

Analyzing the Impact of Social Media Influencers on Consumer Behavior: A Comprehensive Literature Review

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Abstract

In the digital era, companies rely on a strong digital presence to shape their reputation and engage consumers effectively. This study explores the impact of influencers on consumer behavior within the realm of digital marketing. The study employs a comprehensive literature review approach to delve into the dynamic interplay between digital influencers, consumer decisions, and brand promotion strategies. Through content analysis, this research aims to uncover the nuances of consumer interactions with influencers in the digital landscape, shedding light on the evolving nature of online marketing practices. The findings are expected to provide valuable insights for companies seeking to optimize their digital marketing strategies and effectively leverage the influence of digital leaders on consumer behavior.

Keywords: *influencer, consumer behavior, digital marketing*

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1. Introduction

In the era of digitalization, new forms of marketing have emerged. The reputation of a company, is no longer based exclusively on word of mouth but also on the Internet. More and more Internet users are sharing their opinions online about a product, a brand, a personality, or disseminating various news. Therefore, digital presence is nowadays essential for the survival of a company and it requires efficient and effective management. By using digital marketing, companies gain advantages on the financial and relational levels. However, it is important to be careful and well prepared for the digital strategy because this type of marketing is constantly evolving. Nowadays, consumers are very active on social media, and they are quick to share their experiences, whether it is positive or negative, which constitutes a double-edged sword for companies that must always remain alert (Das & Lall, 2016). Digital marketing requires real-time work and strong reactivity from managers, as it is necessary to update the pages and the sites daily. Therefore, the companies' content on the web must be continuously created, edited, approved, and published.

2. Literature review

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2.1 Digital marketing

The world is becoming entirely digital. The Internet is no longer optional for companies as it entered almost all households and industries. The company strategy must integrate digital leverage on one hand for a commercial aspect to promote sales, and on the other hand, for marketing purposes, to consolidate the company's positioning. Digital marketing is, therefore, necessary to fulfill strategic priorities such as making the company's offer well known, gaining new customers, securing their loyalty, improving customer experience, and generating more sales. Scheid *et al.* (2019) explain that for businesses digital marketing is about achieving marketing objectives through the use of the Internet and digital technologies.

With the rise of the digital era, it is wise to invest in a digital campaign. Although traditional marketing still has a place, its importance is declining in the digital world (Das & Lall, 2016). Today for companies there is a necessity to have a website and use the Internet as a vehicle to interact with customers. The incorporation of digital marketing within a company requires an adjustment in terms of operational marketing, i.e., the 4Ps (Product, Price, Place, and Promotion).

Product. It is essential to focus on how digital technologies augment and transform the core product (Kannan & Li, 2017). Indeed, digitalization can change or add services to the main product. Many products were digitalized such as music that is now played on streaming platforms such as Spotify or iTunes, videos, or even books thanks to e-readers.

Price. The pricing strategy is also different on the Internet. Kannan and Li (2017) argue that digital products and services have very low or no marginal cost of production and distribution. This is significant for pricing and income schemes, especially in the context of product chains made up of traditional and digital formats.

Place. Distribution using a digital strategy is different from the classic strategy; it is also called "*point of contact*" and it refers to all the places where the company can find its targeted customers over the Internet to offer them their products or services.

Promotion. In terms of a promotion strategy, it is a major factor in a digital strategy given the fact that there are numerous different approaches that companies can use to promote their brand to consumers and build a trustworthy relationship with them.

Additionally in an era of more and more connections, Kotler *et al.* (2017) describe a higher involvement of the customer in the marketing mix, addressing a potential redefinition of the 4P model into 4C: *Co-creation*, *Currency*, *Communal activation*, and *Conversation*.

Co-creation is a fresh approach to product development strategy. Companies are engaging consumers in the early stages of thinking and are testing the rate of success for new product design, allowing customers to personalize their products and services, resulting in higher quality and value.

Pricing policy is also evolving from a uniform system to a dynamic pricing approach. Dynamic pricing is based on market demand and available capacity utilization. Thus, companies can optimize their profits by charging their customers according to their buying habits. In the digital economy, the price is the currency, which fluctuates by location.

Traditionally, communication has been a unilateral matter, with companies sending unidirectional messages to customers. Today, the growth of social media allows customers to respond to those messages. It also allows customers to run conversations with other customers.

2.2 Social media

In response to the increasing pace of the digital revolution, brands have progressively embraced social media as their main marketing communication tool (Colicev *et al.*, 2019). In a study published by Statista Research Department (2021), it was found that in 2021, 91% of U.S. marketers from companies larger than 100 employees were expected to use social media for marketing purposes, while in 2013, the share stood at 86.2 %.

The way companies interact with their customers has significantly changed, taking advantage of this channel not only for digital promotions and advertising but also to address customer service issues and to benefit from creative ideas and "authentic" relationships with customers (Smith *et al.*, 2012).

According to Chu (2011), social media allows marketers to have a competitive advantage, boost brand recognition, build customer loyalty, and establish long-term relationships with potential clients. It enables the establishment and strengthening of brand image, focusing on the community for market research, creating groups of people with similar interests, and running targeted advertisements. Finally, it offers a space for the company to interact with their consumers, run a marketing monitoring tool based on the amount of data available on social media, promote and display their products, and finally, have a very large audience exposure.

Organizations must be aware of the opportunity and take advantage of it while being careful of the potential reverse effect of consumers' freedom of expression on social media. This freedom can sometimes be critical for companies; in fact, such an enlargement will require a new model to capitalize on this advantage but also mitigate the risks that are involved with widespread information.

The success of a strategy on social networks relies on three points: (i) the creation of a database relative to the opinions of Internet users, (ii) the use of analytical tools, and (iii) the ability of companies to respond promptly (Balague *et al.*, 2012). Therefore, companies must reinforce their presence on social media. A new function has been created in communication branches and became essential nowadays called the "Community Manager" – a professional whose role is to run a community on the web on behalf of a brand, a personality, or an organization. The core mission of a community manager is to expand the audience base and the

engagement of the community for his employer by ensuring the social media accounts entertainment. For Chereau (2010) the CM organizes communities and grows the social capital of the company in which he works by respecting the Codes of Social Media functioning.

2.3 Virtual communities

New web tools such as social media, blogs, and collaborative websites have created the concept of virtual communities. Ridings and Gefen (2004) define it as a social group that emerges online when many people run public discussions long enough and human enough to create personal relationships in cyberspace. According to Muniz *et al.* (2001), there are different types of communities, such as the following:

- **Communities of support:** they try to provide mutual assistance and try to find solutions together. The bonds created between the community members have sometimes been intimate and emotional and have represented a powerful counter-power.
- **Communities of relationship:** Members share their experiences, memories, and seek to create social connections with each other.
- **Communities of interest:** members share their interest in a common topic. These communities bring together Internet users to exchange information and become real reference groups (De Valck *et al.*, 2009).
- **Brand communities:** participants express their devotion and affection for a specific brand. A brand community is a specialized, non-geographically related, online institution based on social communications and relationships among consumers of the same brand (De Valck *et al.*, 2009).

According to Tang & Yang (2006), there are two levels of community: the first level differentiates between communities created by organizations and communities created by members. The second level is focused on the relationship orientations.

Thus, member-initiated communities have either a social relationship orientation or a professional one, while organization-initiated communities may have a business, a nonprofit, or a government orientation.

2.4 The mechanism of Influencers

Internet with its new tools has led to the emergence of virtual communities that introduced influencers. The mechanism of social influence has revolutionized the way companies promote and disseminate products and allowed the emergence of new, previously anonymous, agents who are now gaining popularity in social media and free online forums for their ability to provide relevant information for making consumer decisions (Tobon & García-Madariaga, 2021).

The difference between an opinion leader and E-leaders is based mainly on the way the information is delivered, as they too follow the "*Two-step flow*" theory.

To identify them, it is relevant to compare traditional social networks and online social media. Teixeira (2009) has created in his study a table to observe the major differences between the two. In fact, online social media is defined by the notion of instantaneity and the reduction, or even elimination, of physical boundaries. *Table 1* draw the differences, and advantages between Traditional Media and social media. It can explain the reason of the popularity of social media for marketing communication.

Traditional versus Online

Table 1

Traditional network	Online social media
Geographically based	Borderless
Limited by social class, religion	Unlimited (in theory)
Limited distribution of information	Real-time diffusion of information
Distribution and promotion of innovation and news limited by physical locations or by traditional medias required for communication	Real-time distribution and promotion of innovation and news

Source: Manuela Teixeira (2009)

Companies were conventionally seen as the exclusive producers of marketing material designed to influence consumers' behavior. With the rise of social media, traditional unidirectional communication was transformed into multidimensional, bi-directional, and even personalized communication (Hautz *et al.*, 2013). Following the democratization of social media, some Internet users have developed their social media and gained influence based on their activity and popularity online, and they are now called by the term "influencers".

An influencer can be defined as a person who has a significant and consistent presence on several social media platforms. He combines different characteristics such as notoriety on digital platforms, having a strong social media presence and leadership position, and finally, he has editorial credibility. Dhanesh and Duthler (2019) portray a social media influencer as a person who, through his personal image branding, establishes and maintains relationships with many followers on social media and has the ability to inform, entertain, and eventually influence the thoughts, attitudes, and behaviors of his or her followers.

Before turning into well-known influencers, these people used to be ordinary users. They were Internet users that regularly exchanged, shared, and published some content to their community on social media, which over time grew in size and loyalty. Some influencers can be identified according to the social media platform they are most powerful on. For example, we use the terms "Youtuber", "Instagramer", "TikToker". In addition, there are celebrities who are popular due to the use of mainstream media representing cinema, television, or sports, who maintain their connections with the public via social media.

The influencer is a creator of multi-media content i.e., different types of documents, such as images, videos, texts, or audio, that are intended for broadcasting. These contents are created or edited by the online platform users as

opposed to content produced by traditional media corporations, in which the audience is not involved as an actor in the production or transmission process.

Bahtar & Muda (2016) explain that to generate or create content refers to any own created material uploaded to the Internet by non-media and it has a great influence on people's consumption. This is echoed by Hautz et al. (2013) who state that user-generated videos are more attractive, convincing, and memorable than text-based content; they generate more consumer engagement than videos made by companies. Potential consumers trust the content generated by other users about brands and products mainly because they perceive that those users have no bias or commercial interest, unlike commercial companies.

2.5 Companies and influence marketing

Nowadays, companies are turning towards influence marketing, a type of marketing that relies on influencers to promote a product or an ideology. As stated by De Veirman *et al.* (2019), this form of marketing is regarded as a form of advertising when (1) influencers receive compensation (free products or financial payment) and (2) advertisers have control over the content, which also includes simple final approval of the post or general instructions regarding the post.

Using influence marketing involves different tools that companies can use to promote their brand through influencers.

Sponsored content. It is a purposeful integration of brands or branded persuasive messages into editorial media content in exchange for compensation from a sponsor (Eisend *et al.*, 2020). These formats are also known as sponsored content, embedded advertising, stealth marketing, covert marketing, branded content, product placement, or native advertising.

Sponsored content is made up of promotional material designed to look like the content posted by "ordinary" users. They appear very similar in format, and style and are inserted into a viewer's feed. As a result, it becomes more difficult for consumers to differentiate between commercial and non-commercial content.

There are different types of sponsored content:

- The influencer presents the brand and its products either in the form of reviews or feedback. The influencer is part of a "Lead Nurturing" campaign (Lejealle & Delecolle, 2017). It is a method to convince and reinforce the relationship with potential prospects.
- The brand creates content to be shared, and the influencer publishes it on his own networks for which he is paid in return.
- The influencer produces content that is shared by the brand on its various paid platforms. Lejealle and Delecolle (2017) discuss the "curation" of influencer content. Content curation refers to a process of selecting, editing, and sharing the most relevant content on the Web for a given request. Curation is also a fast and cost-effective way to feed a platform, or page without the need of producing content themselves. Thus, the featured content allows not only to update the page but also to obtain a better referencing of the site by the search engines.

For Sesar *et al.* (2022), sponsored posts, whether paid or unpaid, can help in gaining credibility and visibility from the blogger while humanizing the product. However, the challenge is to balance between credibility and business, which is tricky for both influencers and companies. In fact, some followers may question the influencer's credibility if most of their posts are sponsored. While this can present huge advantages for companies, it is also a double-edged sword due to the fact that the follower can be misled into mistaking paid content for genuine, unpaid posts. While consumers usually value the less intrusive aspect of this type of advertisement, they may respond unfavorably if they are aware of its covert persuasive intent (Campbell *et al.*, 2013).

Product placement. It is a very popular method in the audiovisual industry and is now widely used in partnerships between brands and influencers. It is based on incorporating a brand's product into a user-generated content in the form of a video or photo.

Gifts from the brand. The goal here is to get the product talked about by the influencer. The purpose of sending occasional or regular gifts, goodies or exclusive products is to please the influencer and give them a positive image of the brand which would inspire them to talk about what they received.

Affiliate links. During the formation of partnerships between brands and influencers, the latter can be paid by brands as a part of an affiliation campaign. Affiliation can take the form of advertising on a platform with a link to a site or a promotional code. In case the consumer buys the product or service with this code or link, the influencer gets a commission. This approach has the advantage of knowing the performance and power of each influencer as these tools allow to measure the impact of the partnership.

Giveaways. This collaboration consists in providing products to the influencer so that he advertises them to members of his community. In return, the participants will have to follow the brand's accounts on the different social media. The value of giveaways is to make the brand known, increase its visibility, or expand the brand's and influencers' accounts with followers. Marone & Gallic (2018) explain that this operation is often win/win since the brand gains visibility, possibly generates sales afterwards and the influencer entertains his community and rewards it for its loyalty.

Events hosted by brands. In the context of influencer marketing, events are very important as they allow influencers to share content with their community in the form of a photo of the event or even a "vlog" (video that recounts the entire event). Therefore, during events organized together with influencers, it is important for brands to be well-organized and creative by sending personalized invitations, proposing original and audacious ideas, and offering gifts at the end of the event (Hossler *et al.*, 2014). The company will be able to create a good relationship with the influencers who will not hesitate to talk about it to their community and join the upcoming operations of the brand.

By choosing to work with an influencer, the brand must identify common values and images to avoid falling into congruence issues (Dhanesh & Duthler, 2019). Congruence is when different entities are fitting well together, it can be cognitive and affective.

2.6 Impact of influencer on consumer behavior

According to Holt (2002), the brand/consumer relationship has gone through three different periods.

- 1) *The Modern Era*. Brands were promoting the benefits of their products using over-promising messages via a paternalistic approach. Like in a totalitarian system, the brand was the all-powerful entity that imposed consumption patterns on passive consumers. It was the only entity to speak.
- 2) *The Post-modern period*. It started at the beginning of the 60s. It is marked by a significant social evolution and a search for freedom. Consumers refused the idea of brand supremacy. Communication, therefore, moved from a products approach to a brand approach.
- 3) *The Post-Modern era*. This is the era of disillusion. Consumers have understood the commercial interests of brands and are no longer trusting blindly. They are more informed having developed their decision-making powers. Hence, consumers decide what products they want to consume; they are becoming citizen-consumers.

The digital revolution has empowered the consumer, while progress in communication, technology, knowledge, and information are disrupting the foundations and traditional paradigms of marketing. It drives it into dialogue marketing.

It is in this context that consumers are evolving, we can say that they have gone from being consummators to consum'actors. This combination of two words "consumer" and "actor" is used to designate consumers who are no longer passively accepting products offered to them. Being aware and well-informed, this consum'actor no longer hesitates to contest the brand's authority, going as far as launching a boycott, if it is necessary. Being more conscious and committed to the ethical and sustainable aspects of the products offered and more reflective of their consumer behavior leads to a desire for investment in the co-conception of the product. With all the information available, consumers have all the tools needed to choose impartially the products that best suit their expectations. As a result, he is willing to participate in the defining process of new products and services, so that they better correspond to the commercial but also societal ideals that he has of them (Garcia *et al.* 2011). Via comments, reviews, and feedback, consumers actively participate in the visibility of a brand on social media.

The contemporary consumer expects the product to be produced for him and with him, he wants to be a co-creator, to be heard, and to have his opinion taken into consideration. He requires and demands everything, instantly and immediately, he

wants to be addressed, informed, answered, and treated in a customized manner. He is looking for interactive communication and dialogue, as he is becoming a media himself generating a large flow of information.

Consumers crave freedom. Therefore, fidelity as it used to be, a kind of contract, is now a real obstacle. They want to remain totally free. As a result, the fidelity and the commitment desired by brands should be adjusted and adapted to those new criteria. Brands think of fidelity from a purely commercial point of view, as an idea of recurring purchases. Yet the brand needs to know the customer and understand his purchasing history and his taste to be able to adapt its fidelity program in a personalized way.

A consumer has another vision: he can either benefit from a fidelity program by using it occasionally or he can be a fan of the brand and feel involved in its development without being a consumer. For example, we can look at the luxury brands which are a good illustration of this new vision of the consumer. Online, people may like the brand and its universe, they can count millions of followers; even creators and designers such as Olivier Rousteing are active and highly followed on social media, but this does not necessarily mean that they will consume their products. Many people watch and share a successful online advertising campaign without purchasing their product, even when they are not the actual target of the brand. Still, they find the advertising content attractive and want to share it, they contributed to the influence of the campaign and helped to make it viral.

To note that despite this strong desire for freedom we are submitted to an important paradox: the demand for freedom and yet need to be belonging, and it has never been as predominant in the era of the "Social Web". People have never been more alone than now that they are all constantly inter-connected. Individuals are perpetually seeking recognition, not only from their peers but also from brands. They want to be part of a group. This goes via, for example, groups on platforms in which they share similar interests. They need to be acknowledged and approved by their number of followers or 'likes' on social media.

On the other hand, according to Dubuquoy (2011), the consumer remains in an environment that has changed, but whose motivations remain fundamentally the same. For him outside of his power of influence, the client still has classic reflexes, always attracted by a good deal or a gift.

Consumers' buying process has also evolved; nowadays consumers can refer to many different distribution channels. They can go to stores while searching for information online. Also, the influence of other consumers or Internet users is a strong element in this process. Even so, the buying process will follow the same steps as usual; the difference will be the consumers' level of involvement in the purchase they want to make. For a day-to-day purchase, they will use their old routines, but for a more technical or new purchase, they will be able to search for more information online (Degeratu *et al.*, 2000).

The need for recognition. Every individual has certain needs. An individual feels a need in a position where there is a gap between his current condition

and the desired one. It is possible to feel a need not necessarily because of a real necessity but because of a consumption experience.

- 1) **The information searches.** It is important depending on various elements. The complexity of the product is essential. The more technical and complex a product is, the more it will require the search for information. With online shopping, the consumer has a significant source of information that is easy to find. The consumer can go to different websites to compare prices and brands and search for alternatives (Browne & Goolsbee, 2002). A consumer searches for information online before buying in a store but also does the same if they want to buy online by checking certain aspects in the store to confirm their interest in the product.
- 2) **Alternative evaluation.** A potential consumer considers the choices he can make through an evaluation of his options. With the Internet, price is more important. Some websites provide price comparisons for the same product, others compare the features of various similar products. While online, the evaluation of alternatives is more rational than in stores, where the evaluation is done by feeling. Once the alternatives are evaluated, the consumer can either buy directly online or return to a traditional channel.
- 3) **Decision making.** The decision will differ according to the type of product, classified into three different levels: the convenience product, the considered product, and the specialty product. For the consumer to decide to buy online, he should not perceive any risk or at least this risk must be reasonable for him to run a transaction (Belvaux & Labbé-Pinlon, 2006).
- 4) **Post-purchase evaluation.** It is an essential step because it defines the consequences of the purchase. A positive experience leads to a new purchase of the product, while a negative evaluation will not. When the evaluation is positive, the purchase can become systematic, with consumer products, for example. For the more technical, and more expensive products, the evaluation is more important and more advanced. It will not only be a matter of perception and feeling but will go further into the evaluation of the technicality. While online, the consumer can share his opinion on the purchased product. This information will be a source for future potential consumers looking for pre-purchase information.

2.7 Internet users' perception of influencers

CITE Research (2017) conducted a survey with 4,000 social media users from the United States, United Kingdom, Germany, and France. The research was conducted between November 13th and November 21st of 2017 and included users between the ages of 16 and 61 years old. An influencer was defined as:

- A person who has at least 10,000 followers;
- A person who works with brands to promote their product;
- A person who shares information about a product they like;
- An expert in their field.

The results of this study show that Internet users follow influencers, but their perception is different according to their culture, gender, and age. However, Internet users between 55 and 61 years old did not know who an influencer is.

The perception of the influencer by Internet users differed by continent: in the USA, consumers describe the influencer as someone who is appreciated by the community while in Europe the influencer is seen as a person who gets money from brands. And, respondents differentiate between an influencer and a simple user based on the number of subscribers, the number of publications, and, finally, the quality of the publications.

When talking about influencers and trust, three main factors stand out: authenticity, personalization, and consistency between the content published and their centers of interest. Also, women reported that they trust influencers by seeing how they use products. For men to trust an influencer, the influencer must be an expert.

A study by the Cision Group's Argus-presse agency (2017) on the impact of influencers on Internet users' behavior, conducted from 16 to 19 June 2017 with 1,003 Internet users over the age of 15 revealed the following results:

- 1/3 of Internet users follow at least one influencer on social media
- 1/2 of persons who follow at least one influencer consults their content every day.
- 3/4 of Internet users have already made a purchase following a post made by an influencer, and 3/4 of these Internet users say they are satisfied with their purchase
- 2/5 of Internet users have already used a discount code provided by an influencer
- Internet users follow influencers on social media for multiple reasons:
 - 48% to get useful information on purchasing,
 - 33% to find out about special offers on different brands,
 - 29% to keep up with the latest news,
 - 28% to be entertained.
- 2/3 of Internet users think that influencer is a long-lasting phenomenon.

Alves, Fernandes & Raposo (2016) categorize social media into different types:

- blogs and microblogs (like Twitter),
- social networking sites (Instagram, TikTok, Facebook),
- virtual worlds/metaverses; which gained popularity since the COVID-19 pandemic, and the quarantines.
- Collaborative projects (Wikipedia),
- Content community sites (YouTube),
- Sites dedicated to feedback like TripAdvisor and online forums.

The management of these media is important; it requires the creation of a virtual community and the ability to be viral.

3. Conclusion

In order to stimulate their growth, especially by boosting user engagement, an online community, is the most effective tool to acquire a new customer (Muniz, et al., 2001).

Sitz (2006) defines the brand community as a perennial elective group of actors sharing a system of values, norms and representations (i.e., a culture) and recognizing the links of belonging of each one with each other and of each one with the whole community on the basis of a mutual attachment to a particular brand.

Interaction is easier than with traditional media. It is by empowering and stimulating the community members that they will be able to feel a deeper level of brand appropriation. Therefore, the necessity of branding community is presented below:

To help build brand reputation. The most difficult thing for brands is to get the attention of their audience. In the digital age, people's attention is a precious resource, and an online community can help capture that interest.

To understand consumers. The digital community is also a valuable source of feedback for your brand development. It is where members will generally feel more comfortable expressing their needs and expectations. The content generated by the members (likes, comments, shares) will allow a better understanding of customers, without interfering with their opinions.

To co-create products with the community. The community strategy goes further, by allowing a co-creation process between the brands and the community. This ensures an effective demand for new products (Hoyer & MacInnis, 2010).

To enhance loyalty. Equally important as attracting new customers, a community strategy is also a powerful tool for brand loyalty. The more time a person spends in contact with a brand, the more they will come to cherish it. As members of the community are exposed to the brand's content, they will become more emotionally attached to it. It is a highly effective way to build brand loyalty. (Thomson *et al.*, 2005).

How to manage the online brand community?

To establish an online strategy. To manage a community, it is necessary to understand what interests drive the targeted audience (Wang, Ting, & Wu, 2013). This requires a reflection on the appropriate formats for this audience, its preferences, and its limits. The creation of content is the essential point of community building. Several types of content exist such as editorials, video, audio. One of the most effective tools to build member loyalty is to set up an ambassador program, to recognize and reward their commitment (discounts, goodies...).

To adapt the content to the audience. Building a strong community requires knowing its audience well. The online animation strategy must therefore be based on data about the members of this audience. The content created will have more chance to be consumed, shared, and go viral if it fits their concerns and expectations precisely. Along with the content itself, timing is also an important element in keeping community members engaged (Kanuri *et al.*, 2018). Implementing regular updates enables federating them in a much more efficient way. It is also a powerful tool to ensure that they regularly come back to visit the community and interact with its content.

To be aware of the offline strategy's importance. Even if the last few years have made it more complex, communities are also evolving offline. Connecting with members outside of digital platforms contributes to creating a stronger engagement. It is also a great opportunity to initiate concrete dynamics and interactions, central to the community development process. A company can create a brand community by organizing and/or financing events that bring together consumers of its brand, which they call as "*brand events*" (Marist *et al.*, 2014).

Therefore, it is important to organize events, create meetings in smaller groups and be present at big events, for example during the Cannes Festival, Spotify created a free concert for young residents of Cannes. These events are designed for brands visibility but also to stimulate the interaction with participants and collect feedbacks that are often more authentic or less censored than online. It is also an opportunity to value brand ambassadors and thank them for their commitment by inviting them to participate in these events.

To manage a good onboarding to initiate new members from the start. Hosting a dynamic community and creating an effective strategy are also determined by the ability to receive new members (McAlexander, Schouten & Koenig, 2002). In a company, the onboarding strategy is decisive to keep new talent, and it is the same process on a community level. The way newcomers are integrated will have a huge impact on their future involvement. When someone feels welcome in a new space, he is much more likely to become an active and loyal participant.

Recommendation

The various management procedures to choose the right strategy are presented below:

- A. Maintaining a quality Official website.** The website of the company is essential. Indeed, nowadays it is the business card of your company. It is the first source of information for customers, as well as for potential partners, suppliers. Therefore it must be modern, aesthetic, ergonomic, easy to use and accessible. Castellano & Dutot (2015) also support that a quality website is important. All the essential information needs to be available on it. Thus, having a good IT team is important" to ensure the effective functioning of the website.
- B. Encourage positive e-Word of mouth.** It is necessary to stimulate all the stakeholders to communicate positively about the company, whether it is work partners, employees but also and especially consumers

because it has a significant impact on e-reputation (Nisar *et al.*, 2020). For example, some websites offer grades or ratings for each review left on the company's account. Consumers can have, for example, discounts for each specific number of online ratings.

- C. **Social media Management.** Social media remains the main vehicle of communication, promotion, and e-reputation of companies in the modern world. We live through social media. Therefore, the official social media of a brand must, like the website, be designed, both on the visual and on the content and communication strategy, it is necessary to set "an editorial line". Moreover, we see more and more workers of the brand putting themselves in the spotlight on the official accounts of the brand. For example, some puts themselves in scenes on TikTok, posting face cam videos where they talks about their products and films the order preparations. This creates proximity with the customer, and we can conclude that influence marketing remains one of the key assets of a company's communication, exposure, credibility, and e-reputation.

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