

How A Born Global Firm Does Its International Marketing Through Social Media

Anayat Ali (M.Phil. Scholar)

Institute of Social and Cultural Studies, University of Punjab, Lahore, Pakistan

Maryam Majeed (M.Phil. Scholar)

Institute of Social and Cultural Studies, University of Punjab, Lahore, Pakistan

Dr. Saba Shireen

Health Department, Government of Punjab, Pakistan

Sarah Kanwal

Assistant Education Officer, Government of Punjab, Pakistan

Abstract

Social media has a worldwide community over 2.46 billion members. Effective utilization of social media is proved beneficial in business promotion as it supported the small firms to spread their business and recognized their self “Born Global Firms”. The aim of present study was to identify the ways via a born global interacts with customer through social media. To meet the objectives, the researchers did case studies of two global born firms (ZARA and Heineken). The results showed, Born Global firms create accounts on various platforms of social media and adopt various strategies for gaining maximum likes. For engaging the customers they organize completions, upload local sport videos, funny clips and updates about their products. For maintaining and strengthening the trust and handling social media crises, the firms follow the comments and issues (regarding services and behavior of firms) of the customers. To promote the communication via social media the researchers add some suggestions for born global firms.

Keywords: Social Media, Born Global Firms, and International Marketing

1. Introduction

1.1 Background

Communication strategies of a born global organization define its success and failure. One of powerful tool for marketing is social media which enables firms to present their products to maximum people at international level and seek their motives and perceptions about their comments (Okazaki, 2013). Mostly, Born Global Firms (BGFs) has awareness about this phenomenon and practicing their marketing by observing the circumstances on social media. The firms that are ignoring the power of social media and still practicing marketing of their products with old methodologies are facing loss (Groen, 2015).

Social media is an influential communication channel to communicate with customers. Same time it creates a new challenge for the BGFs to compete on this platform. The organizations competently utilize the social media can effectively compete to those who unable to utilize (Scott, 2015). On other hand social media is a democratic platform that provides access to every individual. This way individuals share their good and bad experiences with the environment, behavior, and quality of different BGFs. Sometimes it caused social media crises which badly harm the reputation of target organization (Hsu, 2016; Jiang, 2014). BGFs level and strategies to effectively utilize the social media for marketing play important role in success of their product, failure and hierarchy in competition with other BGFs (Drury, 2008; Scot, 2015).

Born global is referred to the international trade Born Global (BG) may defined as a business organization that is efficient in gaining competitive advantages in whole chain of tasks (from resources usage till sale) in multiple countries (Cavusgil, 2015). Today, world is termed as global village due to the connectivity of the whole world (Cheney, 2017). In this scenario there is high level of chances for the business oriented people to start business at international level. Born global means to start business in one state and then spread it at international level. It is often dubbed as ‘global trade’ or ‘world trade’ or ‘international trade’ etc. Small and medium enterprises start business locally with the intention to spread all over the world. The introduction of modern technologies, like internet, smart phones, computer, airplane, and ships brought revolution in the prevalence of international business. Now, entrepreneurs start business at local level with the intention to spread it all over the world (Kraus, 2017).

Marketing is relationship building between firm, its product and its customers while knowing the value of product and needs of customers by firm (Aka, 2016). Marketing is a process through which the firms determine the demands of the customers (Aka, 2016). In the modern world goods are not produced on their own. But first the demands and requirements of the buyer are determined. In this scenario social media marketing is an

important communication channel to make the people aware about the products of the firm. Social media marketing is so fast and dynamic that one can get the information of the products which are produced all over the world (Kumar, 2016). With the help of social media, such as Facebook, Instagram and Twitter one can sell his products all over the world (Kumar, 2016; Karimi, 2015). The presentation of the products is very easy process in the current age. By and large, the modern technology, advancement in the sea trade techniques, establishment of the World Trade Organization and facilitation in international trade brought revolution in the international trade or born global (Wymer, 2017).

Social media is a platform of online sites, networks and applications which enable individuals/groups/organizations to create their profile, share their perceptions, experiences and status to meet their objectives (Tuten, 2017). The introduction of the internet and social media in the world and their use for the business purposes enhance the speed of born global. The global marketing while utilizing the platform of social media not only helps the firm to introduce the customers from its products at one time but it also helps in the cost reduction process (Kasemsap, 2015). In this age the firm which is veteran in the handling of the international marketing by using social media will earn a good name at international level (Singh, 2017). Now, the world has been changed from the physical world to the virtual world. Now millions of dollars deal and sale and purchase have done with the help of the social media (Yadav, 2017).

1.2 Conceptual Theoretical Framework

Initially, the theoretical framework is based on marketing theory. Marketing theory proposed that relationship between firm and consumer is important that's why for successful marketing every firm has to establish, develop, maintain and retain a good relationship with consumers (Berry, 1991; Morgan, 1994). The consumers of global born firms are at international level. At present time social media is an effective and efficient tool to establish and develop relationship by advertisement and service of product (Trusov, 2009).

One other element that is important for marketing of firms is consumers' trust on firm; is based on firms' response on the claims and complains of clients (Kim, 2012). Maintenance and retaining of relationship also based on response of claims and complains. Social media has provided an easy accessible platform to consumers to convey their message to firms this message may be complain of service, behavior or product (Kim, 2012). By taking in consideration the messages of consumers firms can develop good relationship with their consumers. Contrarily, social media provided platform to consumer to express their experiences about each global firm some times when firm don't tackle complains of consumers they directly express their experiences on their wall or other accessible groups or pages. This act badly harms the reputation of the firm. No doubt, social media is considered as one popular platform to share information and advertisement about new products but same platform is utilized for feedback that can enhance the reputation of firm or defame it too (Castronovo, 2012).

According to marketing theory, the values of products vary on the basis of the firms' reputation and standard. Products have almost same specification vary in value or price due to repute and standard of the firm (Brand) which made that product (Shapiro, 1982). On social media every firm has sites, pages and accounts. These accounts enable them to advertise their products. The firm that provides quality products and has higher reputation demands higher prices than others. This way this assumption of marketing theory is justified in digital marketing but social media is also game changer popularity or excessive demand of any product increase its price on other hand lower demand decreases its price. This shows social marketing is very important for maintaining and increasing the demand of the products (Kietzmann, 2011).

Separation of market means with some degree of monopoly, stakeholders able to stop the movements between markets and separate markets. This process uplifts the prices of the things. This phenomenon is mostly seen due to lack of information about other markets. Introduction of digital marketing have eliminate this phenomenon as the information about all products are exist on social media, person with seconds get all needed information and do dealings accordingly. Prices of same products move up and down with the changes in season as the season came the prices increase at the time of out of season and after same products can be purchased in less prices. This assumption of marketing theory existed almost similar manners in digital World. The international firms offer discount and various deals to attract the more consumers to sale maximum objects (Kaplan, 2011; Zaima, 2005).

Every object has some specific target population. Some objects are for male, female, girls, boys, youth, kids, and for old people etc. While having the various types of target groups the firms have to go respective market for the sale of their product. Social media made this process much easy. There are social media groups and sites. Every platform has some specific target population. The firms have to advertisement their commodities on respective platform for capturing maximum consumers (Mangold, 2009).

An important ingredient of marketing theory is inter firms competition it may be perfect (no stakeholder have influence on market) or imperfect (due to control of any group on market). Social media played role for enhancing the perfection competition and decreasing the imperfect competition. Social media is a platform which provides access to all individuals without any discrimination. All firms can utilize and present their

commodities to target groups and in the competition against other firms (Grandori, 1995; Scot, 2015).

The purpose of marketing of communication of the firm is to present characteristics of their product and value for the consumer. The response of the consumer or customer is based on the effectiveness of the communication. When all the firms have presented and described the value of their product for target population then individuals of target group behave after cognitive process. The firm able to develop more motivation and involvement in target population get higher number of customers. Customers' behavior may be influenced with ex-experience with organization or use of same product previously. The behavior of consumers for those commodities; consumers using first time majorly influenced by the cognitive process that is on the bases of marketing or communication of the firms (Drury, 2008).

In conclusion of the framework, the success and failure of the Born Global Firms majorly based on their communication strategies. At present era social media communication is speedy and popular. Social media is considered an important tool to do an effective marketing and communication. BGFs level and strategies to effectively utilize the social media for marketing play important role in success of their product, failure and hierarchy in competition with other BGFs (Drury, 2008; Scot, 2015).

1.3 Purpose of Present Study

Thus, the present research aims to evaluate the ways and strategies of Born Global Firms of international marketing while adopting social media as a communication medium. Further it evaluates the gaps that are existed in the marketing of BGFs. It also gave suggestions to promote the communication with wide number of customers.

2- Literature Review

The studies which were conducted in the last two decades shows that organization start business at local level and then they go for the international although they are not running well at local level. The management of the firms thinks that global operation may give high return. Such types of firm are dubbed with different names. They are named as the global start-ups, born global, international business and international ventures. On the other side there are some organizations which follow the other path. They first do business at local level for long time and then after long time they start their operations at international or global level (Oviatt, 2005; Garcia-Lillo, 2017).

Research has explained that born global or multinational corporations are such type of firm which comes with the idea to serve multiple nations. And even if they not come with the idea to serve at international level then after very short period of their formation they start their business activities at international level. Born global company as the ventures or firms which come with the idea; they have to sell their products to the multi nations of the world instead of producing and selling goods at local level only. This idea not only enhances the level of earning but also increases the familiarity of the firm at international level. On the other side the firm can take the advantage of the cheap labor and raw material of the local country and can get maximum profit (Weerawardena, 2007).

Auto et al said that the new strategy of doing business at the international level not only give benefits to the host state but also give a huge profit to the investing stage. In this way the transfer of capital and modern technology are possible. While doing business at international level international firms transfer the latest technologies to other states to start business their properly. It helps the native state to move towards the modernization. That is the reason that in the current age every state supports the foreign investment in their state. It boosts the economy of the states when they receive the foreign reserve. The opportunities for employments increase as the level of investment increases in the country. The introduction of the latest technology, such as the computer and internet and modern trade system boost the level of global business. On the other side the establishment of the WTO also helps in the development of the international business (Autio, 2000).

Gabrielsson et al (2008) concluded that measuring the degree of internationalization and time to export after foundation ranging from an export ratio of 25% over 50% to 80% in different readings, and time to export from commencement over 2 years to 3 years for born global firms. Luostarinen (2006) also connoted that it is necessary for a firm to earn a profit about 50% from the operation outside the native country if it wants to be in the list of born global. . Thus, Gabrielsson (2008, pp.387-389) also said that it is necessary for a firm to fulfill the four conditions to earn a name as the born global: it must be a small and medium range firm to continue its operations from local to international level, the products of the firm should be unique and has possesses the quality of international standard, it must be an independent firm and lastly the firm must have the capability to enhance its operations as internationalization. These definitions of the born global widen the scope and criteria of the born global at international sphere.

Madsen (1997, pp. 565-566) identified three very important factors that enhance the phenomenon of the born global, and his new definition is as, new market conditions for the born global, development of the technology in the production method, communication (Like, by using social media) and transportation and more

unique capabilities of the people. The increasing level of the competition is enhancing the born global concept because the native markets are so small for the native products. Due to the introduction of the modern technologies and industrial revolution the level of production and quality of the goods increased which give birth to the idea to sell beyond the boundaries.

Among the modern technologies social media is one of powerful (as it considered influential platform for opinion building and communication) and most democratic (as it provide the access to all individuals without any discrimination to express their beliefs, values, perceptions, experiences and suggestion in front of a large number of people) tool that is consists on numerous platforms. The leading platforms are Facebook, Instagram, Twitter, YouTube and LinkedIn (Hanna, 2011). Social media also has significant importance in interaction communication of international or born global organizations. Social media is a source for knowing about the interests and trends among various age groups for companies and their brands. Latest trend in various parts of the globe and demands also can be accessed with the effective usage of social media. Social media is an ecosystem in technological world. The organization able to create strategies and plans for the utilization of social media for marketing of their products are proved fruitful for their success. There are many organizations that are still unable to understand the complexity of social media platforms and unable to make effective strategies for utilization this ecosystem for promotion and success of their products (Hanna, 2011).

Born global firms set various strategies for connecting prospective customers (Neti, 2011). First of all firms achieve the trust of customers via connecting with them at deeper level. Relationship based interaction is necessary for customer engagement and trust building (Tiago, 2014). By advertising firms motivate their customers for purchasing products, they give facility of online purchasing, provide quality products (with same characteristics as described on social platforms), meet complains/comments by efficient team on social media and facilitate purchasers in case of their claims. These strategies give special importance to social platforms in communication of born global firms. Due to this, firms investment of social media platforms increasing day by day (Neti, 2011).

Popular communication strategies that born global are utilizing for promoting their business interacting their customers/fans, provision of advice, organization of prize completion, announcement regarding latest services/products, sharing useful information and dealing with complains of the customers and useful information, and handling customer service issues (Tsimonis, 2014).

While seeing the theoretical assumptions of marketing theory, social media providing the wide platform for interaction, building trust, giving advice, presetting product, seeing relative products for rational choice, seeing views of other users, and exact population for marketing. This way social media provide those services at broad level that traditional market provide at narrow level. In case of traditional market physical existence is necessary but social media provide platform for performing same task at broad level more efficiently. This way if we add assumption of digital interaction and digital dealings in marketing theory it can explain the working of social media communication and it is called social media marketing (Tuten, 2018). Social media marketing is considered vital element of success for all born global firms (Ashley, 2015).

2.1 Research Gap

No doubt, previous literature has focused on various dimensions of social media and BGFs. No study has focused the social media strategies of BGFs via case studies of the firms for analyzing their strategies for marketing and the results of social media marketing on their success. This research meets this gap of the research.

3. Research Methodology

To meet the objective of the research, we adopt qualitative research design. For doing in-depth investigation qualitative research method considered best one (Smith, 2015). The researchers recognized case study as a research method due to limitations of quantitative research method. When researcher aims to examine the data under specific context with limited number of subjects for conducting case study method preferably followed (Zainal, 2007). In present study, researchers aim to evaluate the strategies of Born Global firms on social media plate forms for doing their communication with customers. For this researchers required to evaluate their strategies and approaches not at a spot but need to evaluate of long period. According to the requirements of present study, case study method is best one as it enables the researchers for doing longitudinal examination of limited cases, observing the events, data collection, doing analysis and report results that covers the activities and facts of long period of time (Yin, 1984).

Researchers selected two Born Global Firms Zara and Heineken. The researcher analyzed the use of social media in these two organizations. The empirical data that is base of case studies is taken from previous research and official sites of the selected organizations. The focus of researchers was to evaluate the communication strategies of BGFs in international market via social media platform. Secondary purpose of the research was to evaluate the actual practices of the BGFs are similar as the marketing theory says or not.

4- Case Studies

The following section deals with case studies of ZARA and Heineken.

4.1 Zara Case Study

ZARA basically is a Spanish brand of Inditex group that is largest fashion retail of present and has achieved global popularity. ZARA is Born Global Fast-fashion Firm which does its all international marketing by utilizing social media. Social media marketing is comparatively cheap that's why ZARA just invest 0.3% revenues on its advertisement activities that is less than its competitors (Borowiak, 2015). For international marketing ZARA utilize various platforms of social media including Twitter, YouTube, Facebook, Instagram and Pinterest. ZARA also has its own application which can be installed in cell phone (Evans, 1989).

A significant figure of customers is linked with ZARA through social media. Over 25 million people have liked Facebook page of ZARA (Zara Official Facebook, 2017). Zara has over 16 million followers on Instagram (Zara Official Instagram, 2017). Facebook and Instagram are considered the primary platforms of social media. ZARA is also present on YouTube, Twitter (over 1.22 million followers) and Pinterest. While utilizing these platforms ZARA uploads pictures and videos (particularly); those provide inspiration to customers from latest designs. ZARA also has website called "Zara People", on website people are asked to post their photos, one best photo is selected for showcased on site. Every customer wants to be selected this way it create a competition among customers and engage them.

ZARA also has special concerns to online chats with customers and interactions on social media. According to the Inditex report of 2015, ZARA did 1,999,829 chats with customers and did 86,641 interactions on various platforms of social media (Inditex, 2015, p.97). ZARA's interaction with their customers on social media firstly does the marketing for company; secondly enhance the profit of company (Kim, 2011).

Research has shown social marketing activities of ZARA on various platforms of social media positively related to the purchase intention of customers. Further researcher showed, results of one platform of social media vary to other platform as activities on Instagram give different results than activities on Facebook. Via Facebook ZARA enhance the trust, satisfaction, and loyalty of customers (Gamboa, 2014).

Main focus of ZARA is customer engagement; for this purpose ZARA efficiently utilize the platform of social media and deepen the loyal relationship with their customers. ZARA utilize social media both for excitement as well as publicity. For engaging the customers, ZARA regularly post (in beautiful manner) their products on social media platforms this way it overcome the competitive threat (Gamboa, 2014).

In conclusion, the strategies ZARA does for its communication on social media includes upload videos, images, post information about brands, update latest news about products like discount, photo completion (on ZARA People), sees customer demand on Instagram who wants to look like models (Schlossberg, 2015), allow customers to share their ZARA experiences, spread the awareness of ZARA experiences and online chats. These social media strategies enable ZARA social media team to build brand personality, trust building and attracting customers. Due to success of these strategies it is working in 88 countries (Mayrhofer, 2016).

4.2 Heineken Case Study

Heineken is a Born Global Brand from Holland. It is famous for posting some of most viral videos on social media. Heineken has 18 Facebook pages, 42 Twitter handles, 23 Instagram accounts, 10 YouTube channels, and 3 LinkedIn accounts (unmetric, 2017). This BGF is being run in more than 170 countries. Heineken has a large variety (about more than 250) regional specialty beers (austin-williams, 2017; thedrum, 2015).

Heineken has special marketing team for social media. Heineken's marketing team does sport-related and co-producing music that able to touch all senses of customers around the globe by utilizing the social media platform. Heineken efficiently and carefully runs social campaigns on social media (for example ChampionTheMatch and ShareTheSofa). These campaigns enable brand to advertise and engage the customers (Linked in, 2016; thedrum, 2015).

Facebook is the most popular social media platform of Heineken with more than 20 million likes. Carlsberg has over 2.4 million likes, Budweiser has over 13.4 million likes, Stella Artois has over 7.8 million likes, and Guinness has over 5.5 million likes (Linked in, 2016, Kölking, 2016).

It has Facebook pages with geo-targeting. So they engage the customers which via serving public's location oriented content. The company has special concerns for like generation and launch various campaigns for enhancing like as complain ran in Brazil in 2012 called "One like One Balloon". Facebook pages of company update and entertain the public with their local games and encourage the involvement of the customers as like, comment and share (Linked in, 2016; thedrum, 2015).

Twitter is also utilized for engaging the customers. Company has created many local accounts (like @Heineken has 137 followers and @HEINKENCORP) that are used for updating the strategy of company, and promoting the brands of family. Here context oriented (especially sport based) posts, status and videos are uploaded for engaging the customers. Sometime posts are based on voting of customers about the results of

games. For creation of interest some funny and humor oriented materials are posted (Kölking, 2016; Linked in, 2016).

Heineken also has multiple local accounts on Instagram (for example @Heineken has more than 156k followers, @Heineken Brazil has more than 81.2k followers and @Heinekens has more than 22.8k followers). On Instagram, unique personality of brand is described. The other social media platforms are promoted via Instagram. Brand does not directly promote the sale but tell the stories of different people via photos and videos and engage them. The hidden agenda of telling stories is to indirectly promote the sale of brand (Linked in, 2016; thedrum, 2015).

In short, after establishing global network on social media platforms Heineken engage and does its communication via various strategies that's includes uploading status/video about brand, uploading co-producing music, running advertising campaigns, sharing sport videos, voting regarding the results of ongoing local sports, telling stories of different users (indirectly advertisement), description of unique personality of brand, and upload funny/humor materials. These strategies engage maximum customers to it via social media and it utilize its viewers on social media for fruitful and successful marketing.

5. Analysis

Social media is an important marketing tool in present World. Almost all assumptions of marketing theory are met by the social media platform in more speedy and efficient way. As the marketing theory assumed their present of product, built positive relationship with customer, to develop and maintain the trust on organizations product, value on the basis of popularity, and completion (inter firms/companies) are the major ingredients of marketing; caused for the success and failure of the firm. On social media all these phenomenon are practiced. Social media easy the marking procedure and also make it critical. Social media's platforms wide the access of organization and played a significant role for promoting the concept of Born Global as it enables small firms to access international interests and promote their product via the utility of social media, In traditional market the concept separation of market was exist in which powerful stakeholders got advantages; in digital marketing and advancement of social media eliminate the concept of separation of markets by providing information about all markets and easy access to contact the suitable selling organization (Hastings, 2003; Alderson, 1965).

The advancement of social media introduced one new phenomenon called "social media crisis" considered super harmful for the reputation of product or firm as a whole and affects its success badly. This phenomenon may be based on actual experiences or can be propaganda by competitors or opponents. This way, on one hand social media provide easy, fast and global marketing access and on other hand have threat of social media crisis. This shows, for success in this world of marketing BGFs need to effective and appropriate strategies for marking and a special team for dealing which the complains, comments, suggestions and social media errors in appropriate way to save the repute of organization and maintaining the trust (Jin, 2014).

The case studies of two of major BGFs ZARA and Heineken that do their advertisement on social media platforms while adopting various strategies and got success in international level. These firms have millions likes on their social media platform; which shows they have access to present their products to millions of people and motivate them for buying (Berthon, 2012). This is plus dimension of social media marketing it has capability to show their products to millions of people in few seconds that was not existing in traditional marketing. For this purpose, global firms firstly increase the likes of their platforms by giving various offers, and then engage their customers with different activities (Constantinides, 2014).

Social Media also provide platform to BGFs to get the feedback of their customers on their products, services and behaviors. It enables to find gaps in their working and does improvements accordingly. Social media also enable to BGFs to satisfy the customers by giving justification and compensation to maintain the relationship and trust level (Gallaughar, 2010).

The analysis shows that after meeting the maximum assumptions of marketing theory; social media marketing has many other dimensions. The strategies to achieve the same task are speedy and different in digital marketing. The threat and fears are also different. Both case studies showed that social media is essential platform for the marketing or communication purposes of BGFs. The strategies and efforts to utilize the social media platforms of a BGF are responsible their bright or dark future and their reputation among the customers.

6. Conclusion

Social media is community with fast growing population above the political boundaries. This community proved fruitful for the development and wide spread of business. With the support of such media small firms spread in faraway countries from their original countries and gave the concept of Born Global Firms. It also introduced new strategies of marketing and set new parameters for success. While seeing the importance both the social media and Born Global Firms, present study aimed to evaluate the communication strategies of BGFs on social media platform and find the gaps and give suggestions which will be beneficial for the BGFs. Two BGFs ZARA and Heineken were selected for studying the role in their success and present their strategies for utilizing social

media as communication platform.

The selected BGFs ZARA and Heineken utilize social media platforms (Facebook, Twitter, and Instagram etc.) and respond in appropriate way to their customers this was the one of main reason in their global recognition. These organizations generate accounts and pages on various social media platforms to engage social media community and do their advertisement. ZARA investments least capital on marketing as compare to all its competitors due to effective usage of social media with efficient strategies.

Born Global firms get maximum likes on their social media platforms by giving various offers (like Heineken campaign “One like One Balloon”). The BGFs make strategies to engage the customers (like picture competition of and sports oriented videos of Heineken). For advertisement they regularly update their new items and offers to motivate the customers. For strengthening the relationship and achieving the maximum level of trust they follow and respond to their suggestions and complain. They have special teams for doing all these activities and seeing the trends and demands of customers for future policies and manufactures.

6.1 Future Research Directions

This study also gives directions for further researches. 1) Researches are needed to see each platform of social media various strategies of born global firms. 2) While adopting the qualitative research methodology a research is needed in which strategies and techniques should be explored by conducted interviews of social media teams of various born global firms. 3) A comparative study can be conducted by selecting the global firms who gain success in previous decades and who fail to gain success and their social media strategies be studies in a specific time span and explore the role of social media.

6.2 Recommendations

The following sections deals with the suggestion for strengthen the marketing.

- 1- The engagement of customers with BGFs can be enhanced by generating special acting teams at local levels. These teams may make short clips on the basis of local interests, their culture, entertaining and creative which attract the customers to visit their pages regularly.
- 2- Local events information should be provided on sites with attaching charm with the information; this may prove fruitful for accounts and pages’ traffic.
- 3- Local level apps should be developed for easy access of customers to BGFs products and providing feedback.
- 4- The traffic and posting is more on Facebook pages is higher than other social media platforms. The BGFs marketing teams should do same posing on other social media platforms too.
- 5- The organization can make game apps, while playing games automatic advertisement of brands can be practiced. This way all users will frequently engage with the BGFs.

References

- Aka, D. O., Kehinde, O. J., & Ogunnaike, O. O. (2016). Relationship marketing and customer satisfaction: A conceptual perspective.
- Alderson, W. (1965). Dynamic marketing behavior: A functionalist theory of marketing. RD Irwin.
- Ashley, C., & Tuten, T. (2015). Creative strategies in social media marketing: An exploratory study of branded social content and consumer engagement. *Psychology & Marketing*, 32(1), 15-27.
- Austin-williams, 2017. “HEINEKEN, THE MOST SOCIAL BEER BRAND”
- Autio, E., Sapienza, H. J., & Almeida, J. G. (2000). Effects of age at entry, knowledge intensity, and imitability on international growth. *Academy of management journal*, 43(5), 909-924.
- Berthon, P. R., Pitt, L. F., Plangger, K., & Shapiro, D. (2012). Marketing meets Web 2.0, social media, and creative consumers: Implications for international marketing strategy. *Business horizons*, 55(3), 261-271.
- Berry, L. L., Conant, J. S., & Parasuraman, A. (1991). A framework for conducting a services marketing audit. *Journal of the Academy of Marketing Science*, 19(3), 255-268.
- Borowiak, A. (2015). A Comprehensive Framework for Analyzing Competitiveness in a Case Study on ZARA .
- Castronovo, C., & Huang, L. (2012). Social media in an alternative marketing communication model. *Journal of Marketing Development and Competitiveness*, 6(1), 117.
- Constantinides, E. (2014). Foundations of social media marketing. *Procedia-Social and behavioral sciences*, 148, 40-57.
- Cavusgil, S. T., & Knight, G. (2015). The born global firm: An entrepreneurial and capabilities perspective on early and rapid internationalization. *Journal of International Business Studies*, 46(1), 3-16.
- Cheney, G., & Munshi, D. (2017). Globalization and Global Village. *The International Encyclopedia of Intercultural Communication*.
- Drury, G. (2008). Opinion piece: Social media: Should marketers engage and how can it be done effectively?. *Journal of Direct, Data and Digital Marketing Practice*, 9(3), 274-277.

- Evans, M. (1989). Consumer behaviour towards fashion. *European Journal of Marketing*, 23(7), 7-16.
- Okazaki, S., & Taylor, C. R. (2013). Social media and international advertising: theoretical challenges and future directions. *International marketing review*, 30(1), 56-71.
- Gamboa, A. M., & Goncalves, H. M. (2014). Customer loyalty through social networks: Lessons from Zara on Facebook. *Business Horizons*, 57(6), 709-717.
- Gallaugh, J., & Ransbotham, S. (2010). Social media and customer dialog management at Starbucks. *MIS Quarterly Executive*, 9(4).
- Gabrielsson, M., Kirpalani, V. M., Dimitratos, P., Solberg, C. A., & Zucchella, A. (2008). Born globals: Propositions to help advance the theory. *International Business Review*, 17(4), 385-401.
- Groen, A., Cook, G., & Van der Sijde, P. (2015). *New technology-based firms in the new millennium*. Emerald Group Publishing.
- Grandori, A., & Soda, G. (1995). Inter-firm networks: antecedents, mechanisms and forms. *Organization studies*, 16(2), 183-214
- García-Lillo, F., Claver-Cortés, E., Marco-Lajara, B., & Úbeda-García, M. (2017). Mapping the Intellectual Structure of Research on 'Born Global' Firms and INVs: A Citation/Co-citation Analysis. *Management International Review*, 57(4), 631-652.
- Hanna, R., Rohm, A., & Crittenden, V. L. (2011). We're all connected: The power of the social media ecosystem. *Business horizons*, 54(3), 265-273.
- Hsu, L., & Lawrence, B. (2016). The role of social media and brand equity during a product recall crisis: A shareholder value perspective. *International journal of research in Marketing*, 33(1), 59-77.
- Hastings, G., & Saren, M. (2003). The critical contribution of social marketing: theory and application. *Marketing theory*, 3(3), 305-322.
- Inditex (2015) Inditex Annual Report 2015. A Coruña: Inditex S.A. p. 97.
- Jiang, C., Liang, K., Chen, H., & Ding, Y. (2014). Analyzing market performance via social media: a case study of a banking industry crisis. *Science China Information Sciences*, 57(5), 1-18.
- Jin, Y., Liu, B. F., & Austin, L. L. (2014). Examining the role of social media in effective crisis management: The effects of crisis origin, information form, and source on publics' crisis responses. *Communication research*, 41(1), 74-94.
- Kaplan, A. M., & Haenlein, M. (2011). Two hearts in three-quarter time: How to waltz the social media/viral marketing dance. *Business Horizons*, 54(3), 253-263.
- Kasemsap, K. (2015). The role of social media in international advertising. *Handbook of research on effective advertising strategies in the social media age*, 171-196.
- Kraus, S., Niemand, T., Angelsberger, M., Mas-Tur, A., & Roig-Tierno, N. (2017). Antecedents of International Opportunity Recognition in Born Global Firms. *Journal of Promotion Management*, 1-21
- Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (2011). Social media? Get serious! Understanding the functional building blocks of social media. *Business horizons*, 54(3), 241-251.
- Kim, A. J., & Ko, E. (2012). Do social media marketing activities enhance customer equity? An empirical study of luxury fashion brand. *Journal of Business Research*, 65(10), 1480-1486.
- Karimi, S., & Naghibi, H. S. (2015). Social media marketing (SMM) strategies for small to medium enterprises (SMEs). *International Journal of Information, Business and Management*, 7(4), 86.
- Kölking, L., van der Waal, G., & van Dalen, W. (2016). HEINEKEN ALL OVER. *Linked in*, 12 May, 2016. "How Heineken Uses Social Media – Case Study"
- Kumar, A., Bezawada, R., Rishika, R., Janakiraman, R., & Kannan, P. K. (2016). From social to sale: The effects of firm-generated content in social media on customer behavior. *Journal of Marketing*, 80(1), 7-25.
- Luostarinen, R., & Gabrielsson, M. (2006). Globalization and marketing strategies of born globals in SMOPECs. *Thunderbird International Business Review*, 48(6), 773-801.
- Mayrhofer, U., & Roederer, C. (2016). *Zara: The international success of fast-moving fashion*. HAL.
- Mangold, W. G., & Faulds, D. J. (2009). Social media: The new hybrid element of the promotion mix. *Business horizons*, 52(4), 357-365.
- Madsen, T. K., & Servais, P. (1997). The internationalization of born globals: an evolutionary process?. *International business review*, 6(6), 561-583.
- Morgan, R. M., & Hunt, S. D. (1994). The commitment-trust theory of relationship marketing. *The journal of marketing*, 20-38.
- Neti, S. (2011). Social media and its role in marketing. *International Journal of Enterprise Computing and Business Systems*, 1(2), 1-15.
- Oviatt, B. M., & McDougall, P. P. (2005). The internationalization of entrepreneurship. *Journal of International Business Studies*, 36(1), 2-8.
- Schlossberg, M., (2015). Zara has one key advantage over Gap and J. Crew.
- Scott, D. M. (2015). The new rules of marketing and PR: How to use social media, online video, mobile

- applications, blogs, news releases, and viral marketing to reach buyers directly. John Wiley & Sons.
- Seb Joseph, 12 Jun, 2015 on thedrum, "How Heineken's social data is putting the 'relationship' back in CRM"
- Shapiro, C. (1982). Consumer information, product quality, and seller reputation. *The Bell Journal of Economics*, 20-35.
- Singh, S., Sao, A., Nagare, T. B., & Dharmarajan, A. (2017). Role of Social Media Marketing In Brand Building: The New Age Marketing Strategy. *International Journal of Scientific Research*, 5 (9).
- Smith, J. A. (Ed.). (2015). *Qualitative psychology: A practical guide to research methods*. Sage.
- Tiago, M.T.P.M.B. and Verissimo, J.M.C., 2014. Digital marketing and social media: Why bother?. *Business Horizons*, 57(6), pp.703-708.
- Trusov, M., Bucklin, R. E., & Pauwels, K. (2009). Effects of word-of-mouth versus traditional marketing: findings from an internet social networking site. *Journal of marketing*, 73(5), 90-102.
- Tsimonis, G. and Dimitriadis, S., 2014. Brand strategies in social media. *Marketing Intelligence & Planning*, 32(3), pp.328-344.
- Tuten, T. L., & Solomon, M. R. (2017). *Social media marketing*. Sage.
- Tuten, T., & Mintu-Wimsatt, A. (2018). ADVANCING OUR UNDERSTANDING OF THE THEORY AND PRACTICE OF SOCIAL MEDIA MARKETING: INTRODUCTION TO THE SPECIAL ISSUE.
- Unmetric, 2017. "A deep dive into the social media habits and performance of Heineken"
- Wymer, W. (2017). Social marketing strategy and industry involvement. *Journal of Social Marketing*, 7(3).
- Weerawardena, J., Mort, G. S., Liesch, P. W., & Knight, G. (2007). Conceptualizing accelerated internationalization in the born global firm: A dynamic capabilities perspective. *Journal of world business*, 42(3), 294-306.
- Yadav, M., & Rahman, Z. (2017). Social media marketing: literature review and future research directions. *International Journal of Business Information Systems*, 25(2), 213-240.
- Yin, R. (1984). *case study research*. Beverly Hills.
- Zainal, Z. (2007). Case study as a research method. *Jurnal Kemanusiaan*, 9.
- Zaima, J. K., Turetsky, H. F., & Cochran, B. (2005). The MVA-EVA relationship: Separation of market driven versus firm driven effects. *Review of Accounting and Finance*, 4(1), 32-49.
- Zara Official Facebook, 2017
- Zara Official Instagram, 2017