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TITLE OF THE PAPER: **Analysis of consumer feedback on brands in social media space: A market-wise comparison**

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Abstract

Consumer voice on social media is becoming vital for organizations. Kotler (2011) classifies the benefits consumers derive from a brand as functional (physical benefits, M1), emotional (psychological benefits, M2), and social (social responsibilities, M3).Consumers share both positive and negative voice in social media space. The current study attempts to analyse health of brands by content analysis of the consumer feedback present on a brand's Facebook page and categorisation of the feedback on the basis of benefits consumers derive. This study identifies select brands for this purpose. The findings for our sample suggest that social benefits may play an important role in the growth of a brand in developed markets, whereas physical and psychological benefits dominate brand's feedback in less developed markets.

Keywords: Social Media, Consumer Voice, Consumer Complaint Behaviour, Content Analysis, Brand's Health

Analysis of consumer feedback on brands in social media space: A market-wise comparison

Introduction

A brand is defined as "the consumer perception and interpretation of a cluster of associated attributes, benefits and values" (Batey 2008). Consumer is the most important factor for a brand. A brand exists in consumers' mindscape. It is healthy if it has positive image in consumers' mindscape, however it may lead to decay of the brand if the image is negative.

Consumer's interaction with brands has changed in social media (SM) era from pre-SM era. In pre-SM era the journey taken by a consumer to finally make a purchase, is known as funnel metaphor (Edelman 2010). In the funnel metaphor it was assumed that consumers narrow down systematically to make a final choice, promoting the brands to use specific points along the funnel to target the consumers. The SM era Consumer Decision Journey (CDJ) (Edelman, 2010) has a long 'consider' and 'evaluate' phase due to presence of social media; a consumer may go into loyalty loop i.e. they do not consider and evaluate before making the next purchase and choosing the brand; or may proceed to 'consider' phase, may delete/add a brand to 'consider'; then proceeds to evaluate phase. The study extends the model to suggest that consumer's contentedness may lead to advocacy (positive consumer voice) and the consumer may bond and get into loyalty loop whereas consumer's discontentedness may lead to negative consumer voice which may lead the consumer not to the loyalty loop but into consider phase. The study also suggests that a consumer may go into 'satisfaction loop' if the net aggregate of experience (positive and negative) is positive and overall the consumer is satisfied with the brand. The consumer may get out of satisfaction loop easily, when compared to getting out of loyalty loop. The loyalty and satisfaction loop further may effect consider and evaluate phases, if the

consumer gets out of the loop (loyalty or satisfaction) when he/she is effected by voice (advocacy and negative voice), or when the net aggregate of experience becomes negative. In case of dissatisfaction, the brand which caused the discontent may be moved out of the consider and evaluate phase. Though it may later re-enter into consider or evaluate phase. The extended model is given in Fig 1. In SM-era consumers are playing an important role in a brand's development (Edelman 2010). In SM-era, for making the purchase a consumer is more affected by other consumers' feedback rather than the push marketing done by the brands which was the major factor of effect in the pre-SM era (funnel metaphor). This makes it imperative to capture and analyse consumer feedback.

Very often than not, consumer feedback is a mix of positive and negative consumer voices. In an extended period of time negative consumer voice is highlighted more. A brand needs to focus on minimizing negative feedback and maximizing positive feedback to create a positive image in consumer's mindscape. The feedback operates at all the three levels viz. Marketing 1.0, Marketing 2.0, and Marketing 3.0 (Kotler 2011). M1 reflects the physical benefits which a consumer derives from the brand. It operates mainly at the product level. M2 reflects the psychological benefits which a consumer derives from the brand. It constitutes mainly the intangible benefits. M3 reflects the social benefits which are the benefits from the brand enjoyed by the society as a whole. The consumer feedback on social media can be analysed manually to find a brand's health in terms of the mix of positive and negative M1, M2, and M3. The feedback can be further analysed to find out the reasons for the brand's health. Content analysis will be used to analyse the content (consumer's feedback on a brand's Facebook page) and categorize the content as per to the benefits. Previous work has been limited to explore the high growth of Facebook and its penetration (Ryan and Jones 2011). Other works have highlighted the relative

importance of Facebook vis-à-vis other media (Ryan and Jones 2011, Hotlz and Havens 2009, Socialbakers 2012). There is a dearth of empirical studies analysing consumer voice on social media to determine a brand's health and causes for the health. As consumer voice on social media is gaining importance and can be a rich source of data, it seems imperative to do such analysis. The current paper deals with manual content analysis of data from Facebook pages of three brands namely "Zara", "Kurkure", and "The cotton lawn shop". Two of these (Zara, and The cotton lawn shop) are in clothing category. Zara is a multinational brand, whereas the cotton lawn shop is a south-asian brand (Indian). The findings of Indian brand can be compared with a foreign brand to analyse the markets. Kurkure (food & beverages) analysis can be used for category-wise comparison. The methodology used in the current study can be used to analyse consumer feedback on other social media (blogs, micro blogging sites, media sharing sites, etc.).

The current paper also tries to extend Singh's (1988) taxonomy of Consumer Complaint Behaviour (CCB) model in social media context (Fig 2). This paper proposes that private responses (word of mouth communication), voice responses (seek redress from seller, no action), and third party responses (complain through third party, legal action, newspapers) all have fissured into public domain, as private domain of the individuals and organizations have itself entered into public domain of social media in which private domain has increased to a very large size and may be termed as public domain. To a lesser extent social media is also evolving as a platform for third party responses.

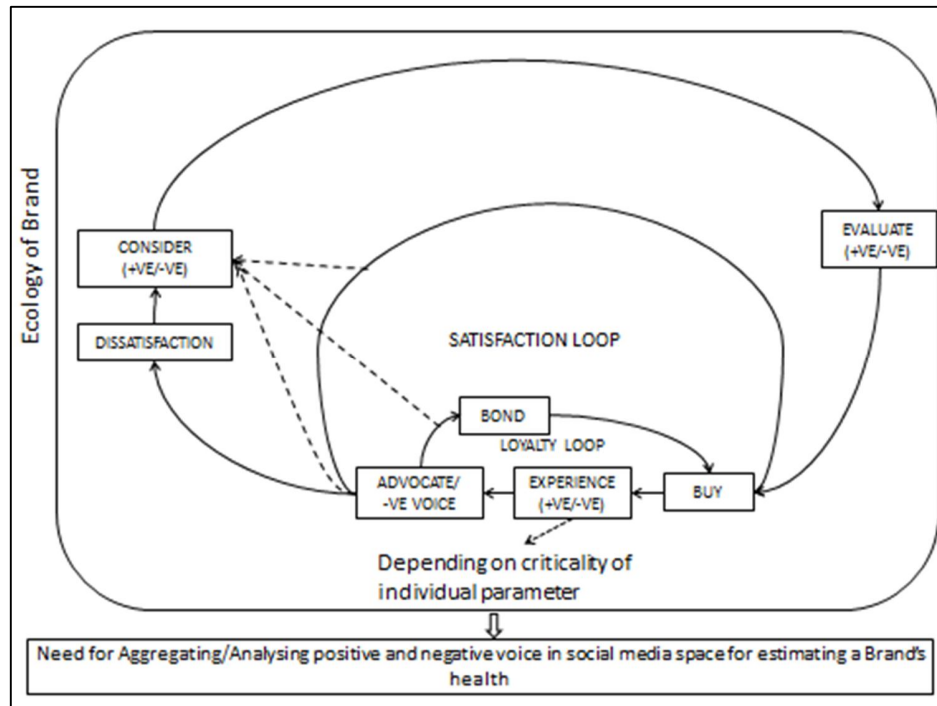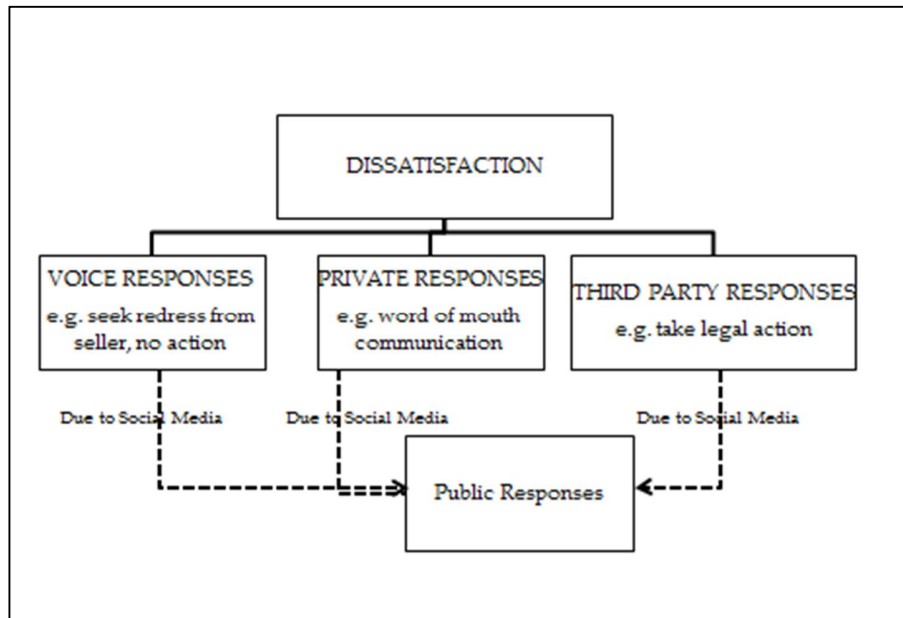Fig 1: A Framework of Estimating a Brand's health in Social Media

Fig 2: Taxonomy of CCB in Social Media

Objective of the study

The current study analyses consumer's feedback on social media (brand's Facebook page) to fulfil following objectives:

i. Analyse a brand's health in terms of mix of positive and negative M1, M2, and M3.

ii. Analyse the reasons for the brand's health.

iii. Analysis of consumer feedback market-wise.

iv. Extends CCB model proposed by Singh (1988) for SM era.

Consumer Discontent

In extended period of time impact of negative consumer feedback on a business is more. The negative voice is due to consumer discontent and impacts consider and evaluate phases of other consumers. The scope of consumer discontent includes the collection of attitudes held by consumers toward the product strategies of business, business communications and information,

the impersonal nature of business and retail institutions, and the broader socioeconomic forces which are linked with the business system (Lundstrom and Lamont 1976). If a business doesn't tries to resolve issues related to discontent from their source the actions are uncoordinated and disjoint, then though the issues may subside for time being but will again re-emerge and may rather escalate discontent (Lambert and Kniffin 1975).

To identify basic sources of discontent and classify them (so that consumer discontent problem can be doused), Lambert and Kniffin (1975) take the help of alienation concept and classification which was proposed by Seeman (1959). They argue that alienation itself is a tool to classify and understand consumer discontent and counter it.

Seeman (1959) originally classified alienation as powerlessness, meaninglessness, normlessness, isolation or cultural estrangement, and self-estrangement. Later on Lambert and Kniffin (1975) extended this from consumers' perspective as follows:

1)   Powerlessness: "From perspective of consumer powerlessness is a feeling or belief held by a person that as an individual he cannot influence business behaviour to be more in accord with his needs and interests as a consumer that he is powerless to get them to respond satisfactorily to complaints" (Lambert and Kniffin 1975).

2)   Meaninglessness: From the perspective of consumers meaninglessness is opaqueness about product, such that consumers are unable to choose meaningful product due to inadequate information about products (Lambert and Kniffin 1975). It is mainly due to incorrect claims by companies (advertisements etc.), or because firms do not provide adequate information (hold it).

3)   Normlessness: Both consumers and producers are likely to believe that it is normal to be unethical in business as it leads to success in business (Lambert and Kniffin 1975). The main reason for normlessness can also be attributed to lack of transparency.

4)   Isolation or cultural estrangement: These people perceive that the current social goals, things and beliefs lack value and validity i.e. these do not provide meaningful satisfaction in life and are purposeless and bankrupt.

5)   Self-estrangement: Self-estrangement and its causes are concentrated nearly completely on an individual.

For self-estrangement the cause is personal, whereas for the other sources of consumer discontent major attribute is the business as perceived by the consumers. At a time there may be combination of more than one form of alienation causing consumer discontent (Lambert and Kniffin 1975).These "sources of discontentedness" (alienation) lead to dissatisfaction in consumers which leads to Consumer Complaint Behaviour (CCB). CCB in our study is reflected through the consumers' negative voice on social media space (for this study: Facebook). The negative voice can also be analysed (through content analysis) and classified to find the sources of consumer discontent. Each voice may signify more than one form of discontent i.e. it may be due to multiple types of alienation. For our study, the voice (specifically negative) M1 and M2 benefits seems to be signify powerlessness and meaninglessness, and M3 benefit seems to be due to normlessness, and isolation. Consumer discontent leads to Consumer Complaint Behaviour (CCB), which further may lead to expression of the discontent.

Consumer Complaint Behaviour (CCB)

"CCB phenomenon is believed to be triggered by some feelings or emotions perceived dissatisfaction" (Day 1984; Landon 1980). "Without perceptions of dissatisfaction, consumer's responses cannot qualify as CCB (Jacoby and Jaccard 1981)".

Singh (1988) proposed the following CCB taxonomy: Voice Responses –e.g. seek redress from seller, no action; Private Responses – e.g. word of mouth communication; and Third Party Responses – e.g. take legal action. The current paper suggests that due to social media, the CCB responses as word of mouth, which was previous under private responses, can now be considered as public responses, as the private social network itself has grown and gone into public domain due to social media.

Fig 2Modified version of the framework proposed by Jagdip Singh (1988)
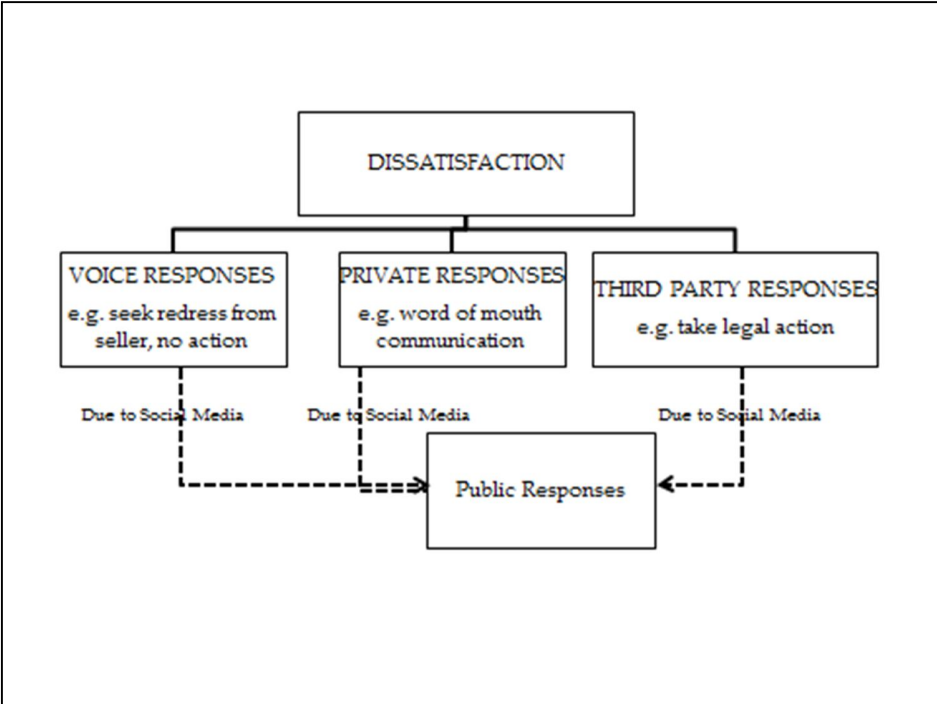
We assume for our study that discontent/content leads to behaviour (positive or negative). The modified CCB framework states that due to advent of social media the private responses have entered into the domain of public responses. We can analyse and use these responses for our study, but we cannot use the CCB for the context which could not be expressed through the public domain of social media. As social media is making forays in different aspects of life (including private responses, voice responses, and third party responses), the content on social media may grow richer both horizontally (wider contexts) and vertically (deeper sense within each context), leading to lesser use of non-social media.

The consumer feedback on a brand's page is categorized into respective benefits using content analysis, after which the quantitative data is arrived at (the numbers of M1 positive, M1 negative, M2 positive, M2 negative, M3 positive, and M3 negative)

Content Analysis

Content Analysis has been defined by researchers from the following three perspectives of content (Krippenendorff 2004):

i. Content is inherent in text: text has a meaning. Task of researcher/receiver is to unearth that meaning.

ii. Content is property of source of the text: a text's meaning depends on the sender/source of the text. Same text may mean differently depending on the source. E.g. Non-violence in Gandhiji's writings may contain no violence at physical and mental level; whereas some other author may mean only at physical level.

iii. Content emerges in the process of a researcher analysing a text relative to a particular context: A text's meaning depends on its receiver, e.g. Shreemadbhagavadgeeta has numerous commentaries (approx. 1300).

Content Analysis is "a research technique for the objective, systematic and quantitative description of the manifest content of communication" (Berelson 1952). "Content analysis is the study of the message itself, and not the communicator or the audience. It is the study of the stimulus field (Fearing 1953)" (Kassarjian 1977). "Latent content as well as manifest content may be examined by content analysis, a series of judgments or descriptions made under specifically defined conditions by judges trained in the use of objectively defined criteria" (Fearing 1954). "Content analysis is a phase of information-processing in which communications content is transformed, through objective and systematic application of categorization rules, into data that can be summarized and compared" (Paisley 1969, p. 133). "Content analysis is a scientific, objective, systematic, quantitative, and generalizable description of communications content" (Kassarjian 1977). These definitions of content analysis take content of the first type i.e. inherent in text.

Osgood (1959) defined content analysis "as a procedure whereby one makes inferences about sources and receivers from evidence in the messages they exchange". Krippendorff (1967) defines content analysis "as one of making specific inferences from recorded text to characteristics of a source that are not directly observable". These definitions take content in the sense of the second type i.e. property of source of the text.

"Content analysis is a research technique for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use" (Krippendorff 2004). This

definition takes content in the sense of the third type i.e. the content emerges from an analyst's perception in a given context. The same text can have different meanings in different context or can have different meanings for different analysts/ receivers/ readers. This paper uses this third definition of content. Even though analysts may try to find the perceptions of source of a text, but in analysing the text from the view of the source they use their perceptions to assume the perceptions of the source. Thus a content analysis can never be free from an analyst's perception. Even if a computer program is used to analyse the text, the keywords and logic of program takes into account the perceptions of an individual (analyst and programmer). Even if we try to find objectivity in a text, the path to objectivity is through subjectivity e.g. even if we use keyword counts, the same word may have different meanings in different contexts. So even if we try to find quantitative data from a text, it is found by qualitative analysis or via qualitative nature of algorithms.

Text (or other meaningful matter) used in the definition of content analysis means all type of data which is to be analysed e.g. text, image, sound, video, symbols, numbers " (Krippendorff 2004). For objectivity, Krippendorff (2004) used word text for all these. With technology evolving text may come to include much many other forms of data e.g. mind maps, real time wave patterns, etc.

Content analysis has some distinct advantages:

i. It is an unobtrusive technique (Krippendorff 2004). Since usually there is no interaction between the analysts and the source of data, the distortion of the data while it is being created, is very less. For example a respondent's thought process may get influenced by the questionnaire, and it would not be possible for him to give raw data. Also, some respondents may like to deliberately corrupt the data.

ii.   Content analysis gives a method to organize and use raw data (Krippendorff 2004; Kondrackiet al. 2002) e.g. speeches, open-ended survey questions.

iii.   "Content analysis is context sensitive" (Krippendorff 2004). The same data may be analysed to generate different findings depending on the context. For example the reason for such a vast number of Shreemadbhagavadgeeta commentaries is due to the combination of different contexts and different researchers.

iv.   Content analysis can be used for a small volume of data to a very vast volume of data. Due to advent of computers and internet, there is a very large volume of data which is available. This data can be analysed using different programs.

v.   Content analysis is usually used for data after an event has occurred. It can be used to compare many historical data as well as different researches.

Ideally the entire consumer's data on a brand whether voice responses; private responses; or third party responses (Singh 1988) could be taken as the population set. In this research, for a brand, we take the population set as all consumer feedback on a brand's Facebook page. We used systematic sampling to collect consumer feedback from Facebook during the time period of February 2012 to March of 2012.

Features of Manual Text Analysis of Social Media Feedback

For past some time there has been debate on ethics of using Facebook (Social Media) data.

Zimmer (2010) discusses the following ethical research standards for collecting and using Facebook data:

i. Privacy violations: Zimmer (2010) discusses dignity based theory of privacy (Bloustein 1964) over harm based theory of privacy. It is unethical to bring out a user's (in our case consumer) information in public, even if the information is not to be misused.

ii. Amount of personal information collected: If vast amount of a user's data is collected, it can be used by external sources to identify the user (Smith, Milberg & Burke 1996).

iii. Improper access to personal information: Some information may be available to only the user's "friends".

iv. Unauthorized secondary use: In some researches a user's information is collected due to special access for many sources (e.g. a student's information may from her academic institution). This information through further academic/ commercial sharing may reach to sources which do/ should not have access to the information. The information may be misused by secondary targets.

v. Errors in personal information: The information collected may not be entirely accurate (some users may not display some information on social media site). The incorrect information may lead to incorrect profile-building of users.

For our current paper, we have accessed consumer feedback available on a brand's page (which the consumer would have wanted to be publicly available). The information was collected without having any special access (due to any special permission from the brand, or due to presence in any friend list). Though majority of Facebook users are connected directly or indirectly (Viswanath, Mislove, Cha & Gummadi 2009), but the analysis is used for analysing a consumer's perception of a brand and not for building database/ profile of the consumers. The current paper does not attempt to collect any profile information (demographics, friend list etc.) about a user. Thus it comes within the ethical requirements raised by Zimmer (2010).

Features of content analysis of Facebook data:

i. We cannot detect non-verbal cues from a statement which could have been analysed in case of comprehensive interview.

ii. Events usually have some picture by the host. Consumer comments are generally based on that event, except when some flow of discussion has emerged. Also, though data on Facebook is very rich, but it need not necessarily be on the official page of the brand (point ii of "The Challenges of content analysis for Facebook data"). So, benefits may not be distributed on the brand's Facebook page) as they are perceived by the consumers. We find only those benefits which consumers provide on the brand's page.

iii. Generally size of content signifies the importance of the comment for the consumer. The consumer may have been deeply affected (positively/negatively) by a brand and want to narrate her experience of the brand with others.

iv. Use of both negative and positive consumer voice in a single comment may increase the weightage of one of the benefits. For example a consumer may denote negative voice about the brand, but in her final part of the feedback, she may denote some experience, which may have changed her outlook towards the company positively. This shows a brand's resilience. Here the positive benefit should be given more weightage. We could add an extra M2 positive benefit. Likewise in case of a negative after positive, we could add an extra M2 negative. We will not be using this, for categorization in our current paper though we can use it for manual analysis.

v. Offline consumer feedback may not be documented and may be forgotten, but consumer feedback on digital space (Facebook for the current paper) never goes into oblivion (Dellarocas, Zhang & Awad 2007; Holtz & Havens 2008).

The Challenges of content analysis for Facebook data:

i. It is very difficult to identify the demographics (location, gender, and age) of user. However it can be identified by manually accessing their profiles if their accounts have such security permissions, or by using web analysis. Identifying demographics of users is not the focus of the current study.

ii. It is very difficult to estimate a consumer's awareness about a brand by analysing only few lines of data. This is not the objective of our research. Our research focuses more on exploring a consumer's attitude that is present on a brand's Facebook page. A vast number of people who do not use internet (let alone Facebook) may be using the brand but we may not find their feedback on Facebook. Majority of rural population of India do not have access to internet or Facebook though the scenario may change in coming years. Others may be talking about the brand, and their content may be very rich but that content may not be present on official page of the brand, but on their individual pages. This is one of the major limitations of analysing brand's Facebook page data.

iii. Facebook currently has 1.11 billion users (Facebook 2013), and its user base is continuously growing. Many social media sites, in the past, have either failed or are now nearly non-existent (McCown, Nelson 2009). Neeser (2013) provides examples of such sites as: "itunes ping", "del.icio.us", "eons", "xanga", "digg", "Friendster", and "myspace". Some other sites which failed were yahoo mash, yahoo photos, and google lively (McCown, Nelson 2009). There is a possibility of Facebook becoming a minor social media site or failing (McCown, Nelson 2009), though social media may be present in one form or other. This puts the analysis at some risk, as though the methodology may

work on other media in a broader way, but may not be similarly applicable on non-Facebook media. Though Facebook for our paper is just a sample of social media site the concepts and methodology may be applied to consumer feedback on other forms of social media (both online as well as offline) as well.

Challenges of manual content analysis:

i. Labour intensive (Kondracki et al. 2002)

ii. Researchers are prone to error (inconsistency); the same researcher may provide different analysis for the same text in the same context at different points of time especially due to fatigue (Kondracki et al. 2002). Such an analysis becomes less reliable.

iii. It takes a lot of time and effort, and becomes difficult to analyse large volume of data (Simmons et al. 2011).

iv. Content analysis uses abductive inference logic (Krippendorff 2004). Abductive inference is neither a top down nor a bottom up logic (neither from particulars to universalization nor universalization to particulars.), but "from particulars of one kind to particulars of another kind" (Krippendorff 2004).The results of a content analysis may be generalized to other study based on context and the text. "They are generalizable only to the texts included in the sampling process" (Kondracki et al. 2002). For example analysts may identify author of a work by analysing previous works of the author but that analysis cannot be used to identify other authors. To identify other authors, previous works of those authors have to analysed.

v. Content analysis may describe the content but may not reveal the underlying motives.

vi. Manual content analysis unlike computerized content analysis is not portable (Simmons et al. 2011) i.e. in computerized content analysis, if we have defined correct patterns, lexicons (keywords), and constraints, then the program can be used to analyse further data in future without any effort but in case of manual analysis, the effort for repetitive analysis is not reduced much.

Challenges of computerized content analysis:

i. Different programs may give different results for the same text. Though for the same text, a program will give consistent results.

ii. Most of computerized programs use keywords. A word may have multiple meanings. It may lead to wrong results by assuming the word in wrong context. Though computer programs are better than ever and are now able to process homonyms/ homographs (Gerbner, et al. 1969), but the subjectivity in them may be better realized by manual/ human analysis.

iii. A program as of now cannot critically analyse a text (Kondracki et al. 2002) though computerized analysis reduces the effort drastically (Simmons et al. 2011).

iv. Though a researcher uses the keywords and other settings, the computerized analysis of the text is from the perspective of programmer, who created the logic of the program. The programs coming now are more intelligent and provide more functionality.

Case of Three Brands

Manual content analysis of three brands is done for the current study. This section discusses about the analysis for each of the brands individually. For this study, we refer to the status update by a brand on its Facebook page and subsequent comments as events.

Zara

There is much negativity among consumers because of slave labour (from countries like Bangladesh, Brazil, and Bolivia). The female models in the event's image by Zara are perceived by consumers as skinny and mannish. There were number of discussions on design of Zara clothing, about loose threads, good designs, and bad designs. There were also discussions on sale in Zara. A brand would like to exist in psychological mindscape. For our case, 76% of feedbacks are M2 positive. This is desirable for Zara. Some focus is on M3 (social perspective) as well. It indicates market evolution of the west. One striking feature of this data is absence of M3 positive. Though M3 negative is just 2.7%, but, its weightage may be much more. The consumers concerned with slave labour issue may present strong negative voice on all media and may affect others consideration and evaluation of the brand. Many of south-asian consumers for this brand were concerned about sale (discounts).

In one of the comments (*Before I went the Zara store, I had bought a metal ring in a store called "Accessorize" at the same building, and then I went to Zara. When I decided to go home, I passed by the Zara detector door. The detector made a very big sound and the red light started shining again and again. The two securities came to me and checked my purse, my shopping bags, and my stuff. I was forced to take out all my stuff from my purse to accept the detector check. Finally, they found it was the metal ring that I bought from Accessorize store to cause the metal detector that made a large sound. I was treated like a dog by Zara. I was*

insulted by Zara. Zara treated me like a thief. Zara should put a sign before your store, "No any mental rings allow getting into Zara."), the consumer displays extreme sense of humiliation, grievance it faced from Zara. By influencing others a consumer wants to take revenge. It is likely to impact share of mind (stochastic share) of other consumers negatively. The consumer's verbatim demonstrates the process of negative attitude formation and its expression. Though the comment denoted a single M2 negative but its weightage may be much more than multiple positive comments.

For each event there were usually a large number of comments. It indicates high level of consumers' engagement for the brand. There was rarely any interference by the brand in the discussions.

Using content analysis, consumer feedback on Zara was categorised into M1, M2, and M3.

	+ve	-ve	Total
M1	38	44	82
M2	395	29	424
M3	0	14	14
Grand Total	433	87	520

There is high level of psychological benefits. There are also significant negative M1 and M3, which denotes product design and social issues.

The above analysis gives the brand's managers something to act upon, so that the brand's health could be improved. Zara (Zara managers) needs to minimize negative voice at M1 and M3 level. It needs to take care of the slave labour issue, which may impact other consumers'

consideration and evaluation of the brands. Zara needs to deliver social benefits (M3), which is very critical for brand evolution (Kotler 2011). Current M3 positive is zero. Zara needs to work on design in general and customer service in particular.

Kurkure

There is some negativity among consumers about the perceived plastic/paper constituent of Kurkure which is responsible for two of the M3 negative voices, and a number of M1 and M2 negative voices. Events usually started with Kurkure taglines and consumers got involved in the discussions related to their feelings towards Kurkure. There were also some events which were about the Kurkure contests. During those events, the discussion generally centred on the brand. Kurkure created some events on non-Kurkure topics (e.g. greetings, asking favourites from consumers), to keep the consumers engaged. In two of those events the discussions drifted to Kurkure for a short time. These two examples denote a positive from the aspect of Kurkure, as there was engagement with the brand. The sample contained the psychological benefits which consumer derived by the physical benefits of Kurkure.

Overall, there were not many comments for each event, indicating overall low engagement of consumers. This number was even lower in non-Kurkure events. There was much interference by the brand in the discussions, especially for answering negative voices.

Using content analysis, consumer feedback on Kurkure was categorised into M1, M2, and M3

	+ve	-ve	Total
M1	17	15	32
M2	66	12	78

M3	0	2	2
Grand Total	83	29	112

The feedback from Kurkure, a food and beverage category (snack) had less than 70% of total benefits as M2, and less than 60% as positive M2. Kurkure would like positive M2 benefits to be more so that there is resistance to shifting the consumers towards other brands, even if the physical benefits from those brands are at par with Kurkure. The M1 and M2 negatives for this sample are: about 13% and 11% respectively. The above analysis gives the brand's managers something to act upon so that the brand's health could be improved. Kurkure (Kurkure managers) needs to minimize the M1 and M2 negatives. These are high for Kurkure. It needs to take care of the perceived plastic /paper content of Kurkure issue. Kurkure's attempt to clarify consumers queries regarding this issue in the subsequent comments shows that consumers did have this perception, and those consumers who may not have read or been convinced by those comments, need to be addressed. It needs to shift consumers towards M2 benefits. For the Facebook page, non-product events should be better integrated with a brand so that consumers interact better with the brand. Kurkure needs to deliver social benefits. The M3 positive is absent. Consumers are choosing brands more on social benefits than ever (Kotler 2011).

The Cotton Lawn Shop

For each event, there are very less number of comments, lesser than Kurkure. Discussion generally consisted of the designs, colours of the cotton lawn shop's clothing. The comments also constituted queries about location of outlets, online shopping processes, and availability of discounts (sale). Many consumers wait for sale for purchase of the brand's product (clothing). There is less engagement of consumers, though overall brand perception is positive. Consumers

like the product but their waiting for sale shows unwillingness to pay premium for the brand.
Some discussion was on non-availability of the brand in the consumer's city which led to some
negative voices.

Overall, there were lesser number of comments for each event, indicating overall low
engagement of consumers. The sample consisted of one non-brand events, which had an average
number of comments. There was much interference by the brand in the discussions, especially
for answering negative voices and queries.

Using content analysis, consumer feedback on Zara was categorised into M1, M2, and
M3

	+ve	-ve	Total
M1	47	13	60
M2	191	2	193
M3	0	0	0
Grand Total	238	15	253

The feedback data for "The Cotton Lawn Shop", a clothing category, had 94% of positive
consumer voices, but had about 24% of it in M1 benefits. There was absence of social benefits
from the text. The brand would like to decrease its negative M1 benefits.

The above analysis gives the brand's managers something to act upon so that the brand's
health can be improved. The Cotton Lawn Shop (The Cotton Lawn Shop's managers) needs to
minimize the M1 negatives. It needs to make the process of shopping and delivery easier and
more widely available. Many consumers had shown concerns related to this. It should have such

an impact on the minds of consumers that they should be willing to pay the premium for the brand. For the Facebook page, non-product events should be better integrated with the brand so that consumers interact better with the brand. It needs to deliver social benefits. The M3 is absent. It needs to engage the consumer more on its page. The number of comments per event is very less.

Summary of the Analysis

For the south-asian brands (Kurkure, and The Cotton Lawn Shop), there was much interference from the brand. The brand tends to give direction to a discussion (directive style). If a comment contained negative voice or a query, the expectation was that the brand will clarify. The consumers were less participative and less engaged.

For the western brand (Zara), there was rarely any interaction from the brand. If a comment contained negative voice or query, other consumers answer, clarify or support the comment. There was high level of engagement from consumers.

There was absence of consumer voice on social benefit in the south-asian brands (except health hazards due to perceived plastic constituent of Kurkure), whereas, the western brand had high quality of comments related social benefits. This presents higher evolution of developed markets (western markets) than less developed markets, where M1 issues (price, discounts) are likely to dominate.

Number of comments for the western brand was high for each event, whereas it was low for south-asian brands. This may be also due to lesser penetration and integration in real life of internet and social media in south-asian countries. Another reason may be lesser activeness of the south-asian brand on the social media site.

Negative voice is not just the opposite of positive voice. In fact they are on different axes. Aggregate weightage of few negative benefits may significantly reduce the impact of multiple positive benefits derived from the brand.

Conclusion

The content analysis process for the three brands included analysing the text (consumer feedback on brand's Facebook page), and categorizing the comments on the basis of the benefits consumers received. The western brand (Zara) had a better engagement with consumers with a large number of comments for each event, whereas the comments per event for south-asian brands (Kurkure and The Cotton Lawn Shop) were less. The south-asian brand's events were directive in nature (direction of the comments were maintained by the brands), whereas, the western brand's event had no interference from the brand. The quality of the comments and the participation of consumers of the western brand was better than the others. The presence of quality M3 comments in the western brand denoted the market evolution of the west compared to south Asia. Overall, the consumers seemed to be participative on the brands' Facebook pages.

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