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Business to Business Communication on Social Media Platforms

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Dissertation

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NOVA Information Management School
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BUSINESS TO BUSINESS COMMUNICATION ON SOCIAL MEDIA PLATFORMS

By/por

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Data-Driven Marketing, with a specialization in Digital Marketing Analytics

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STATEMENT OF INTEGRITY

I hereby declare having conducted this academic work with integrity. I confirm that I have not used plagiarism or any form of undue use of information or falsification of results along the process leading to its elaboration. I further declare that I have fully acknowledge the Rules of Conduct and Code of Honor from the NOVA Information Management School.

Chingiz Ismayilov

Lisbon, 29 November 2023

ABSTRACT

The master's thesis is written in English. It consists of 6 chapters, an introduction, literature review, methodology, result, discussion, future work-limitations-conclusion and a list of references which comprises 39 sources. It contains 72 pages, which includes 2 figures and three tables.

The Outcomes of the Master Paper: This thesis concentrates on how B2B Communication happens on Social Media platforms in different business industries. To estimate the communication between businesses on social media channels, the study analyses whether social media tools stimulate B2B communication in the case of different business institutions. It employed an interview qualitative approach in this investigation. A total of 8 employees from international companies participated in the research interview. The interviews were conducted in an online format, with the Zoom meetings dating from April to September 2023. The participants were from different international companies with distinctive organisational structures, cultures, vision and core values. Following the methodology, results and discussion are introduced. Future work and limitations are also included in this research paper. Overall, social media and digital marketing are growing exponentially and advantageous for both companies and collaborators. Visual content is indispensable for attracting the audience. Friendly customer interactions and well-known content creators lead to business success. Despite shortcuts, social media enables businesses to run effectively. It attracts attention and opens up job opportunities. Social media has a crucial part in B2B communication as it is becoming a chosen resource. Business communication heavily relies on partnerships for success. Finally, social media improves communication fundamentally and positively influences businesses and individuals.

KEYWORDS

B2B, B2B Communication, Social Media, Social Media Platforms

Sustainable Development Goals (SGD):



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LIST OF ABBREVIATIONS AND ACRONYMS

Acronym 1 B2B – Business to Business

Acronym 2 B2C - Business to Customer

Acronym 3 AI - Artificial Intelligence

1. INTRODUCTION

Nowadays, digital marketing is expanding quickly all over the world. Both domestic and international businesses use digital marketing extensively for a competitive edge. Digital marketing and its tools are ideal for communicating with the most stakeholders, as well as with customers. According to Simplilearn.com (2023), these tools include online video ads, mobile marketing, buzz marketing, websites, and social media.

Thanks to the advancement of digital technologies, new communication channels are available to people. The Internet, one of the most significant of these channels, is the greatest communication tool that technology offers its users. It is worthwhile to highlight that with the development of internet technologies, it has become inevitable for organisations to utilise social media to promote their businesses. The importance of social media for a company's marketing communication is growing, as it has been a recent tendency in the marketing and sales literature (Andersson and Wikstrom, 2017). Companies open accounts on various social media platforms, enrich them with frequently updated posts, and try to communicate with their target groups.

According to Agnihotri (2020), social media is perceived as a vital connection channel between customers and sellers, and Rodríguez, Svensson and Mehl (2020) predict that social media will have a major influence on the B2B trading process. It puts force on companies' traditional marketing plans and takes them to another stage to be nearer to customers' locations. Despite the movements and fame of social media marketing, the execution procedure is likely to be complex. They further stated that the adaptation of the plan and timing of new social media platforms to the promotion depends on many components, including the proportion of the company, its ingenuity supervision style, and organisational financial estimate.

Researchers demonstrated that social platforms were used definitely and competently in B2B promotion enterprises such as aim and prospect relationship management (Moor, Hopkins, and Raymond, 2013). According to Kaplan and Haenlein (2010), social platforms have been used to organise interpersonal communication with current clients, whatever is valued by B2B collaborators, and insights from alike communications can contribute profitable evaluation and. They furthermore propose that social media use has been well implemented in corporate brand procedures. B2B marketers have also used social platforms to discover and obtain latest distributors or clients. (Michaelidou, Siamagka and Christodoulides 2011)

Although there has been a lot of research on its use in B2C situations, there is far less information available about B2B (Keinänen and Kuivalainen, 2015; Lashgari et al., 2018). The usage of social media platforms tools by salespeople within B2C and B2B environments was explored in Moore and colleagues' (2013) analysis above social platforms in the e-commerce conditions. This study showed that B2C and B2B sales clerks do not utilise the identical social media service and, therefore, do not influence closer contemporary innovation in the analogous mode.

Over the past decade, conventional advertising reproductions and paths have been gradually substituted or enlarged via an alternative phenomenality termed social media platforms. Obviously, it has developed promptly and presently retains numerous consumers globally. As a consequence, organisations, in-case business-to-business (B2B) or business-to-consumer (B2C), demand to utilise and benefit social media platforms to employ among their clients on an advanced level.

The research paper begins by defining a research problem as well as a disparity within the literature, and then expands on the initial disparity to identify more disparities in the available literature. The delayed adoption of social media platforms in a B2B set-up is identified as the first research gap in this part, whichever is expanded to further disparities found as the analysis profits.

Social media and social networks have entered the business sphere as crucial communication channels for B2C retail (Mangold & Faulds, 2009; Weinberg & Pehlivan, 2011). In harmony with the B2C improvement, B2B companies began to sense the necessity for social platform assumption as this channel was underutilised (Lacka & Chong, 2016). Google Trends, according to Michaelidou, Siamagka, and Christodoulides (2011), shows social media interest growing since 2004, although B2B motivation in social media platforms just commenced to appear in 2010. Numerous B2B companies still do not utilise social media as much as they apply other, more conventional techniques like in-person sales, phone calls, and email correspondences as part of their digital marketing mix (Karjaluo, Mustonen, Ulkuniemi, 2015). This demonstrates every significance related to context for B2B marketing when adopting social media platforms (Lashgari et al., 2018).

The main objective of the indicated research document is to determine the aspects of B2B transmission influenced by social media platforms. What effect has social media had on business-to-business communication? The question of this research is a result of the context of B2B enterprises, which has given rise to numerous issues among B2B marketers regarding the usefulness of social media platforms (Michaelidou et al., 2011). Although there are several gaps regarding B2B communication on social media platforms introduced in the research literature, this thesis will focus on one of them.

The motivation for choosing the specific research design for this study, as well as the methods used to choose and recruit the cases, are justified in the following sections. In order to provide high quality research, it also gives comprehensive information about the analysis methodologies employed.

This research is contemplated to contribute to the theory-extension process with the support of Social Power Theory (French, J. R., Raven, B., & Cartwright, D., 1959) and Resource Dependence Theory (Pfeffer & Salancik, 2003) in the conditions of social media platforms capacity allocation by B2B associations. It will further reveal the unknown aspects of B2B communication on social media platforms and make relevant suggestions for how businesses might practise B2B communication through digital marketing and then launch new B2B campaigns. Additionally, the study is expected to expand on the elements of non-mediated power by including co-creation as a motivating factor—esteem. As a result, it will investigate the focused people's propensity for interaction, which is stimulated by their propensity for contribution to their interest area. In proposing theoretical recommendations on co-creating value with consumers and involving customers via digital media, this research is complementary.

The study aims to ascertain whether businesses that are active on social media take specific actions in particular categories, such as raising brand recognition, giving customers a virtual impression of the business, and developing networks, all of which may eventually result in future customers' making purchases.

2. LITERATURE REVIEW

2.1. SOCIAL MEDIA MARKETING AND STRATEGIES

A series of network programs known as social media enable people to take an active role in, produce, and exchange content (Kaplan & Haenlein, 2010). Customers as well as businesses have employed a variety of social media platforms, serving as blogging, content-sharing websites like YouTube, social platform networks (e.g., (Twitter) X, LinkedIn, and Facebook), along with group projects (e.g., Wikipedia). Social media advertising and marketing, as described by Tuten and Solomon (2013), entails taking advantage of media platforms to produce, disseminate, as well as share data with corporate values. Social media in this situation allows clients to communicate with one another as well as between companies and the people they serve. Social media marketing substantially improves user interactions and brand development (Tuten & Solomon, 2013).

Current social media research mostly concentrates on client relations, the impact of connected word-of-mouth, and how to consolidate social media platforms into businesses' marketing attempts. The analysis on client interrelation interrogates why the public utilise social media platforms furthermore how their attitude arrangement (Libai et al., 2010; Kietzmann et al., 2011, 2012). According to Kietzmann et al. (2011, 2012), members have a variety of motivations for joining, founding, and participating in groups, as well as for chatting, exchanging content, establishing presence, building relationships, and developing reputation. They contend that individuals who sign up for a particular platform are motivated by some or all of these factors; as a result, businesses should concentrate on particular "society requires", meanwhile evolving and/or selecting social networks. For instance, Mangold and Faulds (2009) propose further businesses create assisted online communities where customers have a specific concern in the firm's service. Businesses can additionally motivate clients by encouraging comments, hosting sweepstakes, contests, and allowing them to vote.

Social media may form part of a firm's promotional campaigns as effective advertising communication methods. For example, in the case, Stephen and Galak (2012), they utilise relevant information on media engagement from a microlending marketplace webpage to demonstrate that while either traditional (such as media exposure and news mentions) and social (such as blog and internet forum posts) managed to earn content that affected sales, the environment of the influence is indeed very dissimilar. Because of the greater regularity of social media engagement (Gu et al., 2023; Balaji et al., 2023), it has a far higher sales sensitivity versus traditional media exposure. Furthermore, it appears that traditional media exposure engagement is significantly impacted by social media exposure.

Four general solutions are put forth by Godes et al., (2005) to control this knowledge transfer. Companies might first gather information to gain insight into their environment (e.g., via online communities, surveys). Then, businesses can promote customer relations through suggestion programs or online reviews. Also, by employing references, the dissemination of data could be regulated. Last but not least, businesses may deliberately forge connections and take part in C2C interactions by communicating with others.

In agreement with Agnihotri et al. (2012), sales representatives who utilise social media platforms to route clients' access to content employ "push" and "pull" techniques. Salespeople that use push

techniques "push" information to clients using social media, which facilitates the building and fast deployment of networks". (Agnihotri et al., 2012). Network enablers are social platform sites that support offensive methods, and they essentially cover online social and business cooperating sites namely Facebook and LinkedIn. In a one-to-many approach, push communications, according to Truong and Simmons (2010), have a more programmed flow.

Through the use of content enablers, salespeople of the "pull" strategy draw clients to the material created by themselves. Social platform websites that allow the sharing based on content and give users access to it are regarded as content enablers (Agnihotri et al., 2012). Content facilitators include different components, such as blogs and microblogs. Pull strategies, according to Truong and Simmons (2010), empower clients by letting them drag from a smooth transfer of knowledge. Additionally, they contend that pull communications are two-way, one-to-one or many-to-many, and that they are two-way.

Brand marketing is a pull marketing procedure that remains becoming more widespread. A explanation of brand marketing stated by Holliman and Rowley (2014) is as following: "B2B online content marketing affects generating, assigning, and distributing consistent, constraining, and up-to-date content to enlist clients at the relevant factor in their purchasing deliberation operations, in order that it inspires them to alter to a business assembling result." and more common in the B2B industry, as noted by Jarvinen and Taiminen (2016). There are several ways to employ content marketing. The utmost popular ones are blog entries, white documents, infographics, broadcasts, web conferences, e-books, and social platform renovations (Chaffey and Smith, 2013).

2.2. RECOGNIZING THE SEVEN ESSENTIAL PRACTICAL CLUSTERS OF SOCIAL PLATFORM USING THE HONEYCOMB DESIGN

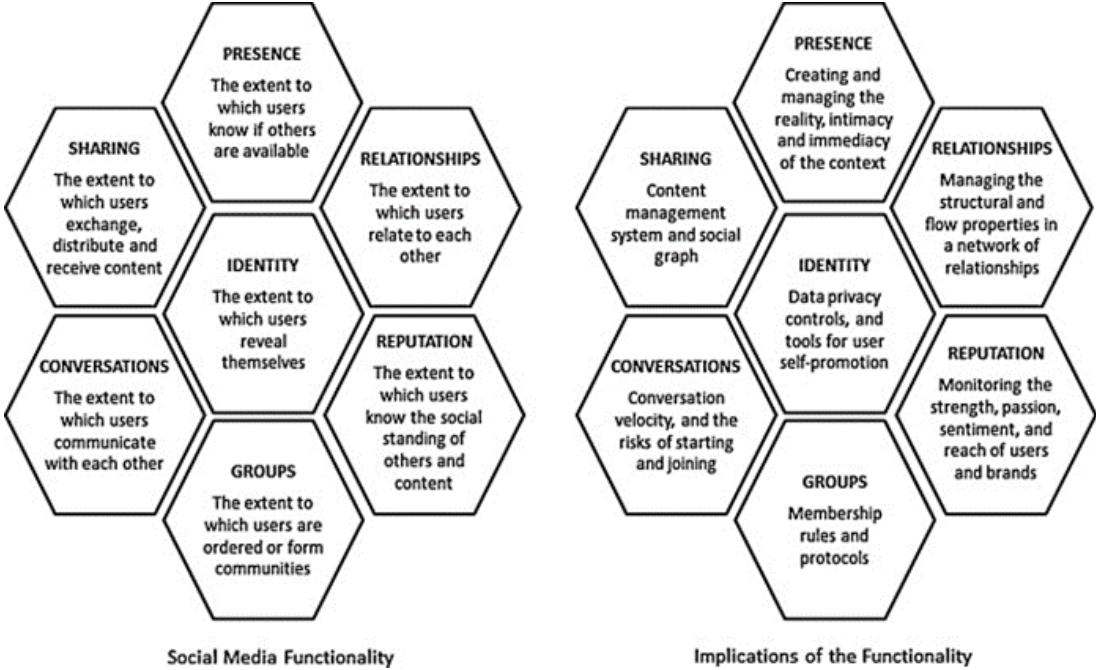


Figure 1 – Honeycomb Design for Social Media Strategy

The social media honeycomb concept was used in the latest research by Kietzmann et al. (2011) to explain the seven essential building elements of social media platforms, including *identification, observation, allocating, existence, connections, fame, and associations*. The study introduces every block's essential outcomes to B2C enterprises using this paradigm. The honeycomb design was revised to describe "the functional features of distinct Social Media activities to B2B executives" after eight years by Diba et al., (2019). These seven social media platforms functional building blocks, as defined by Diba et al., will be addressed in this section, together with their significant consequences for B2B businesses. While focusing on every functional block individually, it is important to understand that they are not necessarily exclusive or that not every one of them must be admitted to every social media platform activity (Kietzmann et al., 2011). Directors and academics may "realise how various social media platform functions can be created" using the building blocks, which are constructions (Kietzmann et al., 2012).

Identity - Identification reflects how much information people share about themselves on a site (Kietzmann et al., 2011). It may entail revealing identifying details including a person's name, age, sex, occupation, and geography (Kietzmann et al., 2011). Identification can relate to corporate identity or brand identification in a B2B setting (Diba et al., 2019). B2B companies can utilise social media platforms to establish their private brand and eventually grow a following based on it (Diba et al., 2019).

Conversation - The level of interaction between individuals using social media is referred to as conversation (Kietzmann et al., 2011). Several more social media platforms are created to encourage dialogues between people and organisations, enabling users to network and learn about new concepts (Kietzmann et al., 2011). Having a discussion over social media platforms can have a range of effects. Although some discussions (like those on (Twitter) X) end in the synchronised exchange of brief, transient messages, others focus mostly on in-depth, lengthy debates that may be tracked back (e.g., blogs). Communication is networked, and it also comprises several intra- and inter-business exchanges in a B2B market (Diba et al., 2019). Conversations should cover a range of subjects, according to Diba et al., (2019), including "discussions around demands of concrete resolutions, product training, e-commerce presentations, as well as comparison adjustment of one service against its competitors." B2B advertisers utilise social media dialogues to engage with their target demographics and draw in prospective vendors and consumers (Diba et al., 2019).

Allocation - The degree to which individuals share refers to how much content is sent, received, and exchanged (Kietzmann et al., 2011). The conversation block and sharing block are closely linked, and according to Diba et al., (2019), this block is more concerned with the images and videos than the users who share it. Sharing primarily takes place between parties with whom there is already an established relationship in a B2B scenario.

Presence - Users' awareness of others' accessibility is measured by their presence (Kietzmann et al., 2011). It combines being aware of an individual's status along with whereabouts. The idea based on "existence" implies a certain communication and interpersonal relationships are directly affected by it. Talks are likely to become more influential at greater degrees of social presence (Kietzmann et al., 2011). According to Hassanein and Head (2007), B2B companies that are active on social media

generate an impression of recognized social presence. This has a beneficial effect on consumer sentiments, the perceived response to customer problems, and trustworthiness.

Relationship - The degree toward which users are tied to one another is referred to as a connection (Kietzmann et al., 2011). To put it another way, it has to do with the connection between them. Certain social media platforms are made for official, structured connections that specify what and how much data ought to be passed on. On the other hand, certain platforms, like blogs, let people share freely without even any explicit agreements between them. Developing relationships with vendors and consumers is a top priority for businesses in a B2B environment in order to "establish a network of people all through the Social Media platform they are able to exploit" (Diba et al., 2019).

Fame - refers to how well individuals can gauge others' ranking. According to Kietzmann et al. (2011), trustworthiness is frequently a factor in reputation. Social media, on the opposite hand, relies on other methods that collect user-generated materials to judge trustworthiness because technological advances are yet to be equipped to evaluate such qualitative factors. The conclusion is that companies must select relevant measurements and adequate evaluation techniques in order to build a fame. Power (i.e., the quantity of remarks) and emotion (i.e., the capacity of satisfactory to unsatisfactory remarks) are two instances of measures used to evaluate a person's reputation. A company's reputation in a B2B setting displays its credibility, brand recognition, and dependability (Diba et al., 2019).

Associations - The level to whichever individuals can establish associations is determined by groupings. People can manage their connections using the tools that social media provides. Businesses can utilise social media to specifically target and communicate with niche audiences. Also, companies may employ social media to best support a certain population (Diba et al., 2019). Groups are frequently utilised in the business-to-business setting to crowdsource ideas, opinions, and resolutions for enhancing their goods and services (Diba et al., 2019).

It is crucial for businesses employing social media platforms to analyse these seven practical building pieces and determine whichever ones are most crucial for the particular social media platform they are utilising. The next quote from Singaraju et al. (2016) supports this assertion: "By utilising these social media platform features provided by social media networks, consumers along with enterprises are further fluidly able to combine their private assets for the reciprocal advantage of entire parties in service interchanges" (Singaraju et al., 2016).

2.3. CATEGORIES OF SOCIAL MEDIA

Many definitions of social media are given in an effort to succinctly describe its complicated essence as the literature on the subject keeps growing. The phrase "social media platform" can be seen from a number of angles because it encompasses an extensive range of implements and platforms and is mentioned in numerous literary works. Social media, according to Kaplan and Haenlein (2010), is "a series of Internet-based requisitions that expand on the theoretical and technical authority of Web 2.0 and that enable the formulation and transfer of User Generated Content." As it is the most used definition in the marketing and sales literature, this study uses it.

There are two types of interactions among clients and suppliers that are moderated by social media, according to Moore et al. (2013), who cite Ellonen and Kosonen (2010). A relationship-oriented style

that emphasises convertible and cooperative communication according to customer-supplier cooperation is stated as reflecting correlation marketing and retailing in the first manner. The second style is referred to as business-focused and focusing on straight company-composed connections. This course promotes Moore et al's. (2013) classification based on relationship-oriented social media because it is well recognized that B2B buyer-seller relationships are essentially driven by relational exchanges (Rajamma et al., 2011), rather than transactional exchanges.

There are several aggregate lists of social media platforms to categorise them as they are always changing. Based on their analysis of nine different online aggregate lists, Moore et al. (2013) offered a comprehensive list of social media websites and programs. They categorised the many social media platforms used in B2B and B2C sales using this list, however they only included those that were "communication-oriented", promote discussion-like exchanges, and are adjustable for usage by sales interpreters and organisations." Moore et al. (2013)

The sum list of social media platforms' terms and meanings that follows is based on the list proposed by Moore et al.(2013), but it is moreover defined to the social media platforms and applications referred to over the six occasions on which this study is based. Following their literature review, Moore et al. (2013) reported all definitions. Just seven of the fifteen initial suggested categories were covered in the meetings for this study.

Table 1: Illustrative Table

Category	Definition	Reference (s)
Blog	Magazines on a variation of subjects with entrants defined in contrary chronological disposal.	Cox et al. 2008; Moore et al.2013
Micro-blog	Grants users to interchange minimal components of data, such as shortened sentences, individual images, or video links	Kaplan and Haenlein (2011); Moore et al. 2013
Instant messaging (IM)	Empowers discussion-like data transfer on a diversity of devices.	Dennis et al. (2010); Moore et al. 2013
Video hosting/Sharing (VHS)	Allows transportation of video clips to web pages and a diversity of devices.	Huang et al. (2010); Moore et al. 2013

Social and professional networking (SPN)	Allows users to transfer data with others for adherence or career-related networking occasions.	Kaplan and Haenlein (2010); Moore et al. 2013
Online conferencing (OC)	Real-time meetings, training, or presentations via the Internet.	Fillicaro (2002); Moore et al. 2013
Moderated web community (MWC)	Virtual community arranged over distinct subject matter or concerns. Demand membership confirmation and pre-screening of contributions by a mediator.	Moore et al. 2013; Moran and Gossieaux (2010)

2.4. THE B2B SALES PROCEDURE

Researchers have determined that the conventional selling process is possibly the earliest pattern in the business regulation (Moncrief and Marshall, 2005). Except for the carry stage, Moncrief and Marshall asserted that the stages of the selling procedure had been essentially constant since the 1920s. Eventually, with the advent of partnership selling, the latter was incorporated. Yet, a number of variables, including technology advancements, have caused the old selling process to change (Moncrief and Marshall, 2005; Moore et al., 2015). One prominent new selling instrument, for instance, has been recognized as social media (Marshall et al., 2012). This is clarified when one considers that the desire for quick and unrestricted knowledge, which technology like social media may enable, increasingly drives sales partnerships (Marshall and al., 2012). As a result, during the last years, numerous experts have suggested evolving marketing processes(Moncrief and Marshall, 2005; Moore et al., 2013).

The prospecting, preapproach, approach, presentation, compelling oppositions, conclusion, and follow-up are the seven procedures of the prevailing sales rotation. Below is a quick explanation of each stage.

Prospecting - Salespeople look for new clients during the prospecting phase in an effort to increase the number of clients for their company (Moncrief and Marshall, 2005). As an outcome of the gathering and screening of sales offers at this level, prospects are qualified (Moore et al., 2015).

Preapproach / Prepare - Prospects are selected after which the preapproach phase is initiated (Moore et al. 2015). It covers all actions taken following the prospecting phase and up till the initial

communication only with candidates (Moncrief and Marshall, 2005). Sales representatives are conducting a study on leads at this time to become familiar with the clients, their requirements, and the purchasing procedure (Moncrief and Marshall, 2005).

Approach - After the initial connection with the client is made, the approach stage begins. The goal of salesmen at the approach phase, according to Moore et al. (2015), ought to be to capture the prospect's focus, create a positive original opinion, and develop relationships that are most likely to end in a connection and revenue.

Presentation - The trade's primary body is the presentation phase. It could consist of a single presentation or several spread out across time (Moncrief and Marshall, 2005). When dealing with first-time customers, salespeople must provide them with appropriate data so they are aware of the advantages of the service (Moncrief and Marshall, 2005). As a result, examples may aid in presentations.

Handling / resolving objections - Even though it may be required to address concerns at any moment after the initial connection, it is customarily believed to be the fifth step of the selling procedure (Moore et al., 2015). In this phase, sales representatives address inquiries and reservations about the offering or the company (Moncrief and Marshall, 2005).

Conclusion - The concluding step of every sale is when the salesman is effective in gaining the prospect's commitment (Moore et al., 2015). It demonstrates that the selling presentation was completed successfully (Moncrief and Marshall., 2005).

Follow up- Finally, after the customers have placed their purchases, the follow-up stage begins, assuming that the sales were effective. This step tries to make sure they are fulfilled with the good or service (Moncrief and Marshall, 2005). Salespeople check on user fulfilment throughout this phase and search for potential future business relationships (Moore et al., 2015).

2.5. CUSTOMER-SELLER INTERACTIONS

In the 1980s, relational exchange theory supplanted discrete transaction theory in the literature on buyer-seller relationships (Dwyer and al., 1987). The constant transfer of value between autonomous channel members is what exchanges are according to the relational exchange perspective (Frazier, 1999). Relationships are defined in this context as long-lasting, sustainable, relational, social, and collaborative (Rajamma et al., 2011). Given its interpersonal nature, face-to-face interaction thus constitutes a conventional relational feature (Crosby et al., 1990; Marshall et al., 2012).

Trust is an important factor among the many others that determine whether long-term relationships are successful (Doney and Cannon, 1997; Wilson, 1995). Trust is the conviction that each correlation companion will behave in the other's best interests, seek cooperation, fulfil their obligations, and contribute to the relationship's success (Dwyer et al. 1987). Because it allows people to concentrate on the long-term advantages, trust is also a great fit for the relationship approach. The probability that clients assume doing business with the retail company in the future is also increased by consumers' trust in the supplier or the supplier's salesperson (Doney and Cannon, 1997). In spite of this, Doney and Cannon (1997) dispute that trust should be classified as an "order qualifier" rather than a "order winner" in the context of supplier selection. To put it another way, while trust is essential for a supplier

to be taken seriously as a possible partner, it is insufficient to make up for superior costs and consistent delivery.

A supplier can gain a buyer's trust in a variety of ways. Doney and Cannon (1997) offered the following examples: the readiness to tailor or modify to the clients, involvement in lengthier relationships, knowledge as well as influence of the salesman, and improved social ties. They only apply to developing confidence with present counterparts, though. As it is impossible to precisely anticipate the other factors when determining whether or not a partner is trustworthy, trustworthiness will be determined by the latter's reputation (Wilson, 1995). Contact intensity is also recognized to affect trust in the context of interrelation selling (Crosby et al., 1990). The density of in-private or indirect interactions among the sales representative and the consumer is referred to as contact intensity (Crosby et al., 1990).

In regard to that, it is unclear if in-person encounters are required for the progress of successful buyer-seller relationships. On the one hand, it was determined that these encounters have long been a crucial part of marketing and that they help to generate trust by encouraging the development of human ties. Higher contact intensity, on the other hand, is simpler to accomplish using technologies for instance social media platforms, whichever may clarify for sales representatives to correspond for the reason that social media platforms allow them to interact more effectively and respond to evaluation at budget (Bhimani et al., 2018). Moreover, Marshall et al. (2012) discovered that sales representatives are using in person contact less constantly to progress and assist client connections. Their analysis suggests that this is the occasion due to social media being used by society at large more and more, and because organisations are under pressure to be more efficient and cost-effective.

3. METHODOLOGY

The primary issue this thesis addresses, as noted in earlier sections, is the result of the background. The question of this research is a result of the context of B2B enterprises, which has given rise to numerous issues among B2B marketers regarding the usefulness of social media (Michaelidou et al., 2011). Although there are several gaps regarding B2B communication on social media platforms introduced in the research literature, this thesis will focus on one of them.

The motivation for choosing the specific research design for this study, as well as the methods used to choose and recruit the cases, are justified in the following sections. To provide high quality research, it also gives comprehensive information about the analysis methodologies employed.

Both qualitative and quantitative research methods are suggested as two separate research methodologies to consider while designing a research study. It is indeed crucial for the writers to define the outcome they expect before choosing one of them because the tactics are aimed in various directions. Quantitative research is tied to logical research design, while qualitative research is linked to inductive research design, according to Bryman and Bell (2011). Since the goal of this research is to learn more about the ways in which B2B organisations use particular social media technologies to support their entire marketing strategy, a qualitative approach has been employed throughout the research. The scientific data used in this research has been gathered through interviews. The goal of using interviews as a data gathering strategy is for the authors to comprehend how the interviews relate to and reflect the study's actual target area. In addition to this, both academic and business reports are more colourful with qualitative data. Qualitative data provides context and makes research more legible. Likewise, individuals are more interested in humans, their opinions than a list of numbers, precisely statistics. Interviews, as a qualitative tool, are one of the best ways to get data from the immediate source. These stories make the conclusions of a study more appealing and understandable. An interview analysis example could involve progress towards someone with a story to achieve a particular point of view. Moreover, acquiring these views assists you maintain the loyalty of your content and avoid falling into the pitfall of improvement. The types of studies these perspectives work best with should also be considered before examining the interview data. Initially, collecting qualitative data by interviews can benefit academic studies concentrating on certain communities. They are also useful for business studies focusing on a target population, such as a focus group for a particular product or product type. Similarly, it is important to code the qualitative data assembled during the qualitative research. To generate qualitative data, it is also vital to organise and structure the interpretations and statements. Coding is advantageous, because you can be meticulous and censorious in your study. To successfully code an interview, however, you must organise a transcript.

Each interview lasted between 30 and 45 minutes. The interviews were conducted via Zoom, and additionally, all of them were legally recorded with the interviewees' consent, then duly transcribed on Zoom in order to meet the dependability requirements. Moreover, the transcriptions were coded and categorised in accordance with the elements of the interview guide used for each of the interviewees. Since the interviewer would broaden or skip the questions as the interview goes, it was made to roughly follow the same structure as in the theoretical framework. To later relate it to social media and their interaction, it was able to develop an understanding of the respondents' perspectives in a business setting. Depending on the firm's selection of particular social media platforms, the

interviewer modified the questions, displayed in the appendix section. Asking about channels that did not interest the respondents would be pertinent. The participants' preference for particular social media channels is the only piece of information that varies between every appendix of the three surveys that will be generated as a result.

Employing semi-structured interviews is a flexible method of developing deeper understanding with the implementation of follow up questions. The use of semi-structured interviews altered the interviewer's order of questions due to the respondent's independence. Because the following research questions had already been addressed, adjustments were necessary during the interview as a result.

By choosing an interviewee who is knowledgeable and skilled about the study's objectives, a high level of relevancy and credibility is created. The interview questions were answered by marketing executives, marketing directors, sales and advertising managers, project managers, and content writers. The relevant respondent had solid expertise in marketing and social media, as well as the investigation finds that the statistical evidence is highly relevant. According to Bryman and Bell (2011), the development of questions is essential for the conclusion, and they should not be overly precise because their goal is to produce high-quality content and obtain findings that can address the research issue posed. Asking open-ended, detailed questions allows the respondent to provide thorough, descriptive answers. According to Bryman and Bell (2011), it is crucial to organise or structure the questions because doing so will improve the interview's flow and provide opportunities for follow-up inquiries. Avoid asking leading questions and remember to inquire about general matters such as names, ages, and genders. It concentrated on formulating clear questions that provided the responses with clarification, ensuring that the queries are understood. The result is that the respondents provided thorough and illustrative responses. The interviewer's designed and asked interview questions helped to and served as the foundation for addressing the research objectives and gap. To achieve a distinct structure and consistency across the study, a structure based on the theoretical framework was developed. As the interview progresses, the writers narrow the scope of the questions to increasingly particular social media-related topics. The interview starts out by asking generic questions.

Taking into consideration the fact that companies have great standards and abilities in technology, this provides the opportunity for online interviews (via video calls). They further clarify that a video call interview may be advantageous for interpreting body language and learning information that way, as well as having a longer interview that will produce more evidence. Nevertheless, video call interviews are much more affordable, efficient, and time-saving because they require less administration and travel to the respondents' places. Due to the interviewer's traits, video call interviews also possess the potential to prevent the respondent from engaging in behaviour that would be detrimental to the results.

The time frame for this study and the financial consideration due to the respondents' geographies both played a role in the decision to use video call interviews. The approach can produce good results, as the text explains (Bryman and Bell 2011).

Companies have been selected from various sectors that are particularly active in their sector. We interviewed 8 worldwide companies which are active in the sector and have different business strategies such as charity, education, customer service, aviation and medical. The respondents are

digital marketing specialists, owners, social media managers at the international level. The model of participators that has been investigated and aimed at this study has confirmed involvement on certain social media channels and operates in the B2B market. As worldwide businesses with customers, the interviewees have a more advanced perspective on social media use in a B2B sphere than would be the case if they just reviewed the regional market.

The analysis is a prior study established as a screening model. Interviews/ Questioning Models are research appeals that intend to characterise a phenomenon as it was in the past or still exists. The event, personal or object that is the subject of the research is tried to be determined in its own conditions and as it is. It does not pursue to alter or impact them in any way. The study is within the capacity of exploratory research as it allocates the content distributed by B2B businesses in their social media accounts in terms of marketing communication tools and estimates their performance in conditions of cooperation. Exploratory studies are generally carried out to reveal the problem and its dimensions in cases where there are no or limited studies on the research problem or research topic. In exploratory research, the researcher works in a flexible environment where intuition also comes into play.

According to recent literature reviews, five social media channels, such as Facebook, (Twitter) X, LinkedIn, YouTube, and Instagram, are the main social media platforms that have been consumed constantly by companies. There is a huge chance that other platforms could not be the subject of the research.

Table 2-Interviewee Information

Company name	Interviewee	Sector	Giro	No. of Employee	SM Platforms
Rollout Studios Mexico	Owner	Marketing Agency	200K EUR	7	LinkedIn, Facebook, Instagram
Mercedes Shangaan Azerbaijan	Digital marketing specialist	Automobile	- ¹	100	Facebook LinkedIn (Twitter), X Instagram, Youtube, TikTok

¹ Some participants in the study expressed reluctance to disclose specific financial details or the financial structure of their companies, opting to keep such information confidential.

Genius Group Singapore	Director/ Chief marketing officer	Entrepreneur education network	-	400	LinkedIn, Facebook, Instagram
APL The USA	Social Media Manager	Customer Service/ Appliance Repair	-	50-60	LinkedIn, Facebook, Instagram
Oscar rooms India	Owner	Tourism	75K EUR	5	Facebook Instagram
International School Latvia	Marketing Specialist	Education	-	100+	LinkedIn Facebook
Real Estate Company Poland	Social Media Manager	Real Estate	-	25	LinkedIn Facebook
Finance and Consulting Company Portugal	Marketing Specialist	Finance	-	100+	LinkedIn Instagram

To urge participants to reflect carefully on their answers and provide in-depth narratives of their observations and experiences (Akaka et al. 2015)., interviews took place using a reflexive focus (Arsel, 2017).

The results of this method might not be representative of a larger population, which would be one of its limitations. These restrictions, even though, should not have a remarkable effect on the outcomes as a result of the access in this study is prior, with no insistence on summarising to a society.

4. RESULTS

4.1. COMPANY OVERVIEW

In order to obtain various insights regarding B2B communication on social media platforms, we conducted an interview with experts from a wide range of sectors (including anything from real estate firms, finance, education networks to foreign schools), experiences and locations worldwide. Despite the industries' distinctions, our interviews with them revealed some striking similarities and variances. Also, the strategies, responsibilities, and knowledge of those in charge of overseeing social media interactions within their particular companies were clarified by these interviews.

The common thread in all of the interviews was the variety of roles that experts play in overseeing business-to-business communication. These positions covered more ground than just social media management; they also included web analytics, digital marketing, SEO, and more general aspects of building an online presence for brands. This similarity highlights social media platforms' widespread applicability and significance in the context of contemporary business-to-business communication and how social media is a flexible tool for communication in a range of sectors.

The size of the company became a key differentiation. The companies we looked at varied greatly in size; some were relatively tiny, employing just five people, while others were larger, involving over one hundred people. This size variation highlights how social media tactics may be tailored to fit the needs of different types of enterprises.

The businesses' willingness to provide financial information, particularly their projected revenue or gross profit for 2022, was a key point of differentiation. Businesses in the real estate and marketing agency industries, in particular, were more willing to share financial information; one participant projected a revenue of about €75,000 for 2022. Nevertheless, a lot of the data that these participants gave was conditioned, awaiting completion, or outside of their direct authority. On the other hand, companies in the education sector, as exemplified, choose not to reveal revenue information. They justified this move by claiming internal corporate standards and privacy concerns.

One participant, who was part of an international network of entrepreneurship education, used a strategy that caught our attention. The guest speaker called attention to publicly available resources where the organization's financial data might be easily accessed, like the SEC website and the New York Stock Exchange.

“And also, we got listed on the New York Stock Exchange last year and post that we acquired a few companies and universities as well. So, we are now getting into lifelong education through acquisition of universities and schools.”

This open form of financial disclosure demonstrated an industry-specific approach to financial reporting and was in line with the transparency and accountability requirements used by some bigger, publicly listed organizations.

4.2. MARKETING STRATEGIES AND TACTICS OF THE COMPANIES

The research's conclusions provide a comprehensive insight of the tactics and objectives guiding modern business-to-business (B2B) communication on social media platforms. Several resounding

themes and differences have emerged from in-depth interviews with professionals from a variety of businesses.

From in-depth interviews with professionals from many industries regarding the exploration of contemporary business-to-business (B2B) communication on social media platforms, a number of common themes and distinguishing traits emerged. A reoccurring feature that highlighted the shared dedication of businesses to hitting important milestones was the setting of ambitious targets. These goals, which all demonstrated a commitment to development and quality, included heightened brand recognition, enhanced customer involvement, and, most significantly, greater revenue.

The companies interviewed shared the importance of internet marketing, especially through social media channels. The tactics used to accomplish the stated objectives relied heavily on the digital environment. Another important component that shone out was content marketing, which is widely acknowledged by businesses for its ability to draw in and keep target audiences interested. The distinctive features of each firm were highlighted through the provision of engaging, educational material in a variety of formats, including blog posts, articles, videos, and social media updates.

“Also, we share valuable insights, industry trends and educational content through articles, posts, and comments, also for recruitment and talent acquisition, which is the most important thing. So, link these services as a valuable platform for hmm for hiring new staff. Faculty members and other professionals for our school and of course advertising and targeting.”

Making decisions based on data was a regular practice. Companies emphasized the need of ongoing optimization and data analysis in their marketing plans. Companies make data-driven decisions by closely monitoring performance metrics, website traffic, conversion rates, engagement levels, and lead generation, gradually improving their marketing strategy.

“There are several reasons why social media is a powerful tool for communication. Social media has billions of active users worldwide. By using social media, we can reach a large audience quickly and easily. Social media is an excellent way to build brand awareness by sharing content that showcases our brand's values, personality, and unique selling points. It allows us to engage with customers in real-time, respond to comments, answer questions, and provide customer support, which can help build customer loyalty and trust. Additionally, social media helps drive traffic to our website, and it can potentially increase sales. It also provides a platform for customers to share feedback and reviews about our products and services.”

The findings were also strongly influenced by a concept of individualized communication. Businesses put a lot of focus on customizing messaging, offers, and interactions to suit each customer's interests and demands. It was determined that developing strong and enduring client relationships required a tailored strategy.

While internet marketing predominated, there was a symbiotic relationship between online and offline channels, with the degree of focus changing by industry and target demographic. This emphasized the importance of combining traditional approaches with digital strategies to maximize their reach.

The findings were enhanced by distinct traits and industry-specific variances. These variations included participant candour regarding revenue statistics, with some freely giving this information

while others exercised prudence in financial disclosures. Industry emphasis emerged as a distinguishing aspect, with each company's strategy reflecting the particular demands and competitive dynamics of its area.

Additionally, there were differences in the ways that the corporations integrated cutting-edge technologies like Meta platforms. Those that used technology first were some; those who followed more traditional marketing paradigms were others.

“And also due to my business, my position. In our business our goal is to improve customer service to increase companies presence on social media and of course to be the professional not to be a tough leader in our yes, marketing strategies, we use social media marketing, of course. And as well as traditional marketing as you know real estate not always depending on social media, so we need to use, as well as traditional marketing.”

In order to improve the general customer experience and encourage customer loyalty, a subgroup of businesses placed a strong emphasis on improving customer service as a top priority. Approaches to geographic targeting also varied, with multinational businesses adapting their strategies differently from those with a more regionally focused clientele.

The caution some participants showed when disclosing information, particularly when it came to confidential business information, highlighted the privileged nature of some areas of their firm. Overall, these themes and distinctions offer a comprehensive understanding of the complicated world of modern B2B communication on social media platforms.

4.3. SOCIAL MEDIA CHANNELS AND ITS UTILISATION

In this section we delved into the social media practices of eight diverse companies, each operating in distinct industries and geographical regions. While the companies differed in many aspects, certain noteworthy trends, similarities, and differences emerged, shedding light on the multifaceted role of social media in contemporary business communication. The understanding of social media as an effective tool for connecting with and engaging target audiences was the main area of agreement.

Common Themes and Similarities:

All of the businesses agreed that social media possesses an unmatched ability to quickly and efficiently reach a wide range of audiences. Social media was highly praised for its ability to increase brand awareness, facilitate real-time customer interaction, increase website traffic, and gather insightful customer feedback. These features increased the businesses' contentment with social media's capabilities.

For business communications, Facebook, Instagram, and LinkedIn were the main platforms of choice. These platforms were notable for their large user bases and capacity for focused advertising. LinkedIn has a big impact on hiring and establishing professional connections.

Facebook's large audience reach and effective brand communication were used by businesses. They were, nevertheless, somewhat dissatisfied by the common problems they ran into with Facebook, especially with regard to the platform's limitations and frequent changes to its interface and

functionality. Particular problems with customer service and payment-related issues beset for Rollout Studios Mexico.

“For example, right now I have my profile blocked, and I used to work in customer support on Facebook. So I know what is happening in the process, and I know that the customer support is very bad to limitations that they have inside and it's very difficult to recover the profile. This block, this restriction is due to it having to do with payment. But imagine I'm a marketing agency. I have to confirm in order to recover my card, my sorry, my profile. I need to confirm 2 cards. I don't work with my own cards. My payment method, their payment method. So I have to reach all of my clients to ask them if the card that is showing me is their card in order to recover my profile. So it's. It's very stupid, and I have opened like 3 or 4 cases. To ask for help and the support team cannot do anything”

Instagram was honored for its positive narrative and efficacy and efficiency in brand communication. Although Instagram was thought to be a useful tool, its pour organic reach occasionally caused problems.

“ Regarding issues, algorithm changes on Instagram are creating some problems for advertisers. For example, frequent changes in the algorithm can impact the visibility of business content and make it more challenging to reach our target audience. Additionally, the Instagram advertising platform can be highly effective, but businesses may find that their ads become less efficient over time if users become fatigued with seeing the same types of ads repeatedly. Due to the auction system in advertising, more businesses on Instagram mean more competition, which can lead to less efficiency in social media ads.”

Specific Qualities and New Methods:

Every business displayed specific characteristics in their social media plans. Facebook is the preferred platform, according to Company 5, a Polish company, because of its extensive use in the local market. They admitted that building trust and facilitating face-to-face interactions with clients and possible investors was the driving force behind this choice. On the other hand, their lack of use of Instagram demonstrated that they were cognizant of the unique needs of the local market.

“We don't use Instagram because not every person in Poland uses Instagram. So we are not present there. We know that in Poland the majority use Facebook, but other than that, like. You of course because it's easy to communicate and people can easily reach to us because if they can see our logos our profiles in Facebook they would have more trust to reach us because there are many scams on emails people not trust to of course don't believe if they cannot see the people or they cannot feel it is a real human. So that's why Facebook is a great tool for us to reach out to reach people and as well as people to reach us to ask their questions if they have any interest in our business if they have they want to invest they can definitely reach us from through Facebook.”

By creatively showcasing unofficial company events on Instagram, Company 6 in Portugal enhanced customer engagement and established their brand. Their approach to social media engagement was unusual but effective because of the openness with which they portrayed their informal culture. Also, Rollout Studios Mexico illustrated the usefulness of social media in e-commerce and customer acquisition, while Company 3 in Latvia, International school showcased its abilities in the education sector.

The cooperative Content Development and Rules Compliance:

A notable commonality among these mixed organizations was the cooperative approach to social media administration. Teams actively participated in customer interaction and content creation, highlighting a shared accountability for upholding a respectable online presence. Crucially, every company followed the rules and restrictions, which included matters of ethics, privacy, and relevant content. Maintaining a respectable and moral online presence required constancy in playing by the company's ethical standards and beliefs.

4.4. B2B COMMUNICATION ON SOCIAL MEDIA: INSIGHTS AND PERSPECTIVES

The outcomes of our interviews with a variety of participants from various business sectors are presented in this chapter. Our study set out to investigate their opinions, behaviours, and perceptions with relation to business-to-business (B2B) social media communication.

Various Industry Views: Our participants show the variety of business-to-business exchanges in the digital era by coming from a range of industries, including hospitality and education. Their perceptions offer a rich tapestry of life's experiences.

The Method Focused on the Audience: The interviews revealed an intriguing viewpoint: the target audience frequently influences the decision to use social media for business-to-business communication. For some, it comes down to fitting in with their partners' or clients' tastes and routines. "Your target audience is the only reason why you should not use social media for B2B communication," a participant said. This emphasises how crucial it is to comprehend the digital behaviour of your audience.

"Okay, so. Right now we are trying to Create value. And trying to attract a higher audience. We're trying to communicate, Trying to have more communication and offer to the individual customers based on the preference and the pressure story. And we're trying to collect and act. Some feedback from the customers. After the experience we can do surveys and try to understand. How we can improve our customer. Experience And we are trying to personalise the communication too."

Options for Social Media Substitutes: When questioned about social media substitutes, the respondents highlighted a combination of conventional techniques. The preferred methods for developing genuine B2B relationships are still in-person meetings, emails, and phone conversations. A participant in the interview emphasised the significance of committed B2B communication specialists in their company who uphold direct relationships with other businesses.

"I would say I have heard this, myth around, you're right, but, I think that I believe this theory or superstition, social media is a great tool in our modern era but I would say that in some cases it's not that much beneficial. Especially this business to business case so that's why we prefer as a school and in my personal choice to have a face to face meetings rather than social media because in some cases social media is not that much serious as fairer to have all those meetings that's why I think This in this case traditional methods those face to face meetings are better than social media."

The Dilemma Between Casual and Serious: One idea that kept coming up was that B2B talks might not be taken as seriously when using Facebook and Instagram. Businesses steer clear of these platforms for formal interactions due to the perception that they are too informal for such conversations.

“Yes, I think we need to be careful with formal or informal posts. We talked about the company. Is not Instagram that is private it is a public Instagram so we need to be careful with the things we post most about formal or like I said charity or activities that we do in the company with our employees.”

The Function of Platform Features: Participants agreed that platform advancements may have an impact on how social media is used for B2B communication in the future. They mentioned that the launch of new features and updates will determine the course. Others were more circumspect, saying things like "We don't know for sure, but I think it could happen." Social media platforms are dynamic, thus ongoing evaluation is necessary.

“Well, now it's pretty much predictable, actually. We, as a modern education industry, try to follow the new attendees in our sector. The chances are. In this case I would say LinkedIn sounds more, a serious platform for this and more purposeful.”

LinkedIn Takes the Lead: When asked which social media platform they would prefer for future business-to-business (B2B) communication, LinkedIn came out on top. It was especially appealing because of its networking opportunities and professional focus. On the other hand, TikTok, Instagram, Facebook, (Twitter) X, and other platforms were also highlighted, indicating the potential diversity of tools available in the B2B space.

“LinkedIn helps us, as I mentioned earlier, to find eligible candidates for our company. It also allows us to engage in business-to-business communication. So it provides multiple benefits as our company grows internally. I would say LinkedIn is more stable compared to other social media platforms. It functions well and doesn't present many issues.”

“Currently, TikTok is gaining popularity, although we don't use it at the moment. However, I believe we will use it more in the future, especially for business accounts and other purposes.”

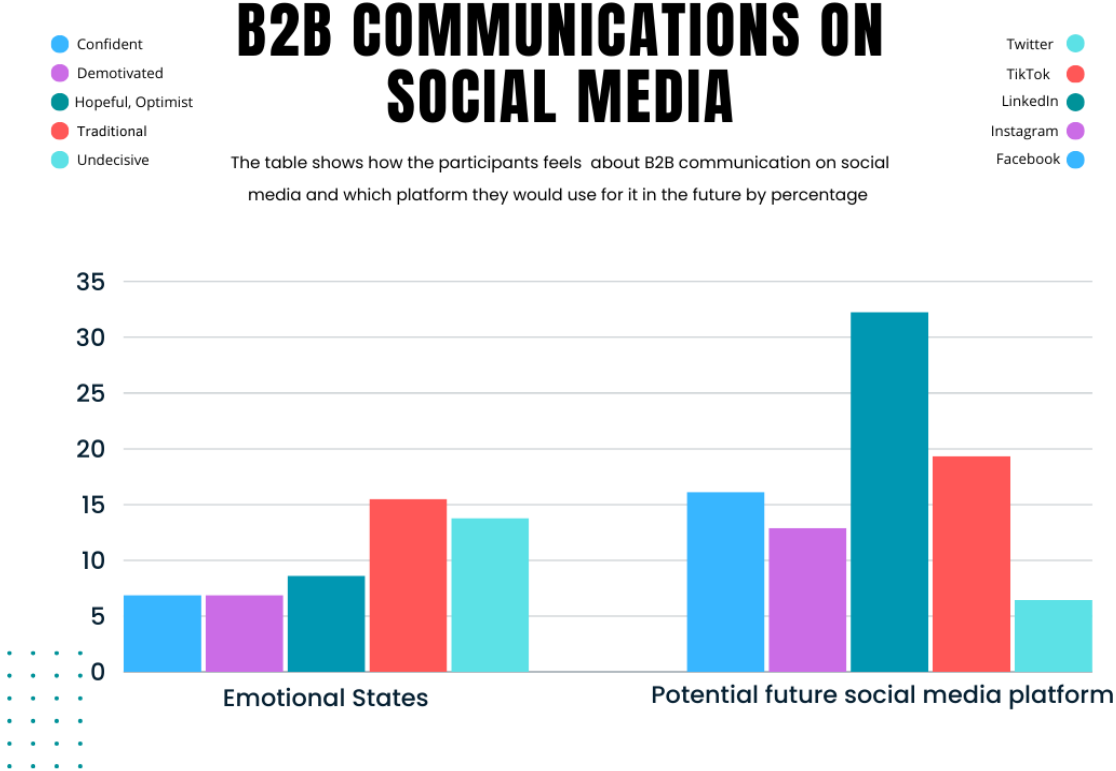
“Instagram offers various features that are beneficial for us. We can choose the business category, provide detailed descriptions, and utilise analytics to target people based on their demographics, location, and interests. In terms of issues, there aren't any significant problems. Sometimes, users may get tired of seeing the same ad repeatedly, but that's more of a user experience concern rather than an issue with the platform itself.”

The ability to adjust to the demands of the market was a key realization. In case social media proved useful for B2B communication, participants from different industries said that they would be willing to investigate it. The particular needs of their target market as well as the changing digital landscape will influence the platform selection.

“Maybe Tik Tok, maybe Youtube, maybe Snapchat. I don't know, for the Chinese customers. Maybe we can do Wechat like, I cannot say with a Facebook and Instagram, and we also have a Tiktok, and we publish the reels so we can be active also on Tiktok. But that depends on the buyer. Persona also, where they are active”

The results demonstrate, in summary, the complexity of the B2B communication environment on social media. The degree to which social media tools may be adapted and made relevant in a variety of professional situations will determine how B2B interactions on these platforms develop in the future. The tactics and inclinations of companies using social media for business-to-business communication will change along with the digital landscape.

Figure 2



The bar graph that is displayed above closely displays with percentage the range of emotional states that respondents held regarding business-to-business (B2B) communication on social media platforms and which platform preferences they had for B2B communication for future.

Across this emotional state, a significant 15.52% of participants indicate a preference for traditional opinions about business-to-business (B2B) social media communication. A further 13.79% of participants are indecisive, which illustrates the complex considerations surrounding this type of communication. A notable 8.62% of participants express a hopeful-optimistic perspective, emphasizing the optimism that certain individuals bring to the professional social media world. On the other hand, 6.90% of respondents report feeling demotivated, which suggests that some participants are discouraged by what they have encountered in the B2B social media space. 6.89% of respondents have a confident attitude, which is in line with the self-assured approach taken by some individuals in the B2B social media environment.

Moving on to the preferences for the platforms that might be used in the future for B2B communication, the bar graph displays an obvious structure. LinkedIn is the most popular option, with 32.26% of respondents choosing it. TikTok asserts its importance in the B2B communication landscape

by securing the second position with 19.35%. Facebook comes in at 16.13%, Instagram at 12.90%, and (Twitter) X at 6.45% in the rankings that follow.

To summarize, the top five emotions and the corresponding social media platforms capture a wide variety of responses and offer valuable insights to the research.

5. DISCUSSION

We discuss how businesses behave for business-to-business (B2B) communication on social media in this section. We will examine the businesses, each with distinctive qualities, navigate this changing environment and the factors that contribute to it.

There are a few factors why businesses in our research use social media in various formats for business-to-business communication. First and foremost, due to the participants' professions. Since we desired a varied set of data, not every participant held the same position; instead, they ranged from social media managers to owners to marketing specialists and beyond. Furthermore, the size of an organisation matters: large and small businesses utilise social media in different ways. The last factor is the businesses' locations and areas.

The results of the research show how B2B communication on social media adopts many different forms. Ambitious objectives, such as increasing revenue and recognition, demonstrate a company's dedication to growth. In addition to producing engaging content, social media plays a significant role in accomplishing these objectives. Businesses use data to monitor their performance and make better choices. Messages should be customised to each customer's needs in order to foster long-lasting relationships. Internet marketing is important, but depending on the kind of business, it's best when combined with traditional strategies.

The findings demonstrate that, despite their differences, all businesses concur that social media is crucial for communicating with people, whether they be future partners, clients, or employees. They all cherish how social media increases their online visibility, allows them to communicate with clients instantly, and drives more traffic to their websites. Some businesses favour social media sites like Facebook because everyone in their community uses them. These sites' large user bases and flexible advertising options give businesses a rare chance to interact with other businesses, promoting partnerships and business-to-business exchanges. Through the strategic utilisation of features like groups, business pages, and targeted advertising, companies may boost their brand visibility, exchange industry insights, and foster significant relationships within the B2B field. This ultimately contributes to the success of B2B communication strategies by facilitating networking and acting as an efficient channel for information dissemination. Every business uses social media in a unique way, demonstrating how adaptable and bringing both positive and negative aspects, depending on where you are and what you do.

Turning our attention to the collected data, which offers important insights into the attitudes and preferred platforms for business-to-business (B2B) social media communication. We will now start a detailed discussion of the information in the dataset.

In analysing the affective dimensions of business-to-business communication, a significant proportion of respondents favour traditional methods due to perceived efficacy, familiarity, professional concerns, risk aversion, and industry alignment, among other reasons. Simultaneously, a noteworthy fraction exhibits indecisiveness, which is probably influenced by multiple factors such as the dynamic character of social media, varied platform dynamics, ambiguities regarding efficacy, intricate decision-making, risk evaluation, restricted experience, conflicting influences, and adjustment to industry norms. The dynamic landscape of digital trends and industry-specific norms could be the source of this complexity.

On the other hand, a positive outlook regarding the possibilities of business-to-business communication on social media platforms is apparent in a few respondents who exhibit an optimistic perspective. In contrast, the participants' acknowledgement of demotivation highlights obstacles like poor engagement tactics, poor-quality content, algorithmic modifications, fierce rivalry, challenges with measuring results, difficulties adjusting to platform changes, unfavourable feedback, resource limitations, privacy concerns regarding data, and a lack of explicit guidelines in the B2B social media space. Breaking down the particular causes of this demotivation could provide important information for improving the professional social media scene.

The existence of respondents who exhibit confidence is consistent with the confident demeanour of some persons in the B2B social media space. Determining the traits or approaches that contribute to this confidence can be an invaluable resource for anyone navigating this professional environment.

Looking at preferred platforms for upcoming business-to-business communication, a distinct trend becomes evident. Given its continued significance for professional networking, LinkedIn is the clear winner. Not a single factor, but rather the result of LinkedIn's many advantages, has made it the top option for professional networking. LinkedIn shines as a comprehensive and vital platform for individuals and companies alike, offering networking opportunities, improved visibility, job search assistance, business intelligence, leadership in thought, career advancement, business marketing, B2B collaboration, social occasions, and a global and diverse user base. The fact that TikTok is ranked second indicates that its advantages—such as visually captivating content, credibility as a professional content platform, a wide worldwide viewer, viral potential, authenticity, inventive advertising efforts, trend awareness, affordable reach, and interactive features that boost engagement—are contributing to its growing relevance in the business-to-business communication landscape. For companies looking to connect efficiently in the B2B market, these elements establish TikTok as a flexible and useful platform. Preferences vary among Facebook, Instagram, and X (Twitter), which emphasises the need for customised approaches based on the unique features of each network. People may encounter difficulties as a result of factors such as audience demographics, appropriateness of the material, engagement interactions, platform familiarity, recognized competency, data privacy issues, platform evolution, competitor presence, platform-specific objectives, and resource allocation.

The findings indicate that various businesses hold different views regarding the use of social media for business conversations. Individuals from a range of sectors, including the hotel and education, exchanged their insights. One noteworthy observation is that, prior to utilizing social media, they give careful thought to who their target audience is. For critical business relationships, some businesses still prefer the more traditional methods of meeting in person or exchanging emails. Because Facebook and Instagram were first created as places for fun and personal content, some people are concerned that employing these platforms for business discussions may not come across as real. Given the casual and visual content these social media sites are known for, business talk typically requires a more formal environment. Furthermore, people's perceptions of these platforms' professionalism may be impacted by the mix of irrelevant posts that make it more difficult for business discussions to be taken seriously. The findings also suggest that future social media features may alter how businesses use the platform. In general, it is evident that businesses make decisions based on what best serves their clients' needs and the developments occurring in the online space.

5.1. THEORETICAL DISCUSSION

The research has yielded findings that are consistent with different viewpoints expressed in the literature, indicating a dynamic and integrated business-to-business (B2B) communication landscape on social media platforms. My study highlights the platform's broad applicability, which is consistent with Kaplan and Haenlein's (2010) acknowledgment of social media's involvement in active content sharing. Social media becomes a versatile instrument in a variety of industries, increasing brand recognition, enabling instantaneous customer communication, and obtaining perceptive input.

In line with the observations made by Kietzmann et al. (2011, 2012) regarding the diverse reasons people join groups, my research emphasises shared accountability within teams. A decent online presence is a result of the team's combined efforts, which are demonstrated in the active consumer contact and content production.

Following Kietzmann et al. (2011)'s investigation of personal identification via shared personal data, my work uses a similar approach, but it focuses on a different area. Rather than focusing exclusively on people, my research explores the business realm through interviews with organisations worldwide that operate in a variety of industries. This subtle change in viewpoint clarifies how businesses use social media platforms for business-to-business (B2B) communication instead of individuals. The results not only show significant similarities and variations in B2B communication, but they also emphasise how research approaches should be modified to fit the unique environment of corporate engagement.

In the past, the majority of researches (Gu et al., 2023; Balaji et al., 2023) concentrated on speaking with individuals who shared similar backgrounds, occupations, and industries. Our study, however, took a different approach. We were interested in hearing from a diverse range of individuals from around the globe and various industries. We shifted from the usual procedures.

We made the decision to investigate the variety available, while others stuck to what they knew. Our objective was to collect ideas and thoughts from all over the world, creating an engaging image that represented the various approaches to thinking and doing work that exist around the world. This method allowed us to find universally applicable ideas and result to suggest methods that are useful for companies globally.

The result underscore businesses' collective commitment, in regards to Diba et al.'s (2019) focus on B2B enterprises utilising social media channels for brand establishment. Ambitious targets for more brand awareness, improved customer engagement, and higher income are manifestations of this dedication.

Consistent with the focus of Kietzmann et al. (2011) on the reasons people use social media, my research reveals the ways in which target audiences impact the decisions made by businesses. In the context of business-to-business communication, it becomes imperative to comprehend the internet-based behavior of the audience.

The findings from Company 5 in Poland are consistent with Kietzmann et al.'s (2011) correlation of trustworthiness with reputation. The significance of credibility in B2B interactions is shown by the widespread use of Facebook in the local market.

Together with a group lists' acknowledgment of the continuous development of social media platforms, my research highlights the difficulties brought about by these frequently occurring changes. Notably, the appearance of business content is affected by interface and functionality changes made to social media sites like Facebook and Instagram.

In contrast to the findings of Marshall et al. (2012) regarding fewer in-person interactions, my research shows that traditional methods are still preferred. Emails, phone calls, and in-person meetings continue to be the most popular methods for fostering real B2B relationships.

The research has also revealed a surprising trend that establishes a new paradigm in the field of B2B communication on social media. Although earlier research has praised LinkedIn as the leading platform, a new finding has surfaced: TikTok, which is well-known for its lively, casual atmosphere, has become an unexpected competitor. What really astounded us was how this decision matched the emotional state of traditionalism that existed in large multinational companies.

Exploring further revealed that, in spite of a general tendency toward tradition, professionals globally demonstrated a willingness to adopt TikTok for business-to-business exchanges—a revolutionary finding. This phenomenon signals a paradigm shift in the dynamics of social media and challenges the status quo. It is evidence of the changing environment, showing professionals' willingness to use non-traditional platforms for traditional goals and a big change in the standards of business-to-business communication.

5.2. MANAGERIAL IMPLICATIONS

Adopting nontraditional social media platforms like TikTok has changed B2B communication paradigms in today's fast-paced business world. This change, therefore, necessitates a deeper investigation beyond TikTok and pushes companies to look for specialized networks and build dynamic teams. Through focused skill development programs, employers can enable staff members to navigate this rapidly changing environment and take advantage of possibilities on a variety of platforms.

Experiment with Different Social Media Engagement:

Businesses ought to go beyond accepted conventions and investigate a variety of social media channels. The unexpected success of TikTok in business-to-business (B2B) communication points to the need for more research into unusual but potentially powerful channels. Using this approach, companies can find platforms that are ideal for business-to-business interactions and capitalize on new trends.

Purposeful Platform Extension:

Although TikTok has become a major platform for B2B communication, it is important not to concentrate only on this platform. In order to find other new platforms or niche networks designed for professional interaction, businesses need to do extensive research. This proactive strategy guarantees flexibility and agility in reacting to changing communication preferences.

Empower Teams through Skill Development:

Given TikTok's importance in business-to-business exchanges, organizations need to fund employee training campaigns. These efforts should involve an in-depth understanding and efficient application

of TikTok's functionalities. Employees who receive training on content creation and platform nuances will be better equipped to use TikTok for professional communication.

The study results highlight a changing B2B communication environment on social media, consistent with a range of perspectives found in the literature. The study emphasizes shared team accountability, corporate engagement, and the use of platforms by businesses. It also marks a shift in research focus. The necessity of using a variety of research methodologies to represent global diversity is emphasized.

Notable is the paradigm shift: TikTok's rise to popularity in business-to-business communication, challenging convention. Professionals all over the world are willing to use TikTok despite their inclination toward tradition, indicating a radical shift in B2B communication norms.

In terms of management, the implications support experimenting with different social media platforms outside of norms, deliberately expanding platforms, and empowering groups by developing skill sets centered around TikTok. With the B2B communication landscape constantly changing, this holistic approach guarantees flexibility and creativity.

6. FUTURE RESEARCH, LIMITATIONS AND CONCLUSION

6.1. FUTURE RESEARCH

An analysis of business-to-business (B2B) communication on social media platforms has uncovered a complicated and dynamic environment. It is necessary to discuss future study directions as we wrap up our master's thesis in order to expand on the groundwork that has been established.

Comprehensive Industry-Related Analysis: Subsequent investigations could focus more intently on particular sectors to find subtleties that a more general analysis would miss. Specialising research in fields such as health care, technology, or manufacturing might uncover industry specific B2B communication via social media techniques and obstacles.

Long Term Studies: One useful approach to organising future research is to carry out a long-term study that tracks the development of B2B communication tactics on social networks over time. Even with the limitations of our time period, a longer-term study can lead to a more thorough comprehension of the changes, new issues, and developing patterns in the digital realm. Even though our study was only a snapshot, longer-term studies could shed additional light on the changing nature of B2B interactions by taking into account variables like shifting platform preferences and shifting tactics. This longer-term strategy is crucial for catching subtle changes in the digital realm that shorter observations can miss.

Platform Features' Effect on Strategy: Following studies may concentrate on how particular platform characteristics affect B2B communication tactics. Businesses navigating the ever-changing social media landscape can benefit from practical insights gained from analysing the effects of functionality, algorithmic adjustments, and interface alterations on engagement and outcomes.

Investigating Emerging Platforms: It's important to keep an eye out for new platforms, as demonstrated by TikTok's sudden rise to popularity. Future research could predict and examine how new social media channels will affect business-to-business (B2B) communication, assisting companies in proactively adjusting their strategy to the rapidly changing digital landscape.

Impact of Training and Employee Perspectives: It would be helpful to look into how staff members view and adjust to the always changing social media landscapes. Organisational training initiatives may benefit from an understanding of how training programs affect staff growth and efficacy in B2B communication, particularly in light of newly popular platforms like TikTok.

Quantitative Analysis of Emotional Responses: Emotional States have been examined qualitatively in this research; however, quantitative approaches to systematically assess emotional reactions could be incorporated into future studies to further deepen the analysis. This could involve using tools for sentiment analysis or surveys to get a more systematic picture of the attitudes of professionals in business-to-business communication. Further investigation into the psychological elements behind emotional reactions is also necessary for future work. A deeper investigation of the psychological factors impacting professionals' feelings in the context of business-to-business (B2B) communication would yield important new information rather than presuming or forecasting these reactions. Emotional reactions in work-related social media interactions could be more thoroughly and rigorously

examined with this dual method, which combines quantitative research with a sophisticated grasp of psychological aspects.

AI integration: Given the proliferation of AI across multiple fields, investigating how best to apply AI to enhance business-to-business (B2B) communications on social media platforms seems like a viable path forward. To provide an insight into the future of Intelligence-driven B2B interactions, research might look into how AI technologies can improve targeting, content production, and overall strategy effectiveness.

Initiatives for Collaborative Research: Promoting joint efforts between academic institutions and business sectors may help to understand current issues and developments in business-to-business (B2B) communication. Collaborative research initiatives, seminars, and knowledge-sharing groups can help close the knowledge gap that exists between theory and reality and promote a win-win partnership.

These proposed lines of inquiry for further research seek to increase the scope and depth of our knowledge of business-to-business (B2B) communication on social media platforms. Through investigating these domains, future researchers can augment the continuous development of tactics, instruments, and optimal methodologies within an ever evolving and dynamic digital terrain.

6.2. LIMITATIONS

Even with the extensive information obtained from interviews with eight important companies, it is essential to recognize the limitations of this research. Although the sample size of eight is consistent with other study methods, it poses a challenge when projecting findings in general aspects. Although attempts were made to stick to existing research procedures, more industry representation could improve the generalizability of these results.

Furthermore, practical limitations resulted in the choice of eight companies. The effort to obtain interviews faced with difficulties due to a low acceptance rate among possible participants. This limitation highlights the challenge of obtaining corporate involvement, resulting in a limited sample size.

In addition, the study's breadth and depth were limited by the time restraints built into the academic framework. The scope of data gathering, and analysis was limited by the thesis, which could have an impact on the depth of the results.

By highlighting the need for cautious generalization and acknowledging the contextual restrictions that may affect the data's wider relevance, addressing these limitations promotes a balanced analysis of the study's findings.

6.3. CONCLUSION

The dynamic interaction between social media platforms and business-to-business (B2B) firms is thoroughly explored in this master's thesis, to sum up. The examination of the literature demonstrates how social media has a transformative effect on B2B marketing and sales, highlighting the necessity of customised strategies that combine knowledge transfer, customer involvement, and efficient utilisation of social networking sites. Knowing the ins and outs of the social media world, sales

representatives should use both "pushing" and "pull" tactics. The idea of the social media honeycomb provides an organised framework for examining business-to-business (B2B) interactions, and it acknowledges the importance of trust in the digital age and the persistent importance of buyer-seller relationships.

This thesis explores the complex subtleties of social media's involvement in business-to-business (B2B) transactions, drawing on qualitative analysis through in-depth interviews. Employing semi-structured Zoom meetings with a broad spectrum of people in the business yields insightful information about the precise ways in which social media platforms mesh with more general B2B marketing tactics. The study takes a global approach across industries and shows how relevant social media sites like LinkedIn, Facebook, X (Twitter), and Instagram are still today in the B2B market. Utilising an exploratory methodology, this study not only reveals unexplored avenues for research but also emphasises how social media's position in B2B marketing is always changing.

The integration of qualitative depth, obtained from interviews done in various sectors, and represented in the emotional states and preferred platforms of participants, offers a sophisticated comprehension of the complex function of social media sites in professional relationships. Layers to the investigation of professionals' feelings in the digital environment are added by the emotional spectrum, which goes from traditionalism and indecision to hopeful anticipation and demotivation.

Further the study emphasises the changing dynamics and problems within this digital environment by looking deeper into the complex factors surrounding the usage of social media for business conversations, from careful introductions to engagement to the disagreements between casual and professional communication styles. The platform preferences, which highlight the need for businesses to adapt and diversify their engagement tactics, show that there is a wide range of preferences, with LinkedIn emerging as a leading choice and TikTok leading behind it.

Finally, it is important to note the limits of the study in addition to the significance of the findings. Prospective directions for future research include specialized sector analyses, which can provide insights into areas often overlooked in more general studies. Long-term studies that track the evolution of communication, examine the impact of platforms, employee perspectives, quantify emotional responses, integrate AI, and promote collaborations are also promising. Although there are intriguing avenues for further investigation, the limitations of this study emphasize the need for caution and moderation. The restricted sample size and low industry representation draw attention to the difficulties in extrapolating results. The depth of the results may have been impacted by time limits inside academic contexts. Understanding these constraints emphasizes the necessity for a sophisticated approach to extrapolation and lays the basis for future efforts. Future study can provide light on the nuances of business-to-business (B2B) collaboration on social media by addressing these limitations, which will encourage tactics to continuously evolve in this dynamic field.

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APPENDIX A

Interview guide

Introduction questions

- Would you consent if we recorded the question and answer session?
- Do you prefer to be anonymous during the interview?
- As we begin, are there any questions or requests for us?

Personal question

- Could you please give a short description of your position?
- How many people work in the company?
- What was the business's revenue or gross profit for 2022?

Strategy

- What goals has the company set for 2023?
- What strategies are you employing to achieve those goals? Marketing generally

Offline and Online marketing

- Which offline/traditional techniques do you employ for B2C and B2B communication?
- What kind of internet methods do you use?

Social media

- Why do you use social media for communication?

Social media channels

- Have we mentioned each social media channel you use—Facebook, LinkedIn, Twitter now X, Instagram, and YouTube or do you have any additions?

Facebook

- What benefits does Facebook provide you with?
- With whom are you in communication?
- Do other parties with stakes exchange messages or produce content on Facebook?
- Do you notice any Facebook-related issues?

LinkedIn

- What advantages does LinkedIn provide for your business?
- With whom are you communicating?
- Do you anticipate any difficulties with LinkedIn?

Twitter - X

- What benefits does Twitter - X provide?
- With whom are you communicating?
- Do you foresee any difficulties with Twitter - X?

YouTube

- What benefits does YouTube provide for your company
- With whom are you communicating?

-Do you see any challenges with YouTube?

Instagram

- What features does Instagram provide?
- With whom are you communicating?
- Do you see any issues with Instagram?

Social media users

- Who is in charge of social media??
- Is it permissible for other staff to contribute content?
- Do there exist any limitations?

Relationship

- Have new partnerships been facilitated by social media?
- Does social networking improve current relationships?
- Has social media helped businesses run more effectively? If yes, how, exactly?
- Why don't you use big social media platforms for B2B communication?
- What do you use instead of Social media for communication with B2B?
- Do you think Social Media damages the seriousness of conversation between B2B that people avoid using?
- Are you willing to use Social media in the future more for B2B?
If yes, which ones and why?

Literature Review Table

Author/Date	Topic	Findings	Major theme	Source
Agnihotri R. (2020)	Social media, customer engagement, and sales organisation	A variety of analysis inquiries are performed below the four expansive subjects, especially service of social media technologies, context matters, social media pitfalls, and innovative social media applications.	Building upon the recent scholarly advances and considering a managerial perspective, offers suggestions to guide future academic research examining the links between social media use and customer engagement within the B2B sales domain	A research agenda', Industrial Marketing Management
Agnihotri, Raj, Prabakar Kothandaraman, Rajiv Kashyap, and Ramendra Singh.	Bringing 'Social' Into Sales: The Impact of Salespeople's Social Media Use on Service Behaviours and Value Creation."	How social media tools can assist sales representatives show service attitude leading to esteem formation.	Explaining the mechanism through which salespeople's use of social media operates to create value, and propose a	Journal of Personal Selling & Sales Management 32, no. 3 (June 2012): 333–48. https://doi.org/10.2753/PSS0885-3134320304 .

			strategic approach to social media use to achieve competitive goals.	
Andersson, Svante, and Niclas Wikström.	Why and How Are Social Media Used in a B2B Context, and Which Stakeholders Are Involved?	The study demonstrates that companies in B2B conditions utilise social media platforms as communication to enlarge client interrelations, assist sales as well as assemble their brands, in line with preceding research. Moreover, they as well utilise social media platforms as an electing tool, a seeking tool and a product information and service tool.	Exploring why and how business-to-business (B2B) companies use social media and which users and stakeholders they communicate with.	<i>Journal of Business & Industrial Marketing</i> 32, no.8(October 2,2017):1098–1108. https://doi.org/10.1108/JBIM-07-2016-0148 .

<p>Bryman, A. and Bell, E. (2011)</p>	<p>Business Research Methods. Second Edition.</p>	<p>How customer groups evolve and convey firm commitment to a delicate brand by discovering their correlation to it and how to define research topics and how to clarify and draw indications from research findings. Especially, what differentiates business research as debated in this book is that it is deeply rooted in the notions and intellectual traditions of the social sciences.</p>	<p>This book is concerned with the ways that business researchers go about their craft. It covers the research process in all its phases--formulating research objectives; choosing research methods; securing research participants ; collecting, analysing, and interpreting data; and disseminating findings. Understanding business research methods is important for several reasons, but three stand out.</p>	<p>Oxford University Press, New York, United States.</p>
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<p>Chaffey, Dave, and P. R. Smith</p>	<p>Emarketing Excellence: Planning and Optimising Your Digital Marketing. 4th ed. London</p>	<p>This version of the book seamlessly assimilates social media technology such as Facebook check-in, social networking, tablets and mobile applications into the mix, demonstrating how these new ways to reach clients can be unified into your marketing plans. It also comprises brand new segments on online marketing constitutions and QR codes, plus an enlarged category on email marketing, the most frequently utilised e-marketing tool.</p>	<p>It discovered that different reasons were suggested for preferred specific online retailers such as convenience, availability of better product information, availability of a variety of products to choose from and better prices than others. It is further revealed that usage of online shopping represented by costs involved, level of awareness, time and convenience, quality of products and risks involved, had</p>	<p>New York: Routledge, 2013</p>
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			<p>significant relationships on customer satisfaction. The study concluded that improved customer satisfaction can in turn impact on continued patronage of online shopping outlets.</p>	
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<p>Crosby, L., Evans, K., & Cowles, D.</p>	<p>“Relationship Quality in Services Selling: An Interpersonal Influence Perspective.”</p>	<p>A correlation aspect model is progressive and approved that examines the nature, consequences, and antecedents of relationship value, as anticipated by the client. The findings propose that future sales opportunities are based frequently on relationship quality (i.e., trust and satisfaction), although the ability to convert those opportunities into sales depends more on conventional source characteristics of resemblance as well as proficiency. Relational selling behaviours such as collaborative intentions, mutual disclosure, and</p>	<p>Salespeople involved in the marketing of complex services often perform the role of “relationship manager.” It is, in part, the quality of the relationship between the salesperson and the customer that determines the probability of continued interchange between those parties in the future.</p>	<p>Journal of Marketing 54, no.3 (July 1990): 68–81.</p>
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		comprehensive followup contact commonly assemble a strong buyer- seller bond.		
Dwyer, F., Schurr, P., & Oh, S.	The authors describe a framework for developing buyer-seller relationships that affords a vantage point for formulating marketing strategy and for stimulating new research directions.	Marketing theory and practice have concentrated i nsistently on exchange among clients and sellers. Unfortunately, most of the research and too many of the marketing strategies treat buyer-seller exchanges as distinct events, not as current relations.	“Developing Buyer-Seller Relationships.”	Journal of Marketing 51, no.2 (April 1987): 11–27. https://doi.org/10.2307/1251126

<p>Ellonen, Hanna Kaisa, and Miia Kosonen</p>	<p>Treat Your Customers as Equals! Fostering Customer Collaboration through Social Media.”</p>	<p>The aim of the indicated document is to analyse, primarily, how corporations and clients interrelate using social media platform, and on the other hand, how social-media-mediated intercourses assist client cooperation</p>	<p>It is suggested that relationship-oriented social-media interactions support customer collaboration. In particular, it seems that ongoing customer-to-customer interactions supported by relationship-oriented company participation provide a fertile ground for diverse forms of virtual customer collaboration. We also found that the social-media applications used did not define the interaction mode.</p>	<p>International Journal of Electronic Marketing and Retailing 3, no. 3 (2010): 221. https://doi.org/10.1504/IJEMR.2010.034830.</p>
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<p>Frazier, Gary L.</p>	<p>“Organising and Managing Channels of Distribution.”</p>	<p>Research was organised via nineteen comprehensive interviews of senior channel managers from a field of corporations and sectors to classify key issues that are presumably to persuade their channel strategies in the future. The consequent interviews were assumed furthermore an amount of key strategic issues were confirmed as future challenges for channel managers. Like wise, above twenty ‘trends’ arised from the interviews, which would certainly influence the way channels would be arranged in the future</p>	<p>The importance of managing the B2B channel relationship is increasingly being recognised by suppliers. For example, Carlo Fiorini, CEO of Hewlett Packard, pointed to poor channel relationships as a root cause for poor business performance. Gary Frazier¹ stated “As the world economy evolves, more and more companies are highlighting channel management as among their very top priorities.</p>	<p>Journal of the Academy of Marketing Science 27, no. 2 (April 1, 1999): 226–40. https://doi.org/10.1177/0092070399272007.</p>
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<p>French, J. R., Raven, B., & Cartwright, D. (1959)</p>	<p>The bases of social power.</p>	<p>The leader must define what leadership strategy will work for a given coincidence or individual. They must comprehend what inspires the individual to attain, be it the need for accomplishment, positive confirmation, or routine.</p>	<p>To contradict this reputation by examining the use of power in all aspects of the organization, including groups, structure, and human interaction.</p>	<p><i>Classics of organisation theory</i>, 7.</p>
<p>Godes, D., Mayzlin, D., Chen, Y., Das, S., Dellarocas, C., Pfeiffer, B., & Verlegh, P. (2005)</p>	<p>The firm's management of social interactions</p>	<p>What are the antecedents of word of mouth (WOM)? (2) How does the dissemination of positive WOM vary from that of opposed WOM? (3) How does online WOM alter from offline WOM? (4) What is the impact of WOM? (5) How can we assess WOM? In conclusion, we classify and discuss four principal, non-</p>	<p>Consumer choice is influenced in a direct and meaningful way by the actions taken by others. These "actions" range from face-to-face recommendations from a friend to the passive observation of what a stranger is wearing.</p>	<p>Marketing Letters, 16(3-4), 415-428.</p>

		mutually exclusive, roles that the firm might play: (1) observer, (2) moderator, (3) mediator, and (4) participator.		
Hassanein, Khaled, and Milena Head	Manipulating Perceived Social Presence through the Web Interface and Its Impact on Attitude towards Online Shopping.”	More advanced stages of anticipated social existence are demonstrated to affirmatively affect the anticipated usefulness, trust and amusement of shopping websites, leading to more encouraging customer attitudes. Indications of these findings for practitioners and future	This paper explores how human warmth and sociability can be integrated through the web interface to positively impact consumer attitudes towards online shopping. An empirical study was undertaken to investigate the impact of various	International Journal of Human-Computer Studies 65, no. 8 (August 2007): 689–708. https://doi.org/10.1016/j.ijhcs.2006.11.018 .

		research are outlined.	levels of socially rich text and picture design elements on the perception of online social presence and its subsequent effect on antecedents of attitudes towards websites.	
Holliman, Geraint, and Jennifer Rowley.	Business to Business Digital Content Marketing: Marketers' Perceptions of Best Practice."	B2B digital content marketing is an incoming marketing technique, affected over web page, social media platform and value-add content, and is perceived to be a useful tool for achieving and maintaining trusted brand status	This paper talks about to draw attention to the emerging phenomenon of business to business (B2B) digital content marketing, offers a range of insights and reflections on good practice and contributes to theoretical understandi	Journal of Research in Interactive Marketing 8, no. 4 (October 7, 2014): 269–93. https://doi.org/10.1108/JRIM-02-2014-0013 .

			ng of the role of digital content in marketing	
Järvinen, Joel, and Heini Taiminen.	“Harnessing Marketing Automation for B2B Content Marketing.”	The advancements in digital measurement tools endure largely unexploited, and the firms lack the human resources and realise how to make the most of opportunities provided by the developing digital environment	Emerging B2B digital marketing literature by providing a realistic overview of the usage, measurement practices, and barriers surrounding digital marketing in the era of social media	Industrial Marketing Management 54 (April 2016): 164–75. https://doi.org/10.1016/j.indman.2015.07.002 .

<p>Kaplan, A. M. & Haenlein, M. (2010).</p>	<p>Users of the world, united! The challenges and opportunities of social media.</p>	<p>Allocation of Social Media which groups applications currently admitted under the summarised term into more specific categories by characteristic: cooperative projects, blogs, content communities, social networking sites, virtual game worlds, and virtual social worlds</p>	<p>Describing the concept of Social Media, and discussing how it differs from related concepts such as Web 2.0 and User Generated Content.</p>	<p>Business Horizons, 53, 59-68.</p>
<p>Karjaluoto, H., Mustonen, N., and Ulkuniemi, P. (2015)</p>	<p>The role of digital channels in industrial marketing communications</p>	<p>The study deduces three research observations. Initially, although DMC is one of the most significant industrial marketing communication tools, firms have not yet used it to its full potential. Second, firms use DMC to intensify client relationship</p>	<p>To investigate industrial marketing communications tools and the role of digital channels. The research draws from the literature on industrial marketing communications to</p>	<p>Journal of Business and Industrial Marketing, Vol. 30, No. 6 pp. 703 - 710. Keinanen</p>

		<p>communications, support sales and create alertness. Third, firms have not used social media tools as a section of DMC as extensively as traditional digital tools</p>	<p>examine its goals and intended utilisation in industrial firms</p>	
<p>Kietzmann, Jan H., Bruno S. Silvestre, Ian P. McCarthy, and Leyland F. Pitt.</p>	<p>Unpacking the Social Media Phenomenon : Towards a Research Agenda: Unpacking the Social Media Phenomenon .”</p>	<p>The personal research questions for each building block back into the honeycomb model to emphasise how the theories in consolidation contribute a capable macro-lens for research on social media dynamics.</p>	<p>In this paper, it highlights some of the challenges and opportunities that social media presents to researchers, and offers relevant theoretical avenues to be explored. To do this, we present a model that unpacks social media by using a honeycomb of seven functional</p>	<p>Journal of Public Affairs 12, no. 2 (May 2012): 109–19. https://doi.org/10.1002/pa.1412.</p>

			building blocks.	
Kietzmann, Jan H., Kristopher Hermkens, Ian P. McCarthy, and Bruno S. Silvestre.	“Social Media? Get Serious! Understanding the Functional Building Blocks of Social Media.”	As various social media activities are characterised by the scope in which they concentrate on some or all of these blocks, we clarify the suggestions that each block can have for how firms should enlist with social media.	This represents the social media phenomenon, which can now significantly impact a firm's reputation, sales, and even survival. Yet, many executives eschew or ignore this form of media because they don't understand what it is, the various forms it can take, and how to engage with it and learn.	Business Horizons 54, no. 3 (May 2011): 241–51. https://doi.org/10.1016/j.bushor.2011.01.005 .

			<p>In response, we present a framework that defines social media by using seven functional building blocks: identity, conversations, sharing, presence, relationships, reputation, and groups.</p>	
<p>Lacka, E., & Chong, A. (2016)</p>	<p>Usability perspective on social media sites' adoption in the B2B context.</p>	<p>To disclose that marketers' perception of the usefulness, usability and utility of social media sites drive their embrace and use in the B2B sector.</p>	<p>To investigate the usability of social media sites when adopted for B2B marketing purposes in one of the world's largest social media markets: China. Specifically, by extending the</p>	<p><i>Industrial Marketing Management, 54, 80-91.</i></p>

			Technology Acceptance Model with Nielsen's Model of Attributes of System Acceptability, we assess the impact of usefulness, usability and utility on the adoption and use of these sites by B2B marketing professionals	
Lashgari, Maryam, Catherine Sutton-Brady, Klaus Solberg Soilen, and Pernilla Ulfvengren.	“Adoption Strategies of Social Media in B2B Firms: A Multiple Case Study Approach.”	The study results in a model, illustrating various procedures of election, acceptance and assimilation concerned in the evolution of social media communication strategy for B2B firms. Leading factors concerned in determining the platform type, and strategies used	To clarify business-to-business (B2B) firms’ strategies of social media marketing communication. The study aims to explore the factors contributing to the formation and adoption of integration strategies and identify who the	Journal of Business & Industrial Marketing 33, no. 5 (June 4, 2018):730–43. https://doi.org/10.1108/JBIM-10-2016-0242 .

		within distinctive phases and processes are identified.	B2B firms target	
Libai, B., Bolton, R., Bügel, M. S., de Ruyter, K., Götz, O., Risselada, H., & Stephen, A. T. (2010).	Customer-to-customer interactions: Broadening the scope of word-of-mouth research.	The intention here is to take a broad view of C2C interactions and their effects and to emphasise areas of significant research interest in this authority .The authors review four essential fields : the various aspects of C2C interactions; social system issues affiliated to individuals and to online communities; C2C context problems in addition to product, channel,	The increasing emphasis on understanding the antecedents and consequences of customer-to-customer (C2C) interactions is one of the essential developments of customer management in recent years. This interest is driven much by new online environments that enable	Journal of Service Research, 13(3), 267-282.

		relational and market characteristics; and the identification, modelling, and estimate of business outcomes of C2C interactions.	customers to be connected in numerous new ways and also supply researchers' access to rich C2C data. These developments present an opportunity and a challenge for firms and researchers who need to identify the aspects of C2C research on which to focus, as well as develop research methods that take advantage of these new data.	
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<p>Mangold, W. G., & Faulds, D. J. (2009)</p>	<p>Social media: The new hybrid element of the promotion mix.</p>	<p>Managers must enrol to shape consumer discussions in a manner that is consistent with the organisation's mission and performance goals. Methods by which this can be proficient are defined herein. They contain providing customers with networking platforms, and using blogs, social media tools, and promoting tools to enlist clients.</p>	<p>To argue that social media is a hybrid element of the promotion mix because in a traditional sense it enables companies to talk to their customers, while in a nontraditional sense it enables customers to talk directly to one another</p>	<p><i>Business horizons, 52(4), 357-365.</i></p>
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<p>Marshall, Greg W., William C. Moncrief, John M. Rudd, and Nick Lee.</p>	<p>“Revolution in Sales: The Impact of Social Media and Related Technology on the Selling Environment.”</p>	<p>An approximate access (focus groups) is employed to analyse the breadth of prevailing technology usage by sales managers and sales representatives . Analysis of the data, collected in the United States and the United Kingdom, reveals six major themes: connectivity, relationships, selling tools, generational, global, and sales/ marketing interface. Consequences present evidence of a revolution in the buyer– seller relationship that includes some unanticipated consequences both for sales organisation performance and needed</p>	<p>Over the years several articles have tracked the impact of technology on various aspects of the sales domain. However, the advent of social media and technologies related to social media has gone largely unnoticed in the literature. This article first provides brief attention to changing aspects of technology within the sales environment, leading to the identification of social media as a dominant new selling tool.</p>	<p>Journal of Personal Selling & Sales Management 32, no. 3 (June 2012): 349–63. https://doi.org/10.2753/PSS0885-3134320305.</p>
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		future research contributions.		
Michaelidou, N., Siamagka, N. T., & Christodoulidis, G. (2011)	Usage, barriers, and measurement of social media marketing: An exploratory investigation of small and medium B2B brands.	Findings from a mail analysis show that over a quarter of B2B SMEs in the UK are currently using SNS to achieve brand objectives, the most popular of which is to appeal to new clients.	To address the gap by focusing on B2B SMEs and their social networking practices, particularly, usage, perceived barriers, and the measurement of effectiveness of SNS as a marketing tool.	<i>Industrial marketing management, 40(7), 1153-1159.</i>

<p>Moncrief, William C., and Greg W. Marshall.</p>	<p>The Evolution of the Seven Steps of Selling</p>	<p>The traditional seven steps of selling is perhaps the oldest paradigm in the sales discipline. The seven steps model has provided a basic framework in sales training, personal selling textbooks, and teaching personal selling classes. Very little has changed in this framework since the turn of the 20th century</p>	<p>While the traditional seven steps reflected a selling orientation on the part of a firm, the evolved selling process reflects more of a customer orientation in that the focus is on <i>relationship selling</i>—that is, securing, building, and maintaining long-term relationships with profitable customers.</p>	<p>Industrial Marketing Management 34, no. 1 (January 2005): 13–22. https://doi.org/10.1016/j.indman.2004.06.001.</p>
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<p>Moore, Jesse N., Christopher D. Hopkins, and Mary Anne Raymond</p>	<p>“Utilisation of Relationship Oriented Social Media in the Selling Process: A Comparison of Consumer (B2C) and Industrial (B2B) Salespeople.”</p>	<p>B2B practitioners tend to use media targeted at professionals though their B2C complements contribute to utilising more sites targeted to the general public for engaging in person discussion with their clients. Furthermore, B2B professionals contribute to utilise relationship-oriented social media technologies more than B2C professionals for the purpose of prospecting, handling objections, and after sale follow-up</p>	<p>To provide insights into understanding social media utilisation among professional salespeople. Specifically, social media applications are separated into 15 categories, with multiple applications falling within each category</p>	<p>Journal of Internet Commerce 12, no. 1 (February 2013): 48–75. https://doi.org/10.1080/15332861.2013.763694.</p>
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<p>Moore, Jesse N., Mary Anne Raymond, and Christopher D. Hopkins.</p>	<p>Social Selling: A Comparison of Social Media Usage Across Process Stage, Markets, and Sales Job Functions.</p>	<p>The frequency and extent of social CRM usage varies based on the specific tools used and the stage of the selling procedure. The findings carry significant implications for salespeople, managers, trainers, and university instructors.</p>	<p>This research compares the extent to which sales personnel in B2C (business-to-consumer) and B2B (business-to-business) markets use relationship-oriented social media to accomplish job-related and selling process (i.e., social CRM [customer relationship management]) tasks.</p>	<p>Journal of Marketing Theory and Practice 23, no. 1 (January 2, 2015): 1–20. https://doi.org/10.1080/10696679.2015.980163.</p>
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<p>Pfeffer, J., & Salancik, G. R. (2003).</p>	<p><i>The external control of organisations : A resource dependence perspective.</i></p>	<p>Corporations are not autonomous substances, beside are conditional upon the larger network of organisations within the environment - among which they must strive to manipulate resources to survive.</p>	<p>Examines how external constraints affect organisations and how to design and manage organisations under such constraints. Taking a resource dependence perspective on organisations, the book discusses basic components of control, including the concentration and availability of resources, the role of managers, interdependence among organisations, the environment, and organisational structure.</p>	<p><i>Stanford University Press</i></p>
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<p>Rajamma, Rajasree K., Mohammad Ali Zolfagharian, and Lou E. Pelton.</p>	<p>Dimensions and Outcomes of B2B Relational Exchange: A Meta analysis.”</p>	<p>The initial aim of the present paper is to critically estimate the remaining literature on affiliate exchange, a fundamental driver of buyer-seller relationship management in the twenty-first century. Regarding that aim, a meta-analytic approach is employed to determine specific conditions under which relational exchange may have a greater or lesser impact on B2B relationship results.</p>	<p>The findings of this study point to the inconsistencies that exist in the current literature with regard to the operational definition of relational exchange, as well as the study designs employed by different researchers. These inconsistencies have led to inconclusive results across effects. This research challenges B2B researchers and practitioners alike to reconsider the presumed benefits of relational exchange in inter-organisational</p>	<p>Journal of Business & Industrial Marketing 26, no. 2 (February 2011): 104–14. https://doi.org/10.1108/08858621111112285</p>
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			relationship management.	
Rodríguez, R., Svensson, G. and Mehl, E. J. (2020)	Digitization process of complex B2B sales processes – Enablers and obstacles’,	Dimensions (indicators and context) and sub-dimensions (organisational, technological, cultural and security issues) of applicability in the digitalization of complex B2B sales processes.	To shed light on the extent to which salespeople use technology throughout complex B2B sales processes. The research on technology in society considers specifically which enablers and obstacles	Technology in Society, vol.62, p. 101324

			are most prominent in driving the digitalization of complex B2B sales processes	
Simplilearn.com.(2023, January 5).	<i>Top 9 Advantages of Digital Marketing: Global, Local and More</i>	Digital purchasers interconnect with clients and elevate sales and activities over several digital marketing methods. A digital marketer's job involves creating multi-channel communication strategies for the company with the goal of directly and indirectly addressing clients.	What is digital marketing, top advantages of digital marketing, why digital marketing as a career and top digital marketing careers	https://www.simplilearn.com/digital-marketing-benefits-article

<p>Singaraju, Stephen P., Quan Anh Nguyen, Outi Niininen, and Gillian Sullivan-Mort.</p>	<p>Social Media and Value Co-Creation in Multi-Stakeholder Systems: A Resource Integration Approach.</p>	<p>Six theories are obtained from the theoretical structure determined in this document. Amidst the higher order resource structure analogy underpinning the argumentation in this paper, we contend the importance of perception of the qualities of social media resources for managers to promote more effective resource configurations in the innovation, transformation and resumption of resources via resource integration in actor interactions. The document completes with the strategic indications of the theoretical structure contributed and future</p>	<p>This paper provides a theoretical framework of multi-stakeholder systems to explain value co-creation through the contextual means of actor-to-actor (A2A) interactions . In applying the A2A model, we explicate the resources provided by three actors in particular – customer, firm and social media platform in co-creating value via resource integration.</p>	<p>A Resource Integration Approach.” Industrial Marketing Management 54 (April 2016): 44 55. https://doi.org/10.1016/j.indman.2015.12.009.</p>
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<p>Stephen, A. T. & Galak, J. (2012).</p>	<p>The effects of traditional and social earned media on sales: A study of a microlending marketplace.</p>	<p>They discover that (1) both traditional and social earned media impact on sales; (2) the per-event sales impact of traditional earned media activity is larger than for social earned media; (3) because of the greater frequency of social earned media activity, after adjusting for event density, social earned media's sales flexibility is more significant than conventional earned media; and (4) social earned media seems to have a crucial role in driving conventional earned media activity.</p>	<p>Marketers distinguish three types of media: paid (e.g., advertising), owned (e.g., company website), and earned (e.g., publicity). The effects of paid media on sales have been extensively covered in the marketing literature. The effects of earned media, however, have received limited attention. The authors examine how two types of earned media, traditional (e.g., publicity and press mentions) and social (e.g., blog and online</p>	<p>A study of a microlending marketplace. <i>Journal of Marketing Research</i>, 49, 624-639.</p>
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			community posts), affect sales and activity in each other.	
Truong, Yann, and Geoff Simmons	Perceived Intrusiveness in Digital Advertising: Strategic Marketing Implications.”	Major outputs of this study then, are strategic indications for marketers in using digital media for advertising, while also offering a unique support to the existing thinking in the area, and a base for further study in a determinative – as yet progressively essential – area	With the growth of advertising utilising digital media, negative consumer perceptions relating to intrusiveness are believed to be challenging the claimed added-value of this medium over	Journal of Strategic Marketing 18, no. 3 (June 2010): 239–56. https://doi.org/10.1080/09652540903511308 .

		of strategic marketing.	traditional media.	
Weinberg, B. D., & Pehlivan, E. (2011)	Social spending: Managing the social media mix.	To classify capacity that can be utilised to comprehend significant types of social media platform in a social media mix, as well as disclose this to diplomatic marketing execution	To address incessant demand for 'proof' of return on investment (ROI) for social media spending, and a significant degree of uncertainty among marketers with respect to allocating effort and budget to social media by identifying different ways that organisations use social media,	<i>Business horizons</i> , 54(3), 275-282.

			highlighting important distinctions in these approaches and describing how to frame the spending decision for social media	
Wilson, D. (1995)	An integrated model of buyer-seller relationships	The suggested model accepted that an inconstant may be active at specific steps and become inherent in others. Research directions are suggested, and managerial implications debated.	Relationships in business markets are increasingly important in many companies' operating strategies. A five-stage framework integrates the constructs most often examined in empirical relationship research with the stages of relationship	Journal of the Academy of Marketing Science 23, no. 4 (1995): 335-345.

			development (partner selection, defining purpose, setting relationship value, and relationship maintenance).	
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