



Social Media, Customer Value Creation, and Marketing Outcomes in a Multichannel Environment: An Exploratory Survey of Cross-Channel Marketing Perceptions

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Abstract

This study examines whether social media marketing, social-network engagement, and customer value creation are associated with perceived marketing-organizational outcomes in a multichannel environment. The manuscript was restructured to align its claims with the variables and statistical output contained in the original dataset. A cross-sectional questionnaire survey produced 120 usable responses, which were analyzed using descriptive statistics, Pearson correlations, and multiple linear regression. The combined regression model was not statistically significant, $F(3, 116) = 0.458$, $p = .712$, and explained 1.2% of the variance in the outcome ($R^2 = .012$; adjusted $R^2 = -.014$). None of the individual predictors reached statistical significance: social media marketing ($B = .103$, $p = .260$), social networks ($B = .019$, $p = .846$), and customer value creation ($B = .033$, $p = .712$). Zero-order correlations with the outcome were also weak and non-significant. These findings do not establish that digital channels are unimportant; instead, they suggest that the measures, sample, context, or model used in this exploratory study did not capture a reliable relationship. The study therefore cautions against treating platform activity as evidence of organizational impact without validated constructs, channel-integration measures, and outcome indicators. Practical recommendations emphasize coordinated channel strategy, customer-journey measurement, and outcome-based evaluation. Because the source file does not document the sampling frame, scale items, reliability statistics, location, or ethics procedures sufficiently, the findings should be interpreted as preliminary until those details are verified.

Keywords: *multichannel marketing; social media marketing; social networks; customer value creation; marketing outcomes; channel integration*



Introduction

Marketing communication now operates across interconnected physical, broadcast, web, mobile, and social touchpoints. Customers may discover a brand through traditional advertising, compare alternatives through search and social media, consult reviews, communicate with other users, and complete a transaction through a different channel. This movement has shifted managerial attention from the performance of isolated media to the coordination of the entire customer journey. Multichannel marketing denotes the use of multiple channels, whereas an omnichannel orientation places stronger emphasis on integration, continuity, and a coherent customer experience across those channels (Rahman et al., 2022; Mansurali et al., 2024).

Digital and social media have expanded the speed, reach, interactivity, and measurability of marketing communication. They allow organizations to distribute content, respond to customers, support peer-to-peer interaction, and observe behavioral signals at comparatively low marginal cost. At the same time, digital visibility does not automatically translate into customer value or organizational performance. Likes, followers, comments, and traffic are intermediate indicators whose business meaning depends on the platform, content, customer segment, and connection to downstream outcomes. Recent work shows that engagement can carry over within a platform and spill over across platforms, reinforcing the need to evaluate a coordinated portfolio rather than a single social channel (Unnava & Aravindakshan, 2021).

Traditional media also remain relevant. Television, radio, print, outdoor advertising, and personal contact can provide reach, legitimacy, repeated exposure, and access to audiences who do not engage consistently through digital platforms. The practical challenge is therefore not a simple choice between traditional and new media. It is the design of an integrated channel system in which each touchpoint performs an appropriate role and produces a consistent brand experience. Contemporary research similarly treats channel integration, information consistency, fulfilment, personalization, and customer experience as linked dimensions of multichannel effectiveness (Balbín Buckley & Marquina Feldman, 2024).

The original study sought to assess traditional and new media but empirically measured three digital-era constructs: social media marketing, social networks, and customer value creation. Traditional-media exposure and channel-integration quality were not included in the displayed statistical model. The present revision therefore narrows the empirical claim to the variables that were actually analyzed. It asks whether these three predictors are associated with a reported marketing-organizational outcome and interprets the results conservatively.

Research Problem and Gap

Organizations often adopt multiple media without a clear framework for connecting channel activity to customer value and organizational outcomes. The literature increasingly recognizes seamless customer experience and integrated touchpoints, but the evidence remains context-dependent, and many studies rely on measures that cannot distinguish visibility from value



creation (Dwivedi et al., 2021; Hayes & Kelliher, 2022). This study contributes an exploratory test of three commonly invoked predictors while also demonstrating why non-significant results and measurement limitations must be reported transparently.

Aim, Objectives, and Research Questions

The revised aim is to examine the relationship of social media marketing, social-network engagement, and customer value creation with perceived marketing-organizational outcomes in a multichannel environment.

1. To explain the complementary roles of traditional and digital media in multichannel marketing.
2. To test whether social media marketing predicts the reported marketing-organizational outcome.
3. To test whether social-network engagement predicts the reported marketing-organizational outcome.
4. To test whether customer value creation predicts the reported marketing-organizational outcome.
5. To develop evidence-based recommendations for channel coordination and future measurement.

The central research question is: To what extent do social media marketing, social networks, and customer value creation explain variation in perceived marketing-organizational outcomes?

Hypotheses

- H1: Social media marketing is positively associated with the marketing-organizational outcome.
- H2: Social-network engagement is positively associated with the marketing-organizational outcome.
- H3: Customer value creation is positively associated with the marketing-organizational outcome.

Literature Review

From Multichannel Presence to Channel Integration

Early multichannel strategies concentrated on adding channels and distributing promotional resources among them. Current perspectives focus more strongly on how those channels work together. A customer may experience an organization as one system even when the organization manages its channels through separate departments, databases, and performance indicators. Fragmentation can therefore create inconsistent pricing, messages, service, and fulfilment. In contrast, integration can reduce friction and strengthen cognitive and affective evaluations of the customer journey (Balbín Buckley & Marquina Feldman, 2024).



Rahman et al. (2022) conceptualize perceived omnichannel customer experience as customers' evaluations of seamless experiences as they move across a retailer's channels. Their work highlights that experience is broader than simple channel availability. It includes the customer's perception of consistency, freedom of channel choice, synchronization, and continuity. Mansurali et al. (2024), in a systematic review, similarly organize omnichannel research around customer experience, strategy, and organizational benefits. These perspectives imply that channel effectiveness should be assessed at the journey and outcome levels rather than through isolated exposure or activity counts.

Social Media Marketing in a Cross-Platform System

Social media marketing allows firms to communicate, advertise, provide service, and stimulate customer participation. Its value arises partly from interactivity: audiences can react, share, create content, and communicate with other users. However, the same interactivity gives customers greater influence over brand meaning and exposes organizations to negative word of mouth, privacy concerns, and rapidly changing platform norms (Dwivedi et al., 2021).

Platform effects are not uniform. Unnava and Aravindakshan (2021) show that brand posts can create direct engagement, carryover over time, and spillovers across multiple social-media platforms. Their findings challenge the assumption that the visible response on the posting platform captures the full value of an activity. For managers, this means that a low immediate reaction on one platform may coexist with indirect effects elsewhere, but those effects require suitable longitudinal and cross-platform measurement. A one-time perception survey cannot fully capture these dynamics.

Social Networks and Customer Value Creation

Social networks are not merely distribution channels; they are structures through which customers exchange information, opinions, recommendations, and support. Network participation can amplify organizational messages, but it can also generate meanings that the organization does not control. The managerial value of a network therefore depends on the quality and relevance of interaction, not simply the number of connections.

Customer value creation refers to the benefits customers perceive or help create through interactions with an organization and other customers. In multichannel settings, value can emerge from convenience, accessible information, personalization, service continuity, social support, and reduced effort. Yet value is not identical to engagement. A customer may view or react to content without experiencing meaningful benefit, changing behavior, or improving the firm's outcomes. Theoretical links between participation, value, and performance consequently require explicit constructs and validated measures.

Conceptual Framework

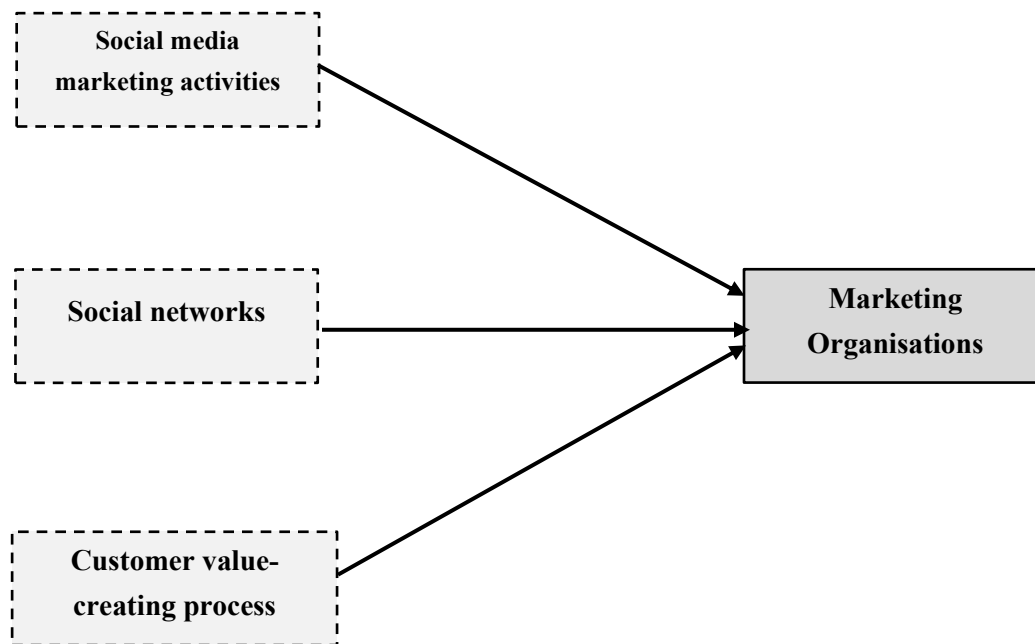
The empirical framework treats social media marketing, social-network engagement, and customer value creation as three predictors of a marketing-organizational outcome. The expected



logic is that marketing activity increases relevant exposure and interaction; social networks enable information exchange and peer influence; and value creation converts useful interaction into customer and organizational benefit. In an integrated channel system, these mechanisms may reinforce one another. Nevertheless, the framework remains exploratory because the source manuscript does not report validated scale origins, reliability, discriminant validity, or a direct measure of traditional-media use or channel integration.

Figure 1

Conceptual Framework



Research Methodology

Research Design

The study used a quantitative, cross-sectional survey design. This classification replaces the source manuscript's inconsistent description of the project as qualitative and inductive. A structured questionnaire was used to obtain respondents' perceptions of social media marketing, social networks, customer value creation, and a variable labelled 'Marketing Organisation' in the statistical output. Because the exact wording and validation of the outcome scale are not supplied, this revision refers to it cautiously as the marketing-organizational outcome.

Population, Sampling, and Participants

The source manuscript reports non-probability sampling and 120 completed questionnaires. It does not identify the sampling frame, recruitment setting, participant eligibility criteria, response rate, industry, country of data collection, or fieldwork dates. These details must be confirmed before journal submission because they determine the population to which the findings may reasonably be transferred.



The age categories reported in the source file total 120 respondents: 50 aged 18-24, 25 aged 25-31, 25 aged 32-38, and 20 reported in a category labelled 'more than 45 years.' The manuscript does not explain the omitted 39-45 category. The stated gender frequencies are 40 men and 60 women, which total 100 rather than 120; therefore, gender percentages are not calculated and the discrepancy is explicitly flagged for verification.

Instrument and Measures

The questionnaire covered three predictors—social media marketing, social networks, and customer value creation—and one outcome. The source file does not provide the items, response anchors, number of items per scale, scoring procedure, pilot testing, content-validity process, reliability coefficients, or evidence of construct validity. No new information has been invented in this revision. These elements should be recovered from the original questionnaire and analysis files before the paper is submitted.

Data Analysis

The displayed output was generated in SPSS and includes descriptive statistics, Pearson correlations, and standard multiple linear regression. The regression simultaneously entered all three predictors. Statistical significance was evaluated at $\alpha = .05$. This revision distinguishes correlation coefficients (r), unstandardized regression coefficients (B), and significance probabilities (p), which were conflated in the source narrative.

Ethical and Data-Management Information

No ethics approval number, consent procedure, confidentiality protocol, data-storage arrangement, or permission statement appears in the source manuscript. These matters cannot be reconstructed from the statistical tables and must be supplied by the authors. Until verified, the manuscript should not claim institutional ethical approval or a specific consent process.

Results

Table 1

Participant Profile

Characteristic	Category	Frequency	Comment
Age	18-24	50	Reported
Age	25-31	25	Reported
Age	32-38	25	Reported
Age	>45	20	Reported; 39-45 category not shown
Gender	Men	40	Reported
Gender	Women	60	Reported
Gender	Unaccounted	20	Requires verification



Note. Frequencies reproduce the source manuscript. The gender discrepancy is not resolved by assumption.

Correlation Analysis

The correlations among the three predictors were weak and non-significant. Their correlations with the marketing-organizational outcome were also weak: social media marketing, $r = .101$, $p = .270$; social networks, $r = .017$, $p = .855$; and customer value creation, $r = .021$, $p = .823$. Thus, none of the displayed zero-order relationships reached the .05 significance threshold.

Table 2

Variables	1	2	3	4
1. Social media marketing	1	.016	-.118	.101
2. Social networks	.016	1	-.084	.017
3. Customer value creation	-.118	-.084	1	.021
4. Marketing-organizational outcome	.101	.017	.021	1

Note. Pearson correlations reproduced from the source output. None of the correlations with the outcome is statistically significant.

Multiple Regression

The three-predictor model produced $R = .108$, $R^2 = .012$, and adjusted $R^2 = -.014$, with a standard error of estimate of 1.42757. The model was not statistically significant, $F(3, 116) = 0.458$, $p = .712$. Collectively, the predictors explained only 1.2% of the observed variance, and the negative adjusted R^2 indicates that the model did not improve prediction after accounting for its complexity.

Table 3

Predictor	B	SE B	Beta	t	p
Constant	2.347	.508	-	4.623	< .001
Social media marketing	.103	.091	.105	1.132	.260
Social networks	.019	.098	.018	.195	.846
Customer value creation	.033	.088	.035	.370	.712

Note. Dependent variable: marketing-organizational outcome (labelled 'Marketing Organisation' in the source output). Model $F(3, 116) = 0.458$, $p = .712$.



Hypothesis Decisions

Table 4

Hypothesis	Statistical basis	Decision
H1: Social media marketing positively predicts the outcome.	$B = .103, p = .260$	Not supported
H2: Social-network engagement positively predicts the outcome.	$B = .019, p = .846$	Not supported
H3: Customer value creation positively predicts the outcome.	$B = .033, p = .712$	Not supported

The source hypothesis table treated correlation coefficients as p-values and accepted H2 and H3. The corrected decisions above are based on the regression significance values and do not support any of the three hypotheses.

Discussion and Conclusion

Discussion

The study expected social media marketing, social networks, and customer value creation to predict a marketing-organizational outcome, but the displayed evidence did not support those expectations. All relationships were weak, and the combined model explained little variance. This result should not be converted into a claim that social or digital media have no role in multichannel marketing. It indicates only that the variables, as operationalized in this sample, did not provide reliable statistical prediction of the reported outcome.

One possible explanation is measurement misalignment. The theoretical discussion concerns integrated traditional and digital media, customer journeys, and channel coordination, whereas the model contains no measure of traditional-media exposure, cross-channel consistency, channel integration quality, or actual customer behavior. Contemporary omnichannel research treats integration and seamless experience as multidimensional constructs (Rahman et al., 2022; Balbín Buckley & Marquina Feldman, 2024). A broad or ambiguous outcome labelled 'Marketing Organisation' may not be sufficiently proximal to platform activity to show an association.

A second explanation concerns the distinction between activity and impact. Social media metrics often capture immediate engagement rather than sales, retention, loyalty, service efficiency, or long-term customer value. Unnava and Aravindakshan (2021) further demonstrate that social-platform effects can be direct, carried over through time, or spilled over to another platform. Cross-sectional perceptions may miss these dynamic effects. The non-significant findings therefore reinforce the need to specify the causal sequence and match each construct to an appropriate time horizon and level of analysis.



A third explanation is limited statistical and contextual information. Non-probability sampling, an undocumented sampling frame, and missing reliability and validity evidence restrict confidence in the estimates. The gender inconsistency also signals the need to reconcile the raw data and manuscript. The weak predictor intercorrelations do not indicate an obvious multicollinearity problem, but a rigorous reanalysis should calculate variance inflation factors, residual diagnostics, reliability, descriptive scale statistics, missing-data patterns, and confidence intervals.

From a managerial perspective, the results caution against allocating budgets on the assumption that social activity alone generates organizational benefit. Organizations should map the customer journey, define the intended role of each traditional and digital channel, and connect intermediate metrics to outcomes. Channel-level indicators may include reach, attention, engagement, and service response, while outcome indicators may include conversion, retention, satisfaction, customer lifetime value, and cost-to-serve. A coordinated dashboard should show how these levels relate rather than reporting them as interchangeable.

Conclusion

This revised study provides a more accurate account of the evidence contained in the original manuscript. Social media marketing, social-network engagement, and customer value creation did not significantly predict the reported marketing-organizational outcome in the sample of 120 respondents. The appropriate conclusion is not that digital media are ineffective, but that the present measures and design do not demonstrate the proposed relationships. Multichannel effectiveness requires conceptual alignment, validated measurement, integrated customer-journey data, and transparent statistical interpretation. Correcting the hypothesis decisions and narrowing the empirical claims turns the non-significant findings into a useful methodological and managerial lesson: organizations and researchers must distinguish channel activity from customer value and organizational impact.

Practical Recommendations

- Define the strategic function of every channel—awareness, evaluation, conversion, service, retention, or advocacy—before comparing its performance.
- Measure integration quality, including consistency of information, pricing, service, fulfilment, and customer records across channels.
- Link platform engagement to downstream indicators instead of treating likes, followers, or traffic as final evidence of organizational impact.
- Use validated multi-item scales and report reliability, validity, missing-data treatment, and complete regression diagnostics.
- Combine cross-sectional surveys with behavioral, longitudinal, experimental, or campaign-level data to capture direct, carryover, and spillover effects.



- Segment results by customer characteristics and channel-use patterns, while avoiding subgroup analysis until the demographic data are reconciled.

Limitations and Future Research

The study is limited by non-probability sampling, incomplete reporting of the population and recruitment process, an unresolved demographic discrepancy, and missing documentation for the questionnaire scales. Its cross-sectional design does not establish causal direction. The outcome variable is insufficiently defined, and the model does not directly measure traditional media or channel integration even though those concepts motivated the original paper. The absence of reliability, validity, and diagnostic statistics further limits inference.

Future research should use a clearly defined population and validated constructs for traditional-media exposure, digital-media engagement, integration quality, customer experience, value creation, and organizational performance. A larger probability-based or carefully stratified sample would improve generalizability. Longitudinal campaign data could examine whether engagement carries over or spills across channels, while mediation and moderation models could test whether customer experience or value creation links channel integration with loyalty and performance. Qualitative interviews could also clarify how customers interpret consistency and value across physical and digital touchpoints.

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