

# The Impact of Social Media on Engaging the Stakeholders of Fashion-Based Organization with Reference to Mumbai City: A Content Analysis

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## **Abstract**

This study provides a distinctive perspective to the use of social media within corporations for communication. The aim of this study is to examine the relationship between a fashion-based organization and its stakeholders on the basis of their communication using social media. For the study, I chose content analysis as the research methodology since it allowed me to efficiently analyze the content uploaded by the brands- H&M and Zara on various social media platforms. After researching on the topic, I was able to develop 10 parameters based on which the influence of social media on communication patterns could be understood.

The findings of the study show that solely audio-visual content uploaded on social media is incomplete in initiating conversations with stakeholders without certain written context. The limitation of the study is that content analysis does not allow first-hand interaction with the brand's consumers, not providing detailed insight on the research topic. With the rising trend of social media in recent years, there are yet various aspects of the topic that have not been studied in detail. Thus, research on techniques to engage conversations with stakeholders on social media is still underdeveloped. Majority of the studies explore the idea of social media as a promotional tool, but this study emphasizes the idea of social media as a communication tool for an organization.

**Keywords:** Corporate Communication, Social Media, Fashion Organizations, Stakeholders, Brand Awareness

## **INTRODUCTION**

Communication is one of the most valued aspects for the company to operate properly, internally and externally. Theoretically, it acts as a powerful agent in facilitating messages and meeting the organization's goals. Various forms of content production, interaction and distribution through media channels has become the practicality of communication. And in these channels, the 'how' factor (or how these channels are used to convey the idea to the targeted audience) act as an important determinant of the effectiveness in the corporate identity, image, and reputation- irrespective of the organization's type. Hence, it can be said that communication is created because of media channels since they promote feedback and engagement (on online and offline platforms). It links the stakeholders to the company by

maintaining a strong and positive reputation along with conveying information about the products/services offered. Loyal as well as potential customers, employees, investors, media, general public, governmental agencies, third party regulators and lobbyists are a few of the important stakeholders.

There has been development of media channels technologically, increasing digital media's effectiveness simultaneously. According to Welch and Jackson (2007), corporate use of social media for external communication with customers, investors, and the general public has grown exponentially in the past years. When considering the fashion industry, the efficiency in use of technology has become increasingly important to react to changes in the market and remain competitive. Since social media platforms lead to quick paced engagement of the stakeholders, firms have been incorporating it into their communication strategy as a relationship building tool (Waters et al, 2009). The wide reach of social media helps express, connect, and engage them in progressing conversations with the firm. Roise & Camilleri (2021) mention that some of the more preferred platforms of social media to perform the mentioned activities by the organizations are- Facebook, LinkedIn, YouTube, Instagram and Twitter. These applications have aided firms in prioritizing stakeholder demands through social media engagement. In this manner, organizations irrespective of their size use new social media models to create and address brand value, brand identity and stakeholder relations (Mustafa, 2015).

### **Communication as a concept (including corporate)**

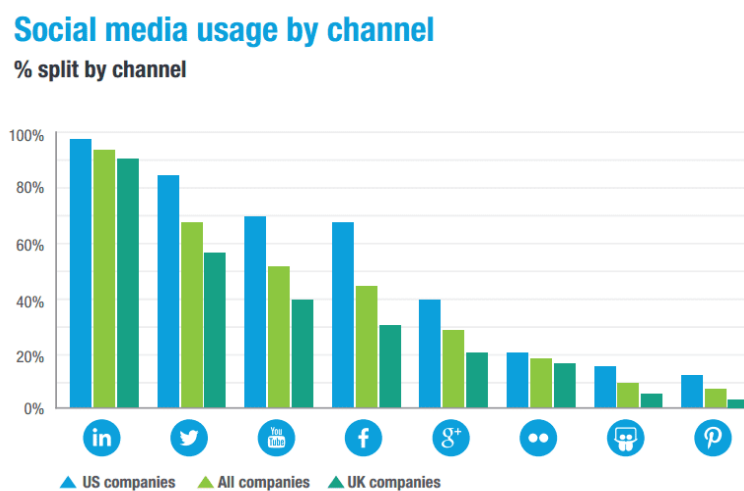
There are various reference systems that are taken into consideration to observe the world. Here, communication bridges a gap between the information in the content shared through social media and the reason why the content was uttered. Thus, we can explain communication as a successful transmission of information or understanding expectations of various stakeholders. Effective sharing of information, opinions, and emotions by two or more people works efficiently through the SMCR model or Sender-Message-Channel-Receiver method, where the sender forms the message and picks an ideal channel for their target audience. While bifurcating based on origin, it is widely agreed that both communication types are considered important resources of corporate communication. The term 'Corporate Communication' has become a strategy to present the organization in a favorable manner to the important stakeholders. This includes the amalgamation of strategies like brand awareness, brand credibility, brand talent, employee engagement and productivity to positively promote an organization.

The choice/type of stakeholder also influences the strategy employed by the organization to communicate. An organization's internal communication includes emails, memos, internal reports, meetings, infographics, team briefings and presentations. External communication on the other hand includes letters, faxes, direct mails, external reports, advertisements, website copy, promotional materials, press conferences, interviews, press releases, photographs and videos. The branding of the organization is also regarded as a form of external communication.

### **Corporate use of social media**

Lee et al. (2008) and Hernández (2013) have mentioned that when concerned with fashion corporations, the development of ICT has caused firms to divert their attention towards usage of different social media platforms. Social media has recently become a preferred medium to communicate with, rather than traditional media due to its impact, popularity, and the wide possibilities that these technologies offer. The public now prefers to share information by making use of social media, and messaging apps like WhatsApp, blogs and the internet. Organizations are beginning to adapt and be more present on the web

pages to publicize themselves, allow consumer participation in product design, and feedback on the released content (Richter, Riemer and Brocke, 2011). Communication has thus become the key or base to encourage stakeholder engagement. Kent (2010) commented that social media is a communication tool that promotes increased interaction and feedback. Thus, social media is a network that is employed to market, promote products as well as perform corporate social responsibilities (CSR). These are several reasons why firms have started including these strategies into their public relations plans. According to Dong-Hun (2010), social media has become a safe space for consumers to freely express themselves, be up to date with trends, and the brand's strategies. Social media plays a vital role in creating good public relations (PR) with the stakeholders since not only does it provide a platform to interact real time, but create a sense of trust and responsibility, ease the process of giving feedback/responses and give the target audience an opportunity to pick the social media platform of their choice. New media applications themselves use social media to reach their audience base, as shown in the image below.



**Image 1.3: Social media usage of different companies to promote themselves**

Organizations employ an efficient communication channel when portraying their fairness, transparency, integrity and responsibility towards stakeholders. This channel has now become social media due to a better interaction model being offered than other forms of media. PriceWaterhouseCoopers (2012) mentioned in their report that bidirectional communication is a major reason why companies switched to social media. According to several studies, social media platforms provide quick feedback, creates lucidity, improves trust in the brand, and satisfies the customers regarding any issues or complaints (J.C. Bertot et al, 2012; E. Bonsón et al, 2012). Social media has also proved to be cost-friendly (when used appropriately) since it is free to sign up and capitalize on the consumers choices.

In recent times, most fashion organizations have aligned their marketing and advertising strategies to this ideal. Since influencer marketing has activities that encourage and involve customer participation more as compared to traditional email marketing or fashion magazines, influencers are more appreciated, and their opinions are considered alternatively.

## Types of social media employed

Corporations now take efforts to position themselves on the appropriate channel (according to their firm's sector) to target the right audience and increase brand awareness by investing in R&D. By being present

on social media platforms, companies collect data that is employed to create other strategies ranging from promoting their products, gaining potential customers, to future crisis management. According to Roca (2015), fashion firms create content using photographs as posts, videos, graphics and other innovative ideas like portraying the behind the scenes in creation of the product to captivate their audience and create better links with the various stakeholders. Few other ideas that have been widely applicable are-

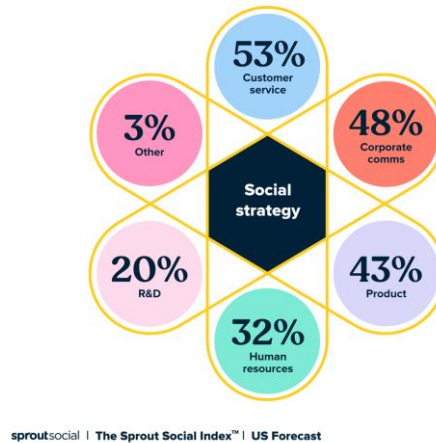
- Provide shopping features inside the apps
- Find the right Influencers and fashion bloggers
- Use right hashtags to increase traffic
- Promote development of content generated by the users
- Share customer reviews in an innovative way
- Emphasize on the organization's identity
- Create hype for product launches
- Include sales promotion methods like giveaways
- Hosting Fashion Shows to display the collections
- Incorporate to present CSR activities as well

As the awareness of social media usage began increasing, Facebook rose up as one of the most popular social platforms (Kasavana et al. 2010). After this, research on several comparisons between the posts published by companies on Facebook and online advertising were done to figure out the effectiveness of the media channel by L. de Vries et al (2012). Similarly, studies to understand the structure of the social media network (Caci et al., 2012) and media factors affecting brand loyalty of the customers (Jahn and Kunz, 2012) were conducted as well. Results showed increased levels of stakeholder engagement and communication, the credit for which could be given to social media's reach to market segments of all sizes. Pletikosa and Michahelles (2013) have mentioned that Facebook has been conducting one of the greatest online engagement of stakeholders due to facilitating easier direct interactions between various stakeholders. Besides Facebook, there are several other platforms that have increased based on usage. These include-

Instagram	Snapchat	LinkedIn
Twitter	YouTube	WeChat
Pinterest	Tik Tok	Tumblr

**Table 1.4: List of social media platforms being used by corporates in the recent times**

## Teams that contribute to their organization's social strategy



**Image 1.4: Aspects of an organization that aid in creating a strong social media presence**

The above image is a clear indication that out of various strategies that can assist an organization, direct interaction with stakeholders through customer service is 53% effective and corporate communication takes a close second by 48%.

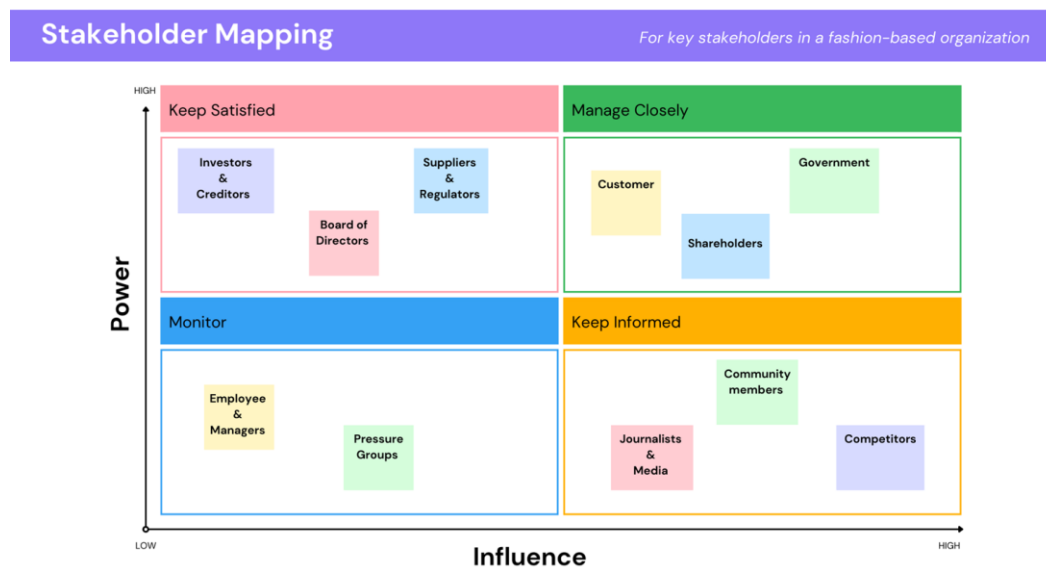
### 1.5 Various stakeholders involved in the communication process

In layman's terms, stakeholders are individuals that are directly and indirectly involved and interested in the organization's decision-making process. When making a decision, the organization has to keep the interests of these groups in mind. Stakeholders aid in the long-term success and survival of the organization. This compels companies to aim at higher stakeholder engagement using various media channels. Sashi (2012) mentioned that social media creates consumer loyalty, increases brand recognition and reputation, retains older customers, and develops different business strategies. Because of the existence of such a platform, stakeholders can now participate in the two-way conversation themselves by interacting, generating content, and spreading information, instead of being observers like before. Social media has only been aiding the firms in such various scenarios. The adoption of social media usage by one company influences their competition to join as well. Stakeholders like third parties demand small and medium sized companies to join online platforms. By replicating such behavior of larger companies, stakeholders receive more awareness and transparency. Sashi (2012) also mentions 'engagement', which is the creation of long term-based relations with stakeholders for the organization to survive and function efficiently.

Stakeholders is an umbrella term for all individuals that are linked to the organization. Some of such stakeholders can be externally related, and some are internally connected. External Stakeholders includes customers, suppliers, pressure groups, local communities, competitors, government agencies, and banks or other lenders. These stakeholders have their own separate criteria through which they are related to the organization and influence decision making. Internal stakeholders include employees, managers, directors and shareholders. They play a major part when it comes to the organization's internal decision making. Communicating with the stakeholders using social media has proved to be beneficial as it encourages mutually beneficial decision making, promotes societal opinion, develops cost friendly strategies for brand

awareness, and gives feedback to clear any misunderstandings or problems (Taylor and Kent, 2014). It has been taken into consideration by the fashion-based organizations that stakeholders are more inclined towards receiving information about the new collections of clothing (related to all genders), and the tutorials about the products/services through social media. On such topics, stakeholders have been observed to initiate conversations more, through comments and responses, yet female fashion is the topic that creates the greatest online engagement.

‘Stakeholder Mapping’ is a term used to communicate and understand the needs of people in the umbrella term called stakeholders on an individual scale. This four-quadrant matrix positions stakeholders based on their level of interest and influence, which makes it easier for the organization to identify which individuals to manage closely (high influence + high power), keep satisfied (high power + low influence), monitor (low power + low influence), and whom to simply keep informed (low power + high influence).



**Graph 1.5: Stakeholder map for a fashion organization**

Usually, the firm tries to meet the needs of the stakeholders by giving mutual benefit of their interests. For example, by positively influencing their relationship with their supply chain, the organization can achieve the supplier's loyalty and maintain a good image in the market. Similarly, for the organization to function smoothly to maintain good relationships with the external stakeholders, the working environment of the firm internally should be maintained favorably as well. Corporate Governance is an important aspect in the controlling of companies such that it is in the interest of all stakeholders. Effective corporate governance requires a clear understanding between the senior management and their relationships with others in the corporation. This can be achieved with good internal communication.

## 1.6 Comparison with the fashion industry's popular competitors- ZARA and H&M

After taking various pre-existing companies into consideration that have been established in the fashion industry, the two leading companies in the sector have been included in the study- Zara (Inditex Group) and Hennes & Mauritz Retail Pvt. Ltd. Being established for a long time, studying their stakeholder relations will be more beneficial.

Originating as a dress making factory in 1963, Inditex Group spread across the country to become about 6,500 stores across 88 countries. Zara is a brand that has managed to keep pace with the technologically



advancing world and maintained their position as one of the leaders of the retail industry. A decade later Ortega with Rosalía Mera started a small store called Zorba, renamed Zara. This store became online in the year 2010 for Spain, the UK, Portugal, Italy, Germany and France. For India, it began in 2017.

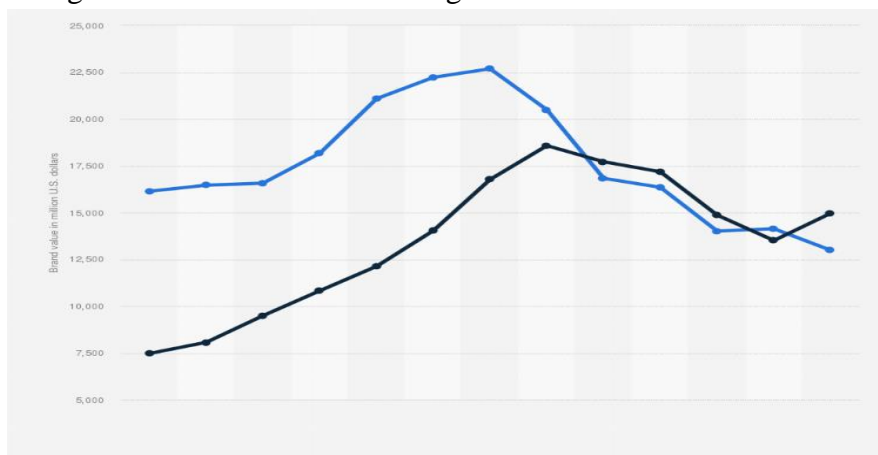
Inditex Group is the owner of Zara, a streetwear-based company. The founder has created the largest retail chain in the fashion industry (with over 7,000 stores). Reasons that Zara has been able to set itself apart from the competition are-

- Zara has a good understanding of the customer's needs
- The brand responds to the customer's needs and problems very quickly
- Zara has remained faithful to its core values, expressing their brand identity by the word's beauty, clarity, functionality and sustainability.
- Zara had switched to online shopping and created a new market for themselves
- Zara believes in "No Marketing", "no communication".

Zara strategizes to focus heavily on their marketing strategy, through social media platforms to keep their stakeholders satisfied- which gives them an advantage over their competitors. Zara has made their key stakeholder (customer) the main focus around which they created their brand identity. Zara's presence on various social media platforms has made it easier for the brand to pursue ecommerce as well. Zara aims to keep innovating to find new ways through which it can connect with its audience.

H&M Group (or Hennes & Mauritz) on the other hand is an organization that began from a small store in a Swedish city in 1947 and now offers affordable fashion in a sustainable manner. H&M switched to online platforms during the 1980's and 90's era and uphold the belief of 'keeping a continuous and open dialogue with their stakeholders'. Even though H&M entered India in 2015 as a segment of foreign investment in brand retailers, it became online in 2018. According to the company, keeping good stakeholder relationships provides them ideas to innovate and prioritize. H&M employs a set of strategies called 'Change-Making Programme' to explain their goals, targets to achieve, methods and follow up for it and its culture and values. They have regular discussions with various parties like customers, community, NGO's, policy makers and emphasize on their involvement in sustainability work.

The image below is a graphical representation of the 2-fashion company's worldwide 'brand value' comparison over several years (from 2010 to 2022). The light blue line represents Zara, whereas the darker blue is H&M. The image shows how after having a wide gap in the brand value perceived by the stakeholders (where Zara's brand value is significantly higher than H&M), after 2021 H&M's graph has been growing which signals more brand value among the stakeholders.



**Graph 1.6: Brand Value of global fashion organizations- H&M and ZARA**

## Review of Literature

### International Studies

*Gamboa and Goncalves (2014)* had conducted a study to identify the usage of Facebook in creating customer loyalty and brand awareness. The study consisted of a detailed review of existing fans and non-fans on Web 2.0 (which includes blogs, social networks, communities, forums, content aggregators) and social media platforms. Using an online survey 401 valid responses (102 fans and 299 nonfans) were collected. These platforms included Zara's Facebook page, fashion blogs, and personal contacts. The respondents were from Portugal and were aware of the existence of Zara. The results showed the brand's high rank in relation to a fan base on Facebook. Zara employs Facebook to increase customer loyalty and promote repeated purchases. Values like trust, consumer satisfaction, commitment and the brand's perceived value are observed more so in the fans of Zara as compared to non-fans. Syncapse (2013) mentioned that the average value of a Zara fan ranges around \$406 whereas an H&M fan comes around \$306. Thus, Zara has considered Facebook to be an important aspect of their marketing strategy and taken it more seriously because of its ability to promote customer loyalty.

*Dung Nguyen (2017)* aimed to research the contribution of social media platforms in influencing the brand H&M's marketing strategies along with establishing relationships with various stakeholders (like customers). The study emphasized on qualitative research or the usage of secondary data in the form of a case study. The data consists of visual and written content like photographs, videos and highlights of their recently launched collections from specifically chosen social media channels- Facebook and Instagram of H&M. The users in the case studies were interacting with the content on both the social media channels in a passive manner or like an observer. The findings show that Facebook had its own advantages that include better distribution of information, higher visibility. On the other hand, Instagram contributed to H&M's constant appeal to the audience and better engagement with the stakeholders, in the form of likes and comments on these posts as compared to those that are on Facebook.

*Beltrá, Medina, & Correia (2020)* aimed to examine the process of communication that takes place between fashion brands and Facebook. The study performed a content analysis of the posts made on Facebook by Zara and H&M. The study lasted for 6 months, where a total of 326 posts were obtained. 60.4% of the posts belonged to Zara and only 22.1% were from H&M. The content of these posts included mentions, hashtags, images, videos, links, reactions, sharing frequency of the posts, and the comments made by everyone. The results showed that the brands are not significantly dissimilar regarding using social media effectively. The study mentions that the brands should try to contribute more useful information for their audiences with more inclusion of videos as a form of communication. In terms of hashtags usage, H&M was more experienced, but the frequency of posting was more so for Zara. Even after knowing the benefit of using dialogue to build relationships with the stakeholders, the brands do not usually "maintain relationships with their audience based on interactivity and commitment".

*Carrion et al. (2022)* performed a study to empirically examine the relationship between open innovation and social media. "Open Innovation" is a term which refers to the involvement of outside stakeholders to collaborate in the innovation process of an organization. Here social media again, has a major role in transmitting messages to the people, as well as getting feedback from the stakeholders. The study used a valid questionnaire and the sample chosen had criteria's to be met- family based firms in Spain, that have more than 10 employees and 5 years of experience. As the parent company, Zara has been focusing more so on their online platform, which makes interaction with their stakeholders and customers more detailed since they receive feedback and ideas for improving themselves. Thus, social media can help fashion



organizations create knowledge as well as inform their stakeholders using social media.

### National Studies

According to the *Journal of Marketing and Consumer Research* (2018), the international peer-reviewed journal aimed to research on how social media is used by a global firm like Zara to promote international marketing and interact with customers. Proper employment of social media is proved beneficial in promoting an organization due to its ability to spread the awareness of the business. To perform an in-depth analysis, the researchers adopted a qualitative research approach where the consumers who are followers of Zara on various social media platforms were targeted in Punjab. Including Facebook, Instagram, YouTube, Twitter, and Pinterest, the study also mentioned the use of a website called Zara people- where the organization promotes consumer engagement by asking them to post their photos wearing Zara clothes to showcase it on the site. The findings show that creating accounts on various social media helped Zara increase their likes and followers. Several strategies were used by Zara for increasing trust in the consumers and encouraging communication with stakeholders that include “organize completions, upload local sport videos, funny clips and updates about their products.”

A study on the relationship between a supply chain and social media platforms was conducted by *Shweta Singh* (2020), which aimed to show the importance of third-party stakeholders like supply chain in influencing the growth strategies of Zara. It has been noted that Zara has spent more than 3 decades to create a strong supply chain to support the brand. They employ influencer marketing, social media platforms, and availability of their products all the time as a method of brand awareness. The study used a combination of secondary research (that is research journals & articles) along with primary research (by a survey Questionnaire, with 175 respondents). The respondents were chosen through convenience sampling in Gujarat. The results showed that on an average 30% of respondents are satisfied with the content uploaded by Zara on social media platforms. Terms like ‘unique’ and ‘attractive’ were used to describe the choice of using social media as a mode of communication.

*Abhilasha Dhiman* (2019) had performed a study that measured the customer experience management in retail outlets of Zara through customer mapping as well as a survey. It’s interesting to note that the study also highlighted the importance of the stakeholder’s (customer’s) online experience as a motivating factor for fast fashion brands like Zara to promote e-commerce platforms on social media. This ensures that trust is built with the company and the customer, such that they would invest in both- online and offline shopping.

Due to the wide reach of social media channels, communication with other individuals or groups has become one of its most important uses. From product awareness to addressing complaints, social media is beginning to act as the agent for communicating sustainability initiatives as well. Such firm generated content and how it affects the firm’s performance overall was researched by *Jha & Verma* (2022). The study uses panel data of the firm’s sustainability performance and their Twitter communication over a 3-year period. The results show that actively communicating with the consumers on social media has led to effective change in the organization’s sales. The study also mentions the age of social media platforms being used by the organization as a higher twitter age equates to more awareness and use of social media as a method of communication.

*Samala and Katkam* (2019) performed a study to understand the use of SNS in sharing, informing and exchanging fashion brand related information to their stakeholders. While testing how customer participation on online platforms leads to more customer-brand engagement and brand loyalty, the study

collected data using a questionnaire that was distributed to 500 students in a university in Hyderabad. The results showed that two-way communication of a consumer with their preferred brand on social media is more engaging and motivating to improve their brand loyalty. Brands like Zara actively implement engagement activities on SNS, leading to more customer participation in discussions through likes and comments.

As firms of all sizes and fields are incorporating social media in their corporate strategies to connect with stakeholders, *Chatterjee and Kar (2020)* conducted a study to identify the aspects that can help enterprises in India to efficiently adopt social media as a form of communication with the stakeholders. Using a survey method for 310 firms that were randomly selected from two cities of India (Ahmedabad and Mumbai), the results show that social media marketing has almost 76% of impact on business. Yet, it was noticeable that employees of Indian organizations still have not emphasized on the use of social media platforms to manage stakeholder relationships.

### Theoretical framework

Theoretical framework for a study refers to the theories that can form as the basis of explanation for a certain phenomenon being researched. It includes defining the research problem and why the problem needs to be researched upon. This framework becomes an important layout for the approach towards the study.

### User Gratification Theory

Proposed by *Jay G. Blumler and Elihu Katz (1974)*, the user gratification theory explores the effect of media on the people, contradictory to the idea that the audience is passive in media consumption. The theory states that people have certain needs that must be fulfilled and for that, the selection of media is done by the individual's choice. Compared to traditional media, new media has given people greater authority in making choices on the media platform in addition to the content they interact with.

Users and Gratification Theory gives the reasoning behind why individuals prefer certain media *Whiting and Williams (2013)* identified 10 uses and gratification that consumers receive from social media, that include-

- Social interaction
- Information seeking
- Information sharing
- Entertainment and relaxation
- Communicatory utility
- Expression of opinion

This user-oriented approach of the theory explains how interacting online through social media leads to gaining knowledge about the outside world. In terms of corporate communication, for firms- social media is used to acquire the customer's responses, efficient information sharing, communicating with stakeholders, and social interaction. Whereas for the stakeholders- social media is used to satisfy expression of opinions, information seeking, and social interaction. It must be noted that there is a distinction between the gratification an individual seeks and receives. When media is not able to provide the user with the gratification they seek, they end up not using that media channel further. Now, the innovation of content creation (whether it is user based, or firm based) has also become an emerging gratification aspect to be met by social media platforms. The User and Gratification Theory will be useful

while analyzing content uploaded by H&M and Zara on their social networking sites to understand how efficiently they communicate to their stakeholders.

### **Social Penetration Theory**

Irwin Altman and Dalmas Taylor (1973) mentioned the Social Penetration Theory which focuses on the type of communication taking place between individuals or groups. The theory states that as the relationship between people deepens, the intimacy between them simultaneously increases with time. This includes sharing more personal information with others including their thoughts, feelings, and developing trust through an increased number of interactions that are positive in nature. The Social Penetration Theory will be important during the research to identify the reason behind why fashion organizations like Zara and H&M use various social media channels to build brand loyalty, brand awareness and trust as their major aims.

### **Research Methodology**

#### **Research Design**

The research design for this study would be a cross-sectional collection of data. It includes the performance of the fashion organization- H&M and Zara's activity on their various social media platforms like Instagram, Facebook, and Twitter, which will be analyzed based on several parameters that explain its effectiveness.

#### **Statement of the problem**

The research paper is going to be directed towards the effect of various platforms of social media in influencing the communication between an organizational hierarchy and its stakeholders.

Does social media positively or negatively affect the communicating process between a fashion-based organization and its stakeholders?

#### **Objectives of the study**

1. To find out the role of social media in enhancing communication between a fashion-based organization and its stakeholders.
2. To find out the type of communication preferred in an organization to convey information.
3. To find out the medium/platform of social media employed by the organization that has proved to be beneficial in maintaining good public relations.
4. To find out the variety of social media platforms employed by the organization to target their external and internal stakeholders specifically.

#### **Hypothesis**

( $h_1$ ) - Social media is beneficial in conveying commercial and CSR information to the stakeholders of fashion organizations like Zara and H&M.

( $h_2$ ) - Creation of dialogue between the organization and the stakeholders is promoted by social media platforms.

( $h_3$ ) - Fashion Brands are not able to take advantage of the conversational potential of social networks like Instagram.

( $h_4$ ) - Facebook gives fashion brands and organizations a commercial advantage over other social media platforms to promote their products and services.

#### **Study Parameters**

1. Stakeholder engagement with audio-visual content on Instagram

2. Stakeholder engagement with audio-visual content on Facebook
3. Stakeholder engagement with audio-visual content on Twitter
4. Overall Brand Awareness on social media
5. Engagement based on likes and comments
6. Stimulation of dialogue on Twitter
7. Commitment shown by customers to the brand through one social media platform
8. CSR activities addressed across social media channels
9. Using social media solely for product awareness
10. Time duration of being present on social media platform

### **Method of Data Collection**

Since the research is a case study by nature, the scope of data collection will include the presence of the brands (H&M and Zara) on social media, along with the content they upload on it. The content considered will have to be produced for the certain social media channel and not be acquired from any other platform. By analyzing and comparing the brands based on the study parameters, content analysis will be done to identify the effectiveness of social media in supporting communication between the brands and the stakeholders.

### **Tools of data collection**

#### **Primary data collection**

Content analysis is the form of primary data collection. It is a qualitative research tool that is used to quantify the relationship between variables by analyzing the text, image, audio, books, websites or other aspects of the data. Content analysis is apt for my topic as it can help find a pattern between the data to identify the association between- social media usage and communication between an organization & its stakeholders.

#### **Secondary data collection**

The study uses secondary data in the form of case studies from Google Scholar. Secondary data is also used to define specific terms related to the topic and gather data that is statistically relevant to the research paper.

### **Limitations of Data Collection**

1. The audience might not be present on a lot of social media platforms to follow or interact with the brand's official page but are aware of the brand.
2. Content analysis does not allow first-hand interaction with the brand consumers.
3. Reach of the post depends on A.I or algorithm that is user generated, meaning it changes with the type of content the individual interacts with- through likes and comments
4. Posts that have been recently posted by the company (within the duration of a week) will have a smaller number of likes and reach with the audience since it has not been on the social media platform enough to reach the whole audience base.
5. There can be issues in the reach of the post due to a language barrier.
6. Addressing important information on social media can be questionable since credibility on such mediums (where any person can edit data if they have internet access) is less.

### Data Analysis and Interpretation

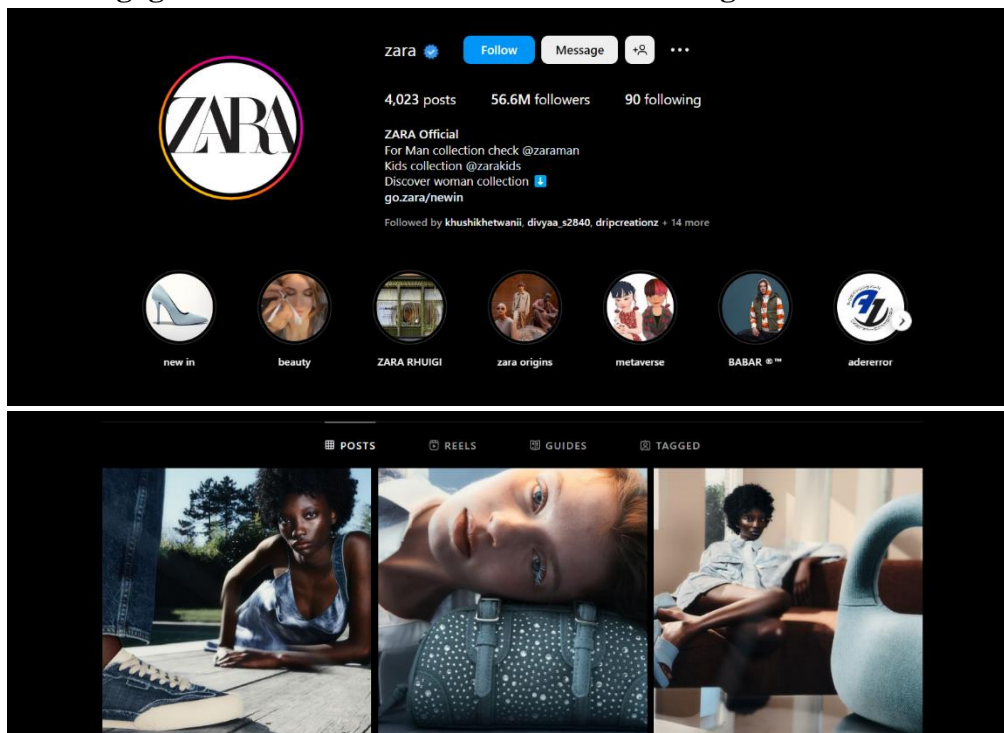
For this research topic, data analysis will be done through content analysis, where I will quantify qualitative data on the use of social media in efficient communication between an organization and its stakeholders. I will conceptually analyze the presence of H&M and Zara on social media platforms including Instagram, Facebook, and Twitter. This will be followed by a rating on a scale of 1-10 with the parameters in mind.

The parameters on which I have analyzed the brand content available on social media for Zara and H&M are-

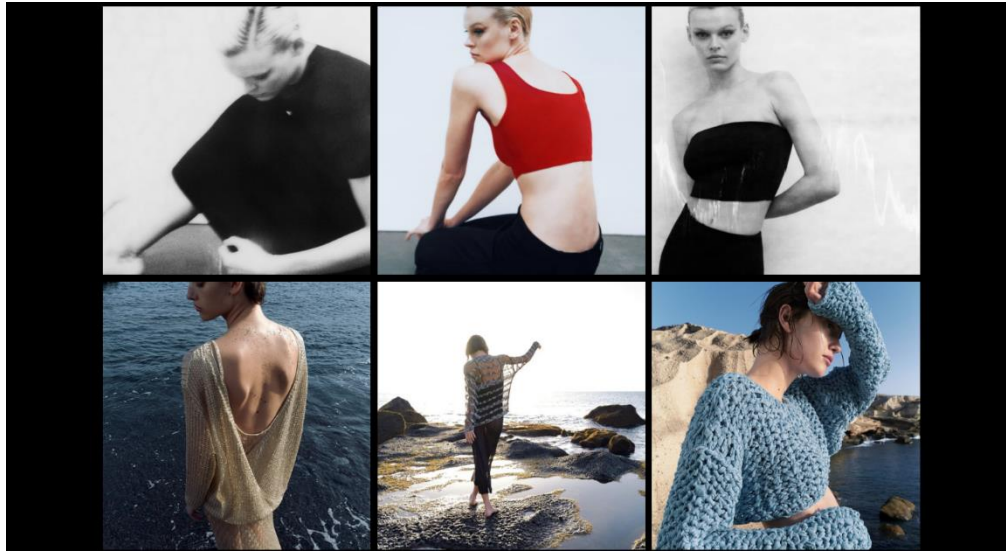
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## 4.2 Data Analysis

### 4.2.1 Stakeholder engagement with audio-visual content on Instagram



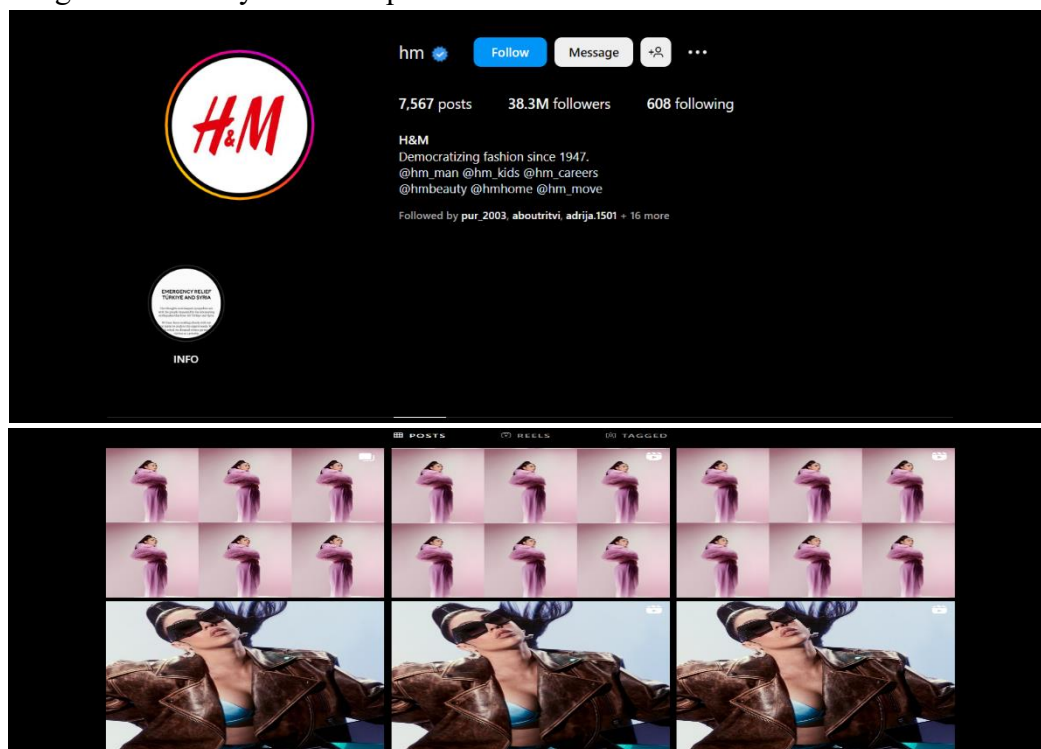


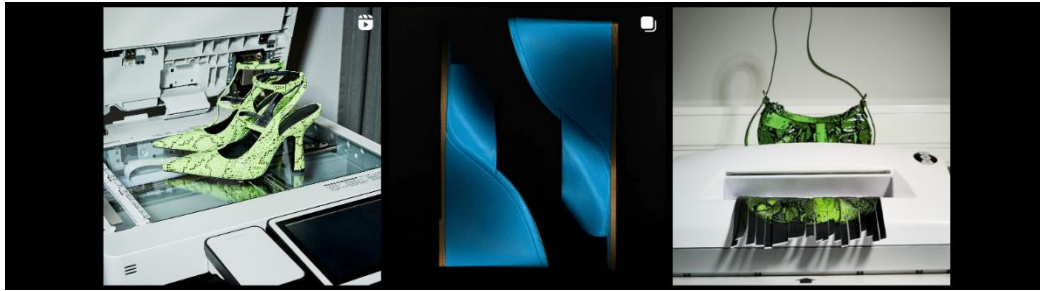


**Image 4.2.1 Official Instagram page of Zara**

The above image is a picture of Zara's official Instagram page that any individual on Instagram can view. On Instagram, Zara has 56.6 million followers when they have posted just 4,023 images and videos until the study is being conducted.

Observing the page, Zara puts a lot of effort into maintaining the aesthetics by dividing pictures of a specific theme or product collection into 6 by 6 grids and promoting their clothes. It is to be noted that Zara's pictures are quite simple and sophisticated, with the product being the direct focus. This could be one of the reasons why Zara does not have celebrities and influencers model for their products but provide such opportunities to authentic apparel and accessories models. Even the highlights of the page are labeled 'new in', hinting at their newly launched products.

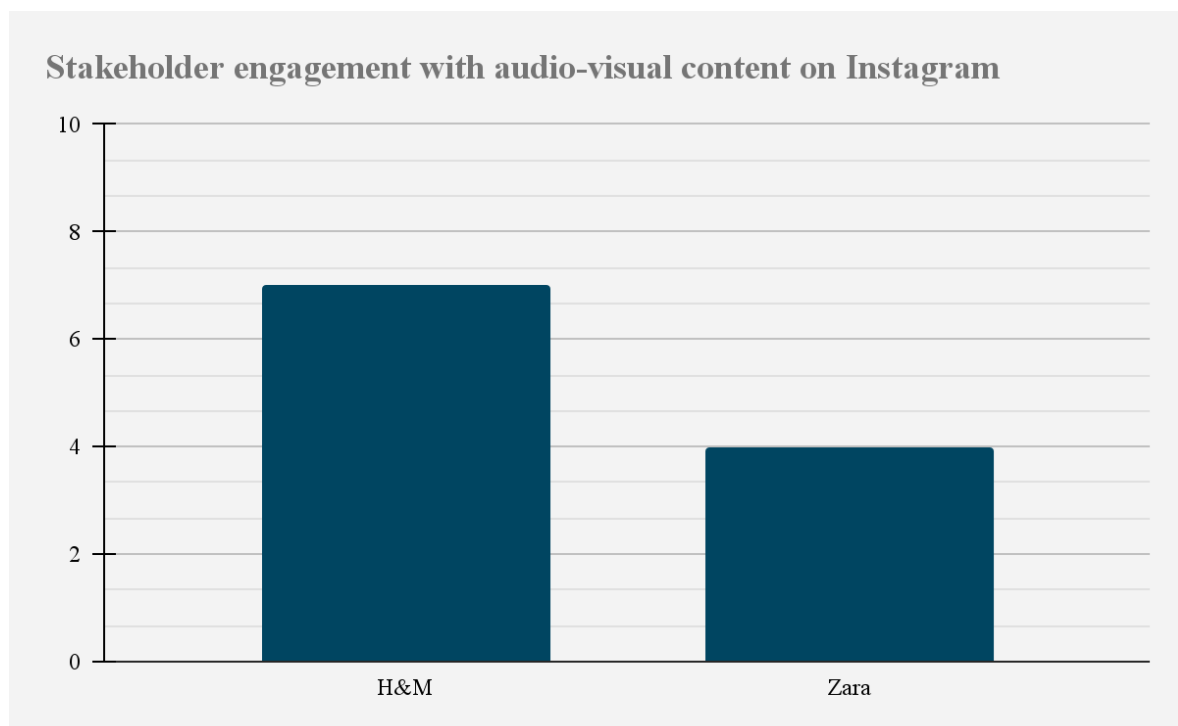




**Image 4.2.1(a) Official Instagram page of H&M**

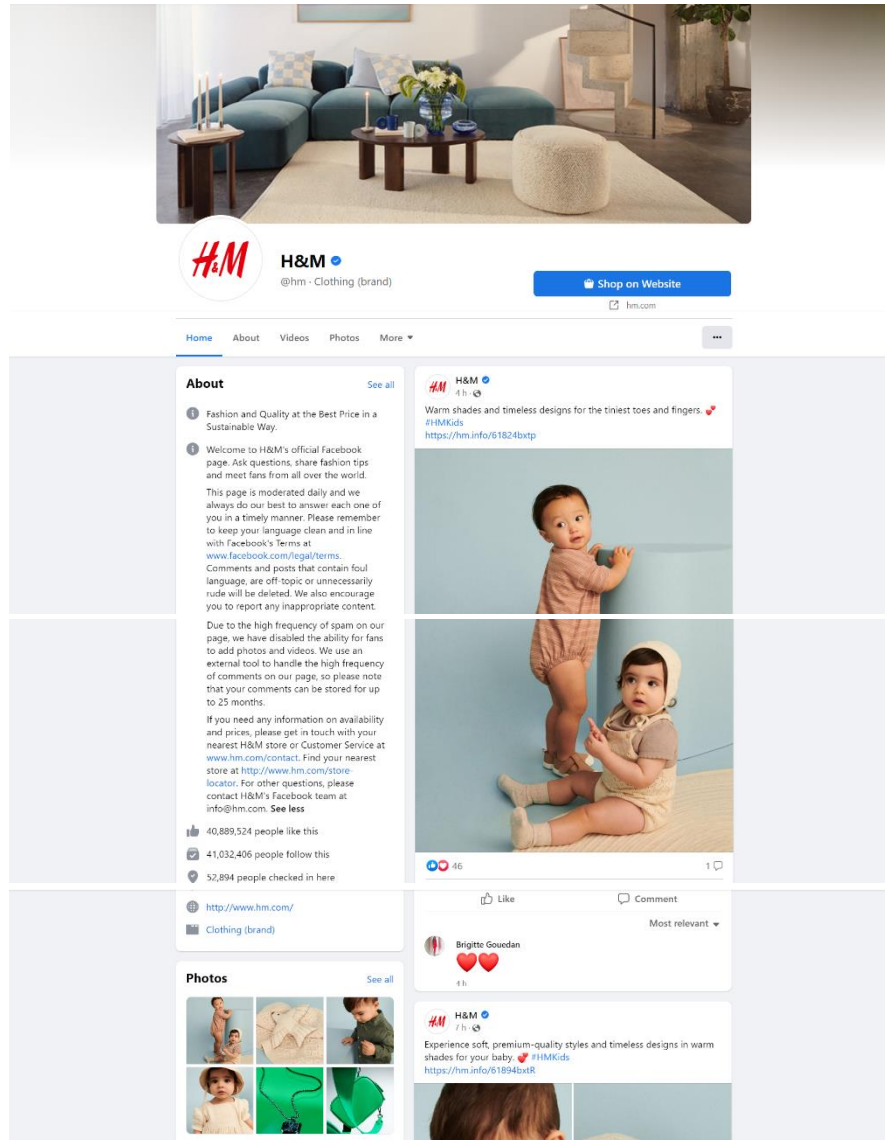
The image above is the screenshot of H&M's official Instagram page that any individual on Instagram can view. On Instagram, H&M has only 38.3 million followers even though they have posted more than Zara, with 7,567 posts (including images and videos). H&M's social media page is brighter in terms of color, design and layout of the content. It is interesting to note that they use popular celebrities to model their newly launched products, like the first 6 posts on their Instagram page.

When analyzing the above information for both the brands, there is a huge difference between the number of followers of the brands, since Zara has a higher following even though their frequency of posting content is lesser than H&M. Also, it seems like H&M is focused on uploading videos on social media, contradictory to Zara who post images more. Thus, when it comes to more stakeholder engagement with audio-visual content on Instagram, H&M would score higher than Zara.



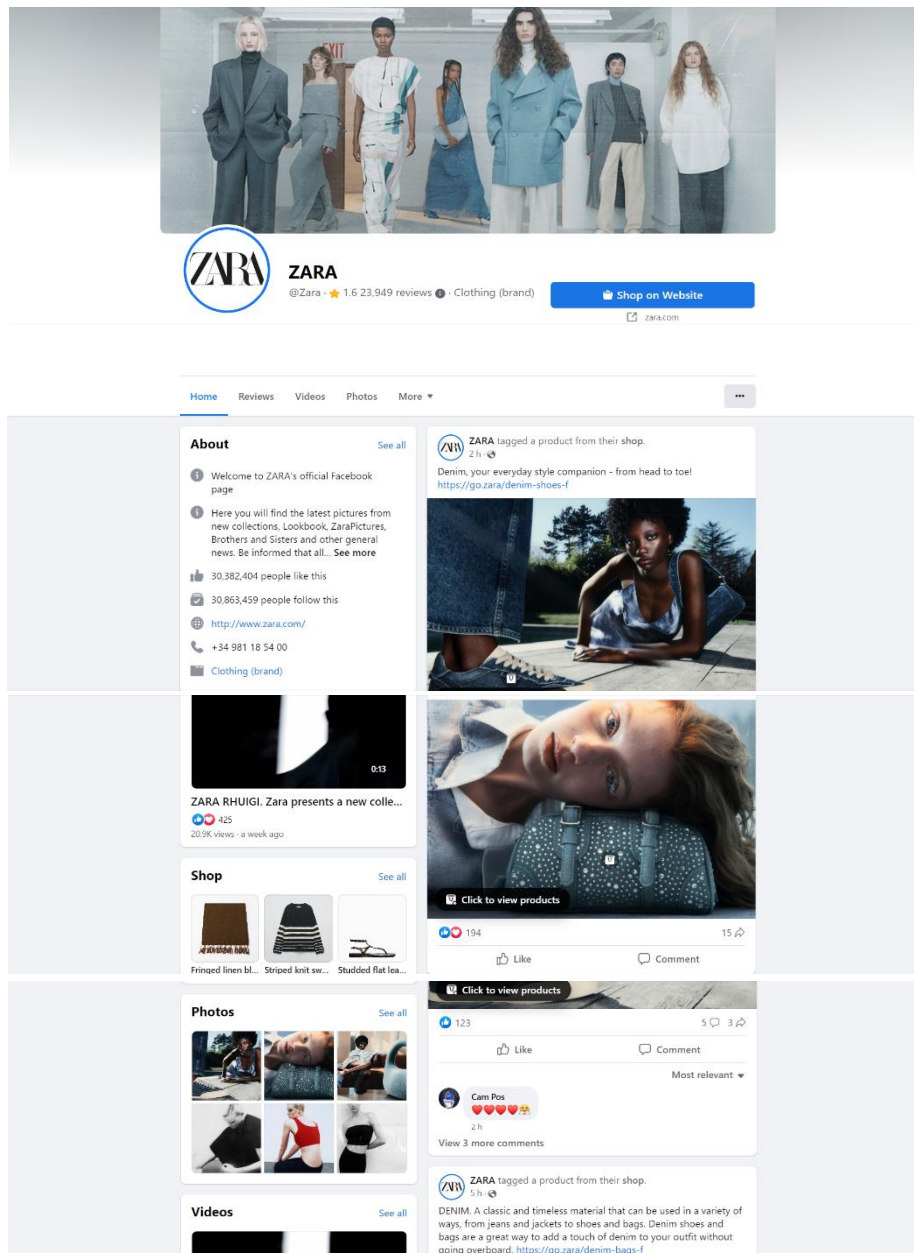
**Graph 4.2.1 Quantification of stakeholder engagement in terms of audio-visual content on Instagram**

## 4.2.2 Stakeholder engagement with audio-visual content on Facebook



**Image 4.2.2 Official Facebook page of H&M**

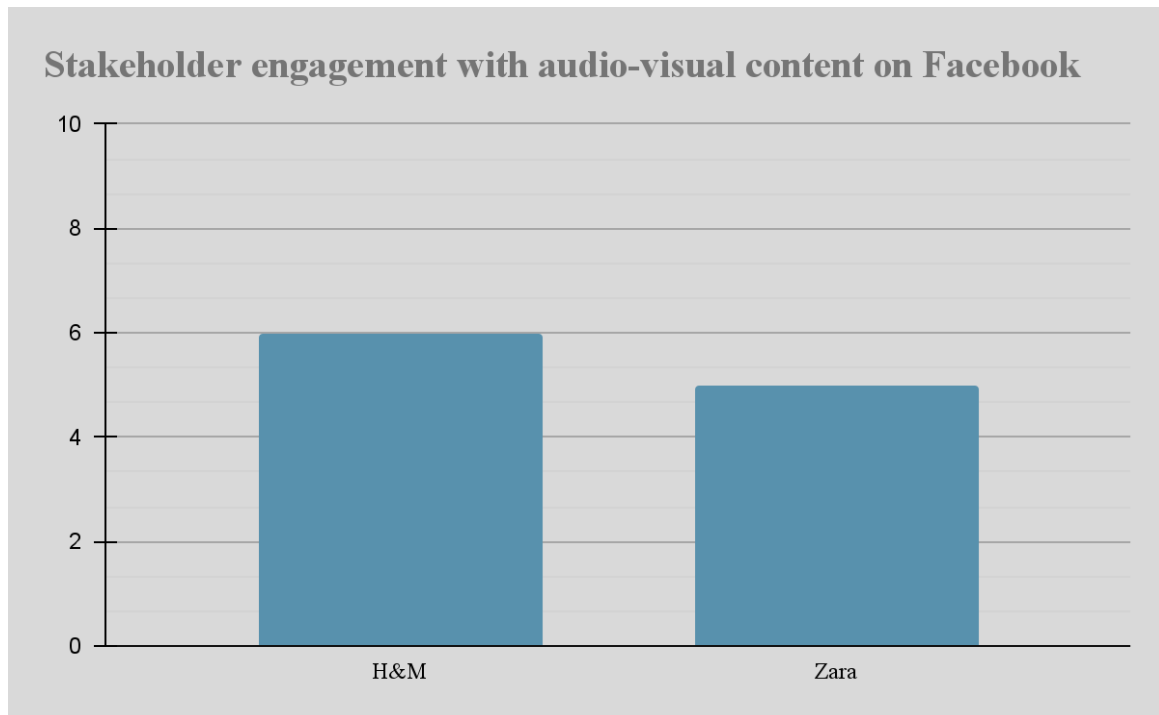
H&M's Facebook page is followed by 41,032,508 people, and their posts are liked by 40,889,626 people. On the contrary to Instagram, H&M's Facebook account is quite simple. Instead of posting a series of pictures, on this platform H&M seems to handpick their pictures and post it with a small but attention-grabbing sentence. They also attach a link to H&M's official website with information about the countries so people can immediately pick their location and start shopping. The posts on Facebook seem more product sales oriented since the captions posted with the pictures seem to be describing the products fabric or material.



**Image 4.2.2(a) Official Facebook page of Zara**

Zara's Facebook page is followed by 30,863,459 people and their posts are liked by 30,382,404 people. At a glance, their Facebook page is quite similar to their Instagram page, and the shop section is right under the photos and videos of the products.

When comparing the differences between both the brands, it is noticeable that Zara has a lesser number of followers and people who like the posts as compared to H&M. It seems like in terms of posting content on Facebook, H&M has an advantage due to posting images that are different from content posted on other social media platforms like Instagram. Yet it is notable that H&M seems to be product oriented on Facebook as their posts seem to either contain solely the product or majorly focus on the product even when the model is in the background. Since the frequency of audio-visual content for stakeholder engagement is quite similar for both the brands, the scoring on the parameter would not have much difference either.



**Graph 4.2.2 Quantification of stakeholder engagement in terms of audio-visual content on Facebook**



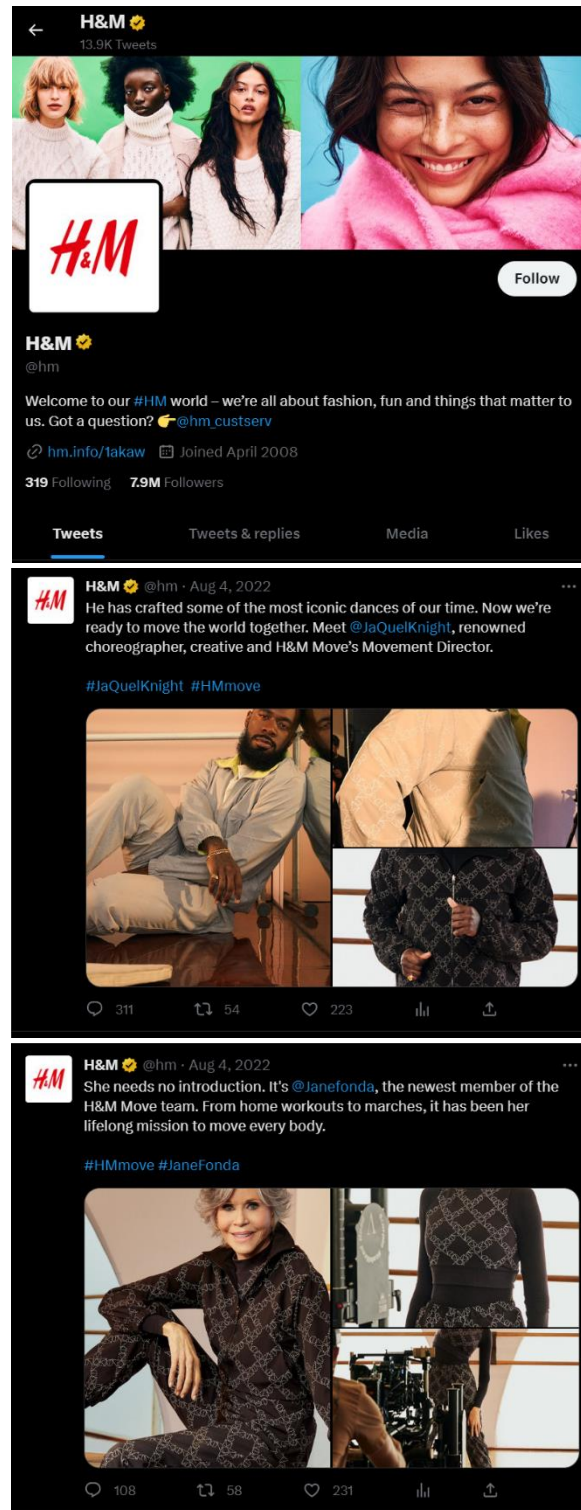
## 4.2.3 Stakeholder engagement with audio-visual content on Twitter



**Image 4.2.3 Official Twitter page of Zara**

Twitter is termed as one of the most important social media applications in corporate communication due to its benefits of transmitting messages instantly, along with providing a platform to various stakeholders

of an organization to converse, raise opinions, and solve doubts (Huang *et al.*, 2019). Until date, Zara has posted around 65.9K tweets and has a following of 1.3M Followers. Zara joined twitter in August 2011. Zara's tweets are directly linked to promoting their products with the pictures along with some lines that mention the collection or collaboration, and the theme of the collection.

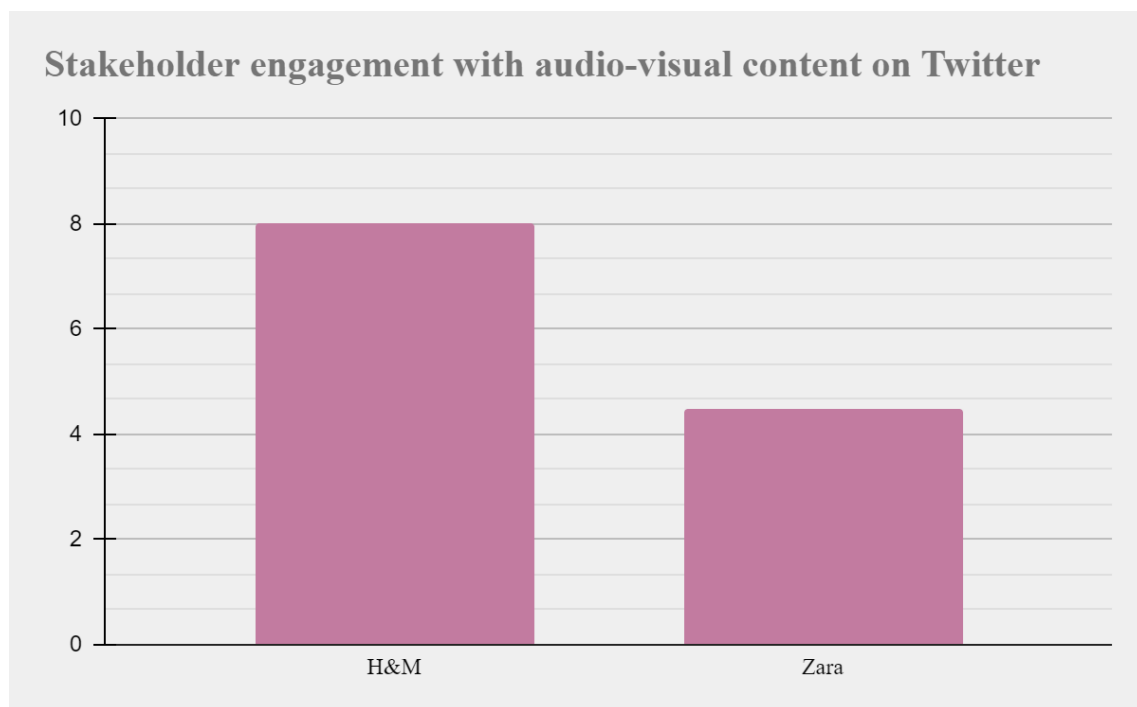


**Image 4.2.3(a) Official Twitter page of H&M**

H&M's twitter page has a total of 13.9K tweets until date with 7.9M followers. The brand set up their

twitter account in April 2008, and since then they have been posting tweets about their upcoming collabs, products and accessories. H&M's twitter page is vibrant as well, not in terms of the use of bright colors but also content that isn't just images or videos. They employ creative tweets to initiate conversations with the stakeholders.

H&M seems to be more engaging with their twitter followers with trending style of taking pictures, short 15 second videos that collaborate with celebrities, and tweets that create hype about their upcoming collections. Unlike Zara, H&M also tweets on various other topics, like their tweets on Pride and supporting the LGBTQ community. Zara does not post tweets that do not have any picture to support it and neither do they use hashtags, which is an important criterion in the tweets posted by H&M. Still, it is interesting to note that while Zara has kept transparency in their tweets by keeping the analytics (or reach of the tweet to audience) visible to viewers, H&M has kept that feature private. Nevertheless, in terms of stakeholder engagement through Twitter, Zara definitely needs to improve the content they upload on it.



**Graph 4.2.3 Quantification of stakeholder engagement in terms of audio-visual content on Twitter**

#### 4.2.4 Overall Brand Awareness on Social Media

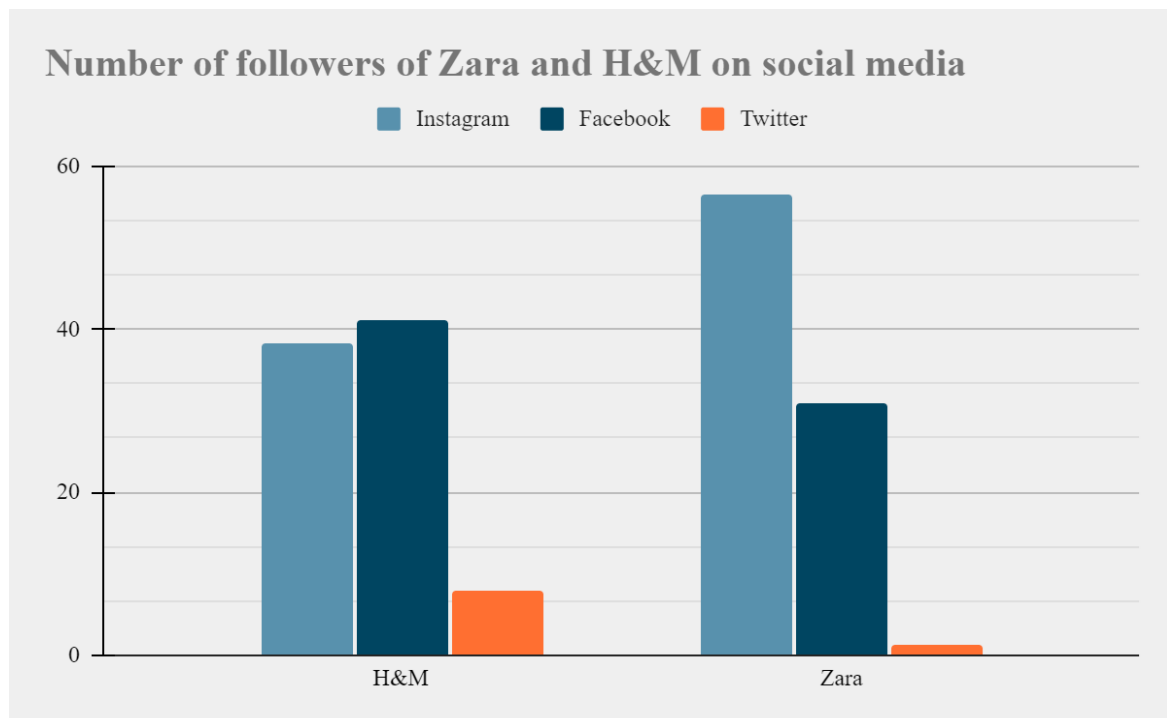
To simply define brand awareness, it is the extent to which a consumer can identify and recall a product just by its name. Higher brand awareness is equivalent to more sales, higher familiarity with the product, and creating a loyal customer base. Through strong advertising and marketing strategies, the majority of the companies aim to create brand awareness. With the emergence of new media, brands are now using social media to effortlessly communicate with their consumers.

There are several ways to measure brand awareness like surveys and interviews, checking traffic on the company website, overall revenue, and social media engagement. In order to measure the brand awareness of Zara and H&M, I will rate the parameter by finding the aggregate of the brand's followers on social media platforms.

Comparing the data collected from the first 3 parameters, the followers of Zara and H&M on various social media platforms are represented in the table below, as well as graphically. The scale factor set for the graph is 1M followers.

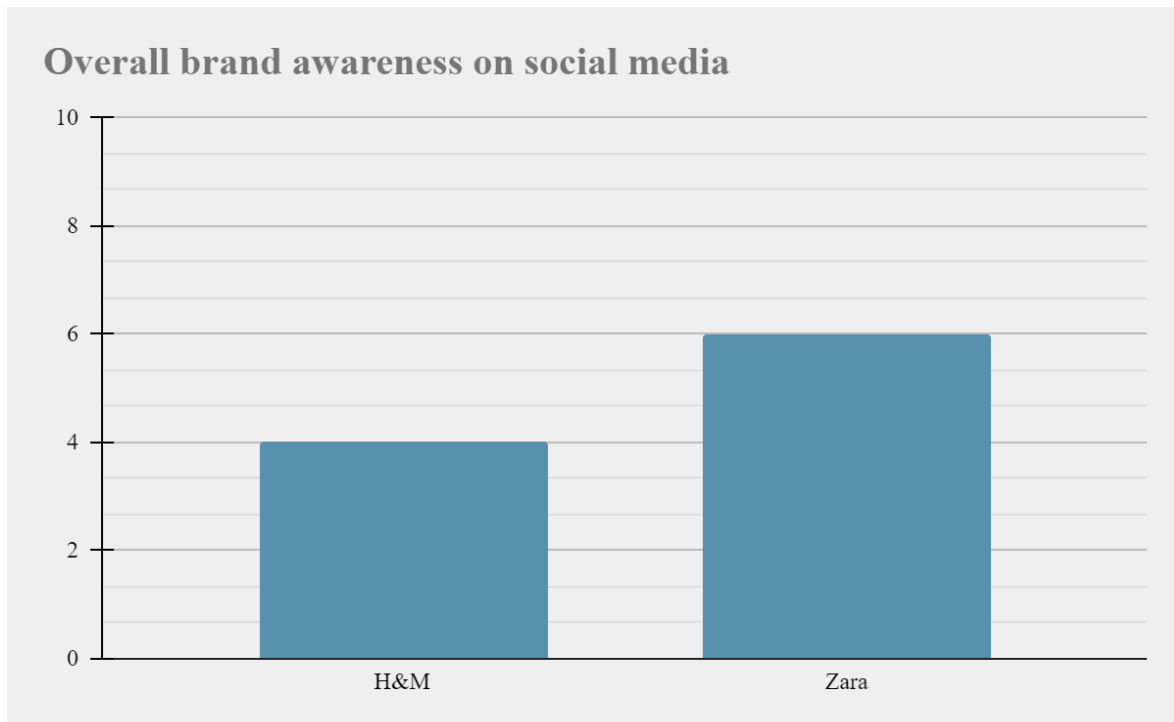
	Instagram	Facebook	Twitter
<b>H&amp;M</b>	38,300,000	41,032,508	7,900,000
<b>Zara</b>	56,600,000	30,863,459	1,300,000

**Table 4.2.4 Number of followers of Zara and H&M on social media**



**Graph 4.2.4 Graphical representation of the number of followers of Zara and H&M on social media**

It is quite visible from the graph that while H&M has a similar number of followers in terms of Instagram and Facebook, Zara has more followers on Instagram and there is a visible difference between the number of followers on Instagram and Facebook. Even though the brand value of the companies can keep changing, the graph depicts that brand awareness of Zara is higher than H&M.



**Graph 4.2.4(a) Graphical representation of overall brand awareness on social media**

## 4.2.5 Engagement based on likes and comments

Since the 3 social media platforms have different amounts of followers, it is obvious that even if the brands post the same content on all the platforms, the amount of likes they receive will differ with the media channel. To counter this limitation, we will consider Facebook and Instagram for this parameter since both of the social media platforms mentioned above are the most popularly used in recent times.

*Facebook:*

In order to understand the range of likes and comments that Zara's posts receive on Facebook, the table below with the details about the brand's 6 most recent posts will be used to find the average count of engagement Zara receives on this social media channel (starting point for analysis will be from the posts they uploaded on 4th March 2023). In order to find the average of the given data, I will find the mean of the number of likes and comments collected in the table.

	1	2	3	4	5	6
Likes	682	554	484	230	347	194
Comment	25	5	13	8	21	8

**Table 4.2.5 Details of the interaction with the Zara's posts on Facebook**

$$\text{Mean} = \frac{\sum \text{of all values} \in \text{dataset}}{\text{Total no. of values}}$$

The aggregate amount of likes that Zara's Facebook posts receive are 415 likes and the number of comments they receive are 13 comments (rounded off to the nearest digit).



The same process will now be repeated for H&M's posts on Facebook to identify the aggregate of stakeholder engagement the brand promotes using social media (starting point for analysis will be from the posts they uploaded on 4th March 2023).

	1	2	3	4	5	6
Likes	121	150	121	75	257	58
Comment	4	12	4	3	8	3

**Table 4.2.5 (a) Details of the interaction with the H&M's posts on Facebook**

The aggregate amount of likes that H&M's Facebook posts receive are just 130 likes and the number of comments they receive are 5 comments (rounded off to the nearest digit).

### Instagram:

To provide the range of likes and comments that Zara's posts receive, the table below shows the interaction of the followers with the 6 posts mentioned in the first parameter (image 4.2.1).

<u>Image 1</u> No. of likes- 1,368 No. of comments- 35	<u>Image 2</u> No. of likes- 5,714 No. of comments- 51	<u>Image 3</u> No. of likes- 7,304 No. of comments- 73
<u>Image 4</u> No. of likes- 34.6k No. of comments- 157	<u>Image 5</u> No. of likes- 18.1k No. of comments- 109	<u>Image 6</u> No. of likes- 18k No. of comments- 94
<u>Image 7</u> No. of likes- 44.8k No. of comments- 203	<u>Image 8</u> No. of likes- 19.5k No. of comments- 136	<u>Image 9</u> No. of likes- 34.4k No. of comments- 174

**Table 4.2.5 (b) Details of the interaction with the Zara's posts on Instagram**

The aggregate amount of likes that Zara's posts receive on this media platform is 30,631 or 30.6k likes. The average number of comments is 172 comments.

The table to measure the number of likes and comments on H&M's posts is below and relates to the image discussed in the first parameter (image 4.2.1(a)).

<u>Image 1</u> No. of likes- 2,771 No. of comments- 29	<u>Image 2</u> No. of likes- 4,395 No. of comments- 36	<u>Image 3</u> No. of likes- 7,446 No. of comments- 39
<u>Image 4</u> No. of likes- 13.6k No. of comments- 131	<u>Image 5</u> No. of likes- 10.1k No. of comments- 79	<u>Image 6</u> No. of likes- 9,089 No. of comments- 56
<u>Image 7</u> No. of likes- 10.4k No. of comments- 83	<u>Image 8</u> No. of likes- 10.7k No. of comments- 56	<u>Image 9</u> No. of likes- 7,914 No. of comments- 74

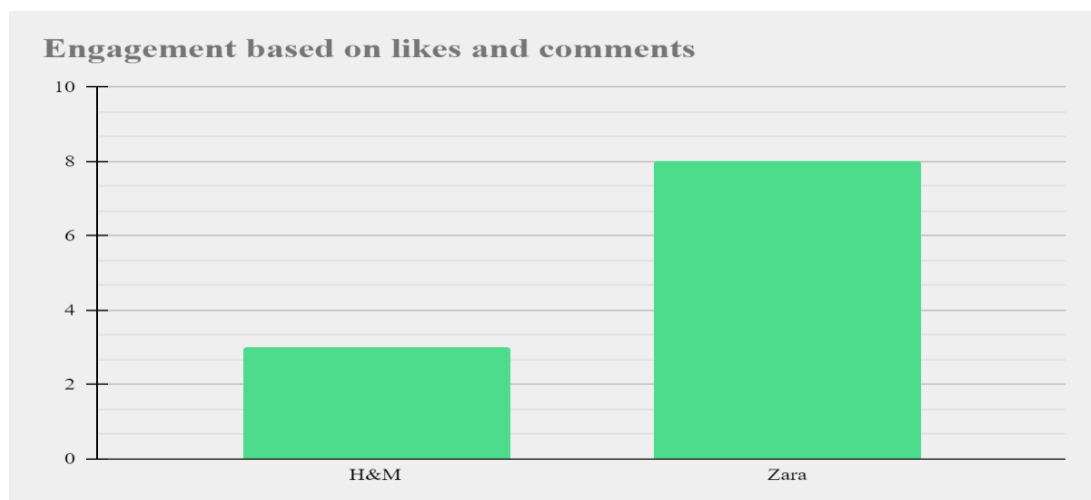
**Table 4.2.5 (c) Details of the interaction with H&M's posts on Instagram**

The aggregate amount of likes that H&M's posts receive on this media platform is only 12,736 or 12.7k likes. The average number of comments is 97 comments.

From the mean data collected above, it is clear that in terms of engagement through likes and comments on social media from the stakeholder's perspective, Zara has definitely scored higher in the parameter.

	Facebook		Instagram	
	Likes	Comments	Likes	Comments
H&M	130	5	12.7k	97
Zara	415	13	30.6k	172

**Table 4.2.5 (d) Details of the brands engagement through likes and comments**



**Graph 4.2.5 Graphical representation of engagement based on likes and comments**

## 4.2.6 Stimulation of dialogue on Twitter

According to twitter, all it takes to converse on twitter is ‘just one reply to a Tweet’. Using social media to have brand conversation is essential in not just gaining results, but creating brand awareness, engaging with stakeholders, and identifying potential customer base. Looking at the total number of tweets by both the brands, Zara has used this social media more even though they joined twitter after H&M as they have 66K tweets after joining in 2011 whereas H&M just has 13.9K tweets after joining in 2008. In order to measure the stimulation of dialogue on twitter, I will be comparing the number of retweets and replies that the brand’s tweet usually receives. Usually, the number of views that the tweets get should also be considered to understand the stimulation of dialogue as they require input from the stakeholders or viewers (active or passive) to measure effectiveness of that interaction. Since H&M has hidden the views of their tweets, it cannot be considered when scoring this parameter in the study.

*Zara:*

Taking Image 4.2.3’s posts as the starting point, the table below shows the data of the number of views, retweets, and replies that 6 of Zara’s tweets received in a certain span of time after they were uploaded.

	1	2	3	4	5	6
Retweets	7	4	4	4	8	14
Replies	6	5	3	1	8	3

**Table 4.2.6 Numerical details of stimulation of dialogue on twitter by Zara**

*H&M:*

Taking Image 4.2.3(a) as the starting point, the table below shows the data of the number of views, retweets, and replies that 6 of H&M’s received in a certain span of time after they were uploaded.

	1	2	3	4	5	6
Retweets	55	59	47	8	28	38
Replies	314	108	57	84	55	36

**Table 4.2.6 (a) Numerical details of stimulation of dialogue on twitter by H&M**

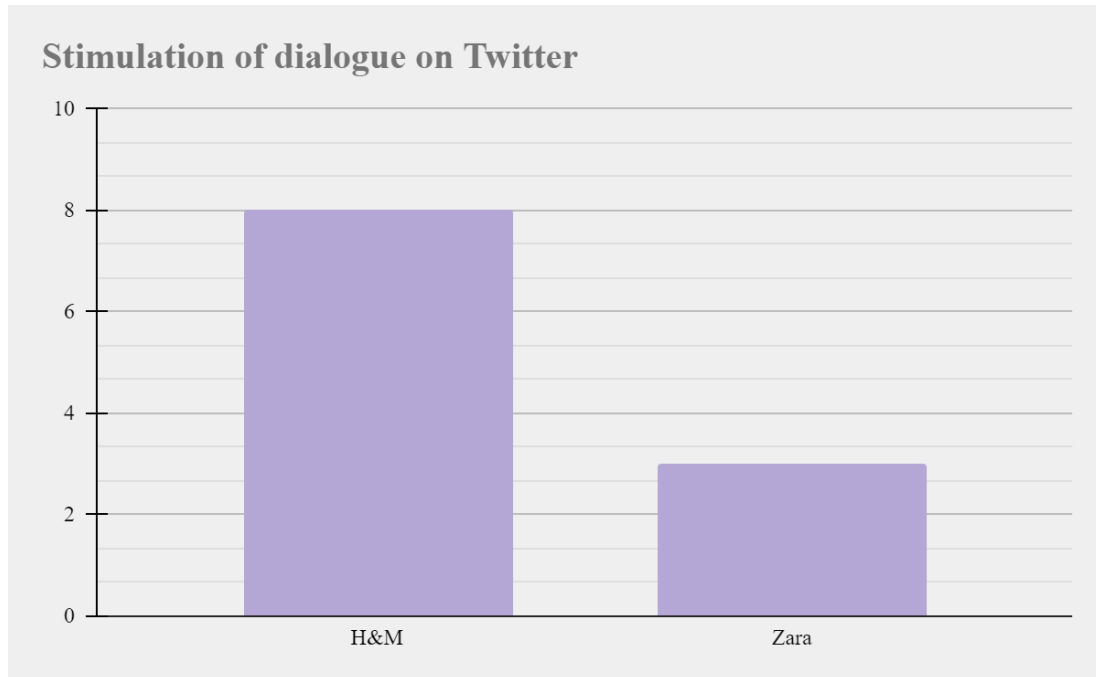
From the above tables, the data for average views, retweets, replies for the brands tweets collected is as follows (rounded to the nearest digit)-

	Zara	H&M
Retweets	7	39
Replies	4	109

**Table 4.2.6 (b) Numerical details of average stimulation of dialogue on twitter by both brands**

The results clearly show that H&M has a higher interaction with their stakeholders, not in just terms of retweets but replies as well. Since the ‘reply count’ on any social media post or tweet also includes the

content written by the brand, it could indicate that H&M is involved in making the conversation two-way by replying to people's tweets. Thus, in terms of stimulation of dialogue on twitter (for both the brand and the stakeholders), H&M would score significantly higher on the parameter than Zara.



**Graph 4.2.6 Graphical representation of stimulation of dialogue on twitter**

#### 4.2.7 Commitment shown by customers to the brand through one social media platform

The availability of various social media platforms has allowed fashion organizations to spread information and advertise their brands and products on a large scale but for social media users like consumers, this can be a problem. Most of the time brands prefer to upload the same content, just on different platforms. Consumers who realize this then tend to stick to one platform only, so even if the brands were to upload a different content on one platform and something else on another- the social media users would not necessarily notice that change.

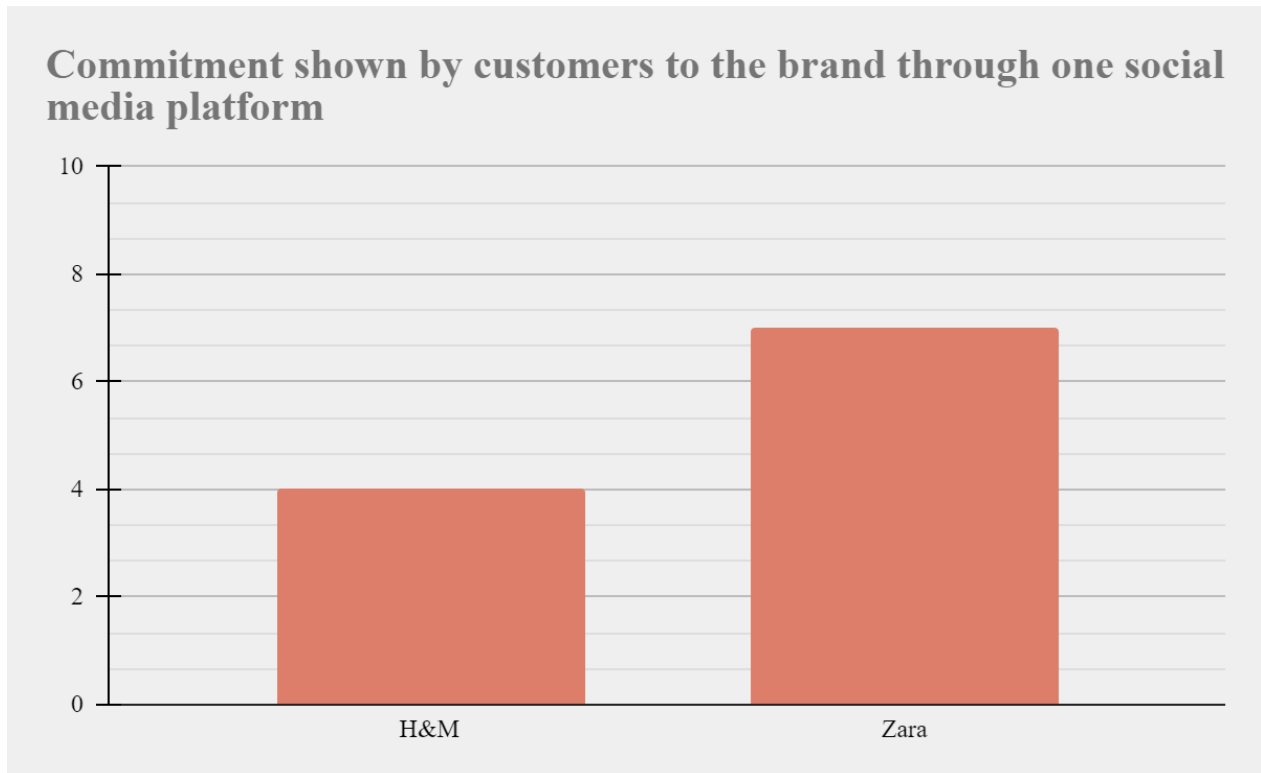
This commitment shown by customers or followers to one social media platform could be the reason why the brands number of followers change based on the various platforms available. Another factor that could influence the number of followers is the choice of social media users to only opt for a single platform. The commitment of followers can be measured by linking the number of followers and their interaction with the brand on that certain platform and compared to other social media channels. To recall the number of followers of Zara and H&M on social media for this parameter, I will refer to graph 4.2.4. As for the interaction with the brand (in terms of likes or comments), Table 4.2.5 (d) will be used.

From the graph 4.2.4, it is clear that the highest number of followers that Zara has for a social media platform is Instagram and the gap of social media followers between Instagram, Facebook and Twitter is quite visible. In regard to H&M, there is a close gap between Instagram and Facebook, but the latter has more followers. Thus, Instagram for Zara and Facebook for H&M are the mediums chosen by customers to show their commitment to the brand.

Now looking at the engagement through likes and comments from table 4.2.5 (d), Zara does have higher engagement through Instagram rather than Facebook. Thus, there is a connection between more followers

and interaction with the brand through likes or comments for Zara. On the other hand, H&M has a lower engagement through Facebook as compared to Instagram. This unconformity shows that having more followers on Facebook does not relate to interaction with H&M's posts.

Thus, it can be said that while Zara's customers are showing their commitment to the brand through one social media platform, H&M's customers are not. This means while rating the parameter, Zara would score higher than H&M.



**Graph 4.2.7 Graphical representation of commitment shown by customers to the brand through one social media platform**

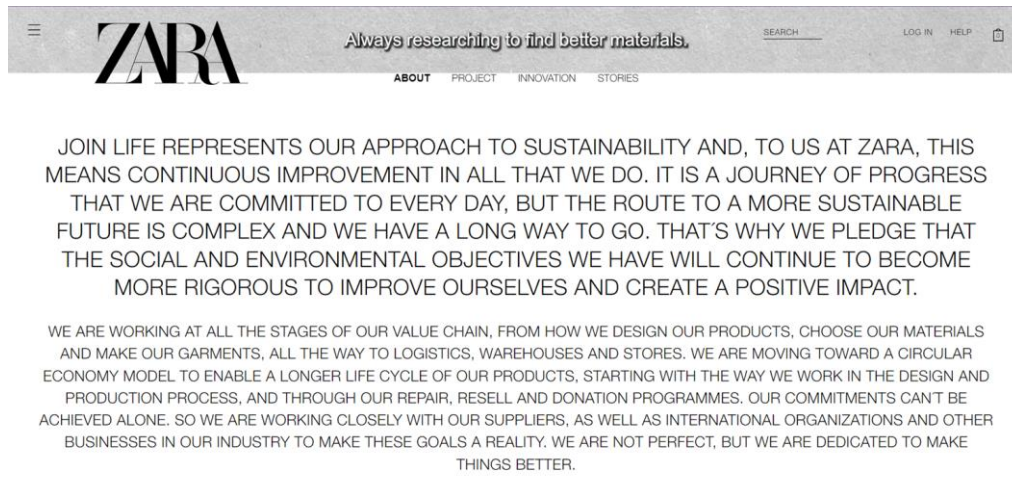
#### 4.2.8 CSR activities addressed across social media channels

CSR is another term for Corporate Social Responsibility, referring to the method in which organizations incorporate social and environmental concerns while doing business. A key aspect of CSR is involving the stakeholders (internal and external), as well as interacting with them. Not only does it give organizations a competitive advantage, but it also improves the social, economic and environmental condition. For fashion brands, sustainability has become a core focus in creating a brand identity and separating themselves from brands that harm the environment. On a global scale, fashion consumers are extremely concerned about sustainability and make constant efforts to make purchases that reduce pollution. Since providing sustainable fashion can be expensive, it would increase the cost price and ultimately the selling price, but the brands should be able to efficiently communicate with the stakeholders about supporting sustainability.

As far as H&M and Zara are concerned, both the brands encourage sustainability and focus on it with quite strictness. Nevertheless, there is a loophole that both companies are a part of fast fashion, or firms that make clothes at an extremely quick speed and higher quantities- for less prices. Zara has launched a "Join Life" movement as their way to recently get into launching sustainability collections and reducing



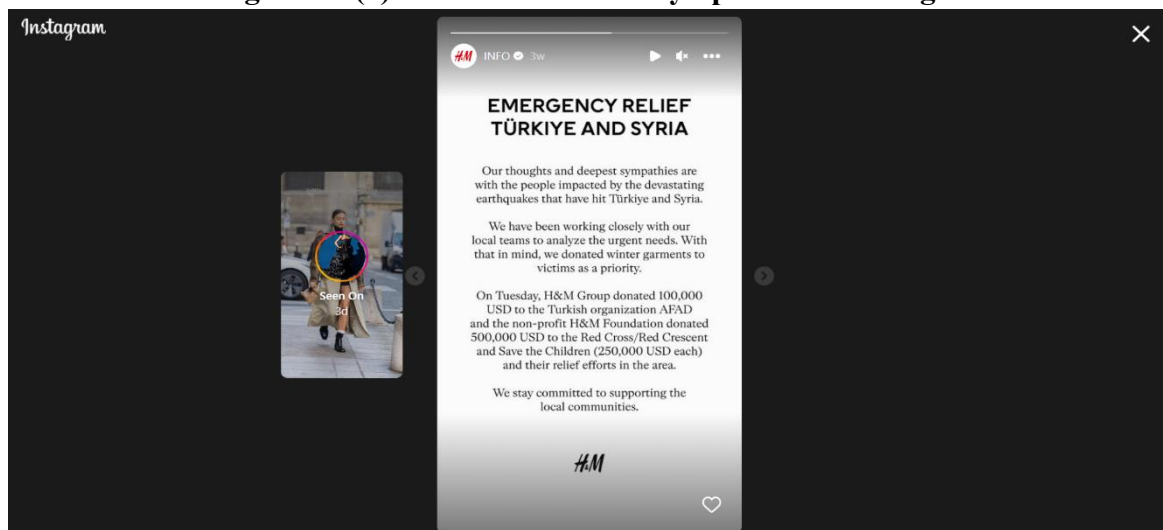
carbon emissions by using sustainable raw materials. Yet, many people have criticized the brand for not being transparent enough with how they are making a change in their daily operations or informing the stakeholders as most of the information on Zara's website about sustainability contains links to their parent group Inditex, and while they have detailed information there, there is no confirmation as to what part of that data relates to Zara as Inditex includes various brands. Even on social media like Instagram, Facebook and Twitter, Zara has not been very vocal about sustainability specifically- except for posting images of products from their join life collection.

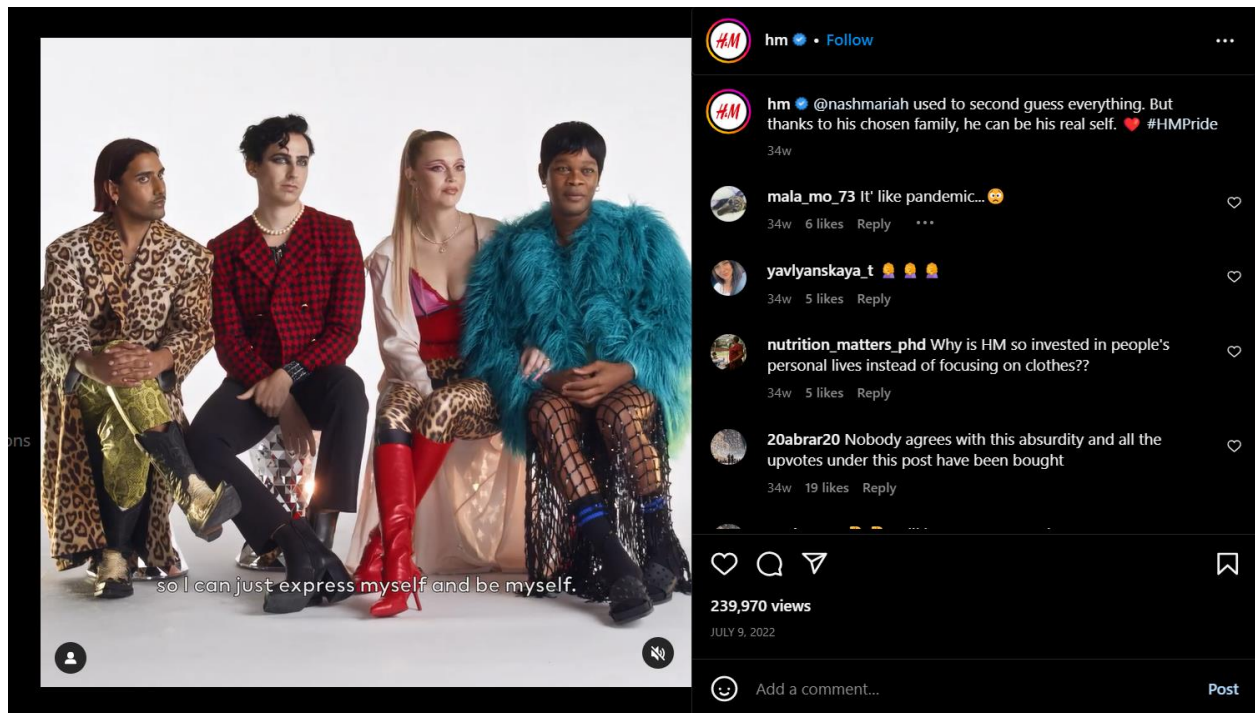


**Image 4.2.8 Zara's Join Life sustainability movement on their website.**

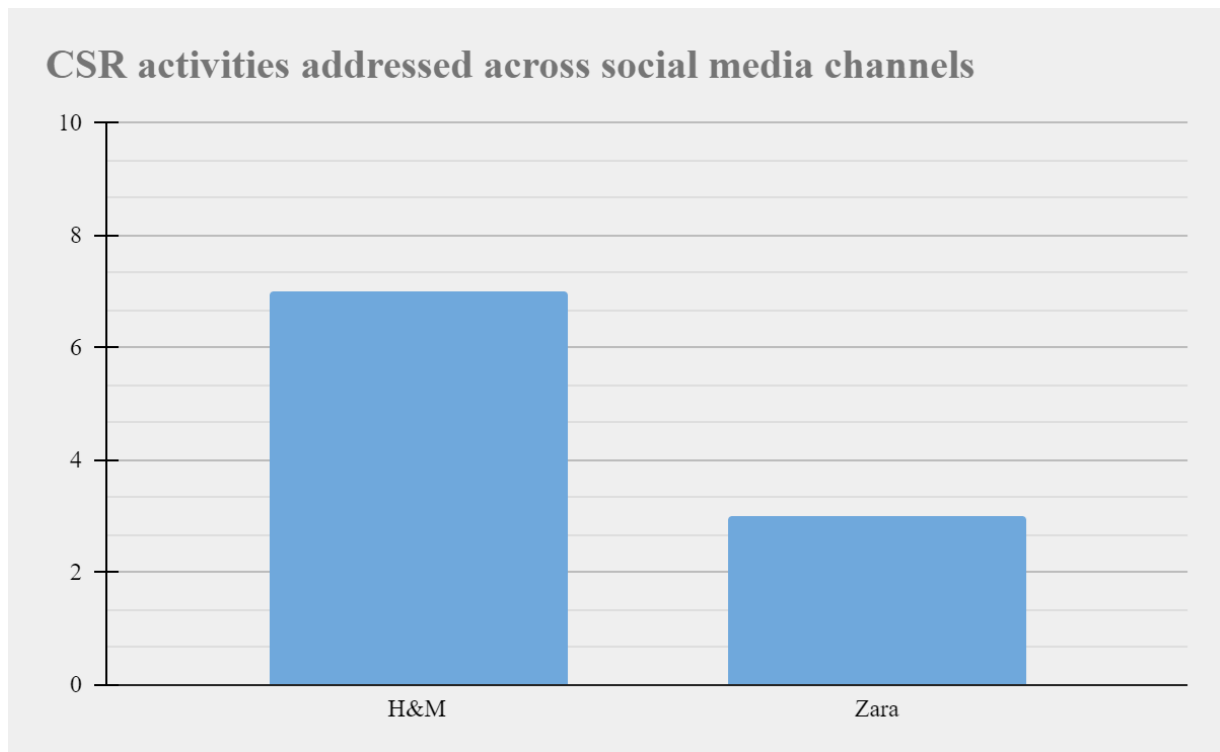
H&M, on the other hand, have been more vocal about their environmentally friendly policies to build a positive reputation and let their potential customers and stakeholders know about their brand. They also have a separate collection of sustainable clothing called 'H&M Conscious Collection', but many people have termed this as 'greenwashing', or making the brand look more ethical in order to get higher sales. Nevertheless, when addressing CSR on social media is the concern, it can be said that H&M does put stories and posts about their social and environmental activities- for example the emergency relief sent to Syria & Turkey, and their hashtag HMPride.

**Image 4.2.8 (a) H&M's CSR activity updates on Instagram**





Thus, when considering the CSR activities addressed across social media channels, H&M would score higher than Zara due to their lack of transparency in their sustainability process.

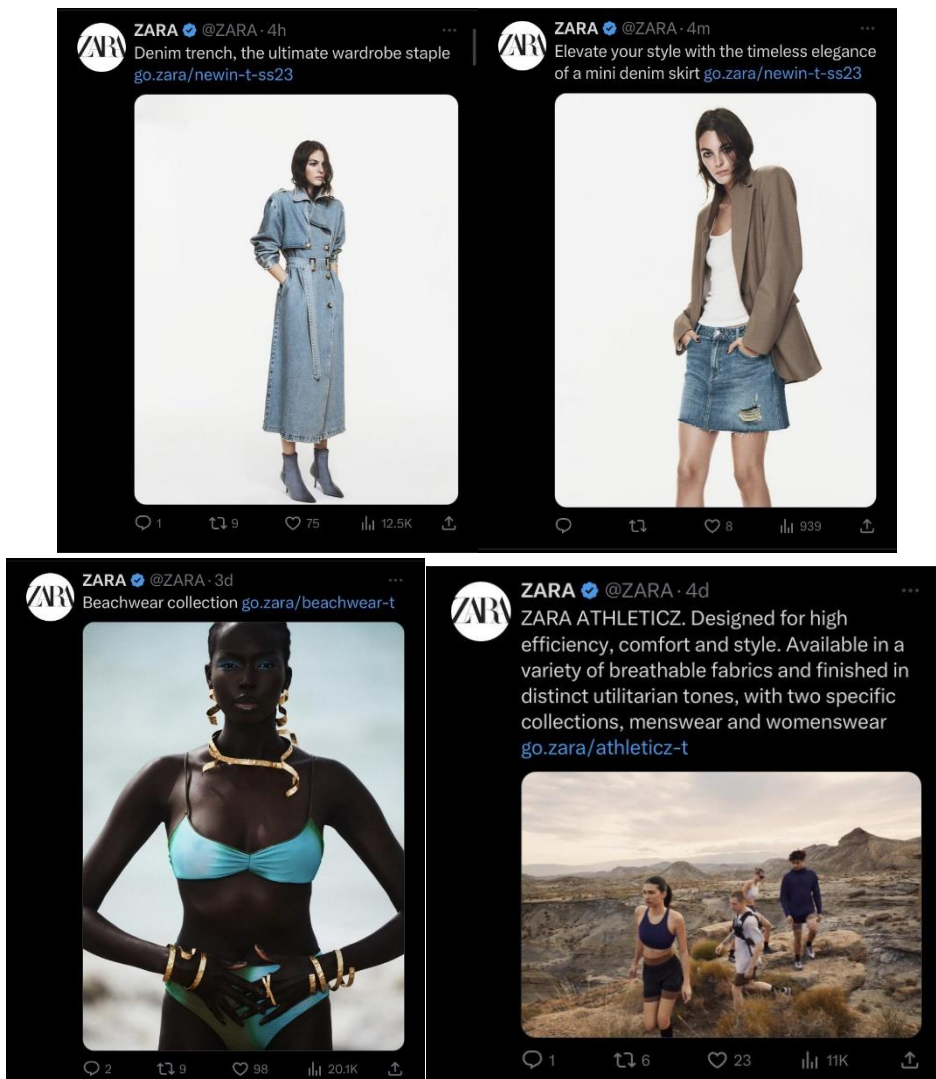


**Graph 4.2.8 Graphical representation of CSR activities addressed across social media channels**

## 4.2.9 Using social media solely for product awareness

As the name suggests, Product Awareness aims to inform customers about a brand's newly released products or pre-existing ones. Fashion organizations thrive on product awareness since it informs stakeholders about how the products offered by their brand are unique and differentiated from its strong competitors. Through product awareness, the brand's name also becomes well known- influencing the customers to buy their products and increase their revenue. Facebook is a website that is a compelling platform for customers in investing in a brand's products, whether they are loyal customers or potential ones. Thus, to understand the usage of social media solely for product awareness and not product purchase, I will analyze posts uploaded by both the brands on another social media platform, which is Twitter.

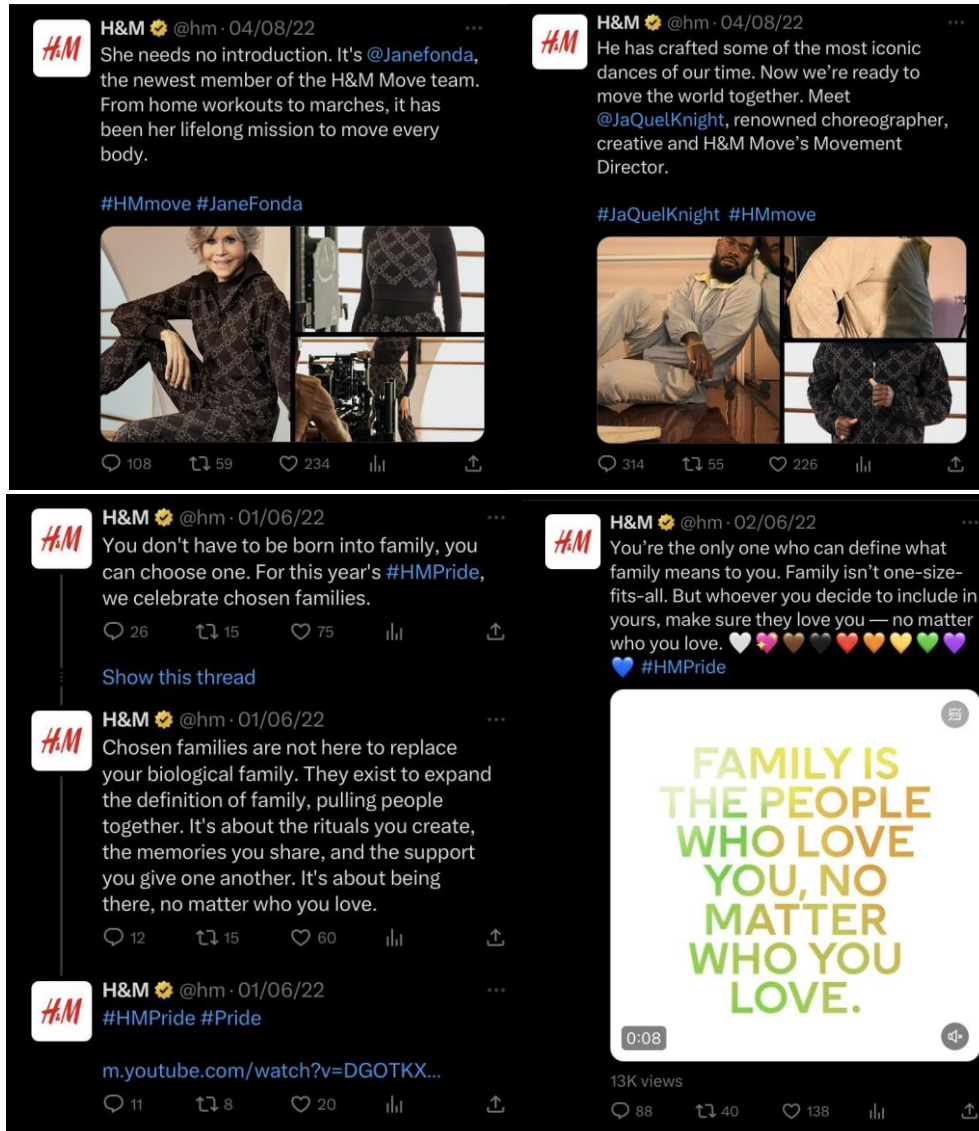
Zara has always been a product-oriented brand when it comes to social media marketing. Irrespective of the social media platform, Zara has posted the same content on all 3 sites, and it has to be noted that their posts are product focused since all of the content uploaded is about their newly released collections. The image below clearly supports the idea that I have mentioned.



**Image 4.2.9 Zara's tweets about their latest collections**

H&M's tweets are product oriented but much of the time, they try to incorporate an influencer or celebrity

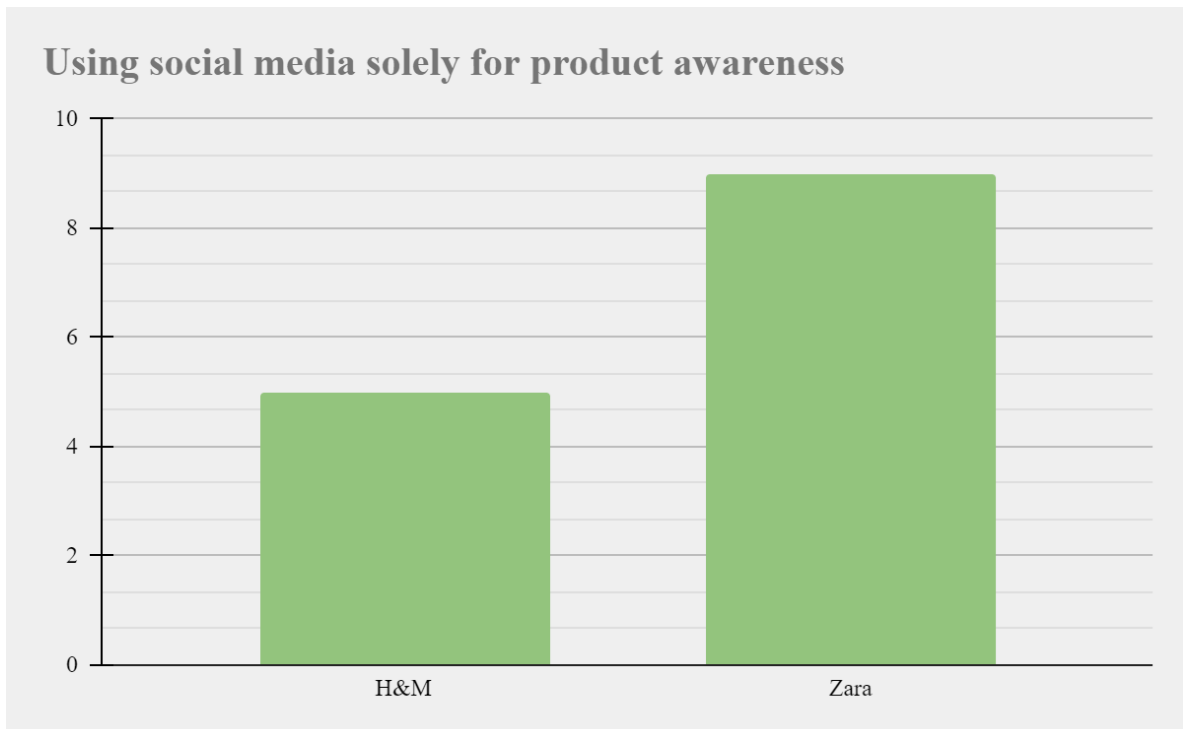
with the product when posting on social media. In such a manner, they try to capture their audience's attention as well as subconsciously market their product to twitter users. The image below contains tweets uploaded by H&M, and it can be seen through their written content that their focus is not the clothes but the people. Sometimes, their tweet will not have any visual content, but it would still not be aimed at their products, like the HMPride tweets.



**Image 4.2.9 (a) H&M's tweets about their latest collections**

Thus, it can be stated that Zara is the brand that solely uses social media for product awareness and not addressing any other problems or CSR activities.





**Graph 4.2.9 Graphical representation of the brands using social media solely for product awareness**

#### 4.2.10 Time duration of being present on social media platform

Being well known on social media channels not only requires a dedicated follower base, but enough time period to create that base and attract the social media users towards their page. Time duration of being present on social media plays an important role since it gives an idea of when the organization thought it would be useful to join social media and incorporate it in their marketing and communication strategies. Longer the brand has been present on a social media platform, the more awareness is created. In order to score this parameter, I will be comparing the time that Zara and H&M had joined social media, and the time period since then. Since Instagram and Facebook do not show the date on which people or organizations join the application, I will be considering Twitter as the social media platform.

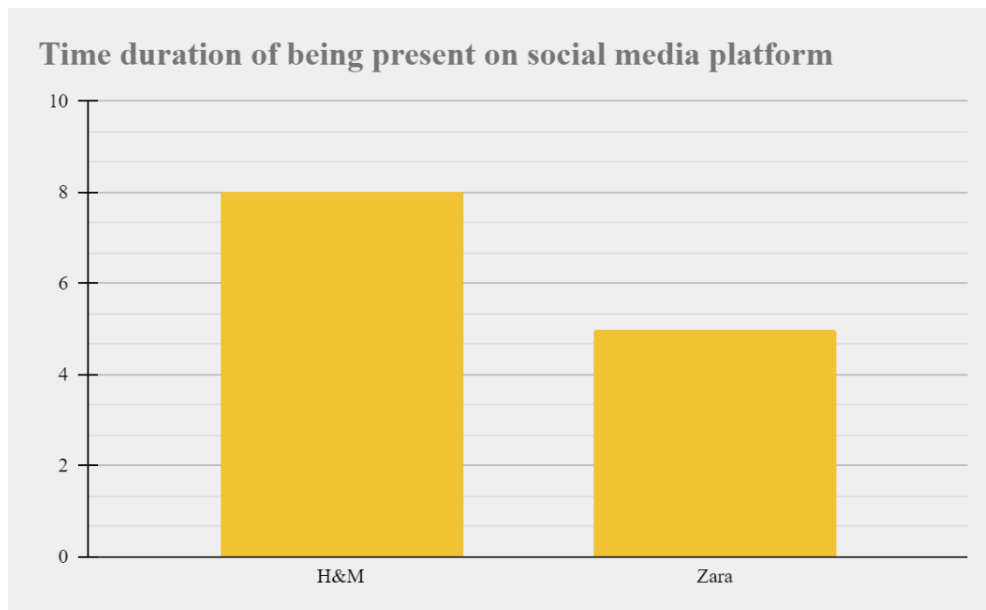
	Date of joining	Present number of followers
H&M	April 2008	7.9M followers
Zara	August 2011	1.3M followers

**Table 4.2.10 Details of the date when the brands joined Twitter**

According to the information available online, Twitter was introduced to the people as a new social media platform in 2006. Yet, twitter's rise to popularity was between 2007–2010 as people began to try out the new system of writing "tweets". In regard to this data, it is observed that H&M joined immediately when Twitter had begun gaining popularity, but Zara joined almost 3 years later. This explains why even though both the brands provide similar categories of fast fashion and post about fashion related ideas, H&M has more followers on twitter than Zara. Thus, in relation to the time duration of being present on social media



platforms, H&M would score higher than Zara.



**Graph 4.2.10**

Graphical representation of the time duration of being present on social media

## Discussions and Conclusions

### Major findings of the study

Analyzing the parameters in chapter 4 lead to the following findings for the study that contribute to the influence of social media on communication between a fashion-based organization and its stakeholders.

- The frequency of posting on social media is not directly related to the number of followers the brand has on the platform.
- Audio-visual content is incomplete in initiating conversations with stakeholders without some written context.
- Audience prefers transparency in the content uploaded by the brand on social media.
- Brand awareness is dependent on the number of followers.
- In terms of likes and comments, Instagram is the more preferred social media platform.
- Social media-based interaction does not imply one way communication.
- People can be present on various social media channels but show their loyalty through one platform only.
- Fashion oriented companies may perform CSR activities but their main USP and point of focus on social media are their products.

### Test of Hypothesis

$(h_1)$  - Social media is beneficial in conveying commercial and CSR information to the stakeholders of fashion organizations like Zara and H&M.

Since fashion organizations strive on their product's sales to be competitive and successful in their field, commercial information should be one of their priorities. The graph 4.2.9 clearly shows that both the fashion brands score higher than 50% when conveying commercial information to the stakeholders (H&M- 50% and Zara- 90%). For CSR information the graph 4.2.8 shows that H&M scored 70%, hinting

that social media is beneficial in conveying CSR information to the stakeholders of fashion organizations, but it depends on the brand's policies as well. Hence, there is no significant relationship between the variables, so it is proved as a null hypothesis.

*(h<sub>2</sub>) - Creation of dialogue between the organization and the stakeholders is promoted by social media platforms.*

Creation of dialogue doesn't consist of the organization uploading posts, but a two-way conversation where the audience feels involved as well. The table 4.2.5 (d) represents the amount of engagement fashion brands Zara and H&M receive through likes and comments from the audience after they post. The table clearly shows that while both the brands may receive lesser comments, the stakeholders still interact with liking the posts. Graph 4.2.6 shows that H&M scored 80% in terms of stimulating dialogue on twitter. Hence, there is no significant relationship between the variables, so it is proved as a null hypothesis.

*(h<sub>3</sub>) - Fashion Brands are not able to take advantage of the conversational potential of social networks like Instagram.*

Considering the brand Instagram, Graph 4.2.4 shows that both the brands have more than 30M followers on the mentioned social media platform. While this is in terms of having followers on Instagram, Table 4.2.5 (b) and Table 4.2.5 (c) provide the details of interaction of the stakeholders with the brands through comments. The table shows a greater number of comments, hinting that the brands do converse with their followers on social media. Hence, there is a significant relationship between the variables, so it is proved as an alternate hypothesis.

*(h<sub>4</sub>) - Facebook gives fashion brands and organizations a commercial advantage over other social media platforms to promote their products and services.*

Image 4.2.2(a) clearly shows a part incorporated on Facebook's website called 'shop' where consumers can make purchases through the social media site itself. Along with that, Graph 4.2.2 shows that both brands scored higher than 50% for successfully engaging stakeholders with content uploaded on Facebook (H&M- 60% and Zara- 50%). Hence, there is no significant relationship between the variables, so it is proved as a null hypothesis.

## Suggestions and Limitations

While conducting the study, there were several limitations that I had to face which include-

- The audience might not be present on a lot of social media platforms to follow or interact with the brand's official page but are aware of the brand in reality.
- Content analysis does not allow first-hand interaction with the brand consumers.
- Reach of the post depends on A.I or algorithm that is user generated, meaning it changes with the type of content the individual interacts with- through likes and comments
- Posts that have been recently posted by the company (within the duration of a week) will have a smaller number of likes and reach with the audience since it has not been on the social media platform enough to reach the whole audience base.
- There can be issues in the reach of the post due to a language barrier.
- Addressing important information on social media can be questionable since credibility on such mediums (where any person can edit data if they have internet access) is less.

Thus, these are the suggestions I would recommend for further research on this topic-

- People's interaction with fashion posts can be related to the trends which can be limited for a certain period of time. Thus, research should be conducted on social media content that are about fashion

trends which would stay for a longer period of time.

- The present study is just intended to study the relationship between social media and the communication between an organization and its stakeholders, but it would be interesting to study the influence of constructs like perceived quality, brand image, and corporate social responsibility.
- Future research can perform a comparative study by analyzing a single social media channel and multiple brands followed by an individual one to see how the engagement activities and content of different brands create different levels of involvement, engagement and loyalty.

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