Social media marketing strategy
Case: H&M Hennes & Mauritz

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Abstract

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Purpose - The purpose of this thesis is to review the potential contribution of social media channels to H&M fashion brand and subsequently establish evaluation criteria for the application of social media channels to the brand's marketing strategies. The business field of the company is fashion clothing and retailing.

Design/methodology/approach: Qualitative research was employed through content research methods and case study method. The study is desktop research using existed content as researching material.

Findings – This report analyzed the marketing strategies that the company H&M used in two chosen social media channels Facebook and Instagram. The study finds that H&M Facebook page has more number of people who follow and like the page. Instagram has less the number of followers, but it is the channel that has better user's integration than Facebook. Posts from Instagram receive more interactions in forms of likes and comments on these posts than those from Facebook.

Research limitations / implications: The report's analyzed data are mostly taken from secondary data. The implications of the report can be applied in similar business forms using social media as a method marketing strategy.

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Originality / value: The paper proposes brand H&M to encourage more interactions with user-generated content when choosing the image to feature the company's products.

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1 Introduction

1.1 Thesis topic and objectives

Social media is a practical and dynamic platform for marketing and brand advertisement, especially for fashion brands. Many different brands post their latest products and updates as photos on different social networks to promote their products and gain popularity. By using the case study from H&M (Hennes & Maurtiz) fashion brand, the thesis aims to study on how this fashion brand uses different social media channels to attract customers' interest and obtain communication toward their brand image. The purpose of the paper is to address social media as a marketing strategy in fashion markets. Understanding this can help consumers to focus on specific social media targets for better information and also can provide recommendations for marketers making up future plans utilizing social media. The research focuses on social media marketing in fashion branding and analyzes how the company interacts with their current and potential future customers on Facebook and Instagram. Using content analysis on official social media network pages of H&M, the research provides insights about brand marketing strategies and their respective branding tactics.

1.2 Case company – H&M

H&M says they possess three factors for their success: incentive design, the best quality at best price and efficient logistics. (Mark Tungate, 2005).
H & M Hennes & Mauritz AB was founded in Sweden in 1947 and is headquartered in Nasdaq Stockholm. H&M's business idea is to offer fashion and quality at the best price in a sustainable way. In addition to H&M, the group includes the brands COS, Monki, Weekday, Cheap Monday, & Other Stories as well as H&M Home. The H&M group has more than 3,900 stores in 61 markets including franchise markets. In 2015, sales including VAT amounted to SEK 210 billion and the number of employees was more than 148,000. (H&M, 2016)

1.3 Problem and hypothesis

Decades ago fashion industry stayed inside local stores with less brand recognition, people customized what they wanted to wear from a catalog and turned it to tailor-made clothes. Ready-to-wear clothes were also available in national brands and people chose their clothes by visiting clothing stores. The growth of the internet has influenced business communication drastically as many brands have stepped across their national borders to become recognized internationally. Brands such as Zara, H&M or Gap became multinational fashion retailers with their stores are open each year in a specific country across the globe.

With a growing trend in the use of social media marketing among various fashion brands, this study set out to identify attributes of social media activities and examine the relationships among those perceived activities, value equity, relationship equity, brand equity, customer equity, and purchase intention through a structural equation model. Five constructs of perceived SMM activities of luxury fashion brands are entertainment, interaction, trendiness, customization, and word of mouth. Their effects on value equity, relationship equity, and brand equity are significantly positive. For the relationship between customer equity drivers and customer equity, brand equity has significant negative effect on customer equity while value equity and relationship equity show no significant effect. As for purchase intention, value equity and relationship equity had significant positive effects, while relationship equity had no significant influence. Finally, the relationship between purchase intention and customer equity has significance. The findings of this study can enable luxury brands to forecast the future purchasing behavior of their customers more accurately and provide a guide to managing their assets and marketing activities as well.

Answering the following questions:

- How do H&M present themselves on social media channels, specifically Facebook and Instagram?
- In which social media channel H&M is doing the most effective to market their brand and image?
- How H&M engage with customers and by which elements from social media that followers interact with H&M's brand and social activities?

2   Theoretical framework

2.1   Inbound marketing and content marketing

Marketing is about management of customer relationships through understanding customer needs, wants and demands in order to satisfy customer values by delivery marketing offers. Marketing process includes social and managerial by exchanging customer values and relationships with products, services and experiences. (Armstrong & Kotler, 2009)

Inbound marketing entices customer's attention not by what the companies say about their products, but what customers say about them. Inbound marketing is about engaging customer's interest towards products and services by using content marketing, social media marketing and search engine. People find themselves having their own initiatives looking for products or services whenever they want, instead of being pushed to pay attention to a particular product with spam emails and interrupted calls. (Brian.H and Dharmesh.S, 2014)

The purpose of inbound marketing is to get found by online customers through search engines or popular social media channels, apparently are Facebook, YouTube or Instagram. Inbound marketing serves beyond providing information, but offering tips and demonstrative content including practices and guides to help customers learn about the products and services.

Common tools in inbound marketing referred as Blogs, SEM (Search Engine Marketing), SEO (Search Engine Optimization) and Social Media.

Social media in inbound marketing is a communicative connection between brands and customers. Social media creates spaces where brands and audience can connect and interact by sharing different types of content such as text, photos and videos. Brand can stay connected with audiences by sharing stories and trends that have potential to go viral. Audience interact with brands and with each other by commenting or sharing the post to other followers in the same social media channel.

2.2 Traditional marketing and Inbound marketing

Inbound marketing has gain recognition and popularity along with the development of digital age. If businesses are looking for a way to target internet users as buyers and to provide them entertaining experience through portraying the brands by personized and relevant content, so inbound marketing is a gateway for them.

Traditional outbound marketing for decades has worked as an essential technique for brands to spread words about products and services. Every day we receive promotional emails to our mailbox, we get interruptions with commercials during watching a series program on television. If we do not put the sign of "no advertisement" outside the door, every week we still get dropped in piles of brochures, posters or postcards about products on sale or what to buy for this winter season. Traditional marketing is still around us except that we have changed the way to pay attention to it, either by using filter for our mails or changing the television channels. Nowadays, traditional marketing methods are still having important roles in branding but the effectiveness has lessened and repositioned by current inbound marketing trends. Customers' experiences with getting to know about the products and services have shift from receiving direct mails or newsletters to their mailboxes to a whole new way of typing words on search engines. (Brian Halligan & Dharmesh Shah. 2014. 3-7)

The marketing process according to Philip Kotler (2013) is the process of creating values for customers and satisfy the needs of a target market. Marketing process starts with identifying unfulfilled needs and wants, following by measurements and quantifications of the identified market size and the potential profits. Companies do market segmentations in order to promote their products and services with their best capability. (Kotler, 2013)
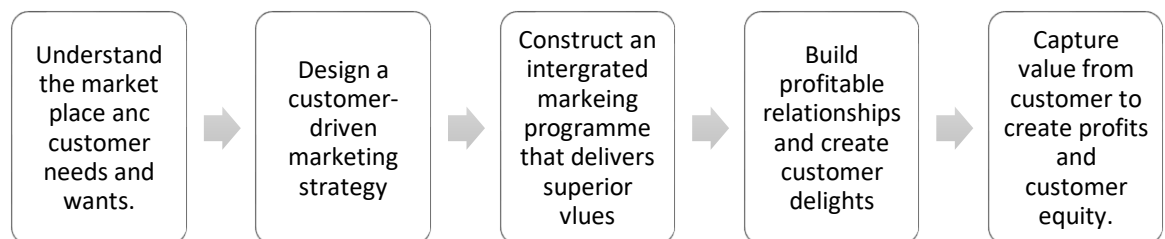
| Understand the market place anc customer needs and wants. | → | Design a customer-driven marketing strategy | → | Construct an intergrated markeing programme that delivers superior vlues | → | Build profitable relationships and create customer delights | → | Capture value from customer to create profits and customer equity. |

Figure 1. The marketing process (Philip Kotler, 2013).

Inbound marketing's approach focuses on attracting customers through relevant and helpful content and interactions. Inbound marketing enables potential customers find businesses through channels like blogs, search engines, and social media. Unlike outbound marketing, instead of looking for potential customers' attention, inbound marketing creates designed content to address the interests and needs of their ideal customers, inbound marketing attracts qualified prospects and builds trust as well as credibility for businesses. (Brian Halligan & Dharmesh Shah, 2014)

Figure 2: Inbound marketing methodology (HubSpot, 2017)

The four inbound marketing actions (Attract, Convert, Close and Delight) showed in figure 2 explain overall steps and supporting tools of how to turn potential customers who are new to the product and services to loyal customers and then promoters of the brands. At first, brands are introduced to new customers or "strangers" to get their interests and trust. When customers are convinced to try the products so they make the purchase, excellent services are also provided by brands. Customer are satisfied with both products and services that they become repetitive buyers and also become the brands' promoters as they refer the products to others. (Juan.P Castro, 2013)

2.3   Content marketing

Inbound marketing and content marketing are interchangeable terms used in branding. Since the use of content is one of the utmost tactics in inbound marketing, considerably content marketing is a subset of inbound marketing. (A.J Agrawal, 2016)

Marketing through content enhances Search Engine Optimization, Search engine marketing and brand awareness. In the "Social Sharing Research Report" published by Chadwick Martin Bailey (2010) showed that for more than an hour daily of online users, there are 48 percent are reading content, 67 percent are surfing the web and 49 percent are reading and writing emails. (Josh Mendelsohn & Jeff McKenna, 2010)

2.4 Social media marketing

2.4.1 Social networking and social media defined

Social media refers to the collections of technologies that capture communication, content and so on across individuals, their friends and their social networks. Examples of social networking sites are Facebook and Twitter, blogging platforms like WordPress or BlogSpot, photos and videos sharing like YouTube and Flicks. These technologies help user create content on the Internet and share it with others. Social media becomes the infrastructure where users are publishers of their content that is interesting for them and their friends. (Treadaway & Smith, 2010)

Social networks are groups of people or communities who share common interests, perspectives or backgrounds (Tradeaway & Smith, 2010). Social networks are foundation of social media because every form social media is based on participation from a community of members. (Tuten & Solomon, 2013).

A recent study about social media users showed the estimated result of 75 percent of users are potentially share content though social media channels. (Chadwick M. Bailey, 2010)

2.4.2 Facebook for marketing

Facebook is a social networking site created by founder and also CEO Mark Zuckerberg in 2004. Initially, Mark designed the page as a networking tool for Harvard students, it quickly became popular to other schools and was finally opened to the public in 2006. Facebook is currently one of the biggest social networks worldwide. Facebook can be accessed by both computer and mobile devices. As of December 2016, Facebook had average 1.86 billion monthly active users, including 1.74 billion mobile active

users. The amount of daily active users is 1.23 billion and on mobile are 1.15 billion. Facebook is one of the most shared-content pages by users with varieties of content forms such as photos, statuses and articles. Facebook has 350 million photos are uploaded each day and approximately 14.8 million photos are upload per hour. Facebook continues to gain in popularity over other social media channels. (Facebook, 2016). When using Facebook for marketing, different businesses have different intentions for specific concerns and situations relating to their business's goals. Marketing effectively on Facebook is more than just creating a page and maintaining it with attractive content. Using advertising in Facebook aims to create user experiences so that businesses can measure the outcomes from their efforts of using marketing tactics. (Tradeaway, 2012)

In general, social media help brands to gain more customers easier than traditional alternatives. Facebook marketing allows pages to measure quantitative outcomes from customer interactions such as page views, numbers of shares and comments. In another way, measurements can also be qualitative outcomes in forms of comments from members of a social media community. When online users leave comments about a particular post, their opinions are either positive feedbacks or negative complains but they all contribute to the "content" of which measure the success of the business. (Tradeaway. 2012)

Facebook is informational. People can find out things about a company through its Facebook Page whether it's business hours, an address or upcoming events. Facebook is focused more on text because it is data driven. It might take longer time to create a profile on Facebook than it does on Instagram. When users click on a browser to log in Facebook, the popup headline from the front-page of newsfeeds will be "what is on your mind?" Facebook encourage people to share all kinds of content such as texts, photos, videos and now even a live video. Live video was a new function of Facebook that enable people to broadcast their live video in real time. People do not need to record a video and post it after, but record and broadcast at the same time engaging live reactions from viewers. This feature helps broadcaster and viewers to connect instantly. Followers can get notifications when a live video is going so they can connect at the right time. (Facebook. 2017)

Most notable fashion brands have presence on Facebook. Each brand comes up to their Facebook page with different purposes and strategies, such as an online sale tool or a communicating channel for announcement of new products. However, it is more often used as a platform for brand awareness. Many brands have worked with Facebook using its special features. For example, Topshop has used live streaming video for their 2013 collection at London Fashion Week, the video reached over 200 million viewers. (Harris 2017, 84.)

2.4.3 Instagram for marketing

Instagram since its launch 2010 has become a new brand identity and the community with more than 600 million monthly active users and 400 million daily active users. For businesses, Instagram has 8 million businesses using business profiles, more than 1 million monthly active advertisers. Instagram has lead one of the best image-sharing social networks. In 2016, Instagram introduced Instagram Stories as a new way for businesses to share everyday moments by allowing users to post multiple photos and videos in a slideshow format. (Instagram, 2017)

People use Instagram to follow their passions, from travel and fashion to food, entertainment and everything in between. These passions extend to brands, with 80% of Instagrammers following a business today. Instagram addressed that businesses are an important part of Instagram community. Companies from different industries using Instagram platform as a place to turn their passions to success. According to Instagram Internal Research, more than 50 percent of Instagrammers follow a business, and about 60 percent of users say they learn about a product or service though Instagram. (Instagram, 2016)

Instagram has become a community where trends are created and followed. People are familiar with Weekend Hashtag Project where specific themes are designed by Instagram's Community Team, users use hashtags to post their creative photos according to the designed themes.

Instagram is about capturing moments. People might not open Instagram to find out about company's business hours, they use Instagram to engage. That is what makes it so effective for building brand and gaining popularity. It naturally leads people to actual content and therefor it is less cluttered than Facebook.
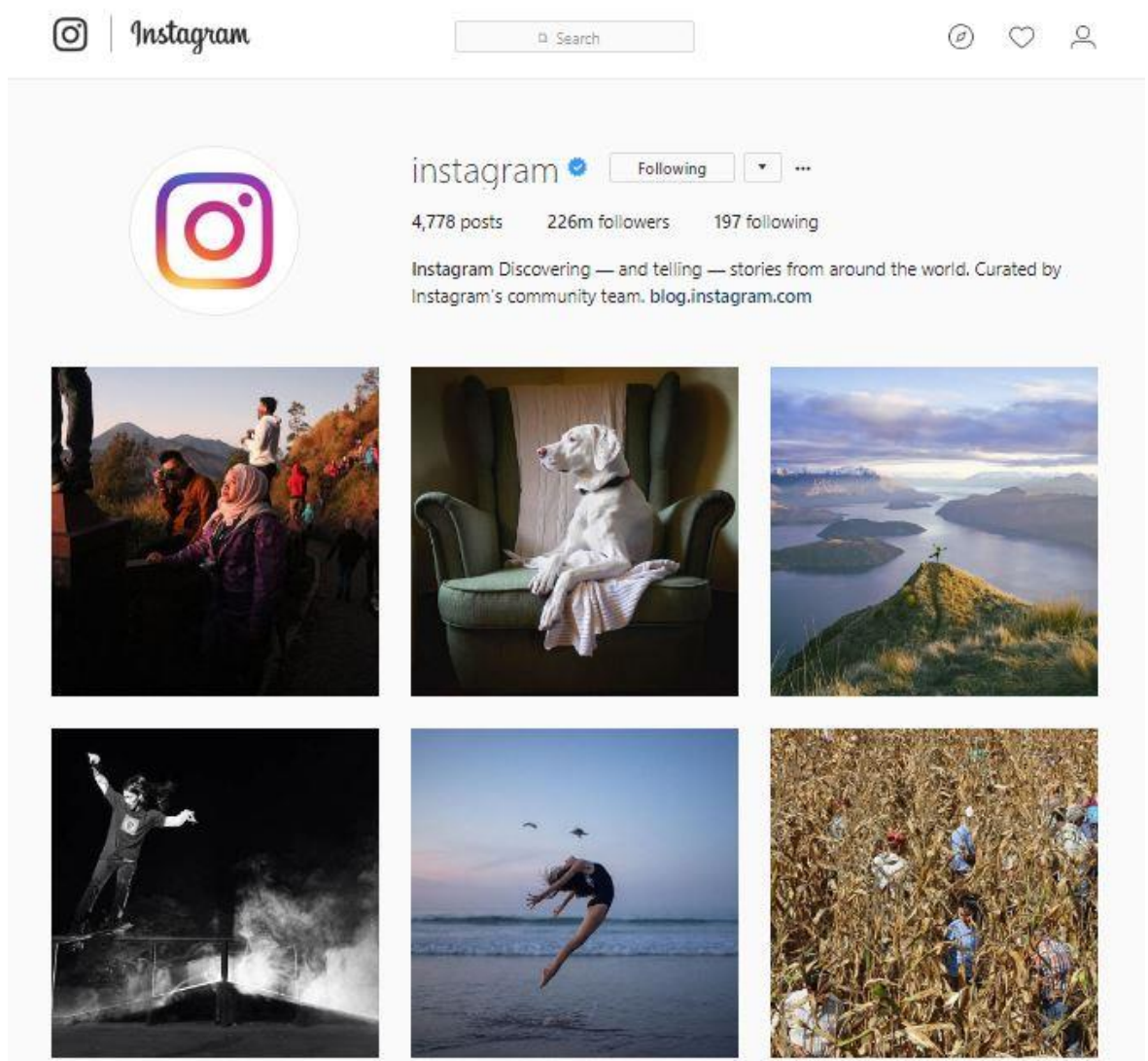
Image 1: Instagram front page (Instagram, 2017)

Instagram in Fashion Marketing

Instagram allows a business to tell the visual story of the brand. From launching a new range to showcasing products on the catwalk, Instagram helps brands turn their objective all the way from inspiration to action. Ranking the eighth on the largest social platforms in the world, Instagram is considered to be the number one in fashion world. Designers find Instagram as an energetic and connective way of sharing their creations which to be considered as their products. The application makes brand's communication reachable among communities of designers, stylists, editors and photographers.

Instagram is available in form of application that can be downloaded to mobile devices for free. The application allows users to take photos and edits with a variety of filters, then share them on the network itself or connectedly share to other social networks such as Facebook or Twitters.

Instagram focuses on imagery, it exploits the importance of visual communication. Therefore, many fashion brands have created their Instagram accounts to share their showcasing products, events, "how-to" videos or host contests. Some brands are ahead of using user-generated content, for example Levis and Marc Jacobs used Instagram for global casting campaign where they encourage users to upload images of themselves. (Harris 2017, 89)

2.5   Social media in fashion marketing

Fashion marketing starts with the very basics of fashion where change is intrinsic. When fashion is about creating involving clothing design which become short-term trends or fads. The role of marketing in fashion is to make theses design visible and successfully sold to the consumers. Social media helps fashion brands to gain insights to customers' options, preferences and inspirations. Crowdsourcing information and inviting feedbacks are used are means from social media to get direct input from customers. Businesses can develop a profile and reputation to get followers, fans and supporters. Social media is important in the way that it spreads news about brands virally to that they can reach huge amount of audiences. (Harris 2017, 77.)

2.6   Consumer behavior in fashion and design.

Customer behaviors and purchasing habits have changed before and after social media. Before the popularity of social media, many consumers would spend more time in a store looking for items displayed on the shelfs. In looking for inspiration for current fashion trends, people could find from magazines or other printed publications. However, the images of "what to wear" are limited in numbers of pages. While high-end fashion products are still a luxurious commodity, now with the use of Instagram, Face-

book or Pinterest - where users post weekly, daily or even hourly to share and influence current trends and styles. Today, consumers want to display their favorite brands to their network so they can feel that their buying decisions are part of the crowd.

The rise of fast fashion

In each fashion season, brands start announcing their newly designed collections from spring-summer or autumn-winter collections. It is also when a trend is created and people start following it. Fast fashion stepped in as a solution for trend's followers. Retailers can see how influential a trend is towards people that they result in searching for it. Because fashion trends usually have short life-cycle, people tend to buy low-cost items to stay on trend as they can share their latest looks among their social media connections. Today people do not need to wait until they have time to visit a store to find a fashion item. They turn to their social media newsfeed to see what their favorite brand is having on the shelfs. The habit of checking what is happening on social media can result in an idea of a new look for the upcoming winter or it might be just a good way to know what a store is having on sales so that people can get a good deal for a favorited item. Fast fashion is a suitable option for people who prefer to constantly and affordably change their clothing looks but who do not have the means to purchase high-end items. Social media and fast fashion together become a mix that helps fashion industry evolving.

By the late 1990s, the fashion market had significant changes with "fast fashion phenomenon". Fashion retailers such as Zara and H&M had concepts to bring style to a mass market. H&M founders' visions were that not just the rich people could have well-made clothes, but anybody can wear stylist clothes for affordable prices. The introduction of "celebrity and fashion" combined was seen in the 2000s encouraged the fast-fashion trend. It was a fashion culture inspired by celebrity's look when people could wear similar styles just like celebrities in weekly magazines. Time was an essence for fast-fashion retailers as Zara could transform a design concept to products on stores' shelfs in matters of weeks. Meanwhile it took several months or yearly cycle time from design to production for traditional retailers (Christopher et al, 2004). Fast-fashion also changed customer behaviors in a way that "you have to get it fast before it is gone". Fast-fashion retailers sell 15 percent of their merchandises compared

to 50 percent for traditional apparel retailers on their markdowns (Shephard and Pookulangara, 2013). Global players in fast-fashion such as H&M, Zara or Mango have gained market share over traditional retailers with the net result has grown faster in clothing sector (Fernie,J & Grant, D.B. 2015.)

Impacts of social media to buying decision.
According to a recent consumer studies, 81 percent of people are influenced by friends' posts and 85 percent of people are influenced by celebrity endorsements when making a buying decision (Hubspot, 2017).
The article "Are Brands Wielding More Influence In Social Media Than We Thought" (Forbes, 2012) mentioned a survey carried in 2012 from Market Force – a worldwide leader customer intelligence solutions, about influence of social media with the engagement of customers. The survey interviewed 12.000 consumers in the US and UK to see how they engage with social media and how social media has influenced their purchase decisions. One of the survey questions requested the respondent to tell about if social media posts from their friends or from the companies or brands that they follow have an impact on them. The below graph shows the results in figures.
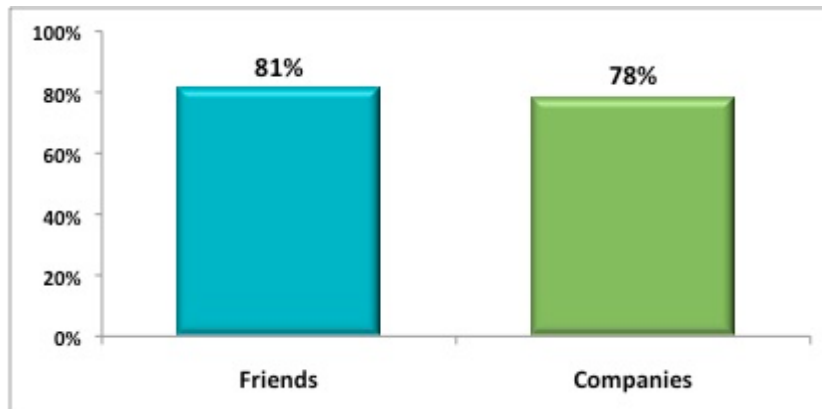

Figure 4: Influence of friends' and companies' social media posts (Market Force, 1012)

The graph shows that the percentages of customers are influenced by posts from friends and from companies are relatively high. It reveals that 78 percent of repondents affirmed that the posts from the companies they follow on social media can have an impact on their buying decision (Forbes, 2012).

Accounting for the reason why consumers follow a company on their Facebook page, the survey from Market Force (2012) also reveal their results taken only from US customers in the following graph.
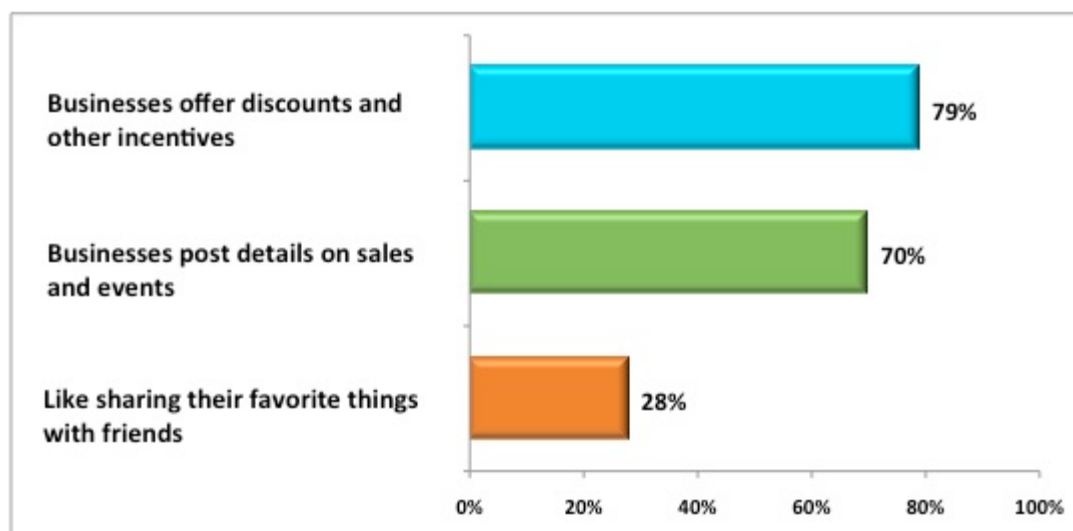

Figure 5: Why US customers follow a company's Facebook page (Market Force, 2012)

The survey conducted by Market Force noted a detail that among 12,000 people who were interview, there were 75 percent are women. This gives the fact that women participate significantly in the engagement of social media among themselves and toward brands and companies.

Fashion buying cycle

The fashion buying cycle is short, within the frequency of every six weeks, buyers purchase a new item (Kline and Wagner, 1994). In fast-fashion focused companies, the frequency is even higher on a weekly basis. (Buckley, 2006).

Below is the result of findings from the 2013 Digital Influence Report, based on surveys conducted among 1200 consumers, 150 top brand marketers, and 6000 digital influencers. The result is presented in figures.
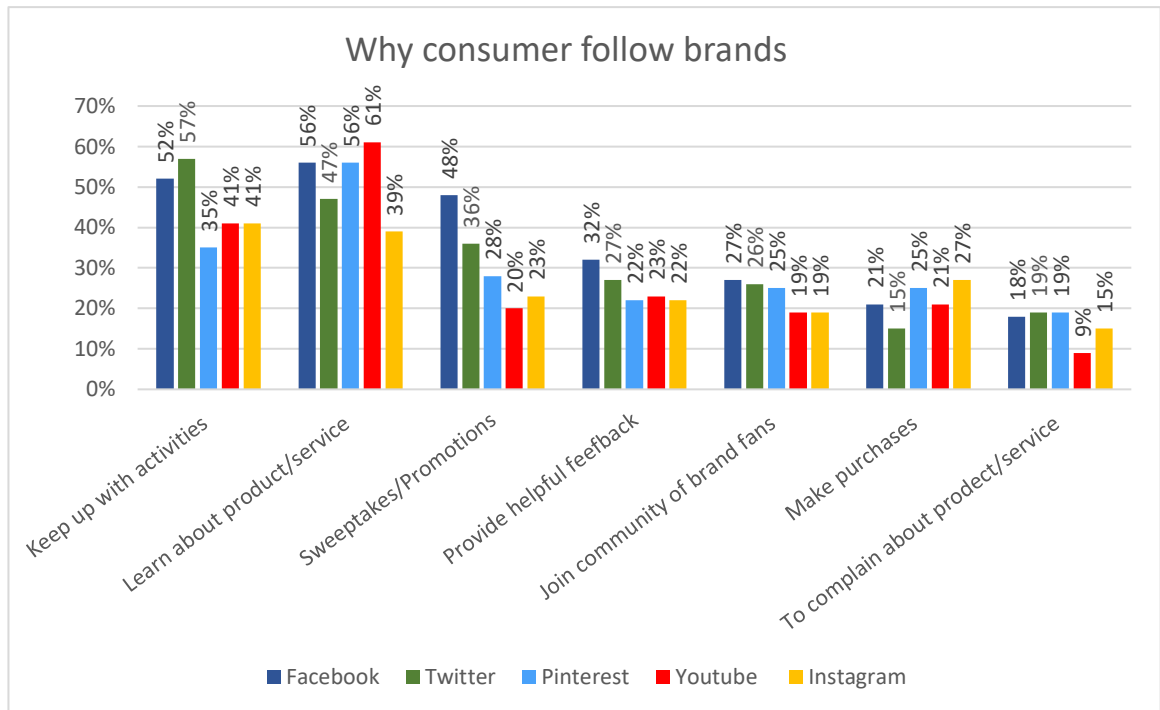
Figure 6: Why consumers follow brands. Technorati Media. 2013. Digital Influence

Understanding social media by its functions

A group of researchers from Vancouver's Simon Fraser University published the "paper "Get serious! Understanding the functional building blocks of social" about social media strategies for companies. The paper is published in 2011 in Business Horizons – The Journal of Kelley School of Business – Indiana University. The researchers cam up with a "7 functional building blocks of social media" into a honeycomb model. The model consists of two parts representing the Social Medial Functionality and Implications of the Functionalities.
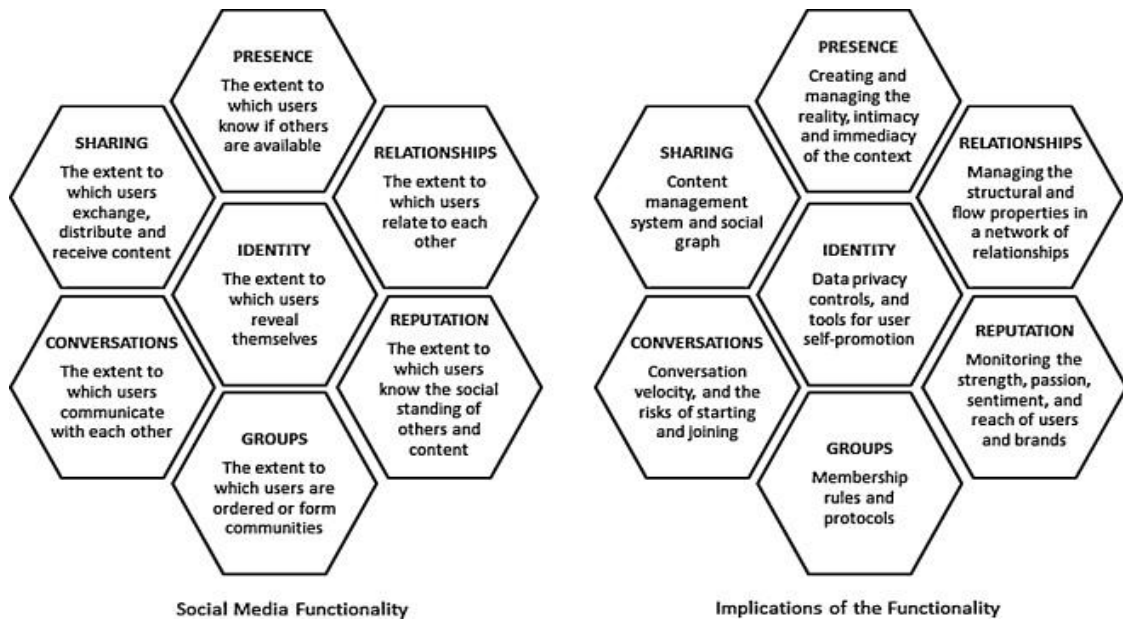
Figure 7: Seven functional building blocks of social media. (Kietzmann et al. 2011)

Explaining the seven key functions of social network identified by Kietzmann et al.

Presence – identifying whether members are accessible or available

Relationship – conversing, sharing, meeting up, listing contacts, friends or followers

Reputation – identifying who members are

Identity – revealing personal information and identity

Groups – forming communities

Conversations – communicating with other members

Sharing – receiving, exchanging and distributing content

Seven functions summarize different social media activities. They are defined by the extent to which they focus on some or all of these blocks. The authors explain the implications that each block can have for how firms should engage with social media. For another dimension, two models present a number of recommendations regarding how companies should develop strategies for monitoring, understanding, and responding to different social media activities. These functions can be used in this thesis as a reference to the social media channels that the company H&M are using.

3   Research approach

3.1   Characteristics of qualitative research

The purpose of this chapter is to provide an overview of and an introduction to qualitative research. Further information about common characteristics of qualitative research and approaches to qualitative inquiry.

Qualitative research has been defined by many authors. In the SAGE Handbook of Qualitative Research, Denzin and Lincoln wrote about the nature of qualitative inquiry from social construction, to interpretivism, and on to social justice in the world.

> Qualitative research consists of a set of interpretive, material practice that make the world visible. They turn the world into a series of representations, including field notes, interviews, conversations, photographs, recordings, and memos to the shelf. At this level, qualitative research involves an interpretive, naturalistic approach to the world. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to them (Denzin & Lincoln 2011).

The definition of Denzin and Lincoln has a strong orientation toward the ability of qualitative research on transforming the world. As stated by John Creswell – an applied research methodologist, qualitative research contains many elements from Denzin's and Lincoln's definition incorporating with emphasis on the research design and the use of distinct approaches to inquiry.

> "Qualitative research begins with assumptions and the use of interpretive/theoretical frameworks that inform the study of research problems addressing the meaning individuals or groups ascribe to a social human problem." (Creswell 2013, 44.)

3.2 Research Design and methodology

3.2.1 Case study approach

One of most common qualitative approaches is case study. This part discusses the defining features and background of the case study approach. Further discussions about the procedures for using this approach and the challenges associated with it.

Case study begins with the identification of a specific case. Case study involves real-life, contemporary context or scenario (Yin, 2009). The case can be considered as an object of study, as well as a product of inquiry. A case is a unit of analysis or a system, and one study can involve one case (within-site study) or many cases (multisite study). It is a qualitative approach in which the researchers study a real-life, contemporary bounded system or multiple bounded systems. The procedure of doing case study contains the data collections of multiple sources of information such as observations, interviews, audio or visual material, documents and reports. The data is being conducted overtime containing details, in-depth information. (Creswell, 2013)

3.2.2 Features of case study

A case study is a comprehensive study of a social unit of society. In a concrete entity, it might be an individual, a small group, a partnership or an organization. At a less concrete level, it might be a community, a relationship or a specific project (Yin, 2009). The case presented in this research is a company specifies in clothing retails, which is a real-life business.

Stake (1995) defined two types of cases: **intrinsic case** and **instrumental case** bases on the purpose of conducting a case study. Intrinsic case illustrates a unique case that has unusual interest in and of itself and therefore needs to be described and detailed. Instrumental case's intention is to understand a specific issues, problem or concern. Qualitative case study requires in-depth understanding of the case. Therefore, it is important for researchers to collects data from many forms (interviews, observations, documents, audio or visual materials) instead of depending on only one souse of data. There is not a standard format of reporting case study research report (Merriam, 1988). Some case studies can generate theories, some are descriptions of cases, some other are analytical in nature (Creswell, 2013).

3.2.3 Grounded Theory Approach

Grounded theory generates or discovers a theory for a process or an action. It is an inductive research method to generate theory (Glaser & Strauss, p. 114) using one type of material or a combination of material collected from qualitative or quantitative data. Data collections can be conducted by interviews, observation, written sources, audio or visual materials or a combination thereof. Therefore, theories should be "grounded" from data collected from the field where there are actions, interactions and social processes of people.

Glaser and Strauss (1967) stated that the purpose of the grounded theory method is discovery of theory from data, and the theory that has been generated explains the kind of behavior under observation. The theory elements that are generated "are first, conceptual categories and their conceptual properties; and second, hypotheses or generalized relations among the categories and their properties" (Glaser & Strauss, p.1- 36). Grounded theory is thus a qualitative research design which gathers views from a large number of participants through a process or interaction in order to generate a general explanation (Strauss & Corbin, 1998).

3.2.4 Features of grounded theory

Grounded theory's study focuses on a process or an action to develop a theory that helps the researcher to make an explanation of an understanding to see how the theory works.

The researchers do "memoing" as they write down ideas from data collected and analyze them. These memos help them to formulate the process and finalize the flow of this process.

The data collection consists of collection and comparison of data constantly to get an emerging theory. During the process of data collection, researchers gather more data by doing new interviews or observations. The data collected from such back and forth process is then returns to the evolving theory to fill in the gaps and to elaborate on how it works.

Data analysis for grounded theory research often relates to data naming or data naming, which also called "coding". There are two ways of coding: *axial coding* and *selective coding*. **Axial coding** chooses one focused category from open categories, then details additional categories to form a theoretical model. **Selective coding** means that theory is formed from the intersection of the categories (Strauss & Corbin 1998)

4 Data collection methods and data analysis

Grounded theory: discover theory from data

Glaser and Strauss introduced the term "grounded theory" in their book The Discovery of Grounded Theory (1967). They recommended that the better outcome is generated if theory is created during the data collection process, rather than is preconceived and used to guide data collection. According to their conclusion, grounded theory is used as a research method to discover theory from data (Glaser & Strauss, 1967).

Grounded theory's advantages

Grounded theory has its advantages and some disadvantages. Accounting for its strength, grounded theory has the ability to provide an integration of events, so that the researcher can avoid imposing a theoretical perspective on the data that might fail to accommodate the event's conditions. Additionally, the result in an interpretation represents the reality of the study on a particular area. The theory makes sense to both researchers and the people who participated in the research. Furthermore, if the data is comprehensive and the interpretations are conceptual, the theory should be useful enough to apply to varieties of contexts related to the area (Strauss and Corbin 1990).

Grounded theory's limitations

Grounded theory might be difficult in presenting the highly qualitative nature of results. Establishing reliability and validity of approaches and information becomes more difficult due to the subjectivity of the data. Therefore it requires researchers to have good skills to put in to effective practice. According to Strauss and Corbin:

> A qualitative researcher requires theoretical and social sensitivity, the ability to maintain analytical distance while at the same time drawing upon past experience and theoretical

knowledge to interpret what is seen, astute powers of observation, and good interactional skills (Strauss & Corbin 1990).

4.1 Data collection – content analysis

Berelson (1952) defined content analysis as a "research technique for objective, systematic and quantitative description of the manifest content of communication".

The attribute manifest including in the definition to make sure that the coding of content analysis data should be reliable (Berelson 1952, p.18)

This research is mostly computer-based observation of visual and written content from social media channel. The analyzed material specifically chosen for this thesis are Facebook and Instagram pages of H&M company. In these pages, there are large amounts of written and visual documentation such as written timelines, photos and videos.

User's experience is different if the user is a content producer or a passive user (Cormode, Krishnamurthy, & Willinger 2010). In this report, the author is a passive user and therefore, can only see the content of these social channels as an observer. Unlike content producers who have access to alter these pages' information, publish posts and photos or view current statistics of these pages.

4.2   H&M Facebook

4.2.1   Homepage, About and Posts
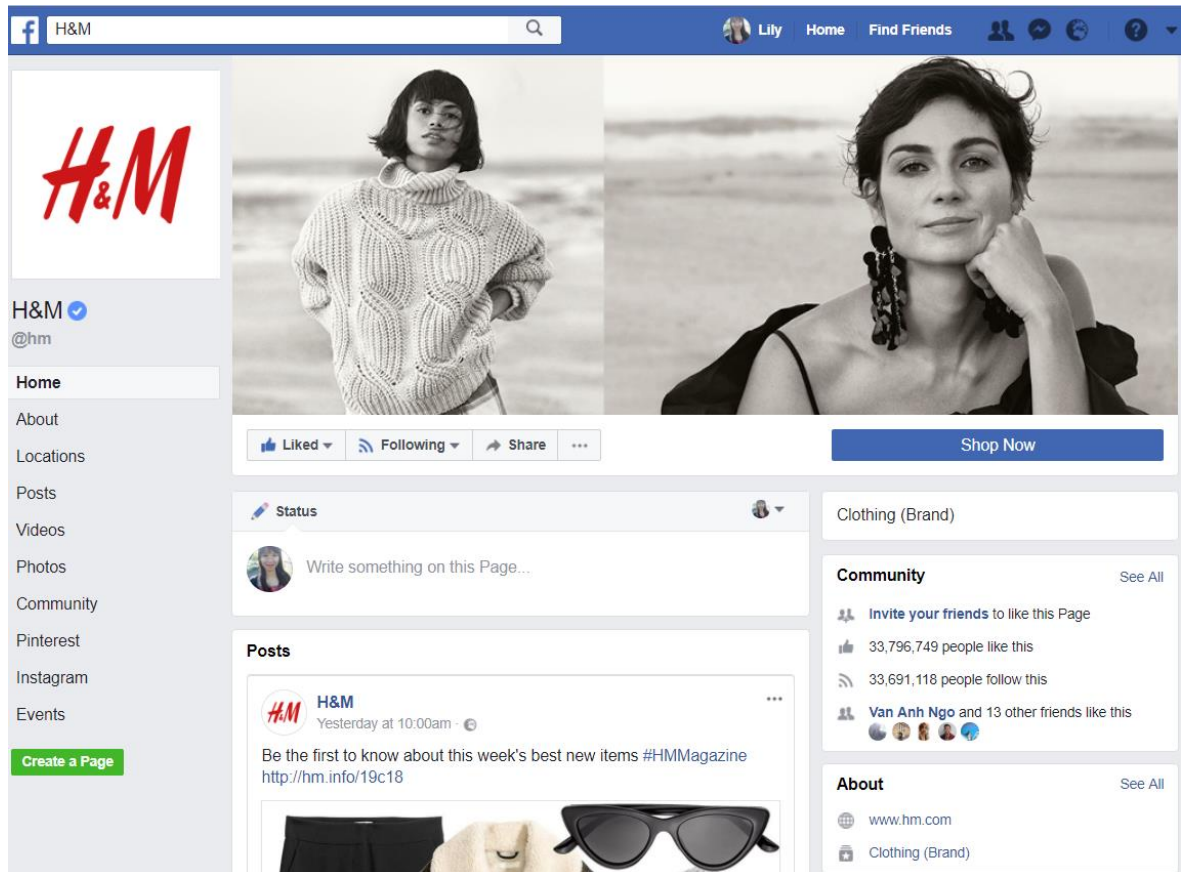
Image 2: H&M Facebook home page (Facebook.com/hm, 2017)

H&M's Facebook page allows users to view their content with or without log in. It means that internet users once open the Facebook page of H&M, if users do not have their own account for Facebook, they are still able to view most of the content published on the page similarly with viewing a web page. However, if users want to interact with the page by commenting or click "like" icon on a post of the page, it requires users to log in their account so that they can directly interact with the content of the post. From the picture above, the author used log in account in order to view how H&M Facebook page allows an user's account to interact with the page. From the left column of the page, viewers can see the categories of available content. Each category represents a specific purpose of grouping information about the company. For example, if users click on "about" icon, they will see written content about the company's business info, company overview and story lines. The icons of "Post", "Video" and

"Photos" contain written, visual or motion content of the page about their products, campaigns or visual look of models.

4.2.2 Photos
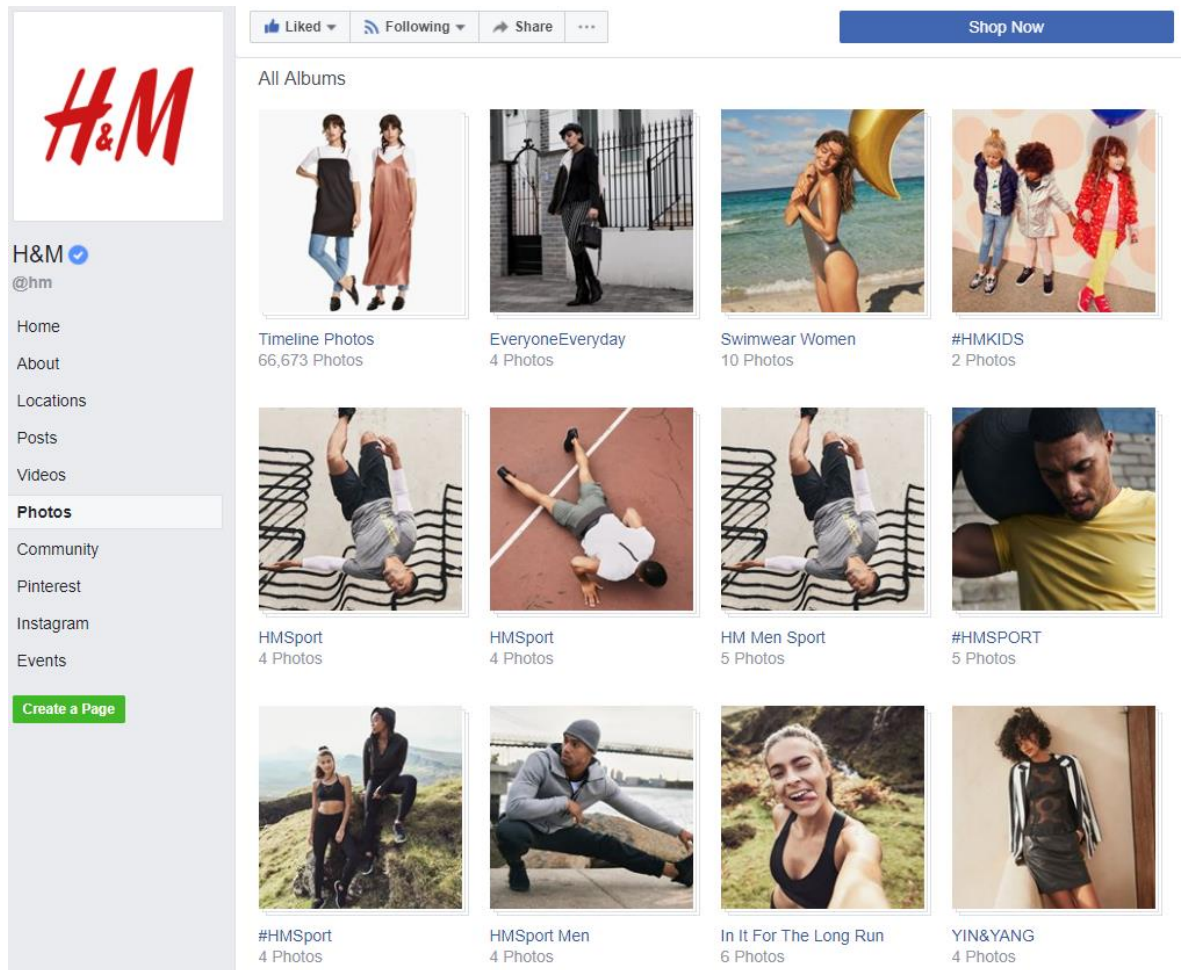
Image 3: H&M Facebook page. Photos.

The user's view on Photo's panel shows that photos are grouped in albums with specific names. Albums show specific products belong to different categories such as men sport, woman sport or swimwear woman. This allows users to access to the collections according to a specific product that users are looking for. The overview from these albums showcases young models wearing H&M clothes in set-up scenes and photo shoots.

Demographic: male, female in their twenties or thirties, no middle age, children and teenagers.

Seasons: all four seasons (spring, summer, autumn, winter)

Theme: Party Season, Festive Season, Spooky Season

Collections from specific labels: H&M Home, Divided, Logg

Collaborative collection with designers: ERDEMXH&M

Celebrity endorsement: Naomi Campbell, Pamela Anderson, David Beckham, Madonna, Vanessa Paradis.

The brand promotes itself through well-known faces to create a relationship between the celebrity and the brand. By then the brand upgrade their image to customers by brand awareness. Celebrities come from different backgrounds representing in different campaigns. For examples, David Beckham cooperated in a strategy for sport and became a fashion athlete and sport icon. Because celebrities are chosen to represent values and image that the company wants to appear, the decision of choosing which celebrity to present the face of the brand is important. For H&M, celebrities represented in campaigns reflect the idea of a multicultural and fashionable brand, which is suitable for every fashion style. H&M image formula is a two-way commercial exchange. For celebrities and designers, they become more visible to customers for their own personal image. For H&M it is a way to grow a very powerful image and position themselves in every mass fashion field.

H&M annually has one or two designer collaborations since 2004. The fashion brand's partnership with designer or design house to promote and release high street fashion with "haute aesthetics" designers with limited edition from such luxury and famous designers. Some names from the list including Karl Lagerfeld, Balmain, Versace, Jimmy Choo, Alexander Wang, Lanvin, Kenzo and the most recently, Erdem Moralioglu for the collection in autumn 2017. The effect of collaboration created media impression as a metric for the marketing benefits to measure how many times customers see mention of the collaboration. It helps the brand build up positive brand perception and attract more customers to H&M's stores. For example, a piece of Balmain design can cost thousands of dollars, but "from this collaboration customers finally have a chance to wear the pieces for themselves" – according to Emmanuel Diemoz, Balmain's chief execute officer (Lauren 2015).

Repetition of albums on Facebook page

Image 4: Repetition of the same album (retrieved: 9.10.2017)
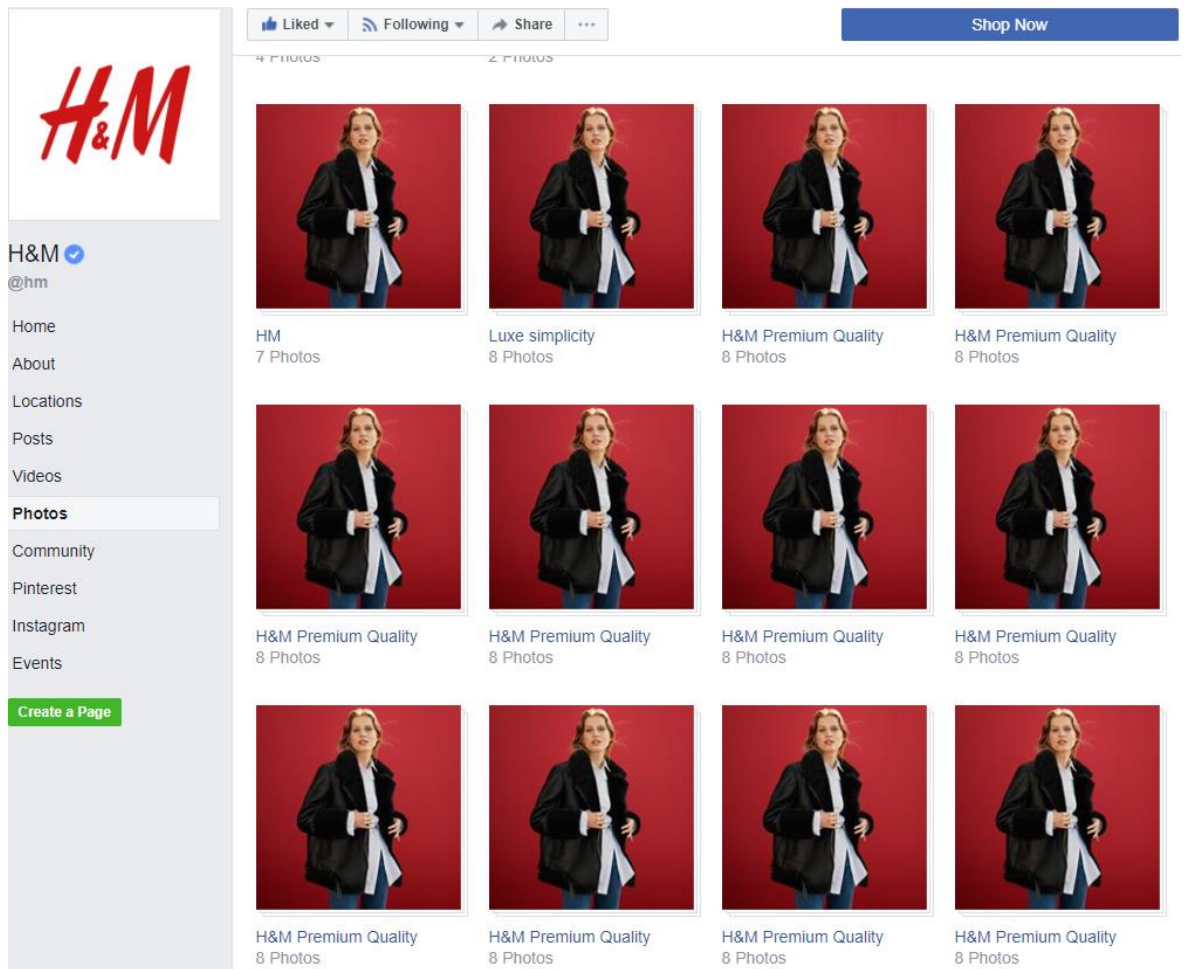
Image 5: Repetition of the same album (retrieved: 26.10.2017)

ON H&M Facebook page directly to album page, there are numbers of album posted on the page multiply times. The same album appeared on the page more than three times, up to more than ten times. From 1.10.2017 to 1.11.2017, on the page there are 4 albums were published 3 or 4 times, 7 albums are published 8 to 9 times. The content of each repeated album and the number of photos in each repeated album are all the same. There is not any explanation on the page about the purpose of publishing one album for many times. In each repeated album, there are the same number of photos and the same introduction of these photos in short text. The author may find this repetition of albums a confusion.

4.2.3 Videos

Image 6: H&M Facebook page/video (H&M Facebook, 2017)

In H&M Video panel, viewers can see motion clips that have short timeline ranging as short as 4 seconds to over one-minute videos. From 01.10.2017 to 01.11.2017, the video section has been added 38 videos. The first impression from these videos is similar to watching a short advertisement on television. The content of the videos generally features models or some well-known people wearing H&M products and act in some preset scenes.

Those videos get more views usually have a specific topic including conversation of one or two people. The videos get the most views are those in the "cover video" section where H&M set it as the headline for viewing. Considerably, in these cover videos, viewers can see a scripted and directed content of the video featuring new collection with a story line in it. Each video has a short description and a link connected to the website where viewers can see the products and make a purchase online.

These contents that H&M publish on social media serve the purpose of connecting viewers and customers by conversation. In other words, viewers are able to publish their comments and questions to H&M social media page, meanwhile they cannot do it on the website. By reading viewers' comments, H&M have direct or undirect conversation with customers by reading through the comments. They also know the number of views toward each content they publish to the page. However, the website also serves the purpose of keeping story lines of what H&M has been doing with their campaigns and products. The website is a more in-depth content written and made to look like professional magazine by journalists and video directors. The Magazine contains more high quality written articles following events and activities of H&M. From the video section in Magazine, viewers can choose between two categories "Sport Studio" or "H&M Loves Music".

H&M made videos not only to publish them on their Facebook page but also they have a YouTube channel where all of the videos about collections, campaigns and related content. On their YouTube channel, videos are grouped in different playlists. Some of those playlists' names are "H&M campaigns", "H&M Fashion Events" and "H&M Lookbook". On H&M official website, they include in Magazine where publishes content in four categories: fashion, beauty, culture and video. Videos on the H&M Magazine site are selected by two sections: Sport Studio and H&M Loves Music. Sport Studio section features articles including a video in each article. The articles can be varied by the content. Generally, each article intends to teach yoga or gymnastic movements including a fitness expert or a professional personal trainer exercising the movements. At the end of the article there is always a banner written "shop the story" including pictures of items which are used in the video and other items related to the video's theme.

4.2.4   Community

The "Community" section from H&M Facebook page shows all the post from followers who publish their post in forms of questions, information requests, complains and other forms of text in the comment section below each post.

Image 7: Community post (H&M Facebook, 2017)

In this H&M official Facebook page, followers from all over the world can join H&M community as soon as they follow the page from their own account. In each country where H&M open their stores, they also create their own page specifically for each of those countries. For example, the page of H&M in Finland is H&M Suomi. Most of the content from this page is written in Finnish and most of the followers who follow this page are from Finland specifically.

However, the official page promotes versatile views of who can be followers of the brand. It reveals from the content of Community section that H&M replies each post

by the commenter's language. There are many posts in Spanish, Swedish, Danish and German that received replies from H&M with the same languages. Inside H&M management, they shall have at least one group of responsible customer service who are diverse in nationalities and languages. English is not the only single language to use in communicating with customers.

4.2.5 Pinterest, Instagram and Events

The last categories on H&M Facebook page are linked with other social channels specifically Pinterest and Instagram. The Events category shows all the event hosted or related to H&M.

Image 8: H&M Events on Facebook (October 2017, Facebook/HM)

The category presents events by date, events' names and locations. Since this is a global official social channel site of H&M, the events are located in many different locations in different countries.

4.3   Instagram
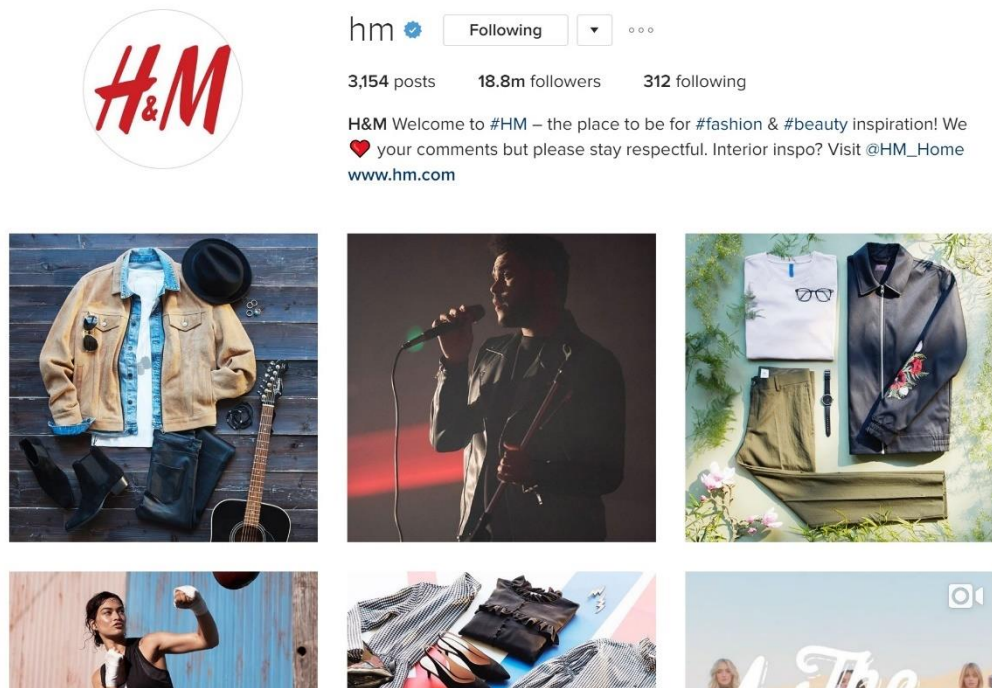
Image 9: H&M Instagram front page. (retrieved 3.10.2017).

From the observation during the period 01.10.2017 to 01.11.2017, H&M has 101 publications in forms of photos or short videos on their official Instagram page. Most of the photos feature models wearing H&M products, a set of products with a specific theme, a single product, celebrity image.
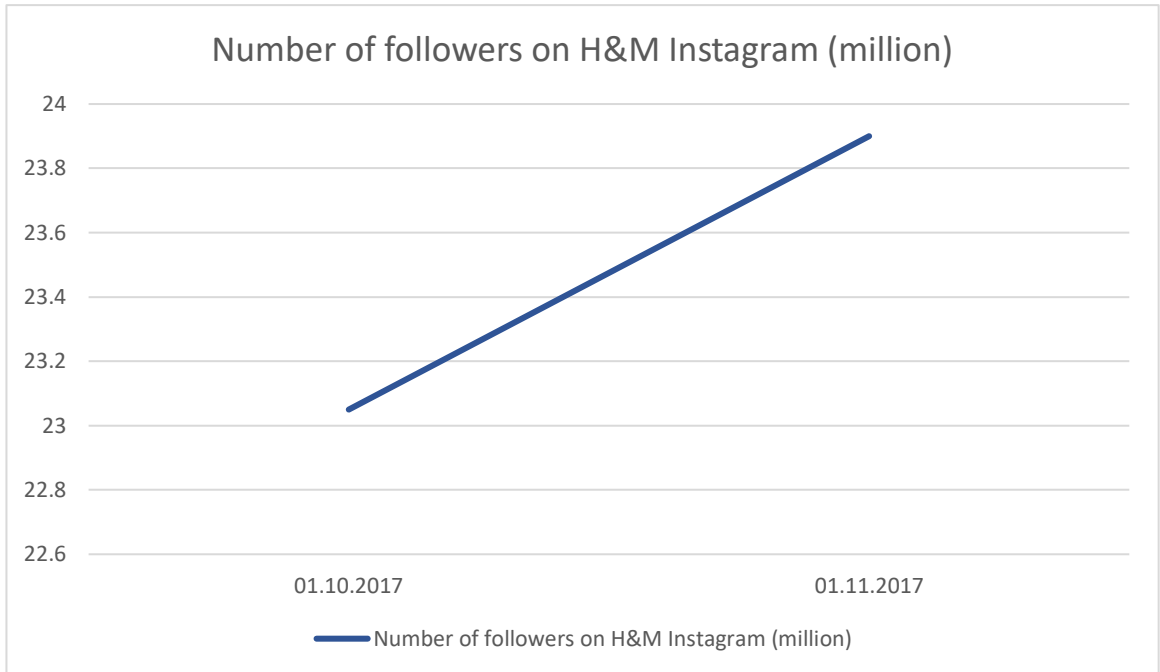
Figure 8: Number of followers on Instagram during the period 01.10.2017 to 01.11.2017 (Social Blade, 2017).

Instagram of H&M has a daily average number of follower of more than 6000, while monthly average of subscribers is 190.930 (Social Blade, 2017).

Image 10: H&M Instagram post (03.10.2017, instagram.com/hm)

Each post from H&M shows a set of clothes and the collection these clothes H&M replied one of the user's questions about the products featured in the photo and H&M

provided the codes of each product so that customers can find them easily by searching for these codes. H&M used Italian language to answer the viewer. It proves that H&M reaches customers in many regions and countries by using different languages to communicate and to be informative about their current products and customer services.
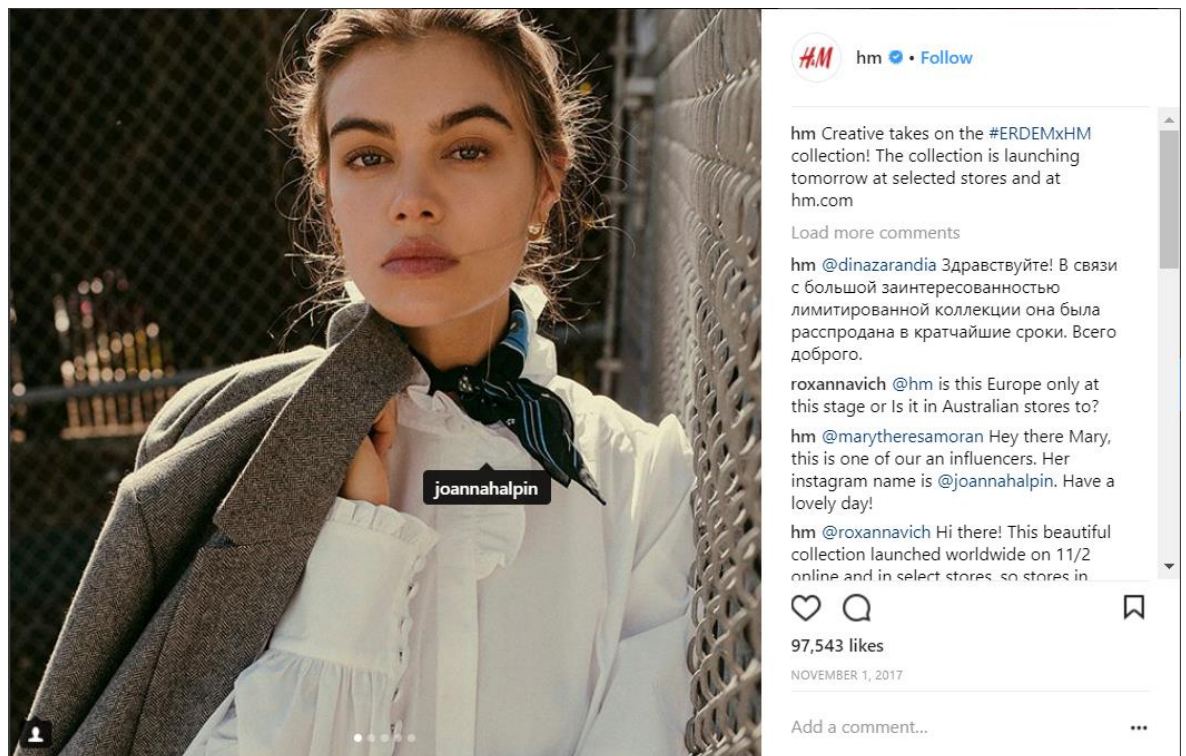
Image 11: H&M Instagram post (01.11.2017, instagram.com/hm/)

H&M announced their collection on this post telling their collection is available in selected stores and on their website. There are replies from H&M to viewers who asked questions regarding products and the availability of products. Viewers can interact with each post by commenting in the comment section and if they want to give "like" by pressing on the heart shape icon, the numbers of likes are shown below the comment section as 95,543 likes for this post. From the comment section we can see that viewers are interested in each time a new collection is launched.

User generated content post – post published by users and reposted by brands. Most posts on H&M's social media pages are professionally characterized, it means that most posts are made by a team of professionals who are assigned to produce and

publish creative and preset content of these social media sites for the company follow-ing specifics terms and conditions. It also means that only them can decide which con-tent to put on the site and which visual and written material can be used in such con-tents. Followers and viewers can view and possibly search for these contents, yet are unable to publish their own image or other forms of content.

In one of the posts on Instagram shows a "regram" post, which is a post taken from a follower's account. It means that the follower, also an Instagram users, published her photo wearing an H&M dress.

Image 12: Instagram post (03.10. 2017, instagram.com/hm/)

H&M uses location to specify where the photo is taken and the user name of the owner of the photo is mentioned by an @ sign. Additionally, this post mentioned the event and also the source of the photo by using hashtag symbols. #PFW means Paris Fashion Week when the event was related to the caption and #regram means that the photo has been taken from another account which is not officially created by H&M. The location matters when it means to represent the product in a specifically well-known place. The post's comment section has question from viewer in French lan-guage and it was responded by H&M presentative by the same language.

On most of H&M posts either on Facebook or Instagram, it happens rarely that a post created by user is used to promote and generate the content from H&M's social media channels. The example above showed that H&M included one of the user's generated content by reposting the photo from the user's account. It also includes the source of content that it has been taken from with clear reference.

A recent report about Consumer Content published by Stackla in 2017 showcased results from online survey conducting from the total of 2008 respondents aging from 18 to older. The respondents are from United States, United Kingdom and Australia. The research was conducted between September 29 to October 5. One of the results shows that 86 percent of consumer is important when deciding which brands they like and support.

What kind of content is most authentic?

Created by consumers — 60%

Created by brands — 20%

Stock Imagery — 8%
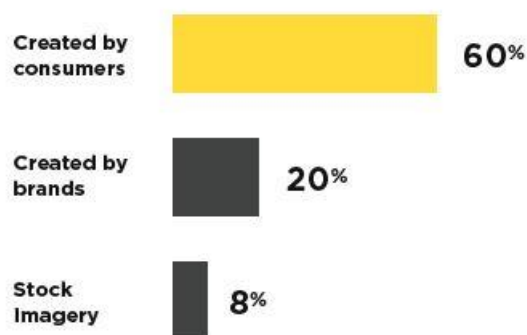
Figure 8: Authenticity Matters to Consumers (Stackla, 2017)

Consumer-created content is considered the most authentic. The report states that most consumers value authenticity in brand. More than 57 percent of respondents think that less than half of brands create content that resonates as authentic. Consumers can identify between two types of contents: professional generated content and user-generated content. It means that they know if an image is created by a professional or a brand's coordinator, versus an image is created by a consumer. (Stackla, 2017)

The post "regram" from H&M Instagram page is one example of user-generated content. It shows that the post has been created by users and users published their post in

their own account. Connections between users and brands allows them to view each other's public post and be able to use it under certain reference.

5 Conclusion

5.1 Significance of the study

Based on the Seven functional building blocks of social media model (Kietzmann et al. 2011) previously mentioned. The summary in table below is designed to explain the main points between Facebook and Instagram according to four categories: marketing uses, key feature, main point of contact and key-forms of interaction.

Each social network has a specific focus depending on what they emphasis. Based on

	Facebook	Instagram
Marketing uses	news, announcements, special offers, customer stories and interation, event news.	sharing interest, digital storytelling, news, announcements, and special offers.
Key features	Photos, Newsfeed, Facebook messengers.	Photos and videos
Main point of contact	Facebook business page and lead ads. Community section	Instagram business page and Instagram ads. Comment section
Keyforms of interaction	Direct links from content, advertising, likes, follows and comments.	Posts, likes, re-grams feeds and comments.

the seven social network functions identified by Kietzmann et al., Facebook's and Instagram's focuses are presented by the table below.

Focus	Facebook	Instagram
High focus	Relationships, Identity	Sharing, Reputation
Hig medium focus		Identity, Conversation
Medium focus	Groups, Sharing	Presence, Groups

Low focus	Presence, Conversation, Reputation.	Relationships

Table 2: Facebook and Instagram focuses according to Kiezmaan.

(Harris. C 2017, 84-87)

Facebook is better for distributing information

Instagram has limitations with using links, it means that users can add one link to their profile, but they cannot share links to their blogs through photo captions. One of the biggest disadvantage of Instagram is the lack of links in individual posts. Users have only one link in the profile linking to their site. The other option involves creating a sponsored post and this post will lead users to a specific landing page.

Meanwhile, Facebook gives users the freedom to share unlimited links to blogs and product pages. Therefore, if the goal is to distribute informational posts and promote blog posts, Facebook should be a better option than Instagram.

Facebook has higher visibility

During the time of getting data on October 2017, Facebook had over 33,79 million people who like and 33,69 million people follow the page. Instagram had over 20 million followers. Facebook reaches more number of people when it comes to the amount of connections. It is according to the fact that Facebook was initially a premier social network and since Facebook was founded before Instagram, it also has a network joined by millions of people. Reaching large amount of people is one of the strengths of Facebook. Since Facebook has larger user base than Instagram, users will have a better chance at boosting visibility using this platform.

Instagram reaches constant attention

Instagram appeals to a be a quick and constant updating tool for posts. This means it's the perfect platform to engage customers on a daily basic. Since Instagram post focus on instant moments representing with photos or short videos, it gives viewers and followers quick view on a post when they check their Instagram newsfeeds. The content from Instagram shows what viewers and followers expect to see: update styles, inspirational look and available products. Taking a view on their Facebook posts, they are

more about publishing news and sharing links or sharing the whole album of a new campaign. These types of content from Facebook takes longer time to read through and sometimes irrelevant to many viewers' interests.

Instagram has better engagement

Instagram outperforms Facebook when it comes to engagement. From observation between two social platforms of H&M brands, with the same posts having same images and content, the numbers of people who like the post are more numerous on Instagram then on Facebook. Although H&M do not duplicate the same content they post on Facebook and Instagram, is it clear that the number of "likes" for a single post are different on both channels. Each post on Facebook receives hundreds of "like", and each one from Instagram receives thousands. It is also similar with numbers of comments as shown from the posts that the numbers of comments on Instagram are far more than those from H&M Facebook page.

Previous researches have shown that Instagram is better in delivering social engagement. A research from Forrester (2015) about user's interaction with brands' posts as a percentage of brands' followers – has shown that Instagram's user interactions with brands are highest when compared to other social networks. This study from Forrester found that top brands' Instagram posts generated a per-follower engagement rate of 4.21 percent, meanwhile Facebook's rate was 0,073 percent and Twitters had 0,35 percent. (Forrester, 2015)

5.2 Difficulties and limitations of the research

Disadvantages of content analysis

In media studies, the biggest disadvantage of content analysis is its deep-rooted disposition to exclude latent or implicit meanings in coding procedures. The method has a tendency to concentrate on obvious or manifest content, categorizing visual messages into components merely by absence, presence, or frequency. Although this may be reliable used as a mechanical process, it raises severe issues of validity. Consequently, it is suggested that certain forms of content analysis may not work as a single method but as an addition to a well-arranged combination of multiple theoretical and methodological approaches (Sage 2018: 621).

Advantages and limitations

The findings are not limited to a specific country or regional market of the brand. All the statistics and figures are taken from the official social media channels created by H&M company. Therefore, the information is relevant to these sources is in a general scale, which means that the results presented is not aimed for a specific market or a specific geographic area. It can be used as a general reference for researchers and businesses who are carrying out similar type of business forms and industry. In this case is in fashion business and retailing industry.

The study's collective results were from secondary data information. The data presented during the time when they are collected by looking at the actual numbers and information revealed from the main sources. The secondary data has two types, qualitative and quantitative data. Secondary data gives researchers certain advantages due to its availability. Precisely, the secondary data from H&M social media channels are numbers of followers that are counted automatically on a daily basic. Moreover, secondary data can be easily measured by units of measurement.

It limitations can relate to its sufficiency if it fits to the framework of the research factors. In this case study about H&M brand, secondary data fits exactly the criteria proposed in the research methodology and approach. However, it might be lacking in-depth information. Another concern is the data information can be outdated. In this case about H&M, the secondary data is chosen to include in the research because the data is update instantly due to the technology tools available in these social media channels.

5.3 Answers for thesis's questions and suggestions

This part answers the research questions that are proposed at the beginning of the report. The researcher also previewing the analysis from all the data collected and therefore conclude findings intergrading with possible suggestions to improve the quality of the research outcomes.

Question 1: Visibility of H&M on social media

H&M brand's visibility appear on many current and popular social media channels including: Facebook, Instagram, YouTube, Twitter, Googleplus and Pinterest. Among those Facebook and Instagram have the most followers.

Both social media channels give the brand specific tools to represent brand's image. These tools can be similar for example Facebook and Instagram allow the brand to publish image and posts visually and verbally. The difference is the amount of content published on each post between both channels. On Facebook, images can be published in separated albums and each post does not limit the number of images. Meanwhile on Instagram, each post limits in maximum of 10 photos. If the post is in form of a video, the video only has a 60-second limit of length (2016, Instagram).

Question 2: Which channel is doing the most effective?

H&M has been doing professionally well on their marketing and branding strategies on both channels of Facebook and Instagram. It is better not go straight into conclusion of which channel they are doing better because they use different methods to reveal their image on each channel. Even though there are similarity among the content shared between these channels, the focuses for each channel are different because of interacting approaches.

H&M do acknowledge themselves that, as a brand, they need to share content that is valuable to their fans and followers. They are getting more and more cognizant of the fact that what is shared as content on social media can impact end users toward their decisions of following the brand or purchase products from that brand.

In general view, Facebook has more in numbers of people who like and follow the page. There is a slight difference between the choice of "like" or "follow" any Facebook page. People can choose to like the page and by default the function sets automatically to follow the page. However, they can choose to like the page but not to follow it. In that case, if a viewer does not follow the page, most of the posts from H&M might not appear so often in their profile's newsfeed. It shows that people can choose to visit the page they like and see all the posts from the page anytime they want, but often the post from the page that they do not follow cannot be appeared automatically in their feeds to it limits the interactions from the brands to the viewers as it lower the frequency of viewers to see the page's post.

Instagram is different with Facebook in a way that there is only one way to get interaction with the page by following it. Public pages such as H&M allows any Instagram users to view all their public posts no matter if the users choose to follow the page or not. Moreover, by following the brand's Instagram page, viewers are enabled to interact with the post by commenting and sending the post to one or multiple users among their connections.

Another difference between Facebook and Instagram is about the function of sharing post. Facebook allows users to share a post they see from their newsfeed to the users's timeline feeds. For example, H&M share a post about their new collection on Facebook, a follower of H&M page can click directly on the "share button" and choose if they want to share the post publicly or privately to a group of viewers. Then the post will reappear in the user's timeline.

Instagram allows a post to be shared directly to Facebook messenger and to WhatsApp. WhatsApp is a free messaging and voice service available as an application on phone. Since Instagram and WhatsApp are owned by Facebook, they all have connections linked to each other.

Question 3: Engagement and interaction between brand and customers

H&M engages with their customers by publishing posts on both Facebook and Instagram using different tools available from these social media channels.

Facebook – direct links on posts and Community

On Facebook most posts are usually linked with a direct link to H&M's official website where viewers can get more details about the availability of the product and direct website link to purchase online. These contents are in different forms including headlines, news, a photo album or a short video. Depending on the content of each post, H&M acknowledge viewers about new collection or campaign. There are two communication sections where H&M can interact with viewers and followers in form or written text. One is the comment section under each post originally posted by H&M. H&M uses the comment section under these posts as a method to communicate and engage with their viewers. The second is on the community section, where viewers and follower write directly their questions or proposals to H&M.

Instagram – Hashtag and Story.

Posts on Instagram use hashtags in the caption or comment of posts. Hashtag conveys a word or a phrase preceded by a hash mark (#). A hashtag directly mentions a specific topic or keyword of the post. If a post is set to be public post, the hashtag name is searchable by users. Instagram allows a post to have up to 30 hashtags. Unlike direct website link on Facebook, hashtags on Instagram is a form of link that allow users to tab on it. When users see a post with hashtags, they are able to tap the hashtag to see a page that shows all photos and videos which have been uploaded with that hashtag. "Story" is another feature of Instagram that allows user to post images or short videos which will be automatically disappeared from profile after 24 hours. Users can choose to keep the content from disappearing by adding the content to Stories Highlights. This function keeps the content stay forever under the profile's photos unless the user deletes it.

As a brand, H&M knows which tools are available on Instagram to direct their content of posts. They showcase their product's collections according to specific themes and topics. H&M uses hashtags with names of collections, designers or names of models. Other than posts, H&M also uses the function of Story to share their up-to-date looks of products and stories from their collaborations and events. Through the connection of users who follow the page, H&M communicate with fans and followers in the comment section under posts.

5.4 Suggestions for company H&M following their marketing strategies on social media channels.

- **Avoid big volume and repeat of contents**

H&M should avoid repeating the same content in publishing photo albums in order not to create confusion for viewers. In the preview section of image, H&M's Facebook page has many albums consisting the same photos and description. Big volume of content is the cause of having less user's interactions on Facebook than on Instagram. If we compare these numbers of people like and interact in each post of H&M on both channels, Instagram's posts receive much higher in numbers of people commenting and liking a single post than one from Facebook. Therefore, to focus users on both

channels, H&M should lessen the corporate content on Facebook. Instead, they can integrate more content related to users' and followers' interest.

- **Integration of user-generated-content**

The brand should make a change to social media content by getting more integration with user-generated content both on their Facebook page and on Instagram page. One method is to encourage people to wear the products they purchased from the brand and post it on the page. Product appearances can be best featured on actual users better than on models. Models who are paid to feature the product have typically similarly standard body sizes which most of the time tall and skinny. Meanwhile actual end-users are different in their appearances which can relate to many other people. Let people mix their own style and create their own image using the features on these social media channels.

The data from this report shows that Instagram may be doing better in promoting the brand's image and engaging with audiences. However, the brand can always make use of all other features on both social media channels by representing contents that more relevant to people who follow the brand.

5.5 Self-evaluation and recommendations

In this part of the study, I make a self-reviewing through carrying this research. I should tell about the advantages and disadvantages that I have encountered during the whole researching and conducting for the research results. Additionally, I give suggestions to myself and to readers who later review on my study on the matter of making a better and more valuable research.

Advantages and disadvantages.

What are the advantages that help me for this research?

I think that the decision to choose a research topic field is one of the important benchmarks because it gives me motivation toward a specific subject. Among many topics available for my study major, choosing the topic of fashion industry and retailing has given me more ideas to invest into studying more about the field. The second advantage is choosing the research method and approaches toward the data collection. I

chose qualitative research method with content analysis approach because it gives me more access to evaluate the results independently without qualitative research by doing interviewing or survey. I have learnt about my chosen field of research and from that I have a certain amount of knowledge and experience specifically in doing marketing on social media.

What are the disadvantages included in this research?

The first difficulty is the mixed information from data collecting process. The amount of data is huge, and they come in different forms and types which generate clutter to categorize and to compare. Among these data there are visual material and countable materials that I need to include in representing the results. The process from collecting the data and analysing them to forming them into results was also a difficulty for my research.

Choosing the right reference was another challenge. I planned to use books and printed publications as main sources of reference. However, each book represents different ideas and explanations from different authors, choosing which book to mention in the research as a guide to present my own idea was not easy. It took more time for me to consider which source should be taken because sometimes from many books I could not find the exact idea I want to present. The availability from public books from library that I can gain access into was also limited toward my chosen topic of research. There were less books about fashion retailing and marketing strategies for fashion marketing. On the other hands, online resources tend to have a specific topic that I found it goes straight to the point. However, online publications such as an article on an online magazine is usually less academically written and it can be copied from different source without citing references.

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