Facebook brand page makes it easier for me to stay informed about the brand and its product. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

18. Latest information about the discounts and promotions can be obtained from brand page without visiting any stores and/or shops. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

19. Following brand pages on Facebook keeps me updated about new offerings (product, discounts etc.). *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

20. I think that the brand page provides reliable information. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

21. I think brand pages are a reliable information source that enables a transparent channel between brands and consumers *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

22. I think that the information offered by my brand page is sincere and honest. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

23. People who influence my behaviour think that I should Engage with the brand page. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

24. People who are important to me think that I should Engage with the brand page. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

25. People in my environment (friends and colleagues) suggests that I should Engage with the brand page. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

26. Many people I communicate with, are active on brand pages. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

27. The people I communicate with, will continue to use brand pages in the future. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

28. How do you relate to the brand associate with the Brand Page? (Mark your responses between the two opposite responses in the next five questions) *

Mark only one oval.

	1	2	3	4	5	6	7	
Bad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Good

29. *

Mark only one oval.

	1	2	3	4	5	6	7	
Unfavourable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Favourable

30. *

Mark only one oval.

	1	2	3	4	5	6	7	
Unlikable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Likable

31. *

Mark only one oval.

	1	2	3	4	5	6	7	
Unappealing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Appealing

32. *

Mark only one oval.

	1	2	3	4	5	6	7	
Unpleasant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Pleasant

33. I am interested in learning more about this brand. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

34. I would be interested in other products offered by this brand. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

35. I like to visit the website for this brand. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

36. I will definitely purchase product in the future, for a brand that I follow on Facebook *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

37. I will continue to buy the brand that I follow on Facebook *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

38. I will refer the brand to my friends/family/colleagues, that I follow on Facebook. *

Mark only one oval.

	1	2	3	4	5	6	7	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Appendix B

Mahalanobis Distance (D^2) Values

Observation number	Mahalanobis d-squared	p1	p2
63	85.548	0	0.001
330	84.876	0	0
327	84.516	0	0
435	82.147	0	0
446	81.585	0	0
289	80.808	0	0
42	80.038	0	0
114	77.98	0	0
111	76.941	0	0
112	76.083	0	0
133	76.052	0	0
383	74.449	0	0
172	74.291	0	0
28	73.165	0	0
442	72.473	0	0
140	72.301	0	0
313	72.166	0	0
486	71.948	0	0
5	71.789	0	0
170	70.158	0	0
58	69.112	0	0
12	69.105	0	0
168	69.038	0	0
394	68.613	0	0
106	68.218	0	0
142	67.342	0	0
154	67.127	0	0
10	67.092	0	0
217	66.165	0.001	0
193	66.052	0.001	0
348	65.216	0.001	0
447	64.463	0.001	0
264	64.446	0.001	0
148	63.406	0.001	0
414	63.338	0.001	0

223	62.53	0.001	0
382	62.446	0.001	0
188	62.247	0.002	0
489	61.86	0.002	0
136	61.817	0.002	0
85	61.794	0.002	0
165	61.544	0.002	0
41	61.298	0.002	0
210	60.388	0.003	0
244	59.219	0.003	0
456	58.932	0.004	0
281	58.69	0.004	0
46	58.505	0.004	0
187	58.38	0.004	0
389	58.011	0.005	0
451	57.943	0.005	0
20	57.509	0.005	0
407	56.966	0.006	0
98	56.674	0.006	0
498	56.566	0.007	0
247	56.386	0.007	0
251	56.223	0.007	0
102	55.713	0.008	0
131	55.537	0.008	0
381	55.281	0.009	0
145	55.243	0.009	0
390	55.17	0.009	0
119	54.898	0.01	0
249	53.919	0.012	0
448	53.759	0.013	0
141	53.659	0.013	0
395	53.203	0.014	0
419	53.1	0.015	0
81	52.686	0.016	0
84	52.591	0.017	0
411	52.589	0.017	0
379	52.494	0.017	0
146	52.315	0.018	0
105	51.863	0.019	0
340	51.607	0.021	0

406	51.399	0.022	0
246	51.393	0.022	0
317	51.385	0.022	0
325	51.359	0.022	0
403	51.136	0.023	0
197	51.084	0.023	0
40	51.046	0.023	0
302	50.009	0.029	0
263	49.621	0.032	0
129	49.603	0.032	0
99	49.559	0.032	0
186	49.449	0.033	0
55	49.298	0.034	0
11	48.947	0.036	0
173	48.669	0.039	0
369	48.499	0.04	0
59	48.478	0.04	0
232	48.144	0.043	0
100	47.841	0.046	0
24	47.814	0.046	0
227	47.746	0.047	0
13	47.698	0.047	0

Appendix C

Curriculum Vitae

Name: Anurag Tiruwa

Date of Birth: 20th October 1988

Educational Qualifications:

M.B.A. (Marketing Management and Supply Chain Management), Delhi School of Management, Delhi Technological University, 2013, CGPA -7.41/10.0

B.Tech. (Electronic Instrumentation and Control), Govt. Engineering College Ajmer, Rajasthan Technical University, 2010, Percentage - 64.72

Professional Experience:

July 2018 onwards: Assistant Professor at Rukmini Devi Institute of Advanced Studies

Journal Papers

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