

The literature review and content analysis in the previous sections provide evidence that while some businesses are obtaining experience a positive impacts and impact on business performance from using the use of social media, some are others do not. This section explores the potential theories that can help to may explain the differences in variety of outcomes, and benefits and business performance currently experienced by different companies or possible, including the cases covered in the previous section. By analyzing the cases that succeed and fail of success in social media advertising in Table 1 and failure in such advertising in Table 2, we observe that the main themes and reasoning behind them fall into conclude there are three main categories of themes for the differing outcomes experienced: institutional factors, transaction cost factors, and the symbols attached by the company attached to the social media or Facebook and/or the symbols the consumer attached to the brand associates with a brand's page.

Institutional issues

As observed from the successful cases (in Table 1), the attitudes of the these companies' management towards the toward social media are positive. For instance, the Kia Motors America has successfully increased their customer awareness awareness and engagement for with the brand because the company it has a proper social media strategy in place and they implement it that is implemented consistently with diligence and perseverance. They consider The firm places a priority on providing value to the brand brand's online community as something important. Similarly, in the case of AT&T, the company allocates a lot has committed heavily in terms of human resources to manage the its social media fan page in order to ensure that it is able to provide good customer care.

In contrast, companies that fail in their social media efforts show a lack of care for the customers' concerns (see Odeon, ODEON in Table 2), constraining the restrain customers' interactions on the fan page (Walmart, WalMart in Table 2), having have no proper social management plan to manage social media and engage with their customer customers (Netflix, Goldman Sachs and Tesla Motors, in Table 2), and having have no have a clear business goals and selecting/or select the wrong metric to measure the effects of social media effects like the case of (General Motors in Table 2) (Garcia, 2012 #1469). This occurs Such issues can occur if they are a company is not leading or do does not know how to properly lead the a social media project in the right way. This usually can happen if they are happens when companies merely following follow the success footprint of others.

The above situations resulting from failed social media campaigns can be explained using the institutional theory. According to institutional This theory, “firm refers to a situation in which “a firm’s behavior is compliant, habitual, unreflective, and socially defined” (Oliver, 1997 #728}, p. 699). Some institutionalized activities may have no obvious economic ~~purposes~~purpose (Oliver, 1997 #728}. Instead of making consistent rational ~~decision all the time~~decisions, “institutional theorists argue that many activities in firms ~~....~~are so taken for granted or so strongly endorsed by the firm’s prevailing culture or power structure that decision-makers no longer even question the appropriateness” (Oliver, 1997 #728}, p. 700). The basic premise of institutional theory ~~is that~~upholds “firms’ tendencies toward conformity with predominant norms, traditions, and social influences in their internal and external environments” (Oliver, 1997 #728}, p. 700). Thus, companies that initiate ~~the~~a social media strategy for the wrong purpose will be unlikely to succeed in ~~realizing a good~~boosting business performance ~~from it,~~ (see General Motors in Table 2-).

Transaction costs

Investing in a social media strategy requires human resources ~~allocated~~who are dedicated to the management of the ~~brand~~brand’s page. ~~This would~~The responsibilities of such individuals include ~~resources to design~~ designing the ~~outlook~~image and content of the contents of the brand-page, to ~~respond~~responding to complaints and comments from consumers and business leads, ~~to~~to frequently ~~provide~~providing updates, and ~~to post~~posting interesting messages ~~to~~for the ~~brand-page~~page’s fans ~~in order to~~ maintain a certain level of engagement and a relationship with ~~its audiences~~the target audience (Barizi Web Solutions, 2011 #1453}, e.g., (see AT&T in Table 1-). Although the human resource requirements and necessary high frequency of interactions with consumers on the ~~brand~~brand’s page increase ~~businesses~~ transaction costs, ~~it provides a lot of~~these measures provide many benefits. ~~The benefits include~~ such as better brand awareness (American Express, ~~in Table 1),~~ brand affinity (Diageo, ~~in Table 1),~~ brand bonding (see AT&T), and ~~an increase in customers’ demands~~increased demand and sales volume (see Lacoste and Adidas, ~~in Table 1).~~Adidas).

In ~~overall~~short, companies such ~~Adidas as~~ Adidas, American Express, and Lacoste {Keath, 2012 #1437} perceive ~~that~~ social media advertising as ~~a success~~successful because the transaction costs involved in managing ~~this project~~ it are sufficiently low ~~enough~~ and because it generates a positive ROI, sales ~~revenues~~revenue, and a better brand awareness ~~to the businesses.~~ This ~~situation~~ can be explained by the transaction costs theory or transaction cost economics (TCE), which states that firms are profit-

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maximizing and ~~this involves~~ therefore seek cost minimization {Williamson, 1985 #548}. The essence of TCE, i.e. rational economics reason is that transactions or exchanges conducted in firms/organizations are arranged in such a way that they minimize transaction costs. ~~The occurrence and the~~ amount of a transaction cost depends on three characteristics inherent to the transaction. ~~They are:~~ asset specificity, frequency, and uncertainty {Williamson, 1985 #548}. Thus, companies that obtain more profits and incur lower transaction costs from ~~the~~ their social media activities will have better business performance.

Symbolic interactionism

From the analysis of failed cases of social media advertising ~~failed cases above~~ (in Table 2), there are certain negative symbols ~~and/or meaning that the consumer/~~ impressions consumers attach to the brand ~~page~~ pages of companies such as Tesla Motors—~~their~~ “Their official Facebook page is not exciting”~~,”~~ and Netflix—“[They have] angry customers”. On the other hand, ~~from~~ in the ~~success~~ successful cases, ~~there~~ companies are able to create a positive symbols ~~that a company attaches to~~ the symbol/impression through their Facebook page (see Table 1), such as American