IMPLEMENTATION STRATEGY OF SOCIAL HELPFUL REVIEWS FOR PRODUCT QUALITY IMPROVEMENTS – A SPECIAL REFERENCE TO ENGINEERING PRODUCTS

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ABSTRACT

Social Media has emerged as a day life function of consumers with ease of access and full-time availability. The growing purchasing power and rising influence of the social media have enabled Indian consumers to gather any product details online, use social sites to analyze the products on specific attributes, provide feedbacks, make purchase decisions and share post purchase experiences. This Voice of Customer (VOC) details shared amounts to a great deal of information on a variety of branded and non-branded products. This User Generated Content (UGC) are a source of data for evaluation of product fitment for consumer needs on various aspects including Quality (but not limited to) and to enrich the business objectives. With global dynamic market conditions, Companies are mandated to act on social feedbacks to satisfy consumers with quality products and to achieve competitive advantage.

Many a studies were completed on application of social media for organization needs such as co-creation, internal collaboration, brand marketing, product launch initiatives and service support. The application of social feedback and reviews for product quality initiatives is less explored zone and a potential area of investigation. This study discusses the implementation strategy of social feedbacks for product quality initiatives and product development initiatives.

Keywords: Product Quality Feedbacks Implementation Strategy, Social Reviews Implementation Strategy, Product development Strategy using Reviews, Quality Enhancements of products using social reviews, Quality Initiatives using social feedbacks.
1. INTRODUCTION

In today’s digital world, Organizations view Social Media presence and Social Strategy as one of the key focus area for business as it supports an array of organization aspects like Product awareness, Product launches, Brand Marketing, customer relationship management (CRM), promoting sales and support services. On the other hand, the increased attention and steadfastness of consumers on Social Media Platforms and Network sites for sharing product experience, inputs and feedbacks also encourage companies to harness the power of social media for better business outcomes. With matured consumers and global market competition, organizations are defaulted to develop and deliver high-quality products to maintain competitive advantage. Empirical findings also support the notion that online consumer reviews can be a good proxy for overall word-of-mouth (Zhu & Zhang, 2010), which, in turn, can have a strong influence on the decision-making processes of other potential buyers, who search the Internet for product information (Chevalier & Mayzlin, 2006; Urban, 2005). Hoyer et al. (2010) also stated that the customer co-creation process enhances the chance of a product’s adoption in the targeted market. Li et al. (2014) stated that a customer feedback is the most effective and valuable one for product quality improvement. Hu, Liu, and Zhang (2008, p. 201) highlighted that “online product reviews provided by consumers who previously purchased products have become a major information source for consumers and marketers regarding product quality” is intuitively understandable. With digital being the trend in market with consumers active on social platforms, the social feedbacks are source of data for improvements and has become one of the key tenets for any business strategy.

This study discusses the implementation strategy for product quality improvements and incremental product development strategies using the social reviews, comments and feedbacks of the product as inputs.

2. BUSINESS VALUE OF ‘QUALITY’ FOR AN ORGANIZATION

Quality can be considered as one of the key attribute or a criteria used by consumers to evaluate a product or service. The dimensions of quality cover aspects such as conformance to standards, meeting customer expectations and value for money. The past studies and research related investigations reveal that Quality is one of the critical success factor for an organization to standout in the competitive business landscape. A standard Quality management strategy and practice are the building block for a Quality Journey in any organization. The Quality management should cover strategic policies, methods and procedures assuring high quality products and services meeting customer expectations undisputedly in the available market condition.

As stated by Rahnamayroodposhti (2008); ‘Giving serious attention to quality is found to be the main success factor of those organizations which are undisputed economic powers in today’s world and have a high share of the global market’. The quantitative study of PIMS (Profit Impact of Marketing Strategies - 1987) across industries reveal that Quality can be regarded as the powerful means of building market share. The study concerning the relationship between advertising, price, product quality and market share revealed that changes in product quality had the strongest relationship to changes in market share. Also,
price changes had no relationship to market share changes whereas advertising had only a modest relationship to change market shares.

Based on the work of Ho et al., (2005) and Reitsperger et al., (1993), reveals that quality also leads organizations to reduce cost as a result of the elimination of defects and waste. The implication of this notion is that competing on quality will provide firms with advantages such as providing customers with differentiated products, lower costs and competitive advantage. Additionally, the general pattern of high priced item is a high quality product and low priced item is a low quality product and sales are relationship was tested empirically by Chenavaz. R (2017). The study concludes that price and quality relationship can be positive or negative based on the market. Chenavaz work highlights that: The sales effect plays a greater role in a larger market where lower price with better quality yields greater demand-expansion and also the sale effect explains the weak inference of quality from price.

Consumers once satisfied on a product and its quality, act as brand ambassadors on social platforms providing positive feedbacks and ratings. The HBR 2003 article by Bain consultant highlights that ‘the value of any one customer does not reside only in what the person buys’. In the digital world, with interconnected networks, what they are prepared to tell others can influence your revenues and profits just as much. This Voice of Consumers on Social platforms provides tangible benefit of elevating the product reach to target market audience in less time saving promotion efforts and supports potential purchase decisions at zero cost of marketing and advertisement. The work of Georg Lackermair et.al. (2013) highlights that: Decision making for purchasing a product online is significantly affected by product reviews as well as product rating that vary in theory. The non-tangible benefits are: brand awareness, attraction towards brand product lines, willingness to provide word of mouth feedbacks, purchase support decisions and consumer satisfaction as revealed by the study of Camilla Bond (2010) and Harrison-Walker and Neelay (2004).

3. RATIONALE OF THE STUDY

About Engineering Industry

The engineering industry are manufactures of a lot of engineered products (products which are with features for use in specific applications using materials like plastic, electronics, metal and rubber) meeting stated objectives. These products are most used in several industrial applications and for daily needs of consumers and are critical-to-function components, sub-assemblies or complete products manufactured to world-class quality standards. The engineered products are reaching consumers directly through different sales model like digital platforms, ecommerce initiatives and digital partner based sales.

A few examples to highlight:

- Engineering Products - Amazon. in shows around 100+ products for a search of ‘Pressure relief valve’ and 50+ products for ‘air compressor’ and ‘Motor Pumps’ with technical specifications and consumer reviews & ratings based on purchase experience
- Engineered Auto Spare Parts & Plastics – Parts bigboss. in helps to purchase any auto spare parts engineered and plastic items with options to buy and post feedbacks
- Heavy Engineering Machines & Spare Products - Industrybuying.com is a forum which sells heavy engineering items like lathe machines with specifications and are supporting online purchase with option to write reviews.
Implementation Strategy of Social Helpful Reviews For Product Quality Improvements – A Special Reference To Engineering Products

- Consumer goods with engineered products - home appliances like Mixer, Wet grinder use many an engineering products and machined spare parts. Most of the ecommerce portals support purchase with provision to share feedbacks.

The engineered products, consumer products such as home appliances with engineered parts, electronic products with engineered spare parts are most purchased and socially voiced products post user experiences on social sites in Indian market. These are vital comments which can help bring attention on quality aspects and to manufacture products supporting customer needs.

Study Objectives
In today business environment, quality has become a critical factor in differentiation. In the consumer sector quality makes a critical difference between growing or declining market shares, and it's no wonder engineering companies are focusing on it today. Many have put in place comprehensive systems to ensure both incoming raw material quality as well as outgoing finished product quality. The point of these systems is to minimize or eliminate quality problems. However, quality problems have two faces: Process and Product.

This study explores the product quality aspects where social media gets employed in gathering helpful reviews from consumers for product quality improvements using suitable implementation models. Secondly, focus on the analysis of the feedbacks from product ownership perspective and discuss on the implementation strategy and its benefits. Finally, discuss the implications and importance of the strategy with a conceptual framework supported with a case study observation.

4. LITERATURE REVIEW ON IMPLEMENTATION STRATEGY OF REVIEWS FOR PRODUCT QUALITY INITIATIVES

IMPLEMENTATION MODELS OF SOCIAL MEDIA IN GATHERING PRODUCT CONTEMPLATIONS

Social Media can be defined as a set of web and mobile based internet applications that allow the creation, exchange and consumption of content, and that enables connections between different groups of users and entities (Hoffman, Novak and Stein, 2012). Kaplan and Haenlein (2010), for example, have provided a list of six types of social media applications: blogs (e.g., Twitter, Wordpress), collaborative projects (e.g., Wikipedia), social networking sites (e.g., Facebook, LinkedIn, Twitter, etc), content communities (e.g., YouTube, Flickr), virtual social words (e.g., Second Life), and virtual game worlds (e.g., World of Warcraft). According to Naylor, Lamberton, and West, by 2011 approximately 83% of Fortune 500 companies were using some form of social media to connect with consumers. Faems et al. (2010) highlight that a firm’s collaboration with external partners (e.g. customers) increases the diversity of knowledge, to enhance its product quality aspects and firms’ innovation performance. These social tools help to integrate with consumers in 3 levels for product related works such as Product listening, dialogues with specific customers and Integration of customers as highlighted based on work of Anna Dubiel et al (2014). The implementation strategy can be grouped under different phases namely Consumer engagement and feedback gathering, extraction and analysis of helpful reviews, Devising Product Strategies, Investigations and benchmarking of Quality and Implementation.
Consumer Engagement and Feedback Gathering

Product listening refers to the different consumer groups discussing on product assessments on intended usage needs and on providing varied different inputs about the product. These inputs are genuine product related issues, feedbacks, consumers seeking solutions for problems and relatively competitive products available in the market post usage. Haavis to (2014) highlights that there is possibility of discovering the unmet needs of customers through the analysis of social media channels. The customers are more eager to help the company in the correction of any product faults (Raasch 2011). These reviews and feedbacks are the real vehicles of opportunity with qualifications such as a great deal of product related content, unbiased consumer’s opinions and inputs. This is the most common and affordable model which firms consider and use their web portals to capture review comments and feedbacks. Additionally, small companies offer sales platform thru partnership with selected digital partners with benefit of listening from partner forums too. Example: Companies register as authorized sellers in Amazon, Flipkart, eBay, Snapdeal, etc.

In addition to listening on consumer’s experiences on social platforms, firms can actively enter into forum by disclosing their identity and engage in dialogues with consumers. Sawhney et al. (2005) claim that social media allows companies to be more interactive, to connect with more people, to be consistent and flexible, and to benefit from the opportunity of speed. Füller et al.(2008) note that the members in social media are more eager to contribute and create value by identifying the needs. The dialogue with consumers can be performed on open platforms, virtual platforms or on firm’s own platforms. This enables employees of an organization to exchange dialogues with specific consumers to offer solutions to problems, address issues, and gather more details on any specific product issues and its usage. The customers participating in a discussion group or a community can choose their level of involvement (Hagel & Singer, 1999). However, the consumer’s nature and interest are key to responding to firm queries and will be risk-free when mutual interest exists. The dialogues with consumers are advantageous in terms of secured conversation, a controlled environment for both contents and consumer management. This helps product owners to gather depth and breadth of product feedbacks from end users. Many a branded Indian firms employ this model and are active in handling discussion threads to satisfy consumers.

A firm can also approach specific consumers (brand lovers, loyal consumers) for specific pointed objectives like design considerations, quality elevations (A social page for sharing quality concerns), solution validations (prototypes), trial testing (beta version), assess the research works for strategy needs (model validations)in exchange for a special offer to boost participation. The objective can also be to improve market share of a specific product by launching social pages like ‘Tell us your story on Product Y’ or ‘We are listening on Product A’ for improvement areas. Previous studies have demonstrated that consumers may assume two distinct roles: information providers or codevelopers (Lengnick-Hall 1996) for quality product rollouts. Björk and Magnusson (2009) show that the high-quality innovative ideas and quality implementations which bring a competitive advantage over other competitors are those that result from a good connectivity between the company and its group of identified customers. Piller & Walcher (2006) hold the view that asking external opinions is an efficient way of increasing the success of an innovation or enhancements and emphasize the importance of inputs that are obtained through the internet. This helps the product owners to be sure of the solution developed, precise in quality improvements adopted, test the research findings to formulate strategy and to improve upon the brand value. This precise exchange with consumers support product development strategies, incremental variants of products and an advantage of consumer’s acceptance to launch in confidence. The sustained high profitability results when a firm repeatedly introduces innovations that target previously
unmet customer demand (Roberts, 1999). Indian firms with high focus on consumer markets utilize the consumer feedbacks to plan for new product launches. Example: consumer based product development like automobiles with engineered products, engineered spare parts, Home Appliances, Electronic gadgets, cosmetic products – mobile phones, etc.

The key success factors for implementation includes clear goals for customer engagement, management commitment in engaging consumers at specified zones of product life cycle, meeting expectations of consumers on engagement, transparency in policy and meaningful toolkits in the forums for effective contribution of consumers.

5. IMPLEMENTATION MODEL OF PRODUCT FEEDBACKS FOR QUALITY IMPROVEMENT AND NEW PRODUCT DEVELOPMENT STRATEGIES

Reviews Extraction & Analysis
Online product reviews typically consist of three elements, namely, the pros and cons that explicitly refer to the perceived strengths and weaknesses of a product, the associated product ratings (e.g., in the form of stars) and the formless comments and remarks (full text). Based on an empirical study of the usefulness and impact of product reviews and feedbacks, Ghose and Ipeirotis (2007) revealed that customer opinions provide a meaningful basis for identifying those product attributes that are important for improvements / enhancements and for marketing purposes. Based on the recent work of C. Jiang et al. (2017), the key highlight was reviews can be classified into multiple classes namely helpful and unhelpful reviews attributing to different aspects of product improvements and production systems too. The study also revealed that the helpful comments are classified into 3 categories [product-defect-related reviews, product-comparison-related reviews and product-idea-related reviews] to support different levels of business objectives.

The more prevalent option is the search for statistical patterns, i.e., review words (particularly the nouns and adjectives used) and the phrases that appear frequently in the feedback or reviews (Dave, Lawrence, & Pennock, 2003) supported with manual filtering and conditional scrutiny. The recent study provided the automatic extraction of product features from online product reviews, which applies a maximum entropy approach, was published by Somprasertsri and Lalitrojwong (2008). Feldman, Goldenberg, and Netzer (2010, p. 12) suggested an information extraction approach called CARE (Conditional random fields Assisted Relation Extraction), which combines “an automatic name entity recognition process” with “manually crafted rules to define relationships between product entities.” C. Jiang et al. (2017), provided the HQRM model - a multi-class classification of reviews based on features (linguistic, sentiment, social, distinctive) supporting unstructured data pool into multiple classes namely helpful and unhelpful reviews attributing to different aspects of product improvements. Based on the studies completed and the options provided the conclusion was that “the choice of model to be implemented and the methodology or algorithm to use depends on the targeted dataset.” Based on the study of ‘Estimating Aggregate Consumer Preferences from Online Product Reviews’ (Reinhold Decker & Micheal Trusov, 2010); the following procedure of extraction highlighted supports the implementation model:

- Review-wise categorization of consumer reviews as helpful and unhelpful reviews
- Segregation of the helpful reviews as pros and cons supporting the product attributes
- Elimination of words and phrases non-supportive to product attributes
Transformation of feedbacks and reviews to meaningful product attributes like defects, enhancement options, new product idea, lack of quality, manufacturing issues, service failure, etc. The product attributes to be considered can be as per firm or the engineering product needs.

Elimination of less frequent product attribute candidates (e.g., frequency < 3%)

Merging of similar and duplicate items to unique attributes for better attention of product stakeholders

Aggregation of transformed attributes to product operational aspects thru investigations by respective managers like strategic, materials, engineering products used, R&D, design, development, marketing, sales, promotion, testing, quality, price, conformance to standards, service, etc.

Internal review with stakeholders, rating of the item based on priority and consumer preferences, Gustafsson and Gustafsson (1994) study on quality management suggested the use of conjoint analysis for the determination of the relative importance of customer requirements. This methodology employs pairwise comparisons of customer requirements to determine importance.

Wang et al. (1995) study about Quality Management highlights that a simple prioritization matrix may be more useful for simple feedbacks on products.

The final table data will be considered to support next stage of processing and implementation

The procedure once implemented results in a product wise data set structured as per the Table:

<table>
<thead>
<tr>
<th>Product &amp; its Model</th>
<th>Helpful Review</th>
<th>Impacted Product Attribute</th>
<th>Transformed Product Attribute Owners</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Compressor – LU500</td>
<td>Knock occurs while compressor is loading.</td>
<td>Quality failure</td>
<td>Design, Quality</td>
<td>3</td>
</tr>
<tr>
<td>Pressure relief valve – R255</td>
<td>Leakage post set up in full pressure</td>
<td>Quality failure</td>
<td>Design, Quality</td>
<td>4</td>
</tr>
<tr>
<td>Ball Bearings</td>
<td>High heat reduces the smoothness of the bearing</td>
<td>Quality failure</td>
<td>R&amp;D, Quality</td>
<td>4</td>
</tr>
<tr>
<td>Engg Drawing board – ED100</td>
<td>The positioning stand lock gets relaxed in few days</td>
<td>Quality failure</td>
<td>Engg Products, Quality</td>
<td>5</td>
</tr>
<tr>
<td>Motor Pump 1 HP – 707</td>
<td>Fan Cover is plastic &amp; not very protective</td>
<td>Engg &amp; Design change</td>
<td>Engg Products, Quality, R&amp;D</td>
<td>3</td>
</tr>
<tr>
<td>Engg Product – Water Dispenser Stand – Premium</td>
<td>Tap opening area can a bit deep supporting free flow</td>
<td>Quality failure</td>
<td>Design, Quality, Marketing</td>
<td>3</td>
</tr>
<tr>
<td>Consumer Good – Mixer #1 Model A</td>
<td>Water leakage in fully loaded jar and motor gets spoiled</td>
<td>Quality failure of Engg based consumer Products</td>
<td>Engg Products, Quality, Marketing</td>
<td>5</td>
</tr>
<tr>
<td>Consumer Good – Wet Grinder #1 Model C</td>
<td>Too noisy in low volume grinding</td>
<td>Quality failure of Engg based consumer Products</td>
<td>Design, Quality, Marketing</td>
<td>3</td>
</tr>
</tbody>
</table>

The Product Analysis table can be prepared for any specific product lines, specific engineering products involved and can be expanded for desired depth of analysis supporting quality objectives.
Devising Product Strategies

The choice of a new product variant from the existing model are considered post market analysis for consumer preferences, market potential, competitors landscape and financial success. Incremental development plans are devised once financial success are proved positive. With the use of customer participation, manufacturers attempt to enhance the innovativeness of the product and speed up the development process, both of which are key objectives whose importance has been well articulated by both practitioners and academicians (Chandy and Tellis 1998; Henard and Szymanski 2001). The new product requirements and ideas are screened and analyzed for development opportunities. The transfer of new external knowledge through various sources has been traditionally recognized as an important drive for product innovation (Cassiman & Veugelers, 2006). The firm can engage in additional rounds of discussions with consumers for quality of the inputs provided, refinement of the need, complete consumer requirements with the expectations, concept development to decide for new product development. The teams then develop, manufacture, market and distribute for sales. Day (2006) asserts that market sensing is a critical outside-in capability for firms to master in new product development initiatives. The new product development strategy considers the below criteria:

- Capabilities and Innovation: Organization capability and innovation (creation and development of products) addressing a customer segment needs; Talke and Hultink (2010), have recently utilized Resource Based View (RBV) to explain how firms with a specific “corporate mind-set” can successfully launch a new product
- Process integration: New product development integration with other processes of the company products;
- Development Model: selection of a suitable model for new product development supporting quick turn around with decreased cycle time.
- Decision process: Supply of information to performance control as well as support to management decisions, information about process and development perspective

The factors such as technical attractiveness, financial attractiveness, customer attractiveness to the desired product and low production cost help the firm to consider for the new product development initiatives (K. Gruner and C.Homburg, 2000).

Investigations & Benchmarking of Quality

In this phase, the quality characteristics of the items identified are evaluated and investigated. With the product analysis table, the requirements are translated into independent measurable quality characteristics of the product. The engineering parts involved and their quality characteristics are analyzed from manufacturing standpoint, quality conformance and performance levels expected. Any relationship of the engineering parts used in the product for the quality aspects will be mapped. The target quality characteristics for the specified items are set based on current level plus the competitive benchmarking. The standard Quality Management strategy of the firm provides the guidelines supporting the quality initiatives, example QC, QFD, Lean, ISO, Six Sigma, etc. Considering there are remarkable spectrum of techniques available for quality management, the study suggests to refer the literature Akao (1990) and Griffin and Hauser (1993) as appropriate for additional details.

Implementation

The agreed enhancement item for product quality based implementation will be translated into an implementation plan, with work instructions, design, process to be followed, the engineering support, the cross-functional teams involved, training needs if any, job details and
quality expectations of the finished product. Ideally, a traceability would be established between the consumer expectation and the work instructions to ensure expected outcome to satisfy the consumer quality needs. Furthermore, continual customer feedback during development enhances the efficiency of development, thereby minimizing last-minute changes, realizing faster speed-to-market, reducing cycle time and inventory obsolescence (Carbonell et al, 2009 and He YQ& Chen et al, 2014). As a result, companies take an advantage in the effectiveness of their response to market demands (Slater, 1995).

The resulting solution must be examined from the customer’s (not the company’s) vantage point (Crawford and Di Benedetto, 2008). The final end product can be a refresh of the existing model or an incremental model supporting consumer preferences. The firm benefit with the capability to manufacture and deliver a product in short span of timelines and at reduced cost. This implementation model would be executed with management commitment, structured decision making process across functional areas, team co-ordination and dissemination of key information across the product release phases.

6. CASE STUDY OBSERVATIONS

A leading engineering company based in South India prides in offering engineering products like Motors, Compressors and home appliances, spare parts (engineering and non-engineering) that are inventive and aesthetically superb. Every product is a combination of quality, precision and durability and helps serve the purpose of intended use.

The firm manages online sales using their web portal and additionally thru digital partners like Amazon, Flipkart, Snapdeal, etc. for global reach to consumers. The company holds high innovation capabilities, an efficient R&D team, manufacturing process supported with IT Tools and Machineries with conformance to standards in every part designed for quality make of products. The firm manages a dedicated Online and Social team with the notion of supporting consumer asks, maintaining brand reputation, satisfied customers and to remain competitive in product category. The social tool forums namely Facebook, Twitter and LinkedIn are actively handled to support customer queries and for product features education for better usage. The social product listening and customer dialogues are actively tracked, analyzed with management support for product quality initiatives and enrichment of product lines. The firm had implemented the social strategy and actively maintain this as part of product life cycle. Based on the recent interviews with Product Owners, Online & Social team and Quality Engineers for a Product, the below details were captured supporting quality improvements and new product development strategies.

The details captured for the period Aug 2018 – Oct 2018 as below:

<table>
<thead>
<tr>
<th>Table 2</th>
<th>Engineering Company – Case Study Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Collected based on Interview and Questions</td>
<td>Engineering Company from South India</td>
</tr>
<tr>
<td>No. of unique social feedbacks / comments received on engineered product quality aspects</td>
<td>7</td>
</tr>
<tr>
<td>Quality improvements considered and implemented (%) for engineering products</td>
<td>60%</td>
</tr>
<tr>
<td>Quality improvements considered and implemented (%) for non-engineering products</td>
<td>40%</td>
</tr>
<tr>
<td>No. of product refresh performed / considered for launch</td>
<td>0</td>
</tr>
<tr>
<td>No. of incremental models produced / considered for launch</td>
<td>2</td>
</tr>
<tr>
<td>Cycle time reduction (%) of product make and launch</td>
<td>13% (approx..)</td>
</tr>
</tbody>
</table>
7. CONCEPTUAL FRAMEWORK FOR IMPLEMENTATION

Based on the implementation strategy discussed and the case study observed, a conceptual framework for implementation is represented as below.

![Diagram of Conceptual Framework of Implementation Strategy](image)

**Figure 1** Conceptual Framework of Implementation Strategy

This model helps to withstand as a unique implementation strategy by influencing the feedbacks of the consumers.

8. BENEFITS & RISKS

The past studies have revealed the benefits and risks associated with customer involvement. As stated by Hoyel et al (2010), Involvement of consumers provides benefits like increased productivity and efficiency gains through cost-minimization because decreased inputs are needed from employees and traditional market research costs are saved. Dong et al. (2008) stated that consumer involvement might empower consumers to respond to a product or service failure in a manner that would abate the negative outcomes of the failure. Additionally, a closer fit for consumers with the preferences for co-created product could encourage positive attitudes toward the product, subsequent purchase intentions, willingness-to-pay, and referrals by word of mouth, based on study by Hoyer et al (2010). This also leads to savings on product education, awareness and the support activities. The choice of introducing the brand endorsement on the co-creating consumer social pages like Facebook promotes brand focus and reach towards new consumers.
A major challenge of social strategy is the empowerment of consumers increases the complexity of managing diverse stakeholders’ interest and different types of consumers. Enkel et al. (2005) also pointed that the failure of choosing the ‘right’ consumer would lead to preventing innovative ideas since consumers might look for personal benefits. The focus of too much on consumer experiences would contribute more on incremental products rather than a strong product line. Song et al. (2013) pointed out that there are chances of customer conflict, misunderstanding of consumer’s views by employees due to cultural differences.

9. MANAGERIAL IMPLICATIONS
The usage of Social media strategy for quality initiatives is an emerging effort. The notion of engaging consumers through the discussed implementation model with stated objective would help the purpose and potential of the medium. Companies which treat the social media as a content and marketing platform lack the potential for engaging social media in other operational zones of product lines.

Social media sites are not only a discussion forum and no longer only a content platform supporting brand attention and marketing activity, but which deserves strategic importance. Our study has also revealed that social media does not necessarily be used as support service or help lines for consumers. A social product strategy would be a digital world theme for next gen consumers. It should be part of a business objective to ensure the right level of engagement with consumers as per your business line and remain relevant in satisfying consumers in terms of quality initiatives and new product development strategies. The model can be used by any branded company and also enables new entrants and low market share brands to engage using digital partners for implementation. This strategy help companies enhance product quality, bring more innovative solutions with confidence in target market segments supporting brand equity.

10. CONCLUSION
Based on the study and analysis on various author publications, the paper clearly illustrated the implementation strategy with a conceptual model that product quality improvements that can be achieved using the helpful reviews from social network sites. This enables organization to manufacture products with confidence in reduced cycle time to satisfy consumers. The organization policies and management support enables the social content usage for better utilization of business objectives. Additionally, the consumer ideas enable for new product development strategies supported by innovative solutions. The study focused on the social strategy that helps product quality initiatives for competitive advantage. This can be supported with an empirical study as next step. Using helpful reviews, the manufacturing process quality and its impact on overall product quality can be another scope for future study.

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