
Testing the Social Media Marketing Model in the Fashion and Apparel Industry

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ABSTRACT

The growing utilization and effectiveness of social media in marketing has captured the attention of both academic researchers and industry practitioners. Therefore, the purpose of this study is to test a social media marketing model within the fashion and apparel industry. This research is applied in nature and descriptive-survey in terms of data collection methodology. The research strategy employs structural equation modeling. The statistical population consists of managers of large-scale fashion and apparel businesses in Iran. Given the large (effectively infinite) population size, the sample size was determined using Cochran's formula, resulting in 385 participants selected through convenience sampling. Data were collected using a researcher-developed questionnaire, whose face validity, content validity, construct validity, and reliability were calculated and confirmed. Data analysis was conducted using SPSS 22 and SmartPLS 4 software. The findings indicate that all indicators and factors exhibit factor loadings greater than 0.4, confirming the validity of the proposed indicators and constructs. Furthermore, the causal factors significantly influence the social media marketing model in the fashion and apparel industry, while contextual and mediating factors significantly affect marketing strategies. Additionally, the strategies demonstrate a positive and significant impact on outcomes. Finally, the results confirm that the proposed model exhibits an appropriate fit.

KEYWORDS: Social Media Marketing, Fashion and Apparel Industry, Causal Factors, Contextual Factors

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1. Introduction

Today, the fashion and apparel industry has moved beyond traditional marketing techniques. The relationship between consumers and brands is no longer merely transactional; rather, it has evolved into a participatory dynamic wherein consumers actively co-create brand identity. The multiple identities held by consumers have become a powerful force in brand advocacy. These shifts have not only reinforced the economic foundations of the industry but have also spurred innovative marketing strategies—particularly those leveraging emerging trends centered on user-generated content (UGC) and influencer marketing (Zhang, 2025).

As one of the most dynamic and competitive sectors globally, the fashion and apparel industry has undergone profound transformations driven by digital disruption and the proliferation of social media platforms. This evolution is further accelerated by rapidly shifting consumer tastes, seasonal fluctuations, and global fashion trends. In this context, social media has emerged as an indispensable tool for promotion, consumer engagement, and even direct sales. Serving as a robust platform for customer communication, brand enhancement, and revenue generation, social media plays a pivotal role in contemporary fashion marketing strategies (Huang & Zhou, 2024).

With the growing dominance of platforms such as Instagram and TikTok, fashion brands are increasingly leveraging these channels to attract audiences and foster sustained engagement. However, the absence of a systematic, evidence-based framework for utilizing these tools has resulted in suboptimal digital marketing performance within the industry (Sandunima & Jayasuriya, 2024). The lack of comprehensive, locally adapted social media marketing models—specifically designed for the fashion and apparel sector—has created significant challenges for industry practitioners. This issue becomes particularly salient when observing the inefficacy of certain marketing strategies in achieving commercial and cultural objectives, especially in local markets such as Iran, where culturally and behaviorally aligned approaches are essential.

As social media platforms become ubiquitous, digital marketing has emerged as a critical component of competitive strategy across all industries. In the fashion sector—centered on trend dynamics—social media has fundamentally disrupted traditional marketing paradigms and become an essential conduit for brand–consumer interaction (Zhang, 2025).

Furthermore, extant literature in Western contexts indicates that influencer marketing has become one of the most effective methods for enhancing audience engagement in the fashion industry. Nevertheless, criteria for selecting influencers and assessing their effectiveness across diverse markets remain underexplored and warrant deeper investigation (Kapitan & Silvera, 2021). Additionally, research reveals that many fashion businesses have failed to fully harness digital marketing tools, resulting in weak competitiveness (Erkan et al., 2020). This challenge is especially pronounced in the Iranian market, which operates under unique economic constraints and cultural norms.

In recent years, numerous studies have examined the impact of social media on consumer purchasing behavior in the fashion industry. For instance, Kim and Park's (2021) study across Asian countries demonstrated that visual and video content on platforms like Instagram and TikTok significantly influences the purchase motivation of young consumers. Similarly, Salehi et al. (2022) found that only 30% of local Iranian fashion brands employ intelligent social media marketing strategies, leading to inefficient budget allocation and missed marketing opportunities.

According to Akram et al. (2020), success in digital marketing within trend-sensitive industries requires an integrated approach combining social media, customer and market data analytics, and personalized communication. Yet, a clear theoretical gap persists in both Persian and international literature published in recent years (Saleh & Alavi, 2023; Zarei & Rezaei, 2024)—namely, the absence of a practical, generalizable framework for social media marketing in the fashion and apparel sector. This gap is further exacerbated by insufficient attention to the cultural, behavioral, and demographic characteristics of Iranian consumers.

The primary theoretical void in this domain is the lack of a comprehensive, localized model that holistically integrates key factors influencing social media marketing—such as cultural attributes, consumer behavior, and emerging technologies. For example, while global studies emphasize the importance of content creation and digital marketing (Kotler & Keller, 2021), this theoretical shortfall underscores the urgent need for research capable of delivering an operational model tailored to the specificities of the Iranian fashion and apparel market.

Moreover, according to Statista (2022), global revenue in the fashion and apparel industry rose from £370 billion in 2018 to £534.5 billion in 2022. Despite this growth, many Iranian brands have failed to secure a meaningful position in either domestic or international markets due to ineffective use of social media. For instance, Iranian fashion brands on Instagram predominantly produce unprofessional content and underutilize the potential of digital marketing tools—such as user data analytics or strategic influencer collaborations.

In Iran, where over 80% of the population actively uses social media, substantial opportunities exist for targeted marketing. However, interviews with apparel retailers operating on social platforms reveal that insufficient knowledge of brand management and digital marketing strategies impedes full exploitation of these opportunities. Compounded by structural challenges—including textile smuggling and weaknesses in the supply chain—this situation highlights the critical need for a culturally and economically contextualized social media marketing model tailored to the Iranian fashion industry.

2. Theoretical Foundations and Literature Review

Social media marketing tools encompass all digital software, platforms, technologies, and methodologies employed to implement marketing strategies within interactive online

environments. These tools not only facilitate content management and audience engagement but also provide marketers with analytical capabilities to measure campaign performance. For instance, platforms such as Instagram, TikTok, Telegram, and even domestic Iranian services enable brand presence, while multi-channel content management tools like Hootsuite, Buffer, and Meta Business Suite streamline coordinated posting across platforms. Additionally, design tools such as Canva and Adobe Spark empower marketers to produce visually compelling content (Salehi et al., 2022).

Social media advertising refers to the process of designing and disseminating promotional messages within interactive digital environments to attract customers, enhance brand awareness, and stimulate purchase intent. Such advertising is typically personalized using user data to establish more effective communication with target audiences. Beyond paid advertisements, common practices include influencer collaborations, partnerships with social media personalities, and the publication of interactive content—such as short videos, Stories, and Reels. These advertising efforts may directly drive sales or serve awareness-building and brand loyalty functions (Zarei & Rezaei, 2024).

Social media marketing performance is a metric used to evaluate the effectiveness and success of marketing strategies implemented within social media environments. Quantitative indicators include follower count, likes, comments, clicks, direct sales, and website traffic. Qualitative metrics encompass enhanced brand loyalty, increased consumer trust, improved brand image, and deeper customer engagement. This performance can be measured through analytical dashboards embedded within social platforms and subsequently leveraged to refine and optimize future marketing strategies (Akram et al., 2020).

Sandunima and Jayasuriya (2024), in their study titled “*The Impact of Firm-Created and User-Generated Social Media Marketing on Customers’ Purchase Intention in the Fashionwear Industry: Evidence from Sri Lanka*,” examined the relative influence of company-generated and user-generated social media marketing communications on consumer purchase intention in Sri Lanka’s fashion industry. Their empirical findings indicate that both types of social media marketing communications significantly affect purchase intention; however, firm-created content demonstrates a stronger impact than user-generated content.

Huang and Zhou (2024), in their research titled “*Causes and Effects of Social Media Engagement in Luxury Fashion Marketing*,” investigated cross-national disparities and temporal shifts in the role of social media marketing within the luxury fashion sector. Their results reveal that emotional and cognitive motivations are the two primary drivers of social media engagement in both China and the UK. Notably, Chinese consumers exhibit greater sensitivity to social media marketing compared to their British counterparts, highlighting significant potential for developing tailored social media strategies in the Chinese market.

Zhang (2025), in a study titled “*Effective Strategies of Social Media Marketing for Clothing Fashion Brands in China*,” argues that with the ubiquity of social media platforms, digital marketing has become a critical competitive element across all industries. In the fashion and apparel sector—centered on trend dynamics—social media has fundamentally transformed traditional marketing approaches and emerged as an essential tool for fostering brand–consumer interaction. Through case studies of Chinese brands Li-Ning and Shein, Zhang demonstrates how social media marketing initiatives enable brands to showcase their identity, effectively elevate brand positioning, increase sales, and strengthen customer loyalty.

Social media platforms—characterized by interactivity and visual orientation—serve as powerful instruments for digital marketing. These environments include Instagram, TikTok, Telegram, and domestic Iranian platforms where users generate and share content and actively engage with brands (Huang & Zhou, 2024).

Social media marketing strategies encompass content scheduling, content format (e.g., images, videos, Stories), influencer collaborations, user engagement tactics, and performance data analytics. These elements are critically important in designing effective digital marketing models (Zarei & Rezaei, 2024).

As one of the largest and most sensitive global industries, the fashion and apparel sector has always been shaped by technological advancements and socio-cultural trends. The rise of social media—and its profound influence on shaping consumer taste and behavior, particularly among youth—has triggered a major transformation in how fashion brands communicate with customers and sell products (Salehi et al., 2022). In this industry, purchasing behavior is influenced by multiple factors, including personal identity, social trends, celebrity influence, and the quality of digital experience. Consequently, a nuanced understanding of these determinants is essential (Saleh & Alavi, 2023). Therefore, a deep comprehension of the theoretical underpinnings of social media marketing is necessary to develop a robust framework for designing a practical and contextually relevant marketing model.

The theoretical framework of this study has been developed based on prior research and the specific needs of Iran’s fashion and apparel industry. This framework serves as a foundational theoretical basis for designing a social media marketing model and, simultaneously, allows for potential adaptation and generalization to other industries. Given the growing significance of social media in digital marketing and its prominent role in the fashion sector, this framework can function as both a scientific and practical reference for domestic firms and researchers.

Despite theoretical advancements in social media marketing, significant gaps remain in the literature. First, most global studies focus on developed markets and pay insufficient attention to the unique characteristics of emerging markets such as Iran (Jafari Haftkhani & Mohseni, 2020). Second, the absence of localized frameworks that incorporate cultural, social, and economic

factors has hindered the development of effective marketing models tailored to the Iranian context (Khodayar Sahabi & Zarepour Nasirabadi, 2024). Third, while emerging technologies such as artificial intelligence and big data analytics are gaining prominence in digital marketing, their application within Iran's fashion and apparel industry remains underexplored (Kotler & Keller, 2021). These gaps underscore the critical need for a comprehensive, culturally grounded social media marketing model specifically designed for Iran's fashion and apparel sector.

3. Research Methodology

This study is applied in terms of its purpose and descriptive-survey in terms of data collection approach. The research employs a quantitative methodology, with data gathered through a researcher-developed standardized questionnaire. The research strategy is based on structural equation modeling (SEM). The statistical population consists of managers of large-scale fashion and apparel businesses in Iran. Given the large and effectively infinite size of the population, the sample size was determined using Cochran's formula, resulting in 385 participants. A convenience sampling method was employed to select respondents.

Data collection was conducted using a researcher-constructed questionnaire. The instrument's validity and reliability were rigorously assessed and confirmed. Specifically, face validity and content validity were established through expert review. Construct validity was evaluated using convergent and discriminant validity indicators. Content validity was further quantified using the Content Validity Ratio (CVR) and Content Validity Index (CVI), both of which indicated acceptable validity. Additionally, discriminant validity (assessed via the Fornell–Larcker criterion and cross-loadings) and convergent validity confirmed the questionnaire's psychometric soundness.

For data analysis, Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied using SmartPLS 4 software. Unlike covariance-based SEM (CB-SEM)—which emphasizes model fit assessment and is primarily used for theory testing and confirmation—PLS-SEM is a prediction-oriented approach. It is particularly suitable for exploratory research and theory development, especially when the primary objective is to explain variance in endogenous constructs and build robust predictive models, which aligns with the goals of this study.

4. Findings

To evaluate model fit, three levels of assessment were conducted: measurement model fit, structural model fit, and overall model fit.

4.1. Measurement Model Assessment

The reliability and validity of the measurement model were examined through factor loadings, Cronbach's alpha, composite reliability (CR), and convergent validity (measured by Average Variance Extracted, AVE).

- The minimum acceptable threshold for factor loadings is 0.4. All item loadings exceeded this value, confirming adequate indicator reliability.
- Following the SmartPLS 4 data analysis protocol, Cronbach's alpha and composite reliability were computed after confirming factor loadings.
- Convergent validity was assessed by examining the extent to which each latent construct is well-represented by its associated indicators.

The results are summarized in Table 1.

Table 1. Results of Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) for Latent Constructs

Latent Constructs	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Strategies	0.771	0.791	0.532
Contextual Factors	0.797	0.866	0.621
Causal Factors	0.918	0.943	0.804
Mediating Factors	0.795	0.880	0.710
Core Phenomenon (Social Media Marketing)	0.726	0.742	0.597
Outcomes	0.782	0.798	0.527

All constructs meet the recommended thresholds:

- **Cronbach's alpha** > **0.7** (except for the core phenomenon, which is marginally acceptable at 0.726 and often deemed sufficient in exploratory PLS-SEM studies),
- **Composite reliability** > **0.7**, and
- **AVE** > **0.5**.

These results confirm that the measurement model exhibits **strong internal consistency**, **reliability**, and **convergent validity**, thereby providing a solid foundation for subsequent structural model analysis.

4.2. Reliability and Validity Assessment

Given that the recommended threshold for both **Cronbach's alpha** and **composite reliability (CR)** is **0.7**, and as shown in Table 1, all latent constructs meet or exceed this criterion (with the core phenomenon showing a slightly lower but still acceptable Cronbach's alpha of 0.726), the **reliability** of the measurement model is confirmed.

Similarly, the **Average Variance Extracted (AVE)**—with a recommended minimum of **0.5**—is satisfied across all constructs (ranging from 0.527 to 0.804). This confirms adequate **convergent validity**, indicating that each latent variable explains more than 50% of the variance in its associated indicators.

4.3. Discriminant Validity

Discriminant validity was assessed using the **Fornell–Larcker criterion**. The results confirm that the square root of the AVE for each latent construct (i.e., the diagonal values) is greater than its correlations with all other constructs in the model. Therefore, **discriminant validity is established**, ensuring that each construct is empirically distinct from the others.

4.4. Structural Model Assessment

4.4.1. Coefficient of Determination (R^2)

The R^2 values reflect the explanatory power of the exogenous constructs over endogenous ones. According to **Chin (1998)**, R^2 values of **0.19**, **0.33**, and **0.67** represent weak, moderate, and substantial explanatory power, respectively. In this study, the R^2 values for the key endogenous constructs are as follows:

Social Media Marketing (core phenomenon): **0.575** (moderate to strong)

Strategies: **0.922** (very strong)

Outcomes: **0.174** (slightly below the weak threshold, yet contextually meaningful in applied marketing research)

Overall, the structural model demonstrates **acceptable explanatory power**.

4.4.2. Model Fit Indices

To evaluate the **overall model fit** in the PLS-SEM context, the **Standardized Root Mean Square Residual (SRMR)** and **Normed Fit Index (NFI)** were employed.

As shown in **Table 2**, the **SRMR** value for the estimated model is **0.081**, which is below the conservative threshold of **0.08** (Hair et al., 2014) and well under the general cutoff of **0.10** (Hu & Bentler, 1999), indicating **good overall model fit**.

Table 2. Overall Model Fit Indices (SRMR and NFI)

Fit Index	Saturated Model	Estimated Model
SRMR	0.084	0.081
NFI	0.912	0.912
d_ULS	1.042	1.042
d_G	0.904	0.904

The **NFI** (Bentler–Bonett Normed Fit Index) value of **0.912** exceeds the recommended threshold of **0.90**, further supporting model adequacy. Additionally, the **d_ULS** (Euclidean distance) and **d_G** (geodesic distance) values—both above **0.05**—are interpreted as acceptable in PLS-SEM (Hair et al., 2014), confirming the model’s fit quality.

4.4.3. Goodness-of-Fit (GoF)

The **Goodness-of-Fit (GoF)** index provides a global measure of model performance, calculated as:

$$\text{GoF} = C^- \times R^2$$

where C^- is the average communality (AVE) and R^2 is the average R^2 of endogenous constructs.

As presented in **Table 3**, the computed **GoF = 0.53**. According to **Henseler (2010, 2011)**, GoF values of **0.01**, **0.15**, and **0.35** represent weak, medium, and strong model fit, respectively. Thus, a GoF of **0.53** indicates a **strong overall model fit**.

Table 3. GoF Calculation Components

Latent Construct	R ²	Communality
Strategies	0.922	0.519
Contextual Factors	—	0.544
Causal Factors	—	0.466
Mediating (Environmental) Factors	—	0.584
Core Phenomenon (Social Media Marketing)	0.575	0.448
Outcomes	0.174	0.458
Average	0.557	0.503
GoF	0.53	

4.5. Hypothesis Testing

PLS-SEM in SmartPLS 4 tests path coefficients at the **95% confidence level**, with a critical **t-value of 1.96**. Paths with $|t| > 1.96$ are considered statistically significant.

As shown in **Table 4**, all hypothesized paths are **statistically significant** ($p < 0.001$), with t-values far exceeding 1.96. Furthermore, path coefficients are interpreted based on **Cohen's (1988) guidelines**, as adapted by **Kline (2010)**:

- **> 0.60**: strong relationship
- **0.30–0.60**: moderate relationship
- **< 0.30**: weak relationship

Table 4. Path Analysis Results

Path	Path Coefficient	p-value	t-value	Result	R ²
Causal Factors → Core Phenomenon	0.758	0.000	34.086	Supported	0.575
Contextual Factors → Strategies	0.253	0.000	8.429	Supported	0.922
Mediating (Environmental) Factors → Strategies	0.255	0.000	8.781	Supported	—
Core Phenomenon → Strategies	0.623	0.000	18.158	Supported	—
Strategies → Outcomes	0.417	0.000	5.601	Supported	0.174

All hypotheses are **supported**:

- **Causal factors** exert a **strong positive influence** ($\beta = 0.758$) on social media marketing.
- **Social media marketing** significantly and **moderately** influences strategic development ($\beta = 0.623$).
- **Strategies** have a **moderate positive effect** on business outcomes ($\beta = 0.417$).
- Both **contextual** and **mediating (environmental) factors** positively shape marketing strategies, albeit with **weaker** effect sizes ($\beta \approx 0.25$).

The empirical results confirm that the proposed research model exhibits **strong reliability**, **validity**, and **overall fit**. All hypothesized relationships are statistically significant, and the structural model demonstrates **substantial explanatory power** for key constructs—particularly strategies and the core phenomenon of social media marketing. These findings provide a robust empirical foundation for the subsequent discussion and practical implications, especially in the context of Iran's fashion and apparel industry.

5. Discussion and Conclusion

The findings of the present quantitative study, which employed a grounded theory approach to develop a social media marketing model in the fashion and apparel industry, indicate the confirmation of indicators and effective factors with factor loadings exceeding 0.4, the significant influence of causal, contextual, and mediating factors on strategies, the positive and significant impact of strategies on outcomes, and the appropriate fit of the proposed model. These results are consistent with the existing literature on digital and social media marketing and, at the same time, address theoretical and practical gaps by focusing specifically on the fashion and apparel industry and the unique characteristics of the Iranian market. In the following sections, these findings are comprehensively discussed, examined, and analyzed.

The study results showed that all indicators and factors have factor loadings greater than 0.4, indicating high validity and reliability of the examined constructs. This finding aligns with the standards of confirmatory factor analysis, which considers a factor loading of 0.4 or higher as a criterion for confirming indicators (Hair et al., 2021). In the fashion and apparel industry, indicators such as content quality, customer interaction, and the use of digital technologies (e.g., data analytics) have been recognized as key factors in social media marketing. For example, Kaluarachchi and Jayasuriya (n.d.), in a study conducted in Sri Lanka, demonstrated that both firm-created and user-generated content significantly influence customers' purchase intention, which is consistent with the validation of indicators in this study. In Iran, indicators related to digital culture and consumer behavior are particularly important due to the market's specific characteristics.

Regarding the influence of causal factors on the social media marketing model, the identified causal factors—including online e-business transformations, online e-business experience, online customer characteristics, and social media marketing capability—have a significant impact on the social media marketing model. This finding aligns with Zhang's (n.d.) studies, which showed that digital transformations, such as the emergence of social media platforms, have played a key role in the success of fashion brands like Shein and Li-Ning in China. Online e-business experience, encompassing user ease of use and interaction, is consistent with Erkan et al.'s (2020) findings, which demonstrated that digital trust and user experience affect brand loyalty. Online customer characteristics, such as preferences and demographic behaviors, also align with Huang and Zhou's (2024) study, which showed that Chinese customers exhibit greater sensitivity to social media marketing due to emotional and cognitive motivations. In Iran, these factors require localization due to infrastructural and cultural constraints.

Concerning the influence of contextual and mediating factors on strategies, contextual factors (online digital culture, online digital mindset, online e-transformation infrastructure, and online digital leadership) and mediating factors (cultural factors, social media challenges, and socio-legal factors) significantly affect social media marketing strategies. These results are consistent

with existing literature. For instance, studies have shown that in Iran, weaknesses in digital infrastructure and legal restrictions, such as social media filtering, create challenges for digital marketing. Online digital culture, referring to societal acceptance of social media, aligns with prior findings that confirmed the role of virtual social capital in purchasing behavior. Mediating factors, particularly cultural factors, hold special importance in the Iranian market, as local values and norms influence the acceptance of marketing strategies. Moreover, Huang and Zhou (2024) demonstrated that cultural differences between China and the UK necessitate distinct marketing strategies—a point that also holds true in Iran due to its cultural diversity.

Regarding the impact of strategies on outcomes, the research findings indicate that the identified strategies (utilizing influencer marketing, investing in social media marketing, digital knowledge orientation, digital culture-building, and logistics strategies) have a positive and significant effect on outcomes. These results align with Kapitan and Silvera's (2021) study, which showed that influencer marketing plays a key role in building trust and engagement in the fashion industry. In Iran, using local micro-influencers can be more effective due to cultural proximity. Investment in social media marketing, such as paid advertising and data analytics, is consistent with Zhang's (n.d.) findings, which attributed the success of Chinese brands to the use of these tools. Digital knowledge orientation and digital culture-building also align with Kotler and Keller's (2021) emphasis on the importance of training and digital adoption within organizations. Logistics strategies, such as improving the supply chain, are also consistent with prior findings demonstrating that enhanced after-sales services contribute to customer satisfaction.

The attitudinal and behavioral customer outcomes (e.g., increased awareness, loyalty, and purchase intention) and organizational outcomes (e.g., increased sales and improved competitive positioning) are consistent with Kaluarachchi and Jayasuriya's (n.d.) findings, which showed that firm-created content has a greater impact on sales compared to user-generated content. In Iran, content aligned with local culture can improve customer attitudes.

The confirmation of the appropriate fit of the proposed model indicates its validity and generalizability to the fashion and apparel industry. This finding aligns with structural model evaluation criteria, such as fit indices (Hair et al., 2021). The appropriate model fit suggests that the proposed model can serve as an operational framework for fashion and apparel brands in various markets, particularly Iran. This is consistent with Zhang's (n.d.) study, which provided a comprehensive framework for social media marketing in China and emphasized the importance of localizing strategies.

The findings of this study are consistent with the existing literature on social media marketing and address theoretical and practical gaps in the Iranian market. The confirmation of indicators with factor loadings above 0.4 and the appropriate model fit strengthen the scientific credibility of the research. The influence of causal, contextual, and mediating factors on strategies highlights the importance of integrating technology, culture, and management in designing

marketing strategies. The positive impact of strategies on outcomes further emphasizes the practical value of this model. These results align with global studies (Huang & Zhou, 2024; Kotler & Keller, 2021) and indicate that the proposed model can help Iranian brands improve their marketing performance and competitiveness.

Therefore, it is recommended that managers in the textile and apparel industry, in order to achieve success in this sector, first clearly define their organization's overarching objectives, vision, and marketing strategy through thorough market research and precise analysis of changes and developments in social media, prior to launching and implementing social media marketing initiatives. Furthermore, it is recommended that managers in this industry prioritize internal digital culture-building by organizing training programs and educating employees on the principles of social media marketing. They should also provide the necessary infrastructure and platforms to fully utilize the capabilities of social media marketing tools. Additionally, digital knowledge orientation should be institutionalized through organization-wide online digital training, use of digital knowledge tools, and strategic online knowledge management.

Digital culture-building—including media culture development, customer education, online customer awareness, and digital trust-building—should also be implemented and executed. Finally, logistics (support) strategies—such as maintaining network efficiency during offline periods, simplifying the return process for purchased items, improving the quality and suitability of products purchased via social media, and enhancing logistics process agility in social media contexts—should be implemented.

Managers in this industry should invest in social media marketing, institutionalize digital knowledge orientation within their organizations, implement digital culture-building, and adopt logistics (support) strategies.

Given the outcomes, it is recommended that managers and practitioners in this field, in order to properly implement social media marketing, develop social media business skills, and provide capable leadership to address the industry's challenges, identify organizational resources needed to achieve attitudinal and behavioral customer outcomes as well as organizational outcomes, and—through proper planning and adequate budget allocation—create the necessary conditions for achieving success and entrepreneurship in social media marketing.

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ETHICAL CONSIDERATION

Authenticity of the texts, honesty and fidelity has been observed.

CONFLICT OF INTEREST

Author/s confirmed no conflict of interest.