

Using Social Media for Generating Trust - A Study of FMCG Brands

HARSHITA SINGH CHANDPURI
VANDANA AHUJAA

Abstract

This study elucidates data obtained from social media pages of 8 different FMCG brands and suggests how trust can be measured among the companies' customers and prospects. This is done by assessing the response of people through their likes, comments and reactions to the company's posts. It can determine whether followers and visitors to the company's page trust the brand or not with reference to the brands considered in this study. This study elucidates how 8 different companies in the FMCG sector have used social media sites such as Facebook and Twitter to promote their products and their brands. It reveals how FMCG brands are generating trust through active user engagement and brand promotion using Facebook and Twitter.

Keywords: *Generating Trust, Social Media Engagement, FMCG Brands*

Introduction

With the advancement of disruptive technologies and growth of social media platforms, the world has become much more connected. Since the last few years, social media has been growing in importance in terms of promoting brands and creating awareness. Companies today have realized the usefulness of social media as a tool for effective brand promotion. From creating insightful video ads on YouTube, promotional video ads on Facebook, reaching out to a large set of audiences using popular hashtags on Twitter and Instagram, wherever a consumer is, companies are there to promote themselves.

According to the business data platform, Statista.com, the number of social network users will rise by 480 million from 2019 to 2023. An article in Brand Equity (by the Economic Times) suggested that about 40% of consumption in the FMCG sector in India will be driven digitally, which could be roughly translated to \$45 billion by end of 2020. According to a report from BCG in 2015, the rapid adoption of the internet by people, rise in smart devices and growth in consumption of digital media is likely to lead to a transformational shift in the FMCG sector. Brands attract new audiences and maintain the loyalty of their existing audiences through engagement. Community involvement and engagement is essential when it comes to social media. The purpose of this report is to understand how FMCG brands can use social media to generate trust while engaging with consumers digitally.

Literature Review

Digital evolution and growth of digital technologies play an integral part in the world today. It would not be wrong to generalize the past few decades as the emergence of a digital economy (Krishnamoorthy and Sampath 2018) which is inclusive of the evolution of social media, mobile related technologies, analytical tools to understand buying behaviour and Internet of Things (IoT). These innovations have transformed the relationship between an organization and its stakeholders.

Social media plays a key role in our lives. People use social media for a variety of uses (Whiting and Williams 2013) and purposes. Today, it's essential for organizations to leverage the power of social media. Successful organizations need to have a sound understanding of the elements that impact the social media ecosystem (Hanna, Rohm and Crittenden 2011).

Organizations today, promote their products using social media as they understand that it performs multiple functions such as retaining the benefits of traditional marketing communication, helping firms in having a wider reach, facilitating open customer end communication, which is why it is considered as a hybrid element (Mangold and Faulds 2009) in the promotion mix and it is essential in product or service promotion strategy for all kinds of businesses.

The growing use of social media by individuals and organizations has given birth to many social media influencers who are able to shape audience behaviour by their perceived personality and the tools that they use (Freberg, et al. 2010). Organizations ride on these influencers to promote their products and brands to obtain favourable consumer behaviour. Consumer behaviour is different on different types of social media platforms; this is apparent from the user generated content on different social media platforms (Heinonen 2011).

Consumer behaviour is largely influenced by internet or online advertising by organizations. Research (Jaroliya and Jaroliya 2016) has been done to understand how consumers from different occupations (service or business) respond to the impact of internet advertising. It was found that different factors are important to different segments of customers.

Social media has become the central hub of targeted advertising which leads to enhancing the purchase intention of consumers (Dehghani and Tumer 2015).

Indian consumers perceive social media advertisements differently in different platforms such as Facebook, LinkedIn, YouTube and Twitter (Natarajan, et al. 2014) as each platform has its own distinct features and purposes.

Advertising on social media is not the only way to create a good relationship with customers. Engaging customers with the brand is equally important as it is easily measurable on social media using the CBE scale (Solem and Pedersen 2016). A brand with a high degree of positive Customer Brand Engagement is likely to be perceived well in the minds of the customers.

An organization that is able to engage well with its customers is likely to find success in its social media marketing strategies and therefore, have a high degree of brand loyalty. Social media marketing plays a vital role in impacting the brand loyalty of customers (Erdogmus and Cicek n.d.). It was observed that if a brand that is followed by a customer offers advantageous campaigns, relevant and popular content and appears on various platforms, then it can affect consumer brand loyalty in a favourable way for the company.

Trust is an inevitable part of ensuring brand loyalty of a consumer. If a consumer trusts a brand, only then the consumer will consider buying the product again from the same brand. Trust plays a vital role in framing the consumer perception of a brand. It is the consumer perception of a brand that determines brand equity. It is found that brand trust has a positive relationship with brand equity (Delgado and Munuera 2005).

In order to have a higher brand equity using social media, it is essential to understand the aspects that influence the building of brand trust in the minds of the consumer. Most of the elements of brand community positively influence brand trust, strengthen consumer-brand trust relationships and engagement with the consumer on social media platforms (Habibi, Laroche and Richard 2014). There are various examples of brands in different industry verticals such as apparel brands (Sharma, Alavi and Ahuja 2019) where there is a positive relationship between trust and number of posts, comments and reactions across all social media platforms taken into consideration. Similarly, airline brands such as Jet Airways (Ahuja and Alavi 2018) also depict that a high number of likes, posts and comments on a relational post on Facebook has a significant impact of trust generation of Jet Airways customers. Trust generation is also very critical in the tourism industry. There is evidence (Munar and Jacobsen 2013) of the degree of trust a tourism company generates among its followers and visitors based on its social media platforms and other information available about the company on the internet.

Trust also helps in building customer loyalty in the FMCG sector. Brand trust has a significantly positive effect on customer loyalty (Upamannyu, Maheshwari and Bhakuni n.d.). Trust is essential to be built in the minds of the consumer for companies in the FMCG sector as it governs the buying decision of a consumer. FMCG products get consumed quickly so it is essential to create trust in the customer's mind the first time the product is bought by them to ensure that the customer considers purchasing the product again. Consumers today are quite aware and consider a lot of parameters or criteria before making a purchase decision for an FMCG product (Verma and Rojhe 2018). Therefore, companies today need to be proactive and try to excel in all ways to be in the preference list of the consumer.

Marketing communications through brand promotion on social media and traditional media can be very useful in the FMCG industry which largely targets the masses. These products are the ones that consumers can't do without. Although both traditional and social media have their own advantages and disadvantages, while comparing the perceptions (Banerjee 2015) of FMCG companies and consumers, it is found that both find social media to be more useful as a tool of marketing communication.

As we all know, social media and the internet (with the emergence of ecommerce) have created a lot of awareness about online shopping for products. We come across numerous ads of different products online. Customers today are able to buy products online without having to step out of the house. There are many factors that influence online shopping experience of customers and there are many components and outcomes (Bhattacharya and Srivastava 2018).

Subsequently, more and more consumers are buying products online. This leads to more companies marketing their products online. Ranging from consumer durables to FMCG products, there is an increase in the trend of online marketing. Online marketing has impacted the consumer's decision making process for FMCG products (Goyal, Bagga and Bansal 2016). People obtain information online, process it, read consumer reviews and make comparisons before buying a product.

Other than online marketing, social media also provides an excellent platform to create consumer awareness (Oberer and Erkollar 2013) about a brand. Many FMCG companies are leveraging the benefits of using social media to generate awareness about their products and services. Other than generating awareness, power of social media is also being used for brand repositioning and establishing a brand image with an objective of developing relationships with consumers. Today, social media has become a tool of marketing communication by FMCG companies in India (Banerjee and BJ 2013). Marketing communication from the brands directly can be considered as an aspect of brand communication. Social media is a boon for brands as it can facilitate effective brand communication. It can be stated that in a way, social media brand communication has a positive direct impact on 4 CBBE (Consumer Based Brand Equity) dimensions of brand equity (Sadek, Elwy and Eldallal 2018) that include brand awareness, brand perceived quality, brand associations and brand trust.

To understand the impact of the brand and marketing communication on social media, it is essential to measure the results of a company's efforts on social media. Social Media Analytics plays a vital role to measure a firm's efforts and campaigns on social media. Many companies, with specific reference to the FMCG sector, use a variety of social media analytical tools (Banerjee and BJ 2017) to observe the effectiveness of marketing communications. Although social media has a lot of benefits for organizations and individuals, there is a drawback to its excessive usage. Social media also has its negative effects and its usage can create emotional imbalance (Jore, Mathur and Boghani 2020). Organizations should strike a balance between their traditional and social media marketing as both are equally important. Consumers avoid excessive addiction to social usage to avoid the effects of its harmful impact.

Research Objectives

1. To understand and value the use of social networking websites like Facebook and Twitter as platforms for generating trust amongst consumers.
The idea here is to understand how different engagement parameters such as post likes, comments, shares/ retweets and the total number of posts can be useful to understand which brand has a high degree of engagement and which brand needs to make some more effort in engaging people with their brand.
2. To understand how FMCG brands are leveraging social media as a platform for generating trust by brand promotion and engaging their followers through their posts and tweets. This can be found under the heading 'Engagement by brands on social media'. It includes the maximum number of page likes/followers, the posts with maximum likes, maximum shares/retweets of 8 FMCG brands covered in this study, considering Facebook and Twitter pages separately. It includes basic interesting facts that were observed during data collection that showcase how different brands have tried to engage with their audience.
3. To evaluate which brands are more successful than others in obtaining user trust and which brands need to increase or modify their social media marketing and content writing promotion strategies. Trust is determined by doing regression analysis in the data analysis section.

Research Methodology

Scope

The study includes data of 3 months i.e. from December 20, 2019 to March 20, 2020. It reveals how FMCG brands are generating trust through active user engagement and brand promotion using Facebook and Twitter. Facebook and Twitter pages of the following companies/brands have been analysed and the links of those pages are mentioned in the References section. The companies/brands are:

- i) Pond's
- ii) Lay's
- iii) Pantene India
- iv) Ariel India
- v) P & G
- vi) Maggi
- vii) Pepsi
- viii) Coca Cola

The method of data collection and research is Netnography, which in simple terms, means to observe social interaction through online platforms. In this case, the platforms used are Facebook and Twitter. These brands were chosen because they are popular and familiar among people in different households. The reason for choosing brands of different categories was to understand the trust generation in the FMCG industry in a better way.

Methodology of Data Collection and Analysis

Netnographic Research Method

Netnography is the process of data collection, analysis and representation in the context of digital communication, which is solely done through participant observation. The participant in this method is the data observer, data collector and analyser, and has a significant role to play in this research method (Kozinets 2015).

Netnography is a natural method and the key advantage in this method is that individuals reveal true information by observation.

In this research, data has been analysed by manual participant observation of the digital traces of interactions on social media networks such as Facebook and Twitter. In this case, the digital traces recorded are the page likes, page followers, post likes and positive reactions, sum total of how many posts were made in the past 3 months, how many comments and replies were made in those posts in the past 3 months and how many shares and retweets were made in the past 3 months of 8 FMCG brands. These digital traces were recorded to find out how they can be used to understand trust generation on social media by the 8 brands taken into consideration in this study. Trust is calculated using regression analysis of the digital traces that are collected.

Analysis of Data

Regression Model

Regression model has been adopted to analyse the data. It is useful to understand how the dependent and independent variables are linked with each other. This study has assumed that if a user trusts a brand, then only he would share about it with others across social media. R-squared value is the degree of change in the dependent variable because of change in the values of the independent variable.

- i) An R-squared value less than 0.3 depicts a negligible effect.
- ii) An R-squared value between 0.3 and 0.5 depicts a very mild effect.
- iii) An R-squared value between 0.5 and 0.7 depicts an effect that is considerably moderate.
- iv) An R-squared value more than 0.7 depicts significantly strong effect.

Analysing Trust Created through Facebook for all FMCG Brands

For Facebook, trust has been determined through the number of posts that are shared. It is considered as the dependent variable whereas numerical values of the total likes and reactions, posts and comments and replies are considered as variables that are independent in this multiple regression analysis.

Considering the sum total of number of post shares, number of likes and positive reactions obtained, posts made and comments received for all 8 FMCG brands, the overall value of R-squared is 0.949 and the adjusted value of R-squared is 0.911 which shows a very strong relationship of trust (through the sum total of shares) and sum total of likes and positive reactions, comments and replies and the number of posts that were made in the 3-month period under study (December 20, 2019-March 20, 2020).

Analysing Trust Created through Twitter for all FMCG Brands

For Twitter, trust has been determined through the number of posts that are shared by retweeting. It is considered as a dependent variable whereas numerical values of the total favourites, tweets, comments and replies are considered as variables that are independent in this multiple regression analysis.

Considering the sum totals of number of retweets, number of favourites, number of tweets and number of comments and replies for all 8 FMCG brands, the overall value of R-squared is 1 and the adjusted value of R-squared is 0.999, which shows a very strong relationship of trust (through sum total of retweets), sum total of favourites, comments and replies and how many posts were made in the 3-month period under study (December 20, 2019-March 20, 2020).

Table 1: Overall regression values of all brands across Facebook and Twitter

| Variables considered and regression values | FACEBOOK | TWITTER |
|--|----------|---------|
| Adjusted R-square value | 0.911 | 0.999 |
| R-square value | 0.949 | 1 |

Brand-wise Regression Model for Facebook and Twitter

1. Pond's

Table 2: Variables considered and regression values of Pond's across Facebook and Twitter

| Variables considered and regression values | FACEBOOK | TWITTER |
|---|----------|---------|
| Sum total of posts | 68 | 21 |
| Sum total of likes, favourites and positive reactions | 1456 | 94 |
| Sum total of comments and replies | 201 | 18 |
| Sum total of shares or retweets | 45 | 9 |
| Adjusted R-square value | 0.198 | -0.013 |
| R-square value | 0.222 | 0.088 |

As far as Pond's Facebook page is concerned, regression analysis was conducted and it was found that the R-square value is 0.222 and the adjusted R-square value is 0.198 which means that there exists a negligible relationship between numerical values of post shares that are assumed to indicate trust and numerical values of posts, likes and positive reactions and comments and replies. Similarly for Pond's Twitter page, there exists no relationship between the number of retweets that are assumed to indicate trust and the numerical values of tweets, favourites and comments and replies as the adjusted R-square value is negative i.e. -0.13 and the R-square value is 0.088.

2. Pond's

Table 3: Variables considered and regression values of Lay's across Facebook and Twitter

| Variables considered and regression values | FACEBOOK | TWITTER |
|---|----------|---------|
| Sum total of posts | 28 | 51 |
| Sum total of likes, favourites and positive reactions | 16449 | 15700 |
| Sum total of comments and replies | 11401 | 17747 |
| Sum total of shares or retweets | 3823 | 4040 |
| Adjusted R-square value | 0.823 | 0.951 |
| R-square value | 0.836 | 0.953 |

As far as Lay's Facebook page is concerned, regression analysis was conducted and it was found that the R-square value is 0.836 and the adjusted R-square value is 0.823 which means that there exists a strong relationship between numerical values of post shares that are assumed to indicate trust and numerical values of posts, likes and positive reactions and comments and replies. Similarly, for Lay's Twitter page, there exists a strong relationship between the number of retweets that are assumed to indicate trust and the numerical values of tweets, favourites and comments and replies as the adjusted R-square value is 0.951 and the R-square value is 0.953.

3. Pantene India

Table 4: Variables considered and regression values of Pantene India across Facebook and Twitter

| Variables considered and regression values | FACEBOOK | TWITTER |
|---|----------|---------------------|
| Sum total of posts | 25 | 26 |
| Sum total of likes, favourites and positive reactions | 185 | 10 |
| Sum total of comments and replies | 2 | 0 |
| Sum total of shares or retweets | 4 | 0 |
| Adjusted R-square value | -0.003 | Can't be determined |
| R-square value | 0.080 | Can't be determined |

As far as Pantene India's Facebook page is concerned, regression analysis was conducted and it was found that the R-square value is 0.080 and the adjusted R-square value is -0.003 which means that there exists a negligible relationship between numerical values of post shares that are assumed to indicate trust and numerical values of posts, likes and positive reactions and comments and replies. For Pantene India's Twitter page, the regression values cannot be determined as the dependent variable (retweets) is zero.

4. Ariel India

Table 5: Variables considered and regression values of Ariel India across Facebook and Twitter

| Variables considered and regression values | FACEBOOK | TWITTER |
|---|----------|---------|
| Sum total of posts | 14 | 13 |
| Sum total of likes, favourites and positive reactions | 62976 | 161 |
| Sum total of comments and replies | 632 | 6 |
| Sum total of shares or retweets | 4984 | 43 |
| Adjusted R-square value | 0.934 | 0.999 |
| R-square value | 0.944 | 1 |

As far as Ariel India's Facebook page is concerned, regression analysis was conducted and it was found that the R-square value is 0.944 and the adjusted R-square value is 0.934 which means that there exists a strong relationship between numerical values of post shares that are assumed to indicate trust and numerical values of posts, likes and positive reactions and comments and replies. Similarly, for Ariel India's Twitter page, there exists a strong relationship between the number of retweets that are assumed to indicate trust and the numerical values of tweets, favourites and comments and replies as the adjusted R-square value is 0.999 and the R-square value is 1.

5. P & G

Table 6: Variables considered and regression values of P & G across Facebook and Twitter

| Variables considered and regression values | FACEBOOK | TWITTER |
|---|----------|---------|
| Sum total of posts | 41 | 195 |
| Sum total of likes, favourites and positive reactions | 6069 | 3757 |
| Sum total of comments and replies | 439 | 228 |
| Sum total of shares or retweets | 954 | 966 |
| Adjusted R-square value | 0.535 | 0.481 |
| R-square value | 0.558 | 0.487 |

As far as P & G's Facebook page is concerned, regression analysis was conducted and it was found that the R-square value is 0.558 and the adjusted R-square value is 0.535 which means that there exists a moderate relationship between numerical values of post shares that are assumed to indicate trust and numerical values of posts, likes and positive reactions and comments and replies. For P & G's Twitter page, there exists a slightly weak relationship between the number of retweets that are assumed to indicate trust and the numerical values of tweets, favourites and comments and replies as the adjusted R-square value is 0.481 and the R-square value is 0.487.

6. Maggi

Table 7: Variables considered and regression values of Maggi across Facebook and Twitter

| Variables considered and regression values | FACEBOOK | TWITTER |
|---|----------|---------------------|
| Sum total of posts | 7 | 1 |
| Sum total of likes, favourites and positive reactions | 521 | 12 |
| Sum total of comments and replies | 97 | 4 |
| Sum total of shares or retweets | 52 | 1 |
| Adjusted R-square value | -0.462 | Can't be determined |
| R-square value | 0.025 | Can't be determined |

As far as Maggi's Facebook page is concerned, regression analysis was conducted and it was found that the R-square value is 0.025 and the adjusted R-square value is -0.462 which means that there exists a negligible relationship between numerical values of post shares that are assumed to indicate trust and numerical values of posts, likes and positive reactions and comments and replies. For Maggi's Twitter page, the regression values cannot be determined as the number of tweets is being treated as a constant by SPSS.

7. Pepsi

Table 8: Variables considered and regression values of Pepsi across Facebook and Twitter

| Variables considered and regression values | FACEBOOK | TWITTER |
|---|----------|---------|
| Sum total of posts | 9 | 110 |
| Sum total of likes, favourites and positive reactions | 50558 | 91101 |
| Sum total of comments and replies | 492 | 19058 |
| Sum total of shares or retweets | 721 | 18166 |
| Adjusted R-square value | 1 | 0.961 |
| R-square value | 1 | 0.962 |

As far as Pepsi's Facebook page is concerned, regression analysis was conducted and it was found that the R-square value is 1 and the adjusted R-square value is 1 which means that there exists a strong relationship between numerical values of post shares that are assumed to indicate trust and numerical values of posts, likes and positive reactions and comments and replies. Similarly, for Pepsi's Twitter page, there exists a strong relationship between the number of retweets that are assumed to indicate trust and the numerical values of tweets, favourites and comments and replies as the adjusted R-square value is 0.961 and the R-square value is 0.962.

8. Coca Cola

Table 9: Variables considered and regression values of Coca Cola across Facebook and Twitter

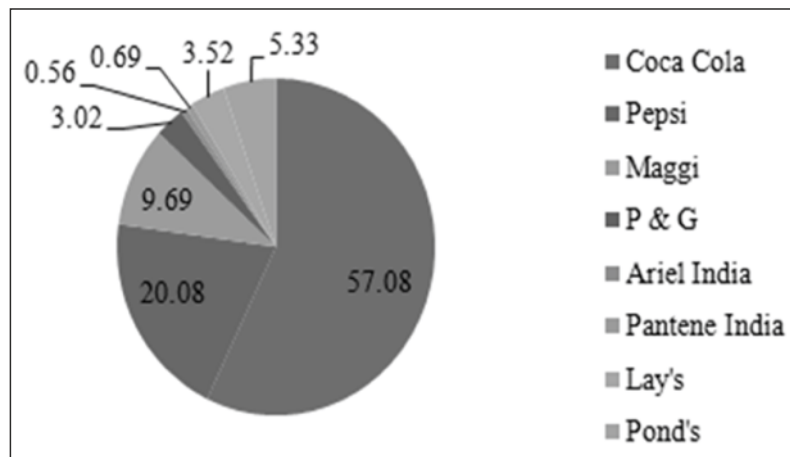
| Variables considered and regression values | FACEBOOK | TWITTER |
|---|----------|---------|
| Sum total of posts | 23 | 44 |
| Sum total of likes, favourites and positive reactions | 275921 | 15838 |
| Sum total of comments and replies | 2551 | 1735 |
| Sum total of shares or retweets | 12871 | 2744 |
| Adjusted R-square value | 0.884 | 0.655 |
| R-square value | 0.895 | 0.672 |

As far as Coca Cola's Facebook page is concerned, regression analysis was conducted and it was found that the R-square value is 0.895 and the adjusted R-square value is 0.884 which means that there exists a strong relationship between numerical values of post shares that are assumed to indicate trust and numerical values of posts, likes and positive reactions and comments and replies. For Coca Cola's Twitter page, there exists a moderate relationship between the number of retweets that are assumed to indicate trust and the numerical values of tweets, favourites and comments and replies as the adjusted R-square value is 0.655 and the R-square value is 0.672.

Engagement by Brands on Social Media

Brand with maximum page likes on Facebook

Fig 1: Percentage of Page likes on FB



Coca Cola has the maximum number of page likes (about 106,874,888) on its Facebook page.

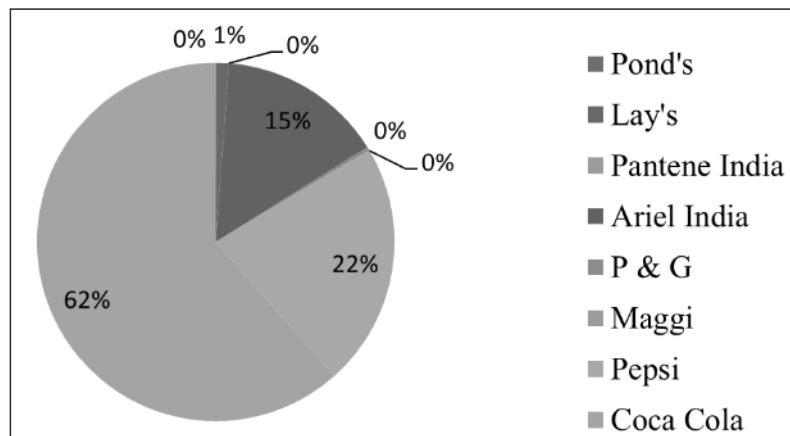
Brand with maximum likes on a Facebook post

Fig 2: Post with maximum likes on Facebook



Coca Cola got the maximum likes (about 140,000) on the above Facebook post on December 24, 2019.

Fig 3: Maximum Likes on a Facebook post



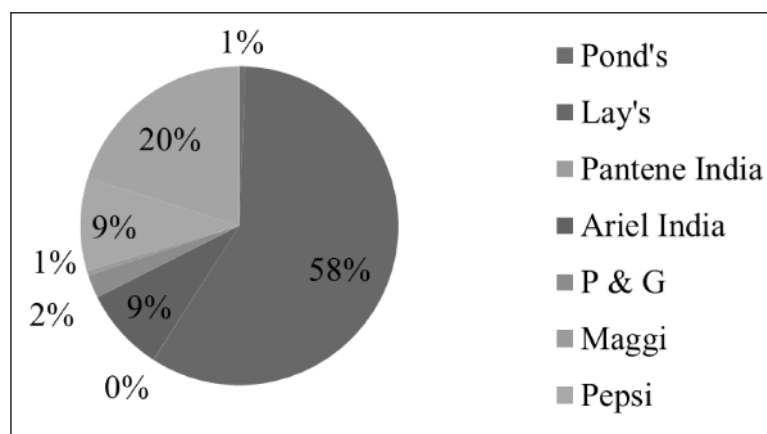
Brand with maximum comments on a Facebook post

Fig 4: Post with maximum comments on Facebook



In the post dated February 6, 2020, Lay's had the maximum number of comments (about 2,900) on its post.

Fig 5: Maximum Comments & replies on a Facebook post



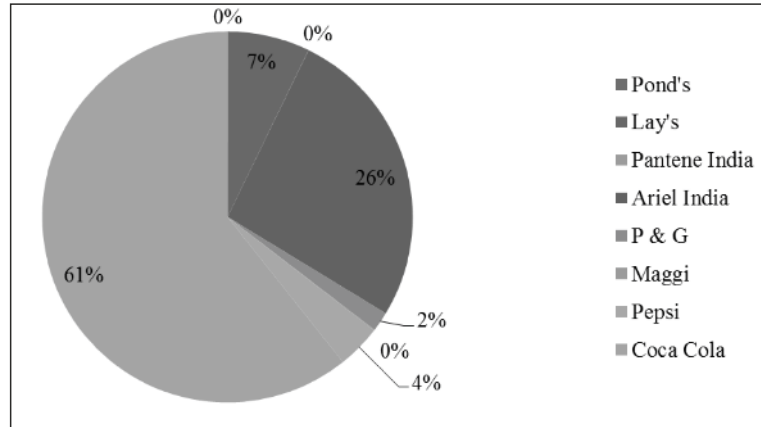
Brand with maximum number of shares in a Facebook post

Fig 6: Post with maximum shares on Facebook



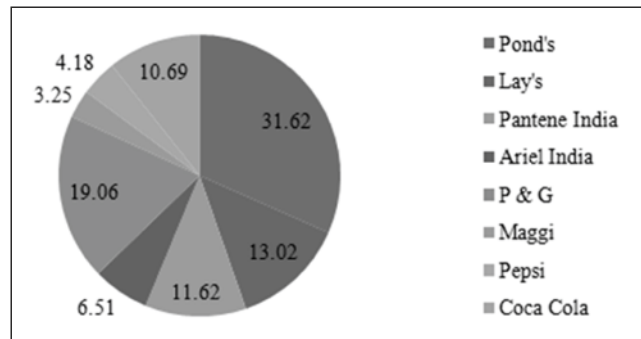
Coca Cola got the maximum number of shares (about 11,000) on its Happy New Year post on December 30, 2019.

Fig 7: Maximum shares on a Facebook post



Brand with maximum number of Facebook posts

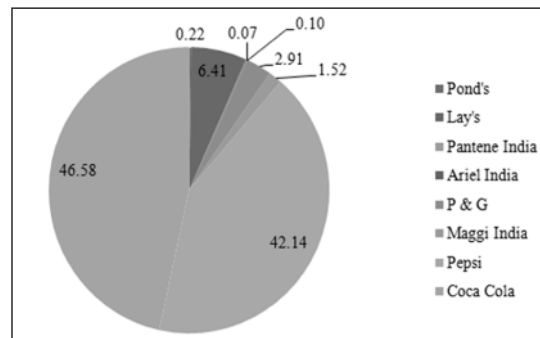
Fig 8: Chart showing percentage of Facebook posts by different brands



Pond's has the highest number of page posts in the 3-month period under study.

Brand with maximum number of Twitter followers

Fig 9: Chart showing percentage of Twitter followers by different brands



Coca Cola has the highest number of Twitter followers (about 33,40,529) amongst all other brands.

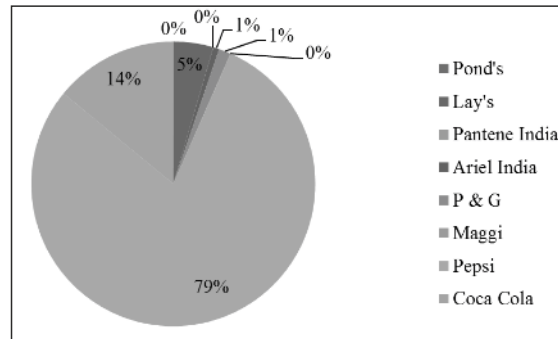
Brand with maximum favourites on a Twitter post

Fig 10: Post with maximum Twitter favourites



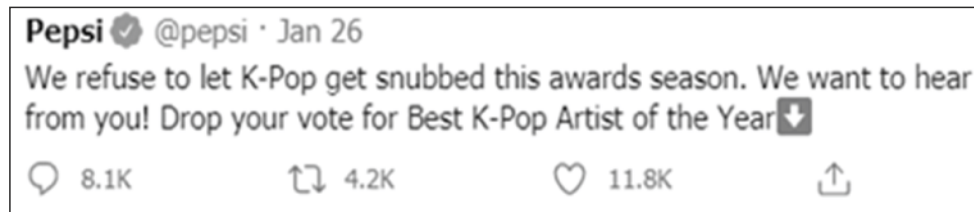
Pepsi got the maximum favourites (about 17,500) on the above Twitter post on January 23, 2020.

Fig 11: Maximum favourites on a Twitter post



Brand with maximum number of comments and retweets on a Twitter post

Fig.12: Post with maximum comments and retweets on Twitter



Pepsi's post has the maximum number of comments (about 8,100) and retweets (about 4,200) on its Twitter post on January 26, 2020.

Fig. 13:Maximum percentage of comments on a Twitter post

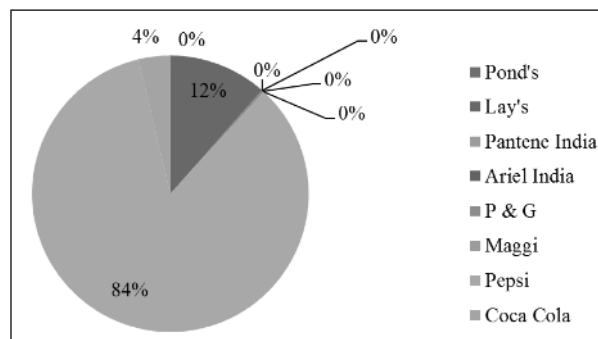
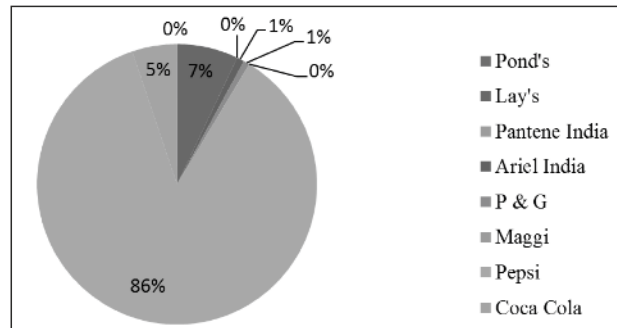
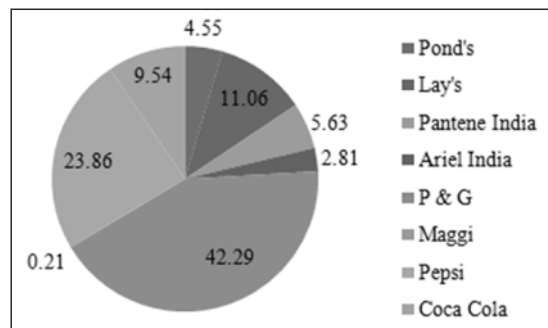


Fig. 14: Maximum percentage of retweets in a Twitter post



Brand with maximum number of Twitter posts

Fig.15: Percentage of Twitter posts



P & G has the maximum number of posts (about 195) on its Twitter page.

Findings

After analysing the data, the following are the findings in brief:

1. Pond's needs to redefine its social media strategy as its regression analysis suggests a very low effect on its R squared value.
2. Lay's has a strong relation between the numerical values of likes, comments and posts and level of trust created by the brand.
3. Pantene India needs to focus on increasing engagements by adapting to different ways of content writing and promotion.
4. Ariel India has a strong relationship between the number of post shares that are assumed to indicate trust among consumers and the numerical values of posts, likes and positive reactions and comments and replies for both Facebook and Twitter pages.
5. P & G has a moderate relationship between the number of post shares that are assumed to indicate trust among consumers and numerical values of posts, likes and positive reactions and comments and replies for its Facebook Page, but for its Twitter page, there is a weak relationship.
6. Maggi's Facebook page has no relationship of trust among consumers with numerical values of posts, likes and positive reactions and comments and replies. The regression values for Twitter could not be determined.
7. Pepsi has a strong relationship of trust among consumers with numerical values of posts, likes and positive reactions and comments and replies for both Facebook and Twitter pages.
8. Coca Cola has a strong relationship of trust among consumers with numerical values of posts, likes and positive reactions and comments and replies.
9. Coca Cola has the maximum number of page likes (about 106,874,888) on its Facebook page.
10. Coca Cola got the maximum likes (about 140,000) on its Facebook post on December 24, 2019.

11. In the post dated February 6, 2020, Lay's had the maximum number of comments (about 2,900) on its Facebook post.
12. Coca Cola got the maximum number of shares (about 11,000) on its Happy New Year post on December 30, 2019 on its Facebook Page.
13. Pond's has the highest number of Facebook page posts in the 3-month period under study.
14. Coca Cola has the highest number of Twitter followers (about 3340,529) amongst all other brands.
15. Pepsi got the maximum favourites (about 17,500) on the Twitter post on January 23, 2020 (see Fig.10).
16. Pepsi's post has the maximum number of comments (about 8,100) and retweets (about 4,200) on its Twitter post on January 26, 2020.
17. P & G has the maximum number of posts in the 3-month period under study (about 195) on its Twitter page.

Managerial Implications

This study emphasizes on the concept of consumer brand engagement by using the power of social media to reach out to customers in different parts of the world. Managers should endeavour to bridge the gap between the customer and the brand by coming up with interesting and engaging social media strategies such as asking questions, trying to generate interest by creating curiosity, posting about relevant topics that are trending in the world, etc. This study is useful for brands to understand where they stand in terms of being able to create engagement online. Companies need to focus on how they can design great experiences by posting engaging insights that people get through testimonials of people sharing their incredible stories while using the brand. Companies should launch campaigns on social media that can create engagement through storytelling. Brands should reach out to customers online by trying to position themselves as a suggested page to followers of rival brands. The key focus here is to create an engaging visibility of the brand using social media so that consumers can recall the brand and its virtual engagement while making a purchase decision. Marketers may find this study useful as it reiterates how essential it is to have an engaging social media strategy as a part of the marketing plan of a company. As mentioned in the introduction, about 40% (which could be roughly translated to \$45 billion) of consumption in FMCG sector in India will be driven digitally by the end of 2020 and therefore, brands must not miss out on leveraging social media as an efficient consumer engagement opportunity.

Applicability and Generalizability

Success of a brand depends on how well it connects with its consumer base. Social media has given FMCG companies a tool to reach diverse geographical locations at a fast pace. Online connectivity and engagement will allow organizations to form loyal customer groups. This will have large scale implications on world economies because of superior communication and engagement levels. Social media is going through rapid adoption as the democratization of information is giving consumers more access to information. This has given rise to a social media platform economy. As traditional advertising models are getting disrupted and new virtual ecosystems have emerged, these ecosystems are defining the future of marketing spends. As organizations move towards optimum utilisation of marketing resources, social media is emerging as a low cost option with humungous reach. This is giving rise to new digital business models that have distinct monetization like 99 acres, Amazon, Flipkart, Bigbasket, Grofers, PayTm, PhonePe, etc. This will have wide ranging implications across global economies in the future.

Conclusions and Recommendations

It can be concluded that brands that have the highest number of posts do not necessarily have high level of engagements and the trust level may not necessarily depend on the number of posts. For example, Pond's has the highest number of Facebook posts, but it doesn't have a proportionate number of likes, shares and comments. Therefore, the level of trust is low as per the regression analysis. Similarly, P & G also has the highest numerical value of Twitter posts, but the level of engagements and the relationship of retweets with favourites, comments and number of tweets is not very strong based on the regression analysis. Pantene India needs to modify its marketing strategy in order to stay in competition with other haircare brands. The company could come up with some interesting blogs on haircare and also indirectly try to promote its products. Maggi is a popular brand offline, but it needs to be more frequent in posting about its products and engage users on social media. Pepsi and Coca Cola are highly active in engagement on social media. The regression values for both brands on Facebook and Twitter suggest a strong relationship between trust of consumers and likes, comments and number of posts.

Limitations

The authors cannot comment on the paid campaigns undertaken by these brands to promote their posts based on data collected for this study.

The period of study (3 months - December 20, 2019 to March 20, 2020) is short. In future, research can be done for a longer time period for a more accurate analysis as the sample of posts observed would increase.

Social media analytics tools have not been used to collect data. Effective competitor benchmarking and appropriate time of scheduling a post can be determined in future and how timing of the post affects engagement of a brand with the customer. This study has considered only 8 brands. To get a better overview of understanding trust generation using social media in the FMCG sector, more brands can be taken into consideration in the future.

Scope of Future Research

1. This research considers data for 3 months (December 20, 2019 to March 20, 2020). To get better results, research can be done for a longer time period.
2. In future, there can be research which includes paid campaigns, other factors which affect the number of shares, likes, number of followers and number of campaigns run by a brand.
3. Other measures, such as peer review, feedback, experience with the brand must also be considered in future.
4. More brands can be taken into consideration in the future.
5. Social media analytics tools can be used to collect data.

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Harshita Singh Chandpuri is an MBA graduate from Amity Business School. She has interned at QwikDealz and EY. She is currently pursuing a temporary internship at Me Green India where she is the Team Lead Intern for the social media team of Facebook and Twitter and has also worked on creating and curating content. She has done online certifications from Wharton Online and Google related to Digital Marketing. As a hobby, she likes playing Chess and has received medals for the same. She can be reached at harshitasworld@gmail.com

Vandana Ahuja is Professor of Marketing at Amity Business School, Amity University, Uttar Pradesh. She has over 21 years of experience and is the author of a book on Digital Marketing published by Oxford University Press. She is a proud recipient of the ILDC-AMP Women Excellence Award for Management Teaching. She has conducted several management development programs for several corporates and is an avid researcher. She has published many manuscripts in international and national journals and serves on the editorial review and advisory board of several international research journals. She has organised several international conferences, doctoral research conclaves and research symposia. She can be reached at vahuja@amity.edu