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Understanding and Adoption Social Media Tools and their Effects across Brand's Strategies in Turkey

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ABSTRACT

As social media moves from "buzz word" status to strategic tool, more practitioners are developing skills related to this online communication technology. Social media use positively contributes to brand performance, retailer performance, and consumer–retailer loyalty. This study aims to analyze the future trends such as future relevance in digital media, content strategies, value contribution, organizational listening, social storytelling, real-time marketing, virtual reality, micro targeting, e-mail solutions, native marketing, relationship between agencies and clients and characteristics of excellent communication functions in social media communication management in Turkey. This study surveyed 50 working brand management practitioners and opinion leaders about their adoption of social media tools and their perception on the growth of social media trends in brand management and marketing practices. Results provide an overview of the adoption of social media, as a whole, in the industry in Turkey. And also, this paper explores social media trends, including social media opportunities and mobile marketing, and the potentially lasting effects that these trends have on brand's strategies.

Keywords: social media, brand strategy, consumer adoption, organization's use, mobile marketing.

Introduction

Public relations is about communicating and computer technology has revolutionized communications. In many ways, the Internet and digital technologies have helped to reduce the psychological distance that exists between an organization and the publics important to its success. As if Internet has become the organizations' new front door, their target audiences are directed to various information sites within the corporate web site. Corporations have options to deliver their messages to highly targeted audiences with advanced multimedia platforms such as corporate websites, interactive media tools which aim to convert a casual visitor to a customer and then to a business partner.

Social media – a two way form of media – have received extensive attention for the way it empowers the public relations function, provides tangible measurement metrics and facilitates environmental scanning[1] (Kelleher & Miller, 2006; 11).

Social media and communication technology have increased the power of communication from public relations practitioners to social media users in an organization. The emergence and increasing popularity of social media have changed the practice of public relations. Social offer numerous opportunities for public relations practitioners to interact with a wide range of stakeholders. Because of the high importance organizations place on social media as well as its growing popularity among various publics, companies are becoming more involved in trying to measure and manage social media. Social media sites are virtual platforms for interactivity and information exchange[2] where users collaborate in content creation and participation. Organizations use social media to increase interactions with publics through a steady flow of inputs and outputs towards mutually beneficial relationships.

The following research aims to investigate the user-brand relationship through social media technologies used frequently on brand strategies in Turkey. This will be achieved by satisfying the following research questions: Why do individuals and organizations engage with brands through social networking sites? To what extend individuals are willing to share their experiences about the brands, by using social media? Does following a brand through social networking sites improve user loyalty? What tools do users find more trustworthy in interacting with the brands by using social media? Customers are oriented from traditional sources of communication to social media in order to conduct their views, ideas and information. Therefore, companies and organizations need to develop Internet based user or customer relationship management.

The brand and individual interactions can be explained by using customer engagement cycles. This investigation will proceed to section 2 whereby

[1] Kelleher, Tom. ve Miller, Barbara. 2006. Organizational Blogs and the Human Voice: Relational Strategies and Relational Outcomes. *Journal of Computer-Mediated Communication.* 11 (2): 395-414.

[2] Perlmutter, David. 2008. Blogwars. NewYork: Oxford University Press.

literature review around the topic is presented to inform the research. Section 3 discusses the qualitative research approach to examine responses of the sample population. Findings derived from the primary research are analyzed in section 4. Section 5 interprets findings relative to existing literature and draws a conclusion.

Literature Review

There is a commonly accepted assumption that the information and communication technologies (ICTs) that have emerged in the past twenty years have contributed to the development of societies[3]. Social media in particular are considered to be fast, cheap and interactive channels for reaching targeted audiences. Those conversational platforms allowing for asynchronic conversations and the sharing of user-generated material using the Web 2.0 environment have been warmly welcomed.

While the Web 2.0 issue enjoys a lot of publicity and many businesses are rushing to integrate various forms of social media applications into their marketing strategies, very limited academic attention has been paid so far to strategic aspects of this phenomenon and, specifically, its importance as a strategic brand management tool.

Social Media Effects on Brands

The brand refers to a combination of names, signs, symbols and designs through which customers can identify the offerings of a specific company and distinguish these offerings from those of competitors[4]. A brand can be considered as a cluster of functional and emotional values which are unique and can provide customers with favorable experience. A brand is successful and valuable, since it can enable marketers to gain competitive advantages by facilitating potential brand extensions, developing resilience against competitors' promotional pressures and creating entry barriers to competitors[5].

Four decades of research have demonstrated that brand management works by building and refreshing memories in the minds of consumers. Brand managers must consistently communicate brands' distinctive elements to consumers over time. The issue is measuring the precise return on the organizations brand management investments. Thus, brand equity is generally defined as the marketing effects or the value added to the product/service, specifically attributable to the brand. Brand equity has been considered a multi-dimensional construct which is composed of a factors' variety such as brand loyalty, brand image, perceived quality, brand associations, brand awareness and market behavior.

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[3] Castells, M. 1996. The rise of networked society. Cambridge, MA: Blackwell.

[4] American Marketing Association 1960. Marketing Definitions: A Glossary of Marketing Terms, American Marketing Association, Chicago, IL.

[5] Rowley, J. 2009. Online branding strategies of UK fashion retailers. *Internet Research*, Vol.19, No.3, 348-369.

Another area of opportunity for social marketing is "brand building" connecting enthusiastic online brand advocates with the company's product development cycle[6]. Here, research becomes marketing; product developers are now using social forums to spot reactions after they modify an offer, a price, or a feature in a product or service. Such brand managed communities can have real success.

According to Shang et al.[7], experiences in a virtual community, such as a social media site, may be a significant part of the consumer experience of a brand. In particular, since opinions communicated between members of a consumer community[8] can be regarded as a form of electronic word of mouth (eWOM), they may impact on customers' attitudes and behaviors. More recently, various commentators have suggested that social media are shifting the balance of power in relation to the brand from the organization to the consumer[9] and that command and control branding will not be tolerated online[10] (Christodoulides, 2009). According to Christodoulides, post-internet branding is about facilitating conversations around the brand, and the co-creation of meaning. Consumers have been empowered to comment on their experiences with and opinions of a brand, and if they choose, to tell a different story about the brand to that which the brand owners seek to disseminate.

Social Media and Online Engagement

The emergence of social media networks has revolutionized marketing practices and led to a shift to "user driven technologies". Some of the most well-known social media networks include Twitter, Facebook and YouTube. Consumers now value social media as a communication medium far more than traditional communication methods. Hence, many brands have taken to social media networks to connect with consumers, by using them to create valuable relationships before, during and mostly important after purchase. Careful adoption of social media technologies can help to reinforce and increase brand awareness among consumers. Social media allows brands to discover exactly what customers are interested in and then use this information to tailor their products and services in order to meet those needs. This can be accomplished

[6] Ferguson, Rick, 2008. Word of mouth and viral marketing: taking the Temperature of the hottest trends in marketing, *Journal of Consumer Marketing*, Milford, Ohio, USA, 25/3, 179–182.

[7] Shang, R.-A., Chen, Y.-C. and Liao, H.-J. 2006. The value of participation in virtual consumer communities on brand loyalty, *Internet Research*, Vol. 16 No. 4, pp. 398-418.

[8] Hennig-Thurau, T., Gwinner, K.P., Walsh, G. and Gremler, D.D. (2004), "Electronic word-of-mouth via consumer-opinion platforms: what motivates consumers to articulate themselves on the Internet", *Journal of Interactive Marketing*, Vol. 18 No. 1, pp. 38-52.

[9] Bernoff, J. and Li, C. 2008. Harnessing the power of the oh-so-social-web, MIT Sloan Management Review, Vol. 49 No. 3, pp. 36-42. Fisher, D. and Smith, S. 2011. "Cocreation is chaotic: what is means for marketing when no one has control", *Marketing Theory*, Vol. 11 No. 3, pp. 325-350.

[10] Christodoulides, G. 2009. "Branding in the post-internet era", *Marketing Theory*, Vol. 9 No. 1, pp. 141-144.

by targeting advertisements based on potential customers' profiles, as businesses can collect information such as age, demographics, interest, hobbies, music etc. – they can advertise certain products and services only to specific people who meet the required criteria.

There have been many studies investigating the factors driving m-service adoption, which are represented by dependent variables including consumer satisfaction, loyalty and behavioral intentions (e.g. the intention to use/reuse or intention to purchase/repurchase), from a variety of perspectives. A review of the literature on information management and e-commerce highlights a number of theories that are commonly used or extended with other variables for investigating the consumer adoption of m-services, including Davis et al.'s[11] technology acceptance model (TAM), the information system success model (ISSM)[12], the expectancy disconfirmation model (EDM)[13] (Oliver, 1980), the dimensions of trust[14], the cultural theories, such as Hofstede's[15] cultural dimensions.

Designing content for likeability is also crucial for expanding reach since it determines how many consumers interact with branded content. Listening is the key to understanding what potential customers like and what types of visual and verbal content will capture their attention in social media. The sum of favorites, likes, positive comments, retweets and sharing can be used as key performance indicator for brand noticeability. Noticeability has a connection with usability, which is defined as the extent to which a technology can ensure a positive user experience and, in turn, satisfy both their sensory and functional needs. Brand managers must listen across all social media channels to identify which channels will be most suitable for reaching as many potential buyers-users as possible. Understanding the various aspects of the usability of m-commerce applications is important for businesses, since it can facilitate the creation of new business models and innovative new strategies for being successful[16]. Convenience refers to the way in which the agility and accessibility provided by mobile devices further eliminate the constraints caused by time and place in conducting social and/or business activities.

Personalization refers to a vendor providing individual customers with tailored products/services based on an understanding of their interests and

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[11] Davis, F.D., Bagozzi, R.P. and Warshaw, P.R. 1989. User acceptance of computer technology – a comparison of two theoretical models. *Management Science*, Vol.35 No.8, 982-1003.

[12] DeLone, W.H. and McLean, E.R. 2003. The DeLone and McLean model of information systems success: a ten-year update. Journal of Management Informations Systems, Vol. 19 No.4, 9-30.

[13] Oliver, R.L. 1980. A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*. Vol.17 No.4, 460-469.

[14] Kim, C., Oh, E., Shin, N. And Chae, M. 2009. An empirical investigation of factors affecting ubiquitous computing and U-business value. International Journal of Information Management. Vol. 29 No:6, 436-448.

[15] Hofstede, G. 2001. *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations across Nations*, 2nd ed., Sage Publications, Thousand Oaks, CA.

[16] Tsalgatidou, A. and Pitoura. E. 2001. Business models and transactions in mobile electronic commerce: requirements and properties. Computer <networks. Vol.37 No.2, 221-336.

preferences. İn this study, personalization is defined as the use of mobile technologies with reference to the user, context, and content information, to provide personalized products/services in order to meet the specific needs of a particular customer[17]. In new communication and marketing approaches, personalization has been considered an effective means to better meet customers' expectations, and, in turn, to enhance customer trust in m-commerce vendors, and lift both customer satisfaction and organizational profits[18]. The size of online communities is also a factor in the limitations of social media on generating online WOM. Many brand practitioners are born in an era of mass marketing and are driven by the prospect of large and often hard to reach audiences viewing their campaigns. Paradoxically for these practitioners, for online groups to be effective, there needs to be a finite size to each community. The concepts of "reach" and "mass media" needs to be reconsidered and new emphasis needs to be placed on "focused" "customized" marketing campaigns.

Identifiability refers to the ability to recognize the identity of a user through a mobile device. Since a mobile device is registered by one unique subscriber and is normally carried by that person, it becomes possible to identify a particular user, perform individual-based marketing and deliver personalized services[19].

Perceived enjoyment refers to the extent to which the activity of using a technology is perceived to be enjoyable in its own right, regardless of any performance consequences resulting from its use. In contrast to the technology acceptance model (TAM), perceived enjoyment represents the intrinsic benefit customers acquiring from the experience of using technology, aside from its instrumental value[20].

Online relationship marketing requires the facilitation of the processes of interaction, communication, dialogue and value. Emerging social media tools for marketing include real-time video training and webinars that can provide marketers with applications more consistent with the social nature of the selling relationship by opening the relationship to a dialogue. Social marketing technologies also permit marketers to customize their messages and have a dialogue with customers.

Moreover, the technological bases of online communication often enables better targeting of potential customers as the databases driving sites such as Facebook are able to segment audiences by variables such as demographics and interests, and even to map the emergence of online communities as targets.

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[17] Ko, E., Kim, E.Y. and Lee, E.K. 2009. Modeling consumer adoption of mobile shopping for fashion products in Korea, *Psychology & Marketing*. Vol.26 No.7, 669-687.

[18] Li, Y.M. and Yeh, Y.S. 2010. Increasing trust in mobile commerce through design aesthetics, *Computers in Human Behavior*. Vol. 26 No. 4, 673-684.

[19] Prykop, C. And Heitmann, M. 2006. Designing mobile brand communities: concept and empirical illustration. *Journal of Organizational Computing and Electronic Commerce*. Vol.16 Nos.3/4, 301-323.

[20] Kim, H.W., Chan, H.C. and Gupta, S. 2007. Value-based adoption of mobile internet: an empirical investigation. *Decision Support Systems*. Vol.43, No.1, 111-126.

However, the success of these media is contingent on considerable resources being allocated to their proper use and evaluation.

Social media has become crucial for brands because in terms of consumer purchase decisions, people value recommendations from friends and family as their most trusted source. Brands can take advantage of social media's powerful catalyst role for dispersing a brand's message, increasing awareness and engagement at the same time.

Methodology

This study aims to analyze the future trends such as future relevance in digital media, content strategies, value contribution, organizational listening, social storytelling, real-time marketing, virtual reality, micro targeting, e-mail solutions, native marketing, relationship between agencies and clients and characteristics of excellent communication functions in social media communication management in Turkey. This study surveyed 50 working brand management practitioners and opinion leaders about their adoption of social media tools and their perception on the growth of social media trends in brand management and marketing practices. Survey participants were drawn from a representative panel of brand management consumers operated by a national social media listening agency. The survey used in this study consists of both analytical and descriptive questions. The questionnaire consisted of four parts; Part 1was demographics, and in Part 2 participants were asked to tell what were the most used social media techniques by brand marketers. In part 3, participants were asked the reasons for following brands online in 2017. And Part 4 asked participants how will be the impact of these social media trends in professional projects in 2017.

Findings/Results

After completing the survey, as a result the brand management practitioners and opinion leaders suggested that they have three main goals: first, to create social media communities and second, to train marketers and customers to be effective with social media. Their third goal is to go where the consumers are.

The questionnaire was completed by 50 individuals, out of which were 25% of female and 25% were male. All respondents had access to and habitually used the social media.

The results indicate that consumers perceive social media as fulfilling the entertainment and enjoyment needs, which, in this context, social media offers and allows consumers to be active, entertained, flexible, stylish, attractive, excited and unique. Social media also lets consumers feel contented, satisfied, happy and attentive, as well as provide leisure, and a meaningful and rewarding

experience. This outcome denotes social media as a medium through which users feel it is worth spending time to meet personal gratification.

The findings of this study show that mobile technologies and applications will continue to be most favorable in 2017 (30%). As more forms of mobile technologies emerge and the user numbers increase, brand managers must understand what tools to use, how to use them appropriately, and how to measure their effectiveness. Mobile technologies change the relationship between a company and its employees, customers, competitors, suppliers, investors, the media, and essentially anyone who has an impact on or who can be impacted by an organization. It is also widely agreed that video content and live streaming (26%) are the most preferable tools by customers. The platforms such as YouTube, Facebook, Instagram, Pinterest and Vimeo are viewed many times by users. Accordingly 22% of participants underlined the importance of content management. Content is a central element of social media existence, as it is of individuals' decision to join or follow a social network site. In the last seven years, content production in social media has become increasingly professionalized, following on from increased demand for relevant contents in these platforms by a large part of society[21]. While the use of technology is widespread in brand management, it should not be seen as either a substitute for either the creative execution of strategy or the production of content. Indeed, Green[22] warns that "creative thinking in using social media should be focused on its content rather than its technology." Simmons[23] suggests that building brand equity in the internet environment is dependent on the four pillars of marketing communication, understanding customers, content and interactivity, and the interaction between the pillars. However, this research advances this model because it is based on a context in which there are existing loyal consumers communities, within which communications about the brand can take place, whether or not this is facilitated by the influencer consumers as brand owner. This is increasingly going to be the case for many other brands as social media give communities and customers an easier way of making their voice heard. In this context, content remains important for attracting people to a site, but interactivity is insufficient – organizations need to proactively seek to use interactivity as a basis for beneficial interaction. Interaction embeds both interactivity and marketing communication. In addition, "community" goes one step beyond understanding customers to building and maintaining a relationship with customers and facilitating the maintenance of relationships between customers. 28% of our participants point out the virtual reality (VR) and augmented reality (AR) in marketing. The sensory advantages of VR are preferable other new and emerging technologies such as augmented reality (AR), which adds virtual elements to the existing world instead of simulating a

[21] Verhoeven, P., Tench, R. Zerfass, A. Moreno, A. & Vercic, D. et al. 2012. How European PR practitioners handle digital and social media. Public Relations Review, 38 (1), 162-164.

[22] Green, A. 2010. Creativity in public relations. In PR practice series (4th ed.). London: Kogan Page.

[23] Simmons, G.J. 2007. 'i-Branding': developing the internet as a branding tool, *Marketing Intelligence & Planning*, Vol. 25 No. 6, pp. 544-562.

completely new one of its own. 20% suggest that the influencer marketing will become more popular in 2017. Because social media has become crucial for brands in terms of consumer purchase decisions, people value recommendations from friends and family as their most trusted source. Engaging with customers on such a large scale and bringing them "on-side" can lead to benefits associated with viral marketing. Some larger companies have recognized its importance so much that they are offering rewards in the form of cash, discounts and offers to customers who participate in viral sharing[24]. 20% suggest that messaging and chat boxes will be more popular for customer based brand strategies. Because digital technologies and apps allow contents received daily by social media users to be personalized based search activities and posts. Moreover, well-prepared content can boost a word-of-mouth (WOM) effect on a social network site. In addition to this, participants affirmed that (14%) personalization is preferred by customers nowadays. 20% underline that social media listening is essential to evaluate efficiently the online environment. People use social media for diverse purposes. Social media tools allow users to see what a friend is watching, listening to, reading and buying. Much of what happens in social marketing is little more than experimental, or simply about "insights" rather than metrics. Many marketers feel the need to "tick" the social media box and demonstrate how cutting edge they are, while the primary drivers of their campaign remain embedded in traditional media. Moving on from the point that there are three most common social media users actually help to build more engaged publics, stronger relations with publics, and/or increased brand loyalty; 18% of our participants care on monitoring. There is also a common understanding that because social media are dialogic and collaborative platforms and the measurement of dialogic interactions correlates with the quality of relationships between an organization and its public. 18% of participants affirmed that consumer insights were fundamental to design brand strategies.

It can be concluded that personal needs, social needs and tension release needs constitute an important construct that influences social media adoption (direct and indirect effect). Exploiting the potential and unique feature of social media arouses these needs; this categorization should be the target category for marketers, particularly for brand managers to increase the consumer social media experience via an effective social media marketing campaign. This categorization could also help marketers identify which attributes of social media to emphasize when using social media as a point of contact with the consumer.

Acquiring user interest is vital for companies to expand their customers' base but it is also important to build up long term relationship in order to achieve more engagement. The trend nowadays is for customers to enter an open-ended relationship with a brand and share experiences via social media after purchase. It was suggested that social media offered real-time customer

[24] Hunley, J. 2013. Viral Marketing vs. Viral Business: Which matters more to your company's success. Available: http://www.getmoreengagement.com/social-marketing/viral-marketing-vs-viral-business-which-matters-more.

insight, enabling more sophisticated relationship marketing activity. The findings therefore suggest the commercial gain potential of social media in brand management[25]. Interviewees articulated an intuitive understanding of the benefits of engaging with online communities that exist around their consumers in the form of social media. The findings are congruent with the notion of creating value in brand communities through engagement. 14% of participants give importance to create sensitive and behavioral loyalty between the brand and its targeted audience. By creating customer loyalty, brands keep their customers committed and the committed customers share companies' products and services, and recommend them to other potential customers. By doing so both individuals and firms will perceive a mutual value.

Discussion

Social media have become an important area of interest for scholars and brand practitioners, as they seem to reconcile these two different dimensions of seeing and discussing the core functions of brand management in social media; the rhetorical dimension, which sees the main function of social media as content crafting and messaging, storytelling, and framing communications, and the relational tradition, which is to help an organization to build and maintain mutual and beneficial relationships with its publics. The use of social media by brand practitioners has been popular, since content creation is an important component of social media conversations. These generate interactions among publics and between publics and organizations. Social media are conversational media, and as such they require users' interactions and active participation in order to remain "alive". Conversations emerge as a result of sharing information about something that arouses an interest in someone, but also from the presentation of contents that stimulates individuals' interests and curiosity responding to their information-seeking needs. Content in social media may take the form of visual, textual, or audio contents, and brand practitioners can contribute to content creation by providing newer feeds boosting conversations and interactions.

Social media sites encourage self-expression, users may be more interested in representing an issue and belonging to a community than communicating personal insight, a perspective that contradicts accepted definitions of social media as a tool for self-expression. Social media tools that facilitate issue alliance (i.e. retweets, forwards, "like" applications), may lead to more interactivity for their facilitation of user association with an issue. Accordingly, the rapid growth of social commerce is mainly due to the rapid diffusion of social media tools and channels such as Facebook and Twitter. Indeed, these tools can radically transform traditional firm processes by providing a better customer shopping experience (e.g., access to friends purchasing experiences,

[25] Beer, D. 2008. Social network(ing) sites y revisiting the story so far: a response to danah boyd & Nicole Ellison, *Journal of Computer-Mediated Communication*, Vol. 13 No. 2, pp. 516-529.

real-time sharing of purchase actions with friends before final purchase decisions). Social media tools can also provide improved communication and collaboration between the firm and its stakeholders (e.g., customers, suppliers, business partners) an innovative way for firms to identify products with high selling potential, and a better channel for attracting and retaining online customers. Thus, functional interactivity is based on an application's ease of use in connecting a user to his or her intended interest. A dozen social media channels such as blogs, personal and social networks, photo and video sharing, e-mail, wikis, microblogs, events are collaborative tools. We suggest that the effective use of social media depends in part on the activities selected and the mix of the social and traditional channels that the audience is interested in or to which it is receptive. In other words, the use of digital media channels is an integration case for the companies' communications strategies to which we tried to answer with this research question "*which corporate communication strategies including the use of new technologies are represented by practitioners*?"

Conclusions

This study provides important information about the relation of social media in brand strategy based on the brand marketers perspective. The current state shows that there is an important link between social media use from the perspective of marketers, in relation to the services offered by this platform for different brand marketing strategies. Today, in 2017 marketers see social media as one of the main tools to expose their brand, to identify potential customers and to create loyal ones. Mainly they consider that this possibility can be applied especially by using different social media tools such as Facebook, Twitter, LinkedIn, augmented and virtual realities and monitoring these to reach real consumer insights that help to create efficient brand strategies. There are some challenges that marketers must consider during their social media marketing strategy: First, procedures how to measure their social media activities and to determine social media return on investment (ROI). Second, how to manage their relation and interactivity with their potential and loyal customers. As stated during this paper, in 2017 customers are playing a diplomatic part related to social media marketing, especially advertising since they are very aware about their impact through sharing, commenting, in general interacting about a brand and they see their engagement as an activity that should be recompensed. Therefore, marketers in their future social media activities should consider different strategies and programs that the platform provides, in order to gain customers trust and attention to engage themselves on advertising a product or a service that they prefer.

Brand management is about communicating and computer technology has revolutionized communications. In many ways, the Internet and digital technologies have helped to reduce the psychological distance that exists between an organization and the publics important to its success. As if Internet

has become the organizations' new front door, their target audiences are directed to various information sites within the corporate web site. Corporations have options to deliver their messages to highly targeted audiences with advanced multimedia platforms such as corporate websites, interactive media tools which aim to convert a casual visitor to a customer and then to a business partner.

Social media and communication technology have increased the power of communication from brand practitioners to social media users in an organization. The emergence and increasing popularity of social media have changed the practice of brand management. Social offer numerous opportunities for brand practitioners to interact with a wide range of stakeholders. Because of the high importance organizations place on social media as well as its growing popularity among various publics, companies are becoming more involved in trying to measure and manage social media. Social media sites are virtual platforms for interactivity and information exchange where users collaborate in content creation and participation. Our study revealed that video content, live streaming were the most preferable trends in social media in 2017 regarding to Turkish brand practitioners. Organizations use social media to increase interactions with publics through a steady flow of inputs and outputs towards mutually beneficial relationships. Thus, our findings agree that mobile applications, influencer marketing, receiving consumer insights by social media monitoring were essential for brand practitioners.

The changes in the communication environment challenge organization around the globe. Many claim that mass media are losing their leading role in shaping public opinion and new approach like 4th Industrial Revolution is propagated. The Fourth Revolution is characterized by a fusion of technologies that is blurring the lines between the physical, digital, and biological spheres. However sectoral researches try to find the answer to the question; how communication creates value for organizations – instead, various rationales like building reputation, managing relationships, avoiding crises, securing legitimacy, identifying opportunities or supporting sales compete with each other both in theory and practice.

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