

The impact of social media marketing on green purchase intention: Exploring the influence of brand credibility and strategic thinking in Pars Hayan industrial production company

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ABSTRACT

The environmental movements have had a profound impact on both environmental awareness and consumer conduct, leading to a notable surge in the demand for environmentally friendly (green) products. The subject of environmental concerns has gained significant attention among consumers, leading to an increased awareness among individuals regarding the repercussions of their consumption patterns on the environment. The current study is an applied descriptive survey research that examined the impact of social media marketing on the intention to purchase green products, specifically focusing on the role of brand credibility and strategic thinking among customers of Pars Hayan Company's cosmetics and health products. According to Cochran's formula, a statistical sample of 385 individuals was chosen using the convenience random sampling method. Data was collected using a questionnaire consisting of 20 items that utilized the Likert scale. Data analysis was done by using SPSS and PLS through descriptive and inferential statistics. The findings of the study indicated that social media marketing has a positive and significant impact on green purchase intention, brand credibility, and strategic thinking. Besides, strategic thinking significantly and positively influenced on the green purchase intention, while brand credibility revealed no statistically significant impact on green purchase intention. Finally, the brand credibility and strategic thinking on the relationship between social media marketing and green purchase intention was shown to be insignificant.

Keywords: Social media marketing, Green purchase intention, Brand credibility, Strategic thinking

Introduction

The primary environmental concerns encompass the depletion of the ozone layer, global warming, and air pollution. Consumers are actively endeavoring to modify their consumption patterns by transitioning from conventional products to ecologically sustainable alternatives, thereby engaging in green purchasing practices. In the context of enterprises, the implementation of green purchasing practices emerges as a fundamental strategy capable of enhancing operational efficiency, minimizing waste generation, and potentially fostering a competitive advantage. The concept of green shopping pertains to the acquisition of things that are environmentally sustainable, capable of being recycled, and contribute positively to the preservation of the natural environment.

Numerous corporations presently employ diverse media platforms as a means to promote their products and appeal to unfamiliar consumers, while concurrently allocating greater resources towards the implementation of green marketing. Nevertheless, the implementation of digital marketing strategies, such as using social media platforms, has the potential to contribute to waste reduction.

The utilization of social media platforms enhances individuals' awareness of others and has the potential to amplify the prominence of social norms. Furthermore, social media can effectively promote environmentally friendly initiatives, provided that the company is viewed as trustworthy in matters pertaining to the environment. However, it is imperative to consider the manner in which consumers should process these messages. The proliferation of advertising campaigns

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incorporating green messaging has elicited diverse responses from consumers, encompassing both skepticism and a heightened demand for knowledge to be persuaded.

The formation of attitudes in any given setting can be attributed to deliberate cognitive processes. Hence, it is imperative for customers to possess a mindset characterized by green strategic thinking. Research has revealed that those who engage in positive thinking regarding green labeling exhibit a notable inclination towards positively evaluating green products. The concept of green thinking encompasses the capacity to recognize and acknowledge one's interconnectedness with the natural world, as well as to identify and address inadvertent behaviors that have detrimental effects on the environment. According to a study conducted by Nak Mahmoud *et al.* (2022), an individual's environmental attitudes and beliefs positively affect their inclination to purchase green products.

Trust plays a significant role in the realm of green advertising. Consumer's mistrust and skepticism arise as a result of perceived instances of deceit regarding genuine environmental practices. Enhancing credibility is crucial in sustaining brand image and fostering consumer loyalty. The concept of brand credibility encompasses the notions of trust, knowledge, and power, and plays a significant role in establishing a connection between consumer views and brand loyalty. Credibility provides consumers with pertinent information regarding a brand's background, including its roots and values. It serves to demonstrate that a brand remains loyal to its identity and consumers' base, rather than solely prioritizing financial gain. Therefore, it is crucial for brands seeking to leverage the societal expectation of environmental sustainability to prioritize credibility.

In the contemporary era, there has been a widespread adoption of environmentally conscious consumption practices, commonly referred to as green consumption. This global phenomenon has compelled cosmetic firms to prioritize sustainability and expand their range of eco-friendly goods in order to cater to the demands of this emerging consumer base. The influence of social media on customer attitudes towards environmentally conscious behavior. Pars Hayan Company, situated in Iran, holds a prominent position as a major producer of health, cosmetic, and personal care items within the Middle East region. Boasting an extensive product portfolio comprising 1100 offerings across 14 brands and 35 sub-brands, the company caters to a vast consumer base spanning Iran, the Middle East, and Central Asia, including countries such as Iraq, Kuwait, Bahrain, Afghanistan, Tajikistan, and Russia. Since 2006, the implementation of the ISO 9001 quality management certificate has facilitated meticulous monitoring of processes, ensuring consistent product quality and adherence to specified standards. The primary objective of this company is to consistently demonstrate responsibility and accountability towards its customers, employees, shareholders, and the environment. Therefore, according to the perceived challenges, this study aimed to examine the impact of social media marketing on consumers' green purchase intention, with a

specific focus on the influence of brand credibility and strategic thinking in Pars Hayan Company.

Social Media Marketing

The concept of social media marketing strategy pertains to the comprehensive set of actions undertaken by a business to leverage social media platforms for the purpose of effectively utilizing communication Medias and influencing engagements, with the ultimate goal of attaining desired marketing outcomes. In the realm of social media marketing, the utilization of social media platforms for the purpose of engaging with one or many stakeholders is of utmost importance. In their study, Kim and Ko (2012) developed a conceptual framework for social media marketing, highlighting the distinctiveness of utilizing social media as a marketing tool in contrast to conventional marketing platforms like print advertisements, billboards and etc.

Social media platforms provide companies with the opportunity to establish connections with their customers, enhance brand recognition, shape consumer attitudes, obtain valuable input, and contribute to the enhancement of existing products and services, ultimately leading to increased sales. The diminishing prevalence of conventional communication channels and society's increasing dependence on traditional commercial transactions necessitate that companies explore optimal approaches to leverage digital marketing strategies and social media platforms to sustain and enhance their market share.

Organizations face considerable challenges when formulating their social media strategies and initiatives in a contemporary landscape characterized by heightened consumer influence and heightened knowledge of cultural and social norms. Today, the expeditious transmission of consumer complaints and discontent has become feasible through various digital platforms, resulting in the dissemination of negative electronic word-of-mouth to a vast audience. This phenomenon carries the potential to inflict detrimental repercussions upon the respective company entity.

Social media marketing is a widely employed strategy that encompasses the utilization of social media technologies, platforms, and software to generate, convey, showcase, and facilitate the interchange of valuable offerings to various stakeholders associated with an organization. According to Kapur *et al.* (2018), a comprehensive assessment of the literature on social media, it was determined that social medias are widely acknowledged and embraced as an effective medium for marketing purposes. In the realm of private enterprise, social media is frequently employed as a means of communication for the purpose of promoting and vending products and social Medias. Moreover, it serves as an additional platform for engaging with the audience, affording the chance to establish, sustain, and fortify social and professional connections with acquaintances, relatives, and even business associates.

Green Purchase Intention

Purchase intention, as described by Al-Shazli (2023), refers to the likelihood of customers engaging in future purchasing

behaviors from a behavioral perspective. One of the pro-environmental activities that individuals can engage in is known as green consumerism or green purchase. This activity involves the deliberate acquisition and utilization of products and services that have minimal adverse effects on the environment. Various terms are employed to refer to the phenomenon of environmentally conscious purchasing behavior, including pro-environmental shopping behavior, responsible shopping behavior with regard to the environment, and green shopping. These phrases are frequently employed in the examination of consumer purchase behaviors pertaining to environmentally sustainable or "green" products. A green product refers to a product that possesses the ability to undergo recycling or storage processes without causing any detrimental effects to the environment or depleting natural resources. Business enterprises frequently employ phrases such as "ozone-friendly," "recyclable," "eco-friendly," and "environmentally friendly" as a means to advertise their green products. Illustrative instances of such products encompass home items manufactured using post-consumer plastic or paper, packaging that is either recyclable or reused, light bulbs that are energy-efficient, and detergents composed of biodegradable chemicals that are devoid of artificial colors or smells and do not cause pollution. Sethuraman *et al.* (2023) established a correlation between subjective norms and purchase intention, as well as a relationship between purchase intention and purchase behavior.

The study conducted by Lu *et al.* (2018) demonstrated that the adoption of green purchasing practices is a crucial determinant in attaining sustainable development within companies. Furthermore, it was found that green purchasing practices significantly influence the work performance of organizations and their commitment to environmental protection initiatives. According to Murray (2000), the implementation of green purchase is crucial in the pursuit of sustainable development as it establishes a connection between environmental preservation and economic progress.

The practice of green purchasing holds significance in mitigating the adverse environmental consequences associated with the various stages of manufacturing, utilizing, and recycling. Additionally, the green purchase contributes to the enhancement of community health through the establishment of a pristine ecological setting, the mitigation of healthcare expenses, and the promotion of environmental sustainability. Furthermore, the adoption of green purchasing practices has been found to enhance both dynamic and operational capacities, leading to favorable outcomes in terms of environmental and economic performance. This approach will effectively contribute to the attainment of the global sustainable development goals and enhance the confidence of diverse stakeholders. Recent research indicates a notable surge in scholarly investigations pertaining to green purchasing in recent times. However, additional study is required to explore the impact of numerous environmental factors on green purchasing.

Brand Credibility

Brand credibility pertains to the level of trust that a consumer places in a specific brand, contingent upon its ability to fulfill its stated commitments. The credibility of a brand plays a significant role in shaping consumer purchase intention, brand image, and word of mouth advertising.

Initial research has indicated that brand credibility plays a significant role in shaping brand reputation. Therefore, the paramount objective for marketers is to cultivate a brand's perceived credibility among consumers, as it is widely regarded as the most crucial attribute. The credibility of a brand is influenced by the level of confidence that consumers have in the brand's ability to continuously provide the value that is promised through its products and services. In essence, a brand of considerable repute offers a dependable product that people can rely upon. If a brand fails to deliver the claimed quality of its product, including the assurance of non-defectiveness, consumers will develop less trust in the brand. Hence, the convergence of product quality consistency and efficient marketing efforts serves to enhance brand credibility.

Brand credibility refers to the level of trustworthiness associated with the product information conveyed by a brand, which influences consumers' confidence in the brand's competence and reliability to consistently fulfill its promises. The establishment of brand credibility is predicated upon the assurance of product quality, which serves to cultivate consumer trust and therefore enhance purchase intention. Previous research has also demonstrated that this particular skill has a notable impact on customers' inclinations to make purchases. Moreover, this notion exerts an influence on consumers' inclination to engage in purchases at a higher cost and is also positively correlated with their impression of brand quality.

Brand credibility serves as an indicator of brand loyalty. Therefore, through the establishment of credibility, businesses have the ability to foster client loyalty, contingent upon their ability to uphold their commitments to delivering high-quality products and engendering credibility. Furthermore, the perceived quality and trustworthiness play a significant role in establishing the legitimacy of a brand, ultimately fostering a more robust bond with customers, sometimes referred to as brand loyalty.

Literature Review

In their study, NekMahmoud *et al.* (2022) conducted research to examine the shift in consumers' intentions to purchase green products, with a specific focus on the influence of social media. The primary objective of this study is to examine the intentions of customers to purchase green products, while also exploring the impact of social media marketing and social media usage on consumers' behavior towards sustainable consumption. This study proposes a novel framework for assessing customers' inclination to engage in green purchases intention via social media. The framework expands upon the idea of planned

behavior by incorporating supplementary factors, including green thinking, social media utilization, and social media marketing. The results indicate that there is a significant and positive correlation between attitude, subjective norms, perceived behavioral control, green strategic thinking, and social media marketing with the green products purchase intention on social media platforms.

The study conducted by Pittman *et al.* (2022) examined the phenomenon of green advertising on social media platforms by focusing on the brand authenticity, the impact of various requests on consumers' purchase intention, and the level of digital involvement associated with these advertising efforts. This study investigates the impact of the digital environment on the perception of green advertising. By demonstrating variations in consumer reception of advertisements across different digital channels, it challenges the conventional advertising practice of disseminating identical information across platforms. The utilization of the theory of social norms has facilitated the formulation of hypotheses, which have subsequently been subjected to empirical scrutiny through the implementation of two distinct experiments. This study demonstrates that within the context of a news website, brand credibility functions as a mechanism that contributes to the persuasive impact of an appeal, whether it is related to a product, environment, or a mix of both. In both Study 1, conducted on Instagram, and Study 2, conducted on Facebook, it was found that brand credibility serves as a persuasive strategy in generating purchase intention and fostering digital engagement. The results gathered from the study offer corroborating evidence that brand credibility plays a crucial role in the success of green brands on social media platforms.

Zhuang *et al.* (2021) conducted a meta-analysis to investigate the determinants that impact individuals' intention to engage in green purchasing. This research systematically examines the variables that impact customers' inclination to engage in green purchasing. By conducting an extensive assessment of relevant research, this study categorizes the determinants influencing consumers' propensity to engage in green purchasing into three distinct groups: cognitive factors, individual consumer traits, and societal aspects. Subsequently, a complete meta-analysis has been performed on a collection of 54 empirical publications, utilizing the software tool complete Meta-Analysis 3.0. This analysis aims to quantitatively assess the aforementioned correlations. The findings of the study indicate a considerable positive relationship between green perceived value, green attitude, trust, and green purchasing intention. The constructs of perceived behavioral control, perceived consumer efficacy, and subjective norm exhibit a significant positive influence on the intention to engage in green purchasing. The adoption of collectivist values is associated with a favorable impact on individuals' intention to engage in green purchasing behaviors. The perceived green risk has a significant adverse impact on green purchase intention.

In their study, Sun and Xing (2022) examined the impact of sharing information on social media platforms on the green purchase intention among individuals belonging to Generation Z.

The objective of this research is to examine the impact of social media knowledge sharing on the green purchase intentions of Generation Z. A theoretical framework was constructed to examine the green purchase intention of Generation Z, drawing upon the principles of social responsibility theory. Consequently, the present study elucidated the association between the sharing of information on social media, the perceived green value, subjective norms, and the green purchase intention. This research examines the dual mediating function of perceived green value and subjective norms. Additionally, the study examined the moderating influence of consumer occupation by utilizing a questionnaire administered to a sample of 274 individuals belonging to Generation Z in China. The findings of the study indicate that (1) the act of sharing information related to environmental issues on social media platforms has a favorable impact on individuals' green purchase intention, (2) the perception of the value associated with green products and subjective societal norms serve as mediators in influencing consumers' green purchase intention, and (3) profession has a moderating role in the relationship between subjective norms and sharing information of social media and green purchase intention, with a focus on the mediating role of subjective norms. Therefore, the influence of subjective norms as a mediator is more pronounced among non-student customers, while it is not statistically significant among student consumers.

Leung *et al.* (2021) conducted a study to examine the impact of electronic information shared through social media word-of-mouth on individuals' purchase intention. A total of 222 participants were included in the study for data collection purposes. The data analysis was conducted utilizing the partial least squares structural equation modeling technique. The findings of the study indicate that factors such as information quality, information validity, information task, and attitude towards information have a significant role in determining the utility of information. The determination of purchase intention is contingent upon the acceptance of information, with the predictive factor being the usefulness of that information. This study expands upon the existing body of research on purchase intention by incorporating the impact of electronic word-of-mouth into an extended information acceptance paradigm, thereby influencing purchase intention. Professionals are advised to boost their marketing endeavors by taking into account the quality, validity, and relevance of online evaluations pertaining to electronic word-of-mouth, with the aim of augmenting the online reputation of their items.

In a study conducted by Pope *et al.* (2020), the researchers investigated the influence of social media on individuals' motivation and intention to purchase environmentally-friendly (green) cosmetics. The proposed conceptual model was evaluated through the use of an online survey, based on empirical research. The reliability and validity of the reflective constructs were assessed using the partial least squares modeling technique and PLS software. The findings demonstrate the significance of social media in shaping customers' attitudes, subjective norms, altruistic and selfish motives, and their impact as precursors to

the intention of purchasing green cosmetics. The obtained results possess significant theoretical consequences. The researchers demonstrated that external variables, such as the utilization of social media as an information source, exert a significant influence on consumer motivation and purchase intention of the green cosmetics.

Figure 1 is the conceptual model of the study regarding the studies have been done by Pitman *et al.* (2022) and NekMahmoud *et al.* (2022).

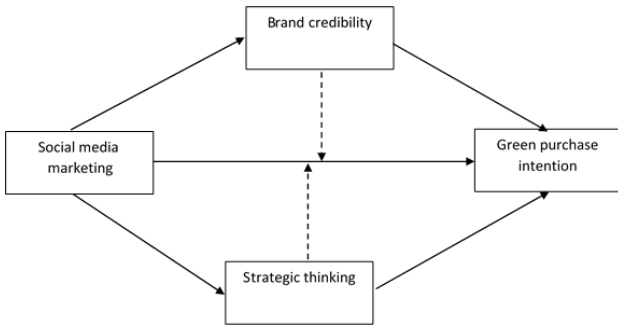


Figure 1. Conceptual Model of the Study based on Pitman *et al.* (2022), Nek Mahmoud *et al.* (2022)'s Model

Materials and Methods

Based on the established categorization of research, the present study can be classified as applied research. This study used a descriptive survey research methodology as well as a cross-sectional survey research design. Furthermore, with regards to the temporal dimension of the study, it adopts a cross-sectional design. The statistical population for this study comprised the consumers of Pars Hayan Company who purchase cosmetics and health items. The sample approach employed in this study was a random selection process, as it was not feasible to access the entire population under investigation. It is noteworthy to emphasize that the strategy employed for the dissemination and collection of questionnaires encompassed both face-to-face engagements and virtual platforms. Based on Cochran's standard formula for unspecified communities, the recommended sample size was 385 individuals.

In the present study, the assessment of the measurement tool's validity in capturing the research variables has been substantiated through the consultation of experts and professors. The Laosh coefficient, derived from a sample of 12 questionnaires, was determined to be 0.78. Hence, the confirmation of content validity was obtained. It is important to acknowledge that the expert questionnaire was specifically designed for a group of 8 university management professors who possess specialized doctorates in management and have a minimum of 10 years of experience in teaching and research. Additionally, the questionnaire was also administered to 4 senior managers from Pars Hayan Company. The present study employed a questionnaire as a data collection instrument. The relevant data pertaining to the questionnaire is presented in Table 1.

Table 1. Questionnaire Information

Variables	Questions order	Number of questions	The source of designing questions
1 Social media marketing	1-10	10	Aji <i>et al.</i> , (2020)
2 Brand credibility	11-13	3	Molinillo-Jimenez <i>et al.</i>
3 Strategic thinking	14-16	3	Ali <i>et al.</i> (2020)
4 Green purchase intention	17-20	4	Pop <i>et al.</i> (2020)

To calculate the Cronbach's alpha coefficient, a total of 30 questionnaires were administered during the initial phase. The results of the data collection process are presented in Table 2. The questionnaire can be considered to possess favorable reliability if its Cronbach's alpha coefficient exceeds 0.7.

Table 2. Cronbach's Alpha Coefficient

Variables	Cronbach's alpha coefficient
1 Brand credibility	0.808
2 Green purchase intention	0.783
3 Social media marketing	0.898
4 Strategic thinking	0.748

Smart PLS software was used to test the conceptual model in this research.

Results and Discussion

Based on the results derived from the questionnaires administered to the statistical sample, it was determined that 57.40% of the participants identified as female, while 42.60% identified as male. A total of 94.4% of the participants were below the age of 20. Additionally, 28.05% fell into the age range of 20-29, 26.75% were aged between 30-39, 22.60% were in the age group of 40-49, and 17.66% aged 50 and above. Based on the findings of the study, it was determined that 13.51% of the participants possessed a high school diploma, 25.45% held a college degree, 41.04% held a bachelor's degree, 15.32% held a master's degree, and 4.68% held a PhD degree.

Besides, it can be observed that the factor loading and statistical values of all the questions were found to be both significant and standard, as indicated by figures 2 and 3. Consequently, no questions were excluded from the model.

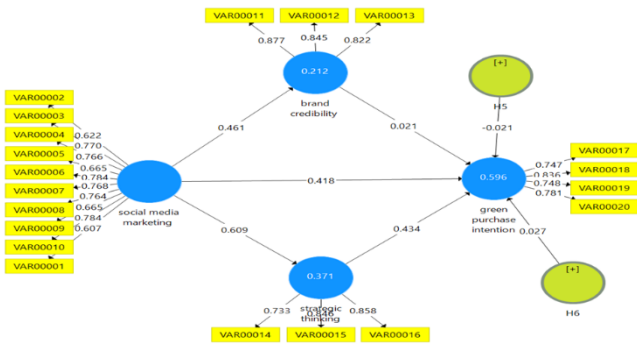


Figure 2. Factor Loadings and Path Coefficients

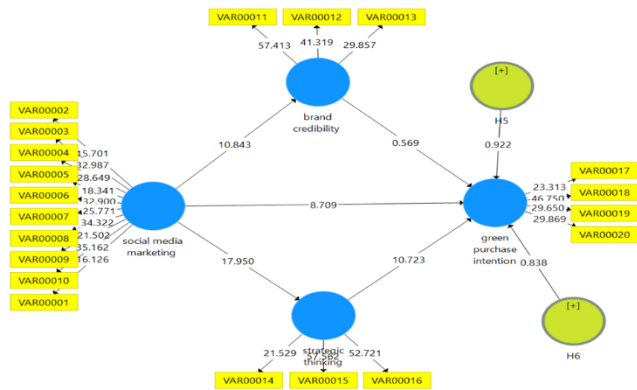


Figure 3. t-Statistic Values

Table 3 shows the extracted variances and the value of the extracted variance for all variables is greater than 0.5.

Table 3. Average Extracted Variance

Variables	Average extracted variance
Brand credibility	0.720
Green purchase intention	0.607
Social media marketing	0.522
Strategic thinking	0.663

Table 4 shows the evaluated values of each criterion and the appropriate reliability values of the variables in this study.

Table 4. Cronbach's Alpha Values and Composite Reliability

Variables	Cronbach's alpha	Combined coefficient
Brand credibility	0.808	0.885
Green purchase intention	0.783	0.860
Social media marketing	0.898	0.916
Strategic thinking	0.748	0.855

Variables	Cronbach's alpha	Composite Reliability
Brand credibility	0.808	0.885
Green purchase intention	0.783	0.860
Social media marketing	0.898	0.916
Strategic thinking	0.748	0.855

The determination coefficient (R2) is computed exclusively for the endogenous constructs inside the study model, while for exogenous constructs, the R2 value is null. The value in question is depicted within the circles in Figure 3 of the PLS software model.

In relation to all internal constructs, it has been ascertained that three values, namely 0.02, 0.15, and 0.35, correspond to low, medium, and strong levels of predictive capability. Table 5 presents the Q² criterion values corresponding to each of the endogenous variables within the model.

Table 5. Criterion Q² Values

Variables	Q ² value	The value of the overall determination coefficient = R ²
Brand credibility	0.135	0.212
Green purchase intention	0.327	0.596
Social media marketing	-	-
Strategic thinking	0.226	0.371

Table 6. Quality Test of the Whole Model

Variables	R Square	Communality
Brand credibility	0.212	0.412
Green purchase intention	0.596	0.345
Social media marketing	-	0.403
Strategic thinking	0.371	0.330
Mean	0.393	0.372
root mean	0.626	0.609
GOF	0.626*0.609=0.381	

The predictive assessment of the overall quality of the model provides an indication of the extent to which our structural model successfully anticipated the interrelationships among the variables. The value is derived from the subsequent equation:

$$\text{The equation } Gof = \sqrt{\text{community} \times \sqrt{R^2}}$$

The square root of the average communality in the average determination coefficients yields a value of 0.381. Given that the obtained value exceeds 0.35, it can be inferred that the structural model employed in the study has a robust predictive capacity with regard to the interrelationships among the variables.

Table 7. Test of Hypotheses

Hypothesis	Path coefficient	Statistics	Direction of influence	Result
1 Social media marketing has an impact on green purchase intention	0.481	8.709	+	Confirmed
2 Social media marketing has an impact on brand credibility	0.461	10.843	+	Confirmed

3	Social media marketing has an impact on strategic thinking	0.609	17.950	+	Confirmed
4	Brand credibility has an impact on green purchase intention	0.021	0.569	_____	Rejected
5	Strategic thinking has an impact on green purchase intention	0.434	10.723	+	Confirmed
6	Social media marketing has an impact on green purchase intention regarding the role of brand credibility	-0.021	0.922	_____	Rejected
7	Social media marketing has an impact on green purchase intention regarding the role of strategic thinking	0.027	0.838	_____	Rejected

Conclusion

The primary objective of this study is to examine the impact of social media marketing on consumers' green purchase intention, while also examining the influence of brand reputation and strategic thinking. The findings of this study suggest that there is a positive and significant correlation between social media marketing and the green purchase intention. The findings derived from this theory align with the studies conducted by Ghorbi *et al.* (2022) [1], Seifollahi & Eskandari (2021) [2], Kousheshi and Faryabi (2021) [3], Ghafourian and Shagerdi (2017) [4], Pitman (2022), Nek Mahmoud (2022), Sun and Xiang (2022), and Bab *et al.* (2020). The obtained results indicate that social media marketing has a positive and significant effect on brand reputation. The findings align with the studies conducted by Pitman (2022). The statistical analysis findings demonstrate that strategic thinking exerts a positive and significant impact on purchase intention. The observed results are consistent with the findings of Abbasi (2021) and NekMahmoud (2022). The obtained results reveal that there is no statistically significant impact of social media marketing on green purchase intention. This lack of effect might be attributed to the influence of brand reputation. Furthermore, the results demonstrated that there is no statistically significant impact of social media marketing on the green purchase intention regarding the influence of strategic thinking.

It is imperative for managers and experts within Pars Hayan Company to exercise caution to guarantee the accuracy and appropriateness of the features associated with the products and services offered to customers. This includes aspects such as product use and production processes, with a particular emphasis on environmental sustainability. It is imperative for managers and experts to demonstrate unwavering dedication to the commitments they make to clients, ensuring the precise and timely fulfillment of these promises. This is particularly crucial in instances such as the introduction of a new product to the market. Strategic thinking is widely seen as an individual cognitive process that is subject to the effect of the surrounding

context in which it takes place. The successful execution of this task necessitates the utilization of analytical methodologies, cognitive processes, and behavioral components. Cognitive processes and thinking play a vital role within this particular domain. The cultivation of cognitive frameworks, cognitive approaches, cognitive methodologies, and cognitive proficiencies is essential for the practice of strategic thinking. Strategic thinking refers to a methodical approach in which one examines and combines information, assesses the competitive landscape, and devises the optimal course of action to attain future objectives.

In accordance with the stipulations of the organization, it is incumbent upon the managers and experts to endeavor to anticipate future occurrences to the greatest extent feasible, so as to formulate plans that align with these future happenings. For instance, the application of emerging technology in packaging and the implementation of less hazardous procedures in environmental practices might be cited as illustrative instances. It is advisable for managers to employ flexible processes to the greatest extent feasible, as this enables them to modify those processes in subsequent periods.

This study examined the mediating role of brand credibility and strategic thinking characteristics, and proposed that further investigation should be conducted to explore the mediating role of additional variables in light of existing research gaps.

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Ethics statement: None

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