

SOCIAL MEDIA AS A CHANNEL FOR CONSUMER COMPLAINTS: A PARADIGM SHIFT IN COMMUNICATION AND ITS IMPLICATION FOR MARKETERS

SUVASHREE DASH

Abstract: This conceptual paper is an attempt to integrate the various research that has been done in the area of consumer complaint behavior (CCB) and develop a conceptual model incorporating Social media as a channel for voicing complaints. Social media because of its highly public nature provides an opportunity to the customers to voice their dissatisfaction publicly thereby influencing not just the organization but also close friends and followers. This research has attempted to expand the current understanding of classification of social media as a complaint channel into Public complaining, Private complaining and Private complaining with a public interface. This should provide a broad conceptual framework for the companies/ service providers to intervene when the complaining behavior is at a nascent stage and effectively and efficiently deal with complaints before they flare up into a bigger public crisis.

Keywords: Complaining behavior, Customer satisfaction, Customer dissatisfaction, Consumer complaints, Social Media, Communication channel

Introduction: According to Global Digital Stat shot. August 2015, social media usage continues to grow around the world with global penetration rate exceeding 30%. Amongst the social networking sites Facebook is the dominant player with nearly 1.5 billion users worldwide with a year on year growth of nearly 13%. Even in developing economies like India, by the end of 2015, the country had nearly 400 million internet users an increase of approximately 49% compared to the previous year. According to a study by A. C. Nielsen and Absolut Data, social media is growing at 100% every year. The study also concluded that nearly 40 million Indians used online reviews to tell others about their purchase decisions. The phenomenal growth is Social media users combined with the unique Web 2.0 application UGC, which enables users to generate, review, edit and disseminate content on the web(Constantinide, Romero & Boris, 2008) has democratized the corporate communication (J.H. Kietzmann et al.,2011). There has been a transfer of power from the marketers to the individuals and the communities that create, share and consume blogs, tweets, Facebook entries, videos, and pictures and so on and so forth.

A big part of any marketer's job has always been to manage customer relationship but with the emergence of social media it has almost become an absolute necessity. Today social media channels are not only used to communicate with friends or the other members of the network, they are also a powerful source of shared experiences and complaints about products and services. As BBC Business Editor Tim Weber(2010) explained : "These days, one witty tweet, one clever blog post, one devastating video- forwarded to hundreds of friends at the click of a mouse- can snowball and kill a product or damage a company's share price."

There have been multiple research on role of social media on the purchase decision process but a very important aspect of Social media as a channel for feedback has really not been explored to the fullest. In the era of web 2.0, Social media provides an unparalleled platform for consumers to disseminate their opinions about products and services. The reach of social media is so immense that every netizen feels empowered and this sense of empowerment has brought in many changes in the complaint behavior of people. Earlier the public complains were directed only at the company or negative word of mouth was only restricted to one's close friends and family. Social media provides a much bigger platform to the complainant. Any feedback on social media where the company has been tagged is bound to reach all the people who have liked the company's page in no time. That builds enormous pressure on the company to find a solution to the problem. Multiple research has been done on antecedents, motivation, cost/ benefits and to some extent channels involved with respect to Consumer complaint behavior but great deal of work has not been done on classifying Social Media as a channel for voicing the complaints. Therefore, the primary purpose of this research is three fold. First there is an attempt to integrate most of the important research done on consumer complaint behavior (CCB) with respect to the type of complainants, the motives behind complaining, and the perceived cost of complaining. The second and important purpose is to expand the understanding of classification of social media as complaint channels. Finally, a conceptual model is proposed with the suggested classification which could provide a broad framework to the marketers in handling the customer complaints and make suitable interventions for enhanced post complaint satisfaction (PCS) among customers.

Literature review: Dissatisfaction and consumer complaint behaviour (ccb): According to Singh and Howell (1985), consumer complaint behavior can be defined as “a set of all behavioral and non-behavioral responses which involve communicating something negative regarding a purchase episode and is triggered by perceived dissatisfaction with that episode”. It can also be defined as “a customer’s protest to a firm with the goal of obtaining an exchange, a refund or an apology” (Larivet and Brouard 2010).

Consumer Complain behavior or CCB, as a phenomenon is believed to be triggered by some feelings or emotions of perceived dissatisfaction (Day 1984; Landon 1980). Dissatisfaction is defined as disconfirmation paradigm (Oliver, 1987, p.218) according to which a customer experiences positive disconfirmation or is satisfied when experience exceeds the expectation and similarly experiences a negative disconfirmation or is dissatisfied, when the experience doesn’t fulfill the expectation. On similar lines a neutral reaction or confirmation is the consequence of an even match between experience and expectation (Blodgett, Granbois and Walters, 1993, p.403). In most cases dissatisfaction can be considered as a precursor to complaining (Landon, 1980). This is also supported by Day (1984, p.496) when he states that “complaining behavior is logically subsequent to dissatisfaction and is a distinct set of activities which are influenced by a variety of personal and situational factors which appear to be unrelated to the intensity of dissatisfaction”. (Kowalski, 1996) defines complaining as “an expression of dissatisfaction whether subjectively experienced or not, for the purpose of venting emotions or achieving intra-psychic goals, interpersonal goals or both).

Day and Landon (1977) classify CCB in a three step approach where in the first step involves a distinction between Behavioral (take action) and non-behavioral (take no action) responses. As a part of the second and third stage the behavioral responses are further broken down into public (e.g. seek redress, take legal actions) and private responses (not to repurchase decision, warning friends, negative word of mouth). Dissatisfaction can also lead to extreme responses of exiting the relationship altogether (Singh and Pandya 1991). The responses to dissatisfaction can be classified as exit (Switch providers), publicly voice (complain to friends, sellers, consumer groups) or stay loyal (Hirschman 1970).

Singh (1990a) has further tried to classify the “type of consumers” depending on their response to dissatisfaction behavior. The Passives are the least likely to complain or take any action. The Voicers are the ones who would rather voice their complaints

actively to the service provider/seller than exit or indulge in negative word of mouth or even complain to the third party. The next category is of Irates are the angry customers who opt for private responses, indulge in negative word of mouth and don’t mind switching loyalties. The last group of complainants are the Activists who engage in formal third party complaining.

Reasons for dissatisfaction could be many varying from perceived/ actual problems with the product, slow service, unreasonable employee behavior, damaged product, delivery problems etc. (Estelami 2000). According to Lovelock et al. (2004) the four main purposes of complaining are obtaining restitution or compensation, vent the anger, help to improve the service and for altruistic reasons.

Cost / benefit analysis and motives for complaining: Hirschman (1970) identified two stages that any customer goes through before complaining and the two stages could be interrelated. First the customer tries to work out a positive balance between cost and benefit. Both costs and benefits could be economic as well as psychological (Andreasen, 1988). If the perceived benefit is substantial, a consumer can complain even with a low level of dissatisfaction (Landon, 1977, pp32) and on the contrary the customer with considerable dissatisfaction may not complain if the perceived benefit is considered to be low. The second stage could be evaluating the complaining action in terms of obtaining a favorable solution.

There could be possibly many reasons for voicing a complaint. The customers could in fact be looking at many possible outcomes which may not be mutually exclusive. Multiple research has been carried out to identify the motives of complaining. Venting anger for the purpose of catharsis is the single most common reason (Alicke et al 1992). This is further supported by Nyer (2000) who posits that complaining behavior has a cathartic effect and in fact no reaction from the seller or service is expected. Mattila and Wirtz (2004) support the above and term venting as “fire and forget” situation without any expectation of reply from the firm. Previous research has also indicated that through complaining customers could be hoping to achieve some tangible solutions to their problems by asking for refund, exchange, repair or some intangible psychological compensation of obtaining an apology or to express emotional anger (Heung and Lam 2003) or aiming for some social benefit “preventing the cause for their dissatisfaction from occurring to other consumers” (Landon, 1977, p.32). Complaints could also be made to gain sympathy (Alicke et al 1992) or to assert power (Slama and Celuch 1994) or may be used as a tool for impression management (Kowalski, 1996). Bennet (1997) suggested that complaints could also

be fraudulent by nature. Fraudulent complaints do not form part of the scope of the paper.

Social media and social networks: Social media is a group of Internet based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content (Kaplan & Haenlein 2010). As is quite evident from the definition the term Social media is always used in conjunction with two related concepts, namely web2.0 and User Generated Content.

Web 2.0 application support the creation of informal users' network facilitating the flow of ideas and knowledge by allowing the efficient generation, dissemination, sharing and editing/ refining of informational content (Constantinides and Fountain 2008). The term User Generated Content (UGC), a fundamental element of social media is used to describe the diverse forms of media content created and shared by end users (Kaplan and Haenlein 2010). UGC also enables users to add value to web applications and processes by generating, reviewing, editing and disseminating content (Constantinides, Romero & Boris, 2008). They take a variety of forms, including weblogs, social blogs, microblogging, wikis, podcasts, pictures, video, rating and social bookmarking. A very important aspect of social media which cannot be overlooked is the formation of social networks or online communities which aligns with Social identity theory which states that shared attributes allow individuals to distinguish themselves collectively from others and relate to particular in-groups (Stets and Burke, 2000). Various terms are used to describe the new social networking mechanism such as online communities (Dellarocas 2006), "Virtual Communities" (Porter and Donthu 2008), "Social media" (Kaplan and Haenlein 2010), and online social networks (Ellison et al. 2007). The most famous example of these networks are Facebook, Myspace, LinkedIn, Google + etc. Social Networks are extremely important as a channel of communication these days because they allow users to create relationships and share user-created content privately or publicly. Facebook is the most popular online social community, which recently had 1 billion users worldwide on a single day. What makes Facebook more important for any study on Social media is the fact that most of the fortune 100 companies have their own Facebook pages and customers can directly contact companies by sending a message through online social network.

Social media as a channel for complaining: There are many communication channels available to customers to voice their complaints to the respective firms: writing a letter (mail), sending an e-mail, calling a hotline number (phone), or visiting

a shop (face-to-face) (Halstead and Droge 1991). Earlier research suggests that traditionally complaints are mostly addressed through a face to face dialogue at an outlet, followed by e-mail and regular mails (Matos et al 2007). The term Complaint channel can be defined as a medium by which a customer submits a complaint to a company (Mattila and Wirtz 2004). Mattila and Wirtz (2004) expanded Day and Landon's (1977) three-level hierarchical classification schema of CCB by incorporating channel choices as well where in Direct face to face or phone complaining are examples of interactive channels, whereas written communication, such as posted letters or emails can be considered as remote communication. They further state that complaints can be expressed through remote channels or interactive channels and customers with a redress seeking goal opted for interactive (face to face and phone) rather than remote channels (letter and e-mails) which effectively means that customers looking for a tangible compensation might perceive face to face or phone channels to be more effective due to real time interaction with a service provider. Conversely, customers use the remote channels like writing mails and e-mails when they want to vent their anger and frustration. While working on channel relationship based on the work of Mattila and Wirtz (2004), J.Clark (2013) posits that dissatisfaction is transferred from interactive to remote mediums. She also suggests that "customers may choose Social media over interactive channels due to its highly public nature and ability to influence not only the organizations' action, but also actions of those closest to the unsatisfied consumer".

Moreover J.Clark (2013) 's study shows that social media platforms are being used as complaint channels and identifies this medium to be of semi-interactive in nature in which dissatisfaction is transferred between interactive channels and semi-interactive channels, mainly for the purpose of venting anger on failed service recovery. The semi interactive nature of social media was also mentioned by Schau & Gilly (2003) since voicing of complaint is remote and social media facilitates interactivity allowing users to exchange information, feedback and negative emotions. The company website page on social media also lets complainants find affirmations and social support (Ward & Ostrom 2006) most of the time resulting in a snowball effect which is nothing but mass voicing of complaints by aggrieved customers. The collective complaining (Ward & Ostrom 2006) also helps consumers assert their power basically suggesting a shift of power from the company to the consumer thereby creating a pressured environment for the defaulting organization (Mangold & Faulds 2009).

Kietzmann et al (2011) posits that” firms are no longer in control of the conversation” and therefore having dedicated social media team providing customer support is an integral part of any organization’s business strategy. Social media is gaining acceptance as a channel for complaint and touches every facet of our personal and business lives (Qualman 2012).

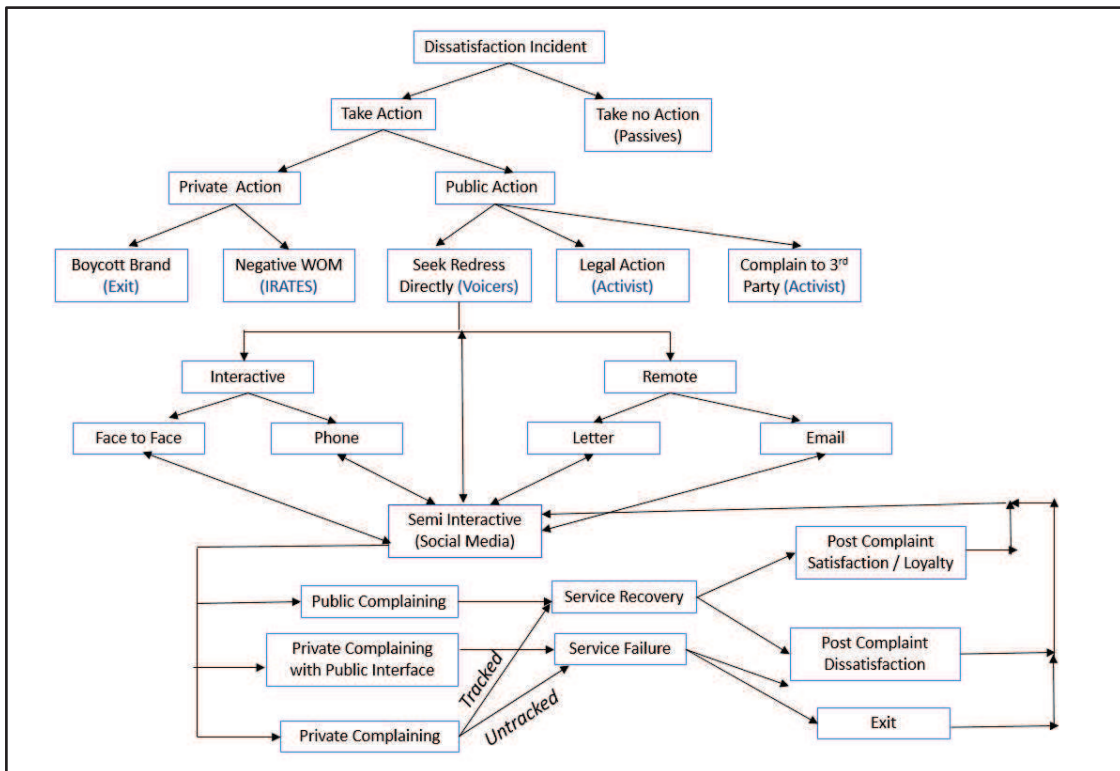
S.Garding and A.Bruns (2015) also support the concept of social media being Semi-interactive by nature further stating that by” incorporating Social media as a communication channel, companies might be able to increase customer post-complaint satisfaction with complaint management systems and to improve the customer-company relationship” .The advent of social media platforms such as Facebook and Twitter has changed the psychology of consumer complaining (Winch2011).

Role of social media platforms in complaints against service providers: There has not been a great deal of empirical research on Customer complaining behavior with respect to Social media. Balaji, et al (2015) while building upon Day and Landon’s (1977) taxonomy of complaining behaviours have further described the public complaining and private complaining behavior with respect to social media. Taking Facebook as an

example they state that, public complaining involves customers posting their complaints on the service providers’ Facebook page and on the contrary customers complaining about a service failure to their friends and acquaintances on their personal Facebook page may be referred as private complaining. This implies that Public complaints are visible for the service provider to see while private complaints may largely go unnoticed by the service providers. *The researcher notices a gap in the above classification.* The latest changes in Social media platforms make it possible for any customer to tag a person or a service provider on their own FB page enabling all his/her friends and acquaintances as well as the service provider to see the complaint. On Twitter any company can be tagged by using its twitter handle. Based on the above the researcher proposes that there are three ways a complainant can complain on the social media

1. Publicly on the organization’s social media page
2. Privately on his own Social media page where the company has been tagged
3. Privately on his own page without tagging the perceived defaulting organization

Conceptual model for selection of channel for consumer complaints on social media



Methodology: A careful literature review has been performed to integrate the various research and their findings on the topics of Consumer Complaint

behavior and the various communication channels including the most recent addition, the Social

Media. Subsequently a conceptual framework has been proposed based on the above.

Proposed model for selecting a channel for complaining on social media: Based on the extensive literature survey, the researcher proposes a conceptual model which is an integration of the model proposed by Day and Landon's (1977) taxonomy of complaint behavior, the consumer complaint model by Mattila and Wirtz (2004), Joanna Clark (2013) and S.Garding and A. Bruns (2015). This model also attempts to incorporate the type of complaining customers as classified by Singh (1990 a). Through this model an attempt has been made to further classify social media as a complaint channel into public complaints channel and Private complaint channel based on the work by Balaji et al (2013). Besides this another dimension of Private channel with a public interface (where the service provider is tagged in a private post) has been added. This model should provide a broad framework to the service providers in handling the complaints in a way that results in post complaint satisfaction (PCS) which will help enhance the loyalty of the customers. There is every possibility some issues still remain unresolved resulting in continued dissatisfaction. As the proposed model depicts, there are 3 options available to the customers in terms of using Social media in voicing their complaints.

The first one being public complaining on the Social media page of the company. A complaint posted there can be seen by everyone who has liked the page. To put the numbers in perspective for example Nestle India Face book page has nearly 7 million likes, which means any complaint posted is seen by all those 7 million people. Ideally the complaint should appear on the newsfeed of social media friends but there is a possibility of the post getting lost in the deluge of newsfeed messages. Therefore a quick and effective response by the company is absolutely critical before the problem snowballs into a major crisis for the company. The content analysis of most of the service providers' pages reveal that the aggrieved customers have a very low threshold limit in terms of the time taken for redressal. They expect almost instantaneous response. Moreover interactions start happening between different complainants who have similar grievances or a common enemy. It's important therefore for the service provider to take care of the problem efficiently and effectively. Any delay in handling the grievances at this stage could result in a major public crisis (Balaji et al 2013)

The second way is private complaining with a public interface by tagging the service provider. It works in two ways. The company gets to see the complaint and the complainant's friends also get to see the complaint almost instantly. The intentions behind

these complaints are many fold. First, the complainant expects his friends to notice the complaint. It doesn't take very long for the friends to start an interaction among themselves sharing their own stories. This can make the complainant a major influencer for the friends, whenever they need to make a future purchase decision. Of course a lot would depend on how effectively the complaint was handled by the service provider. Second, the complaint is to draw the defaulting company's attention to the problem and last, the complainant is all too aware that his post will be seen by all those who have liked this particular company's page and any negative statement could tarnish the company's overall reputation and its brand loyalty.

The third way of complaining is to complain privately on their social media page without tagging the service provider. This is the trickiest situation to handle for any service provider. These customers have little interest in redress and are primarily motivated by their desire for revenge (Balaji et al 2013). There are the hidden complainants who influence their friends with their negative word of mouth which the company is unaware of. It's up to the service provider to use monitoring and tracking tools to make an effort to first identify these complainants and then communicate with the dissatisfied customers (Balaji et al 2013).

An important point to note here is whatever be the outcome of the complaining action it's highly likely that again that will be discussed on social media. A satisfied customer after service recovery will have positive remarks to make about the way his complaint was handled and similarly someone who is unimpressed by the service will be a more dissatisfied customer and he'll voice his displeasure again on social media.

Implications for organizations/ service providers: Research suggests that customer satisfaction affects a firm's performance levels. Higher customer satisfaction helps firms build up sustainable competitive advantages resulting in superior firm performance (Iyiola, 2013). On the other hand complaints emerge if the customers are not happy with the product / service. Tax and Brown (1998) state that ability of a firm to effectively handle complaints is one of the crucial business strategies to develop and maintain relationships between the company and its current customers. If customer complaints aren't handled properly customers may also show switching behavior (Ross, 1999). Similarly there could be a change in attitude and behavior of customers if the complaints are handled well. A positive complain handling experience can generate positive word of mouth (Blodgett, Wakefield and Barnes, 1995, P.31) and on the contrary customers dissatisfied with the complaining procedure are more

likely to exit and indulge in negative word of mouth (Vorhes, Brady and Horowitz, 2006, p.525).

Research has shown that there are six complaint handling factors (Davidow 2003) which represent some value for the customers, which are:

Timeliness: the speed with which the company responds

Facilitation: the policy and processes to facilitate complaint handling

Redress: the benefits or response outcome that a customer receives

Apology: an acknowledgement by the organization to the complainant's distress

Credibility: The ability of an organization to provide an honest explanation

Attentiveness: The effectiveness of the interpersonal communication between the aggrieved customer and the organizational representative

From a firm's perspective complaints from customers should be regarded as gifts (Iyiola and Ibidunni 2013) for various reasons such as:

1. If there is a complaint from a dissatisfied customer, the onus is on the company to remedy the problem and retain the customer
2. An aggrieved customer may completely stop buying the firm's product/ service (Hirschman 1970)
3. Customers who don't complain could indulge in negative word of mouth (WOM) which could harm company's reputation (Iyiola, 2013)
4. Customer deciding to exit the company without complaining, deprives the firm of valuable

feedback about the product/ service (Fornell and Wemerfelt, 1988) which could also affect other customers. So paradoxically a complaint made especially on social media which is well handled not only placates the dissatisfied customer but also enhance its reputation amongst its other followers as a company who cares about their customers' emotions and sentiments.

Limitation: This study is purely based on literature review and systematic empirical research is needed to test the integrative conceptual model.

Further research: Future research could be done linking Social media as a complaint channel and the options an organization has for service recovery. The influences of the various attitude and behavior of a customer on the way one complains on social media can also be studied.

Conclusion: The research provides a starting point for broadening our thinking on consumer complaint behavior with social media as a channel for communication. With the growing corporate presence on social media, it is but inevitable that number of customer complaints will go up exponentially. To mitigate this situation the organizations will need to have a robust and efficient complaint management system in place. This research should provide a framework for the marketers on how customers tend to complain on social media and how a timely intervention by the company can not only help the aggrieved customers but also build a positive brand reputation enhancing the brand loyalty among customers.

References:

1. Dr. Rinalini P. Kakati, Chayanika Senapati, Evaluating Motivators and Hygiene Factors interactive; Business Sciences International Research Journal ISSN 2321 - 3191 Vol 2 Issue 1 (2014), Pg 211-225
2. Alicke, M.D., Braun, J.C., Glor, J.E., Klotz, M.L., Magee, J., Sederholm, H., and Siegel, R., 1992. Complaining behaviour in social interaction. *Personality and Social Psychology Bulletin*, 18(3), 286-295.
3. Andreasen, A.R. (1988) 'Consumer complaints and redress: what we know and what we don't know', in *The frontier of research in the consumer interest. Proceedings of the International Conference 2.on research in the consumer interest (Racine, Wisconsin, August 16-19, 1986). American Council on Consumer Interests*, p. 675-722.
4. Balaji, M.S, Jha, S., & Royne, M.B., (2015): Customer e-complaining behaviours using social media, *The Service Industries Journal*, DOI: 10.1080/02642069.2015.1062883
5. Bård Tronvoll, (2011) "Negative emotions and their effect on customer complaint behaviour", *Journal of Service Management*, 22 (1), pp.111 - 134
6. Bennet, R., (1997), Anger, catharsis, and purchasing behavior following aggressive customer complaints, *Journal of Consumer Marketing*, 14 (2), 156-172
7. Blodgett, J.G., Granbois, D.H. and Walters, R.G. (1993) 'The effects of perceived justice on complainants' negative word-of-mouth behavior and repatronage intentions', *Journal of retailing*, 69 (4), pp. 399-428.
8. Blodgett, J.G., Wakefield, K.L., & Barnes, J.H. (1995). The effects of customer service on consumer complaining behavior. *Journal of Services Marketing*, 9(4), 31-42.
9. C.Dellarocas., (2006), Strategic Manipulation of Internet Opinion Forums: 8. Implications for Consumers and Firms., *Management Science* 52 (10), 1577-1593.
10. Carolyn Heller Baird, Gautam Parasnis, (2011) "From social media to social customer relationship

- management", *Strategy & Leadership*, 39 (5), pp.30 – 37
11. Clark, J. 2013. Conceptualising Social Media as Complaint Channel. *Journal of Promotional Communications*, 1 (1), 104-124
 12. Constantinides E., Fountain S., 2008, Web 2.0: Conceptual foundations and marketing issues, *Journal of Direct, Data and Digital Marketing Practice* 9, 231-244
 13. Shreyaarora, Dr. Pulkitmathur , Using Nutrient Profiling To Make Nutrition Information On Labels More Consumer Friendly; *Business Sciences International Research Journal* ISSN 2321 – 3191 Vol 3 Issue 1 (2015), Pg 148-156
 14. Constantinides, E., Romero, C.L. & Gómez, M.A.(2008) "Social media: a new frontier for retailers?" *European Retail Research*, 22(1), pp. 1-28.
 15. Day, R. L. (1984), "Modelling Choices Among Alternative Responses to Dissatisfaction", *Advances in Consumer Research*, vol. 2, Kinnear, T. C. ed., Association for Consumer Research, pp. 469-499
 16. Day, R.L. and Landon, E.L. (1977) 'Toward a theory of consumer complaining behavior', in Woodside, A.G., Sheth, J.N. (Editor) and Bennett, P.D. (eds.) *Consumer and industrial buying behavior*. New York: North-Holland, pp. 425-437.
 17. Diane Halstead and Cornelia Droge (1991) , "Consumer Attitudes Toward Complaining and the Prediction of Multiple Complaint Responses", in *NA - Advances in Consumer Research* Volume 18, eds. Rebecca H. Holman and Michael R. Solomon, Provo, UT : Association for Consumer Research, Pages: 210-216.
 18. Ellison, N., Steinfield, C., & Lampe, C. (2007). The benefits of Facebook "friends:" Social capital and college students' use of online social network sites. *Journal of Computer-Mediated Communication*, 12, 1143-1168.
 19. Estelami, H. (2000), "Competitive and Procedural Determinants of Delight and Disappointment in Consumer Complaint Outcomes," *Journal of Service Research*, 2 (3), 285-300.
 20. Fornell, C.; Wernerfelt, B., (1987) Defensive Marketing Strategy by Customer Complaint Management: A Theoretical Analysis, *Journal of Marketing Research*, 24 (4), pp. 337-346.
 21. Heung, V.C.S., and Lam, T., 2003, Customer complaint behavior towards hotel restaurant services. *International Journal of Contemporary Hospitality Management*, 15(5), 283-289
 22. R.S.Sathya Saminadan, A Study on Return on Search and Criteria for Business; *Business Sciences International Research Journal* ISSN 2321 – 3191 Vol 2 Issue 1 (2014), Pg 226-230
 23. Hirschman, A. O. (1970), "Exit, Voice and Loyalty: Responses to Decline in Firms, Organisations and States", Association for Consumer Research, Harvard University, Cambridge.
 24. Iyiola, O. O. (2013). Socioeconomic and demographic profile of marketplace informant: The influence of market maven on Thailand shoppers. *Asian Journal of Science and Technology* 4, (4), 044-047
 25. Iyiola, O.O., & Ibidunni, O.S. (2013). The Relationship between complaints, emotion, anger and subsequent behaviour of customers. *Journal of Humanities and Social Science*, 17(6), 34-41. <http://dx.doi.org/10.9790/0837-1763441>
 26. Jensen Schau, Hope, Mary C. Gilly, (2003). "We Are What We Post? Self-presentation in Personal Web Space". *Journal of Consumer Research* 30 (3). Oxford University Press: 385-404. doi:10.1086/378616.
 27. Kaplan, A. M., & Haenlein, M. (2010). "Users of the world, unite! The challenges and opportunities of Social Media". *Business Horizons*, 53(1), 59-68.
 28. Kietzmann JH, Hermkens K, McCarthy IP, Silvestre BS. 2011. Social media? Get serious! Understanding the functional building blocks of social media. *Business Horizons* 54(3): 241-251.
 29. Kowalski, R., (1996), "Complaints and complaining : Functions, antecedents and consequences", *Psychological Bulletin*, 119(2), 179-196.
 30. Landon, E. Laird (1977), "A Model of Consumer Complaining Behavior," in *Consumer Satisfaction, Dissatisfaction, and Complaining Behavior*, ed. R.L. Day, Bloomington, Indiana: Bureau of Business Research, 31-35.
 31. Landon, E.L. (1980) 'The direction of consumer complaint research', *Advances in consumer research*, 1980, 7, p. 335-338.
 32. Larivet S, Brouard F (2010) Complaints are a firm's best friend. *J Strategic Mark* 18(7):537-551. doi:10.1080/0965254X.2010.529155
 33. Lovelock, C. H., Patterson, P. G., Walker, R. H., 2004. *Services marketing: An Asia pacific perspective* (Third ed.), Sydney, Prentice Hall Australia Pty Ltd.
 34. Mangold, W., Faulds, D., 2009. Social media: The new hybrid element of the 30.promotion mix. *Business Horizons* 52(4), 357-365.
 35. Matos, C.A.de., Ituassu, C.T., and Rossi, C.A.V., (2007) Consumer attitudes toward counterfeits: A review and extension" , *Journal of Consumer Marketing* DOI: 10.1108/07363760710720975
 36. Mattila, A.S. and Wirtz, J. (2004) 'Consumer complaining to firms: the determinants of channel choice', *Journal of service marketing*, 18 (2), pp. 147-155.
 37. Nyer, P.U. (2000) 'An investigation into whether complaining can cause increased consumer

- satisfaction', *Journal of consumer marketing*, 17 (1), pp. 9-19.
38. Oliver, R.L. (1987) 'An investigation of the interrelationship between consumer (dis)satisfaction and complaint reports', *Advances in consumer research*, 14, pp. 218-222.
39. Porter, C.E., N. Donthu (2008), *Cultivating trust and harvesting value in virtual communities*. *Management Science*, 54(1), 113-128. (Dissertation-based Article)
40. Qualman, E., (2012) *Socialnomics : How Social Media Transforms the Way We Live and Do Business*, published by John Wiley & Sons, Inc., Hoboken, New Jersey
41. 36. Ross, I. (August 1999). "Switching processes in customer relationship"; *Journal of Service Research*, 1: 68-85
42. S. Garding and A. Bruns., (2015), "Complaint Management and Channel choice . An analysis of customer perceptions", Springer, <http://www.springer.com/in/book/9783319181783>
43. Singh, J. & Howell, R. D. (1985), "Consumer Complaining Behaviour: A Review and Prospectus", *Consumer Satisfaction, Dissatisfaction and Complaining Behaviour*, pp. 41-49
44. Singh, J. (1990a) 'A typology of consumer dissatisfaction response styles', *Journal of retailing*, 66 (1), pp. 57-99.
45. Shruti Shastri, Swati Shastri, Relationship Between Fiscal Deficit and Economic; *Business Sciences International Research Journal* ISSN 2321 - 3191 Vol 2 Issue 1 (2014), Pg 269-273
46. Singh, J. (1990b) 'Voice, exit and negative word-of-mouth behaviors: and investigation across three service categories', *Journal of the academy of marketing science*, 18 (1), pp. 1-15.
47. Singh, J., & Pandya, S. (1991). "Exploring the effects of consumers' dissatisfaction level on complaint behaviours". *European Journal of Marketing*, 25(9), 7-21.
48. Slama, M. & Celuch, K. (1994), "Assertion and Attention to Social Comparison Information as Influences on Consumer 42. Complaint Intentions", *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behaviour*, Vol 7, 246-51
49. Dr. Jaideep Motwani, Dr. William Mothersell, *Application of Lean to Higher Education; Business Sciences International Research Journal* ISSN 2321 - 3191 Vol 2 Issue 1 (2014), Pg 231-234
50. *Social network penetration in India from 2012 to 2018* (Accessed on 21/12/2015)
51. Stets, J.E., and Burke, P.J., (2000), "Identity theory and Social identity theory", *Social Psychology Quarterly*, 63(3), 224-237
52. Tax, S.S., Brown, S.W., and Chandrashekar, M., (1998). "Customer evaluations of service complaint experience: Implications for relationship marketing". *Journal of Marketing*, 62, 60-76
53. Voorhees, C.M., Brady, M.K. and Horowitz, D.M. (2006) "A voice from the silent masses: an exploratory and comparative analysis of noncomplainers", *Journal of the academy of marketing science*, 34 (4), pp. 514-527
54. Ward, James C., Amy L. Ostrom, (2006). "Complaining to the Masses: The Role of Protest Framing in Customer-created Complaint Web Sites". *Journal of Consumer Research* 33 (2). Oxford University Press: 220-30. doi:10.1086/506303.
55. Winch, G. (2011). "The Squeaky Wheel: How Complaining via Twitter Is Changing Consumer Psychology," *Psychology Today*, 48. May 3, (accessed November 7, 2015), [available at <http://www.psychologytoday.com/blog/the-squeakywheel/201105/howcomplaining-twitter-is-changing-consumer-psychology>]
56. <http://www.bbc.com/news/business-11450923> (Accessed on 22/01/2016) "Why companies watch your every Facebook, YouTube, Twitter move" by Tim Webber (2010)
57. <http://www.statista.com/statistics/240960/share-of-indian-population-using-social-networks/> (Accessed on 21/01/2016)
58. *Leading social networks worldwide as of January 2016, ranked by number of active users (in millions)* (Accessed on 21/12/2015) <http://www.statista.com/statistics/272014/global-social-networks-ranked-by-number-of-users>

Suvashree Dash/ PhD Scholar/ Centurion University of Technology and Management/
Bhubaneswar/ Odisha/