Role of Social Media in B2B Brand Development: A Study from the Perspectives of the RMG Industry of Bangladesh

Surajit Sarbabidya*

Social media has redefined the ways through which brand was developed earlier. Now-a-days repeat and integrated use of social media including blogging, micro-blogging, photo-sharing, video-sharing and social networking sites have been very useful in creating a favorable and long-lasting branding image of the organizations.It is also now a common online media strategy in the leading firms of various industries. From this perspective the current study is an attempt to examine the role of social media in B2B brand development with special reference to Ready Made Garments (RMG) industry of Bangladesh. The current study is the embodiment of both primary and secondary data collection and their analyses in which, the secondary data have been collected from the recently published research findings and the primary data have been collected during the month of October 1, 2019 to November 30, 2019 from the sample size of125 respondents including IT officials and merchandisers of 10 RMG factories in Bangladesh using judgment sampling method through a structured and self-administered questionnaire based extensive survey. The current study found four components which enable social media based business-to-business (B2B) brand development for the RMG factories in Bangladesh through increased employee and customer awareness and engagement via content creation and sharing, viral marketing, user generated content, integrated marketing campaigns via photo sharing, video sharing and document sharing sites, etc.; customized and personalized services through two-way interactive and facilitative communication via live chat; enhanced relationships with the customers; electronic word of mouth (eWOM), channel integration and above all technological, socio-cultural, ethical, political & legal and environmental compliance. Thus, social media can be considered to enable holistic marketing to ensure B2B brand development by the Bangladeshi RMG industry in general and respective RMG factories in particular.

Field of Study: Branding and Digital Marketing

Keywords: Social Media, B2B, Brand Development, RMG industry

1. Introduction

The revolutionary growth of social media has brought significant change in the B2B context. By developing separate channel as new ways of communication, social media has become increasingly important to the B2B firms over the last few years (Enders et al., 2008; Järvinen et al., 2013; Kho, 2008; Leek and Christodoulides, 2011; Mangold

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* Dr. Surajit Sarbabidya, Professor, Department of Business Administration, School of Business, Britannia University, Comilla, Bangladesh. Email: surajitsarbabidya@gmail.com

and Faulds, 2009; Michaelidou et al., 2011; Sharma, 2002; Swidan and Hassaballah, 2013; Trusov et al., 2009). It is because social media can be seen as a tool offering companies real opportunities to get closer to customers (Baird and Parasnis, 2011), and engage them (Greenberg, 2010), and through that, access relationship performance outcomes (Trainor et al., 2014).Social media is a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content or, UGC (Kaplan and Haenlein, 2010). It is a tool or service that uses the Internet to facilitate conversations (Lamb et al., 2015).Social media platforms are categorized into four groups – blogs (e.g., WordPress), online communities (e.g., Flickr, YouTube, SlideShare), microblogs (e.g., Twitter) and social networks such as Facebook, Instagram, YouTube, LinkedIn, etc. (Broekemier et al., 2015; Huotari et al., 2015; Jansen et al., 2009; Rheingold, 2000; Singh et al., 2008; Valos et al., 2015; Weinberg and Pehlivan, 2011). Social media is useful for raising brand awareness (Li, 2011; Smith and Zook, 2011), and there is empirical evidence that B2B companies use social media to increase awareness of their brand, or to communicate their brand online (Michaelidoubet al, 2011; Jussilaetal,2014) and to manage their reputation (McCarthy et al., 2014; Rokka et al., 2014). This is consistent with the significance of image and reputation for B2B companies (Bendixen et al., 2004; Glynn, 2012; Kotler and Pfoertsch, 2006). Michaelidou et al. (2011) identified four key objectives for B2B social media activities: attract new customers, cultivate relationships, increase brand awareness and communicate the brand online. However, the use of social media by B2B companies is still evolving (Bodnar and Cohen, 2012; Curtis and Giamanco, 2010) and so the adoption of this new technology in the B2B sector is still in its infancy (Michaelidou et al., 2011; Rapp et al., 2013; Keinänen and Kuivalainen, 2015).

Despite some limitations of using social mediain B2B context, prior research has shown that social media can be used effectively and efficiently in B2B marketing activities (Moore et al., 2013) where the researchers have emphasized the importance of social media for branding B2B companies (Shih, 2009; Van den Bulte and Wuyts, 2007). Researchers have identified innovative B2B marketers that have established a company presence on social media and many of these companies plan to invest further in social media usage (Michaelidou et al., 2011; Veldman et al., 2015) because these platforms, specifically social networks, such as Facebook and LinkedIn, are regarded as important investments for ensuring the firm's survival (Copp and Ivy, 2001; Pitt et al., 2006). Thus, it appears that B2B marketers are beginning to realize the value of social media (Swani et al., 2013) and to use these channels to support their marketing strategies (Brennan and Croft, 2012).

Commencing the journey in the 1980s, today the 'Ready-Made Garments (RMG)' is the leading industry of Bangladesh. From 384 factories with 0.12 million of workers and USD 31.57 million export i.e., 3.89 percent of total export of the country in the year 1984-85 this industry, the industry has reached to 4560 factories having 4.00 million of workers, USD 30614.76 million export i.e., 83.49 percent of total export of the country in the year

2017-18 (Source: Export Promotion Bureau, Compiled by BGMEA cited in the BGMEA website, 2018). Majority buyers of this industry are from the Australia, EU, Britain, US, and other North American countries. The representatives of these buyers mostly rely on internet enabled media like social network like Facebook, YouTube, etc., for searching content page of the prospective RMG factory with good portfolio, video calling and instant messaging to the merchandising team members whose contact numbers are given over those pages. As a result, the RMG factories should start using social networks for strong online presence as well as reach to these distant customer groups. Some RMG factories in Bangladesh like Brandix, HKD International, JMS Garments, NASSA GROUP, Kenpark, Regency, Univogue, Youngone Corporation, etc., have already launched social media marketing campaigns for building their corporate brand image and reputation. Therefore, social media presence and campaigns can help in brand development for the RMG industry of Bangladesh with the support a range of social activities, including blogging, micro-blogging, photo-sharing, social networking, and video sharing (Centeno et al., 2009). Social media is such online branding platform that can affect, or be affected by the RMG customers while helping the latter with personalized and customized services like sample development, pattern making, real time production and delivery progress updates, etc. The analysis and implementation of the social media may be effective for the RMG factories in gaining competitive advantages by coping with such trends. This research study seems to be fruitful to investigate and explore how and why social media is used in B2B brand development from the perspective of the RMG industry in Bangladesh. The present study, in this regard, is the result of motivation to identify the role of social media because of which RMG industry of Bangladesh may enjoy the advantages of B2B brand development.

The earlier research studies exhibit that online communities such as Flickr, YouTube, Slide Share, etc., facilitate bringing customers and organizations together for interaction or conversation on different topics (Rheingold, 2000).Kotler and Pfoertsch (2006) suggested blogs as effective for engaging with customers and prospects in a B2B context as there is often a potential purchase behind customer's online research as they are looking for advice from the seller. Singh et al (2008) shed light on using blogs such as Word Press to feature a smaller number of perspectives in more depth, making them a better platform from which to convey product knowledge. Jansen et al (2009) advocated the use of micro blogs, such as Twitter, to help companies to disseminate short topics or posts in a fast and easy manner. While Jansenetal (2009) advocated for Twitter as a good way of amplifying messages and creating e-WOM because its short format and immediacy is particularly relevant in the "attention economy". However, the recent studies are different from the previous research works which highlight the Twitter, Facebook, blogs, and client-related forums as the most popular platforms (Culnan et al., 2010).Weinberg and Pehlivan (2011) also highlighted social networks such as Facebook and LinkedIn, to influence and track customer beliefs and attitudes toward a product or brand. According to Broekemier et al. (2015), there is a need to assess specific social media channels (e.g. Facebook, LinkedIn, Twitter) to help solidify companies' social media practices and measure their effects. A number of researchers have suggested to use Facebook, LinkedIn, Twitter, YouTube, blogs and Instagram as common social media channels (Broekemier et al., 2015; Huotari et al., 2015; Valos et al., 2015). Although there are obvious uses and benefits of social media in B2B context,

academic research indicates that social media adoption in B2B is still encountered with some acute limitations. For example, Kietzmann et al. (2011) also identified two points as obstacles of social media deployment by companies: first, executives' reluctance or inability to develop strategies, and second, the lack of resource allocation to engage effectively with social media. Furthermore, in adopting social networks, three important barriers have been identified including social networking's lack of importance within the industry in which the company operates, the company's uncertainty regarding whether or how social networking would benefit its' brand and the staffs' lack of familiarity with social networks (Michaelidou et al., 2011).

While growing number of businesses are adopting social media to develop their brand equity, there seems to be little research on how and why they are used in B2B branding. Cawsey and Rowley (2015) call for further research to explore the application of our B2B Social Media Engagement Taxonomy benchmarking. They also gave direction to undertake studies, either on an in-depth case study basis, or on a survey basis to develop knowledge of how social media marketing can be exploited to drive brand value and equity and more generally to respond to the increasingly active debate regarding the return-on-investment associated with social media marketing. Keinänen (2015) also argue to conduct a study focusing on social media marketing which incorporates cooperative development and implementation with customers. So, it is clearly evident that there is a research gap due to limited number of studies investigating the adoption of social media in B2B branding in general and RMG industry in particular and to mitigate this gap a rigorous research is yet to be attempted.

To fill up this knowledge gap left out by the previous researches, it is especially important to gain knowledge regarding the why and how social media be used by the RMG factories in Bangladesh. With this end in view, the present study investigates the research question: "Is there any role of social media in B2B brand development?" This research question requires a thorough investigation with the help of an extensive literature review to investigate promising role of social media in in B2B brand development for the RMG industry of Bangladesh. In case where the available literature does not explore answer to the formulated research question a primary survey is essential to check whether there are other roles or factors relevant for RMG industry than those identified in the literature in the other industries.

Based on the literature, the following hypothesis is stated for the explanatory part: H: Role of social media in B2B brand development for the RMG industry of Bangladesh is hypothesized to be effective or positively affected by the social media marketing approach. From the light of the above hypothesis, the principal **objective** of this study is to examine whether there is any effective role of social media in B2B brand development for the RMG industry of Bangladesh or not. This study aims to highlight the influencing roles as factors which have positive impact on the B2B brand development so that the respective RMG factories can enhance their production capacities and thus accelerate their business growth. In this regard, the present study is **significant** and deserves credit because this paper incorporates around 10 variables from multifarious studies which have direct influence on the effective role of social media in B2B brand development for the RMG industry of Bangladesh.

This paper is organized with the various sections. Section 1 deals with introduction, Section 2 focuses on the literature review, Section 3 depicts the conceptual model of the present study, Section 4 outlines the research methodology, Section 5 contains the analysis and findings and finally Section 6 draws a constructive conclusion with reply to the research question and unique contribution, and managerial implications and direction to future research.

2. Literature Review

Earlier research indicates that companies have successfully deployed social media usage in their brand building strategies (Kaplan and Haenlein, 2010; Karjaluoto et al., 2015). Research shows that social media have changed the tools and strategies that companies use to communicate, promote their brand and create brand communities (Christodoulides, 2009; Kaplan and Haelein, 2010; Mangold and Faulds, 2009). Such tools and strategies include open source branding, co-creation of the brand, etc. (Christodoulides, 2009; Fournier and Avery, 2011).

A common aspect for successful organizations using social media is to have an internal employee who is responsible for providing content that is partly controlled by and favourable to the firm (Kietzmann et al., 2011; Ryan and Jones, 2009). Rokka et al. (2014) discuss the "balancing act" concerned with involving employees and managing reputation in social media, suggesting that guidelines and training are only part of the picture. Previous literature discusses empowering employees to ensure consistent messaging (SmithandZook, 2011) and their role as brand ambassadors (Rokka et al, 2014). According to Rokka et al. (2014) attention should be directed towards how employee engagement is cultivated to enhance brand reputation. In addition to external social media tools, there are also internal social media applications such as Salesforce.com that are used in companies (Andzulis et al., 2012). Jussila et al. (2014) found a higher level of use of social media for internal communication.

Without resources such as a great deal of time and effort from employees to understand customer businesses, use of social media by the B2B companies on an experiment may not properly focus on what it can actually offer. Understanding the resources required and using them effectively are critical for success (Bodnar and Cohen, 2012; Macnamara and Zerfass, 2012).

Personal networks are an important resource for the B2B firms on both local and international levels (Anderson and Jack, 2002; Andersson and Wictor, 2003; Andersson et al., 2013). For example, Rimlinger (2011) refers to social media tools, such as Facebook, Twitter, LinkedIn and YouTube, as critical low- cost methods of developing customer relationships. In this regard, social media may help to realize the promise of marketing to satisfy customer needs by providing the tools to better satisfy customers and build customer engagement. It can do so because it is capable of facilitating relationships (Pagani and Mirabello, 2011; Sashi, 2012). Trainor et al., (2014) found that investment in social media could bring relationship management benefits, but the use of social media alone does not have a direct effect on relationship performance; the usage of social media tools can develop capabilities that allow firms to better serve their

customers. Despite the potential of social media for relationship building, in the B2B context, digital tools in general are used in pursuit of goals like creating awareness and attracting new customers, rather than enhancing existing customer relationships (Järvinen et al., 2012). However, the most important goal for social networking sites was attracting new customers and cultivating customer relationships (Michaelidou et al., 2011) which suggests the internet and social media are important tools to build relationships even in the B2B context (Kho, 2008; Michaelidou et al., 2011; Sharma, 2002). Hence, social media is useful for both creating new relationships and fostering already-established relationships with different stakeholders (Rodriguez et al., 2012). Michaelidou et al. (2011) report that attracting new customers and cultivating customer relationships are the most important social media objectives.

The use of social media in a B2B setting is in line with the findings of Moore et al. (2013), who show that salespeople frequently engaged in social media for prospecting activities. B2B companies can use social media platforms to communicate with customers and suppliers, help build relationships (Parveen et al., 2015) and identify prospective partners for B2B sales. As social media reaches many different stakeholders it is used by the companies in a B2B context in enhancing stakeholders' relationship such as customer relationships, collaborations among the online communities, etc. as a powerful tool for branding (Huotari et al., 2015; Kaplan and Haenlein, 2010; Lee, 2013; Tsimonis and Dimitriadis, 2014). Thus, the usage of social media creates communities that are shaped by individuals who carry common interests (Kietzmann et al., 2011). So, B2B companies can use social media to establish a two-way communication and strengthen existing relationships with different stakeholders (Kaplan and Sawhney, 2000; Kho, 2008). As part of relational marketing social media may be used to highlight long-term relationships instead of focus on single transactions (Christopher et al., 2002; Frow and Payne, 2011). For B2B businesses, social media can be used both internally and externally to enhance communication within the organisation and with customers and suppliers, build relationships and trust, deliver sales support, understand customer needs, engage in learning and collaboration, create and cultivate leads, and to drive innovation (Altshuler and Tarnovskaya, 2010; Jussila et al., 2014; Shih, 2009). Agnihotri et al. (2012) show that social media is used in brand building through information sharing, trust building and customer service and above all value creation for customers as well as salespeople (Cova and Salle, 2008; Vargo and Lusch, 2011).

Social media is interactive in nature, providing opportunities to compare, discuss, review, comment receive feedback from customers on products and services, for dialogue, and to develop relationships (Acker et al., 2011; Kaplan and Haenlein, 2010). Thus, social media create value interactively through digital channels (Booth and Matic, 2011; Brasel, 2012; Sashi, 2012) by offering opportunities to create customer values through interacting with customers and building and fostering customer relationships in the B2B context (Michaelidou et al., 2011). As two-way communication channels (Hasan, 2011; Kaplan and Haenlein, 2010; Mangold and Faulds, 2009) social media possesses unique characteristics of dynamic interaction process in relation to organizational branding (Kaplan and Haenlein, 2010; Lee, 2013). B2B customers tend to appreciate the use of social media, as information from such interactions can provide

valuable feedback (Kaplan and Haenlein, 2010). Vargo and Lusch (2008) emphasize that value is co-created in an interactive process involving both the focal firm and other stakeholders with the help of social media instructions provided by the focal firm. Businesses and their marketers are increasingly viewing social media as an additional marketing channel through which they can communicate or interact with their customers and prospective customers (Gummerus et al., 2011; Stelzner, 2013). The size of the potential audience, plus the level of interactivity available in social media channels, drives business interest with evidence of successful brand presence in social media (Edelman, 2010; Kaplan and Haenlein, 2010). Hence, B2B marketers use social media to find and attract new suppliers or customers and interact with them accordingly (Bodnar and Cohen, 2012; Michaelidou et al., 2011). Rapp et al. (2013) found that social media impact across seller, retailer and consumer interactions which affect brand performance, retailer performance and consumer–retailer loyalty.

Today customers are social customers, who are consciously connected to the people and companies around them and require transparency and authenticity from those companies and people (Greenberg, 2010). The rise of social media has accelerated this behavior of customers (Andzulis et al., 2012). Parveen et al. (2015) showed the impact of social media usage on organizational performance resulting into enhanced customer relationships and services, cost reduction, improved information sharing and accessibility, improved brand visibility, revenue generation and competitive advantage.

Vuori (2012) suggested to utilize closed network settings to engage business partners in idea generation. Moore et al. (2013) found that B2B marketers used social media for presentation and after-sales service more than B2C marketers. For example, YouTube videos lead to better customer service by the B2B companies because these videos present a more tangible and visual approach to the complex offerings that characterize the B2B marketplace (Jussila et al., 2014).

One factor rendering end-user contacts essential for B2B firms is the process of "forward integration". As competition rises and producers' power dwindles, firms embark on more effective cooperation, such as channel integration (Soosay et al., 2008). The reason for such integration is to increase the firm's power in the marketplace by sharing resources with the customers or the distributors. Companies undergoing forward integration with their distributors in social media communications can benefit from social media as a channel to reach end-users and receive comments and feedback. This may assist the distributors in reinforcing their marketing or commercial plans, which, in turn, benefits the producer in developing its business (Maryam Lashgari et al., 2018).

Since the user behaviour is also likely to change with social media, different kinds of social media usage may cause challenges in determining its role in the company's marketing strategy (Kunz and Hackworth, 2011). Mangold and Faulds (2009, p. 358) propose that social media technology "be considered a hybrid component of the promotional mix and therefore be incorporated as an integral part of the organization's IMC strategy". Porcu et al. (2012) advised the B2B companies to adjust IMC to increase their capacity by using such channels because through IMC of social media cross-functional coordination issues, such as purchasing of media, creative execution and

logistical decisions, etc., may be increased (Kunz and Werning, 2013). So, there is need to incorporate social media as a potential channel into IMC (Key and Czaplewski, 2017; Mangold and Faulds, 2009, p. 358; Smith and Zook, 2011).

Metz and Hemmann (2011) advocated to use social media technology as a critical tool in building public relations between sellers and mass people or clients by introducing five steps including i) knowing the audience, ii) identifying the goals, iii) developing a social voice, iv) measuring campaign performance and v) evaluating content.

Schultz et al. (2012) advocated to adopt the social media in personal selling so that "Social media usage positively affects sales performance" (p. 174) where B2B firms focused on long-term relationships with their customers can use social media to enhance their efforts. Bernard (2016) stated that social media can be used for after-sales service, getting sales leads, engaging with key influencers and building reputation. Itani et al. (2017) found that in B2B social media enables two key sales behaviors of competitive intelligence collection and adaptive selling.

Social media includes a wide range of online, WOM forums including the basic blogs, discussion boards, chatrooms, forums, moblogs (sites containing digital audio, images, movies, or photographs), and social networking websites (Mangold and Faulds, 2009). The role of social media as a promotional tool allows customers to communicate with one another (Gallaugher and Ransbotham, 2010; Berthon et al., 2012). They offer two-way communications, the opportunity for individuals and businesses to capitalise on people's networks, and a rich digital space for the exchange of electronic word of mouth (e-WOM) (Kaplan and Haenlein, 2011).
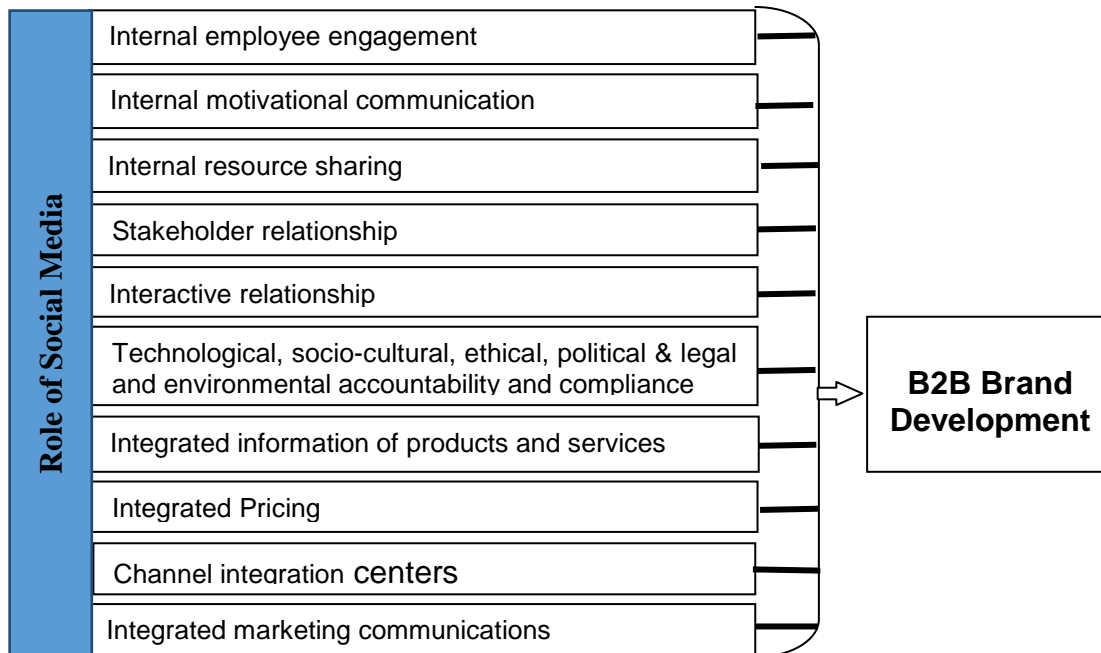
Ahlqvist et al. (2008) that content is one of the key criteria for success in social media marketing. "Content is king" and comes in many forms such as blog posts, white papers, videos, tutorials, podcasts, and competitions. If content fills a need then people will find and consume it. Several companies are listening to what their audience want, creating relevant content and ensuring it stands out from the crowd (Cawsey and Rowley, 2016). Holliman and Rowley (2014) argue that B2B organizations should adopt a long-term mindset to digital content marketing with interesting and valuable content as a way to manage their reputation and build strategic partnerships. In terms of B2B market endorsement, content discussions that occur on social media are often messages from trusted sources, as compared with consumer markets in which content comes from strangers who elicit little trust (Brennan and Croft, 2012). B2B companies can directly influence content through corporate user accounts (Huotari et al., 2015; Kietzmann et al., 2011; Ryan and Jones, 2009). However, organizations need time to learn and understand how their stakeholders use the sites, to better create content that fit the targeted stakeholders (Waters et al., 2009). In this regard, Huotari et al. (2015) advocated content creation by B2B firms directly though sharing content by firms or indirectly through training the staff to create and share desired content. Lipiäinen and Karjaluoto (2015) also supported this by saying that creation of relevant content on social media can support a B2B firm's branding strategy.

Freberg et al. (2011) describe social media influencers as "a new type of independent third-party endorser who shapes audience attitudes through blogs, tweets and the use of other social media". Kaplan and Haenlein (2010) and Michaelidou et al. (2011) found that penetration into social networks and microblogs, as well as posting direct links from corporate websites to Facebook and Twitter, companies can promote brands and support the creation of brand communities.

3. Conceptual Model of the Present Study

From the light of the extensive literature review the following **Figure 1** has been developed forthe present study to exhibit the analytical (i.e., graphical) model of the role of social media in B2B brand development for the RMG industry of Bangladesh.

Figure 1: Research Model for Role of Chatbot in Customer Service

Role of Social Media	
Internal employee engagement	
Internal motivational communication	
Internal resource sharing	
Stakeholder relationship	
Interactive relationship	
Technological, socio-cultural, ethical, political & legal and environmental accountability and compliance	→ **B2B Brand Development**
Integrated information of products and services	
Integrated Pricing	
Channel integration centers	
Integrated marketing communications	

4. Methodology of the Study

The current study is the embodiment of both primary and secondary data collection and their analyses in which, the secondary data have been collected from the recent research findings published in the international journals, technology related magazines and research & consulting reports relevant to the subject matter of the study. While the primary data have been collected during the month of October 1, 2019 to November 30, 2019 from the sample size of 110 respondents including merchandisers of RMG factories in Bangladesh using judgment sampling method through a structured and self-administered questionnaire based extensive survey comprising of open-ended and non-forced, balanced and odd numbered non-comparative itemized questions using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). Inferential statistical tools have been used for the analysis of the

collected primary data. Inferential statistical tools have been used for the analysis of the collected primary data. From the literature review 10 factors of social media based brand development have been identified as variables which are exhibited in the **Table 1** from v1 to v10.

Table 1: Identification of Variables

Code	Items	Sources
v1	Internal employee engagement	Kietzmann et al., 2011; Rokka et al. 2014; Ryan and Jones, 2009; SmithandZook, 2011
v2	Internal motivational communication	Andzulis et al., 2012; Jussila et al, 2014
v3	Internal resource sharing	Bodnar and Cohen, 2012; Macnamara and Zerfass, 2012
v4	Stakeholder relationship	Agnihotri et al, 2012; Altshuler and Tarnovskaya, 2010; Anderson and Jack, 2002; Andersson and Wictor, 2003; Andersson et al., 2013; Christopher et al., 2002; Cova and Salle, 2008; Frow and Payne, 2011; Huotari et al., 2015; Järvinen et al., 2012; Jussila et al., 2014; Kaplan and Haenlein, 2010; Kaplan and Sawhney, 2000; Kho, 2008; Kietzmann et al., 2011; Lee, 2013; Michaelidou et al., 2011; Moore et al, 2013; Pagani and Mirabello, 2011; Parveen et al., 2015; Rimlinger, 2011; Rodriguez et al., 2012; Sashi, 2012; Sharma, 2002; Shih, 2009; Trainor et al., 2014; Tsimonis and Dimitriadis, 2014; Vargo and Lusch, 2011
v5	Interactive relationship	Acker et al., 2011; Bodnar and Cohen, 2012; Booth and Matic, 2011; Brasel, 2012; Edelman, 2010; Gummerus et al., 2011; Hasan, 2011; Kaplan and Haenlein, 2010; Lee, 2013; Mangold and Faulds, 2009; Michaelidou et al., 2011; Rapp et al., 2013; Sashi, 2012; Stelzner, 2013; Vargo and Lusch, 2008
v6	Technological, socio-cultural, ethical, political & legal and environmental accountability and compliance	Andzulis et al., 2012; Burson-Masteller Communications Group, 2011; Capriotti, P., 2011; Culnan, et al, 2010; Glynn and Faulds, 2009; Greenberg, 2010; Knudsen, 2013; Parsons, 2011; Parveen et al., 2015; Ros-Diego and Castelló-Martínez, 2012; Yin et al, 2015
v7	Integrated information of products and services	Jussila et al., 2014; Moore et al, 2013; Vuori, 2012
v8	Integrated Pricing	Ahlqvist et al, 2008; Brennan and Croft, 2012; Freberg et al, 2011; Gallaugher and Ransbotham, 2010; Huotari et al., 2015; Jussila et al., 2014; Mangold and Faulds, 2009; Porcu et al, 2012; Smith and Zook, 2011
v9	Channel integration	Maryam Lashgari et al., 2018; Soosay et al., 2008
v10	Integrated marketing communications or, IMC: Public Relations events Personal selling campaigns Word of mouth/mouse Content marketing Influencer marketing Viral marketing	Ahlqvist et al, 2008; Bernard, 2016; Berthon et al., 2012; Brennan and Croft, 2012; Cawsey and Rowley, 2016; Freberg et al, 2011; Gallaugher and Ransbotham, 2010; Holliman and Rowley, 2014; Huotari et al., 2015; Itani et al, 2017; Kaplan and Haenlein, 2011; Key and Czaplewski, 2017; Kietzmann et al., 2011; Kunz and Hackworth, 2011; Kunz and Werning, 2013; Lipiäinen and Karjaluoto, 2015; Mangold and Faulds, 2009; Metz and Hemmann, 2011; Porcu et al, 2012; Ryan and Jones, 2009; Schultz et al, 2012; Smith and Zook, 2011; Waters et al., 2009

Source: Literature Review

Sample size: The number of valid samples for this set of variables is 125. With 125 samples and 10 variables, the ratio of cases to variables is 12.5 to 1, which exceeds the requirement of 4:1 (Malhotra and Dhas, 2011) for the ratio of cases to variables.

Sampling Adequacy: Kaiser (1974) recommends accepting values greater than 0.5 as acceptable as proof of sampling adequacy. Kaiser provided a range in which values less than 0.50 are considered as "probably won't be very useful", values between 0.5 and 0.7 are "mediocre", values between 0.7 and 0.8 are "good", values between 0.8 and 0.9 are "great" and values above 0.9 are "superb. Table 2 exhibits that the value of Kaiser-Meyer-Olkin (KMO) Measureis .722 which is 'good' suggesting the adequacy of the sample size for the factor analysis. From the results of the Bartlett's Test of Sphericity it is seen that the approximate chi-square statistics is 428.180 with 45 degrees of freedom, which is greater than the table value. This means that the null hypothesis that the population correlation matrix is an identity matrix is rejected by Bartlett's test of sphericity. So, the result of Bartlett's test of sphericity is significant suggesting that the population was not an identity matrix. Therefore, the Bartlett's Test of Sphericity is significant.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.722
	Approx. Chi-Square	428.180
Bartlett's Test of Sphericity	Df	45
	Sig.	.000

So, by incorporating unique variables from the respective studies the current paper has gained a unique proposition which justifies the credibility of the proposed model.

4. Analysis and Findings

4.1 Reliability Analysis:

In **Table 3**, all the variables (10 independent variables and 1 dependent variable) studied in the current paper altogether exhibit alpha value of .781 which is greater than 0.6, a value between 6.0 to 7.0 recommended as acceptable (Cooper and Schindler, 2006; Malhotra and Birks, 2007). This justifies the reliability of the study.

Table 3: Reliability Analysis

Number of variables	Cronbach's Alpha
11	.781

4.2 Factor Analysis

The objective of the factors analysis in this study is to determine whether "social media based B2B brand for the RMG industry of Bangladesh can be developed or not".

The **Table 5**exhibits four components for social media based B2B brand development for the RMG industry of Bangladesh the eigen values greater than 1.0 using the factor loading of 0.50 as the cut-off point and cumulative proportion of **75.781**% variance. From the findings of this study through **Table 5**, it is evident that the identified four components have positive role in the B2B brand development for the RMG industry of Bangladesh:

Table 5: Component Loadings

Name of Components	Code	Variables	Component Loading*	Eigen value**	Component Interpretation (% of Variance Explained)**
1: Integrated Marketing	v7	Integrated information of products and services	.700		
	v8	Integrated Pricing	.837		
	v9	Channel integration	.852		
	v10	IMC	.853	2.795	27.951
2: Internal Marketing	v1	Internal employee engagement	.838		
	v2	Internal motivational communication	.856	2.073	20.728
	v3	Internal resource sharing	.744.		
3: Relationship Marketing	v4	Stakeholder relationship	.879		
	v5	Interactive relationship	.618	1.365	13.658
4: Performance Marketing	v6	Technological, socio-cultural, ethical, political & legal and environmental accountability and compliance	.885	1.345	13.449
			Total Variance		**75.781**

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations

Each of the FOUR components identified through PCA exhibits the significant role in the B2B brand development for the RMG industry of Bangladesh. Among them:

The Component 1 contains 4 (four) variables from v7 to v10. Since these variables including integrated information of products and services, integrated Pricing, channel integration and integrated marketing communications (IMC)are utilized to integrate the social media campaigns for RMG (i.e., B2B) brand development, the component can be labeled as 'Integrated Marketing'.

The Component 2 contains 3 (three) variables from v1 to v3. Since these variables are devoted to internal employee satisfaction, motivation and productivity of the RMG factories through social media based internal communication and resource sharing for more employee engagement, the component can be labeled as 'Internal Marketing'.

The Component 3 contains 2 (two) variables from v4 to v5. Since these variables are devoted to build and enhance stakeholder relationship in the RMG factories through interactive social media, the component can be labeled as 'Relationship Marketing'.

The Component 4 contains 1 (one) variable i.e., v6. Since this variable is devoted to abide by and maintain technological, socio-cultural, ethical, political & legal and environmental accountability and compliance in the RMG factories through social media, the component can be labeled as 'Performance Marketing'.

In summary, it can be stated that all underlying dimensions are positive with more than .5 eigen value and therefore are significant. Thus, the result of factor analysis accepts the hypothesis (H) and proves that there is positive role of social media in the B2B brand development for the RMG industry of Bangladesh. So, there is a relationship as expected.

5. Conclusion

The purpose of this study was to explore how social media can be usedin developing B2B brand. To identify social media based marketing approach that a B2B organization can adopt in its brand development stresses the importance of managing this technology in RMG factory (Jussilaetal, 2014; Li, 2011; Michaelidoub et al, 2011; Smith and Zook, 2011). It could be concluded that the studied RMG factories not only use social media in providing various services to the customers, but also ease the manufacturing and merchandising process of garments for the employees. The study found that in response to customers' queries the sample RMG factories use social media to provide advice, information regarding their product portfolio, brand they deal, their various services, facilities, price, employee skills, production capacities, etc., in the most cost-effective, efficient, convenient, customized, responsive, trustworthy, friendly and secured manner so that customers quires are taken care of and thereby they feel valued and thus relationship with them is strengthened leading to loyalty and more purchase orders in future. This finding confirms extant literature showing that social media is effective in B2B brand development for the RMG factories (Ahlqvist et al, 2008; Bernard, 2016; Cawsey and Rowley, 2016; Freberg et al, 2011; Gallaugher and Ransbotham, 2010; Holliman and Rowley, 2014; Itani et al, 2017; Kaplan and Haenlein, 2011; Lipiäinen and Karjaluoto, 2015; Mangold and Faulds, 2009; Waters et al., 2009). However, sometimes customers experience threat for the privacy of their confidential communication messages and business secrets leading to reluctance to interact through social media (Järvinen et al, 2012; Vuori, 2012). Therefore, RMG factories using social media need to realize that customers can be influenced by a broad range of threats including security and privacy issues, which all cannot be controlled (Järvinen et al, 2012; Vuori, 2012). The findings also support previous findings that show that social media is useful for enhancing engagement and thereby developing strong brandimage and corporate reputation(McCarthy et al., 2014; Rokka et al., 2014; Bendixen et al., 2004; Glynn, 2012; Kotler and Pfoertsch, 2006). However, the concerned policy makers need time to learn and understand how social media marketing can render various services for customers and develop brand equity for the RMG factories and hence pay serious attention and consideration in the development of its safety and security

systems(Patil et al, 2019). The RMG factories need to learn to balance the adoption of social media in rendering service to customers in one hand and enjoy cost-effectiveness, efficiency and productivity in their operations with trustworthy brand image on the other hand (Agnihotri et al, 2012).

Managerial Implications

The present paper is found very significant and unique for its compliance with the reliability, sampling adequacy, chi-square test criterion. The results of this study indicate a lot of facilitating aspects which exhibit significant role of social media in B2B brand development of the RMG industry of Bangladesh. This study sheds light on how RMG factories use social media in brand development. The findings provide implications to other RMG factories and service as well as product based companies. For example, social media could be used. This study shows how RMG factories can use social media for i) internal employee engagement by empowering employees to ensure consistent messaging and play their role as brand ambassadors, ii) internal communication using internal social media applications, iii) internal resource sharing to save great deal of time and effort from employees to understand customer businesses, iv) establish relationships with different stakeholders through personalized and customized service and mutually exclusive benefits, v) interactive relationship by providing opportunities to compare, discuss, review, comment receive feedback from customers on products and services, for dialogue, vi) high performance by maintaining transparency and authenticity from those companies and people as well as cost reduction, improved information sharing and accessibility, improved brand visibility, etc., vii) integrated information of products and services through presentation and after-sales service, viii) integrated pricing, ix) channel integration and x) integrated marketing communications (IMC) via Public Relations, Personal selling, Word of mouth/mouse, Content marketing, Influencer marketing, Viral Marketing, etc.

Future Research

Additional studies of successful social media utilization in B2B in general and RMG industry in particular in different countries are required. Another useful topic would be to investigate RMG factories that do not use social media in their brand development and determine why this is the case. A comparison of employees and customers perspectives on social media usage in brand development is another worthwhile topic. Here the brand development perspective can be useful, identifying the customers, their behavior on social media based service and the underlying reason for the behavior, etc., can help RMG factories in their branding strategies. Not all RMG factories use social media, and the way they do can be quite different. It would therefore be beneficial to conduct a broad quantitative study to investigate social media usage in RMG factories in different contexts, such as experience of social media usage in various services, industries and countries.

It is also expected that the current paper may contribute in the research and academic development of branding of the RMG factories of Bangladesh through a systematic process of extensive literature review followed by the primary survey findings and

analysis together with managerial implications. Thus, the paper will enable the RMG industry in Bangladesh with necessary course of actions and new business models which will enable the academia in developing its theory based on proven practice.

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