

Role of Organic Social-Media Campaigns in Scaling Early-Stage Consumer Brands: A Multiple-Case Study

Yash Gupta

Abstract: *Early-stage consumer brands often operate with limited advertising budgets and weak initial awareness, making organic social media an important but uneven growth lever. This study examines how organic campaigns supported the early commercial scaling of two Indian consumer brands: Achaari Amma, an organic pickle brand, and Icebooze, a flavored ice-cube brand. An exploratory multiple-case design was used, drawing on brand-level campaign records, platform view counts, revenue milestones, and the author's direct involvement in campaign execution. Achaari Amma generated more than 1 million organic Instagram views and reached monthly revenue above INR 0.20 million. Icebooze generated more than 7 million views during its launch campaign and reached monthly revenue above INR 0.30 million within two months. Cross-case analysis indicates that organic social media contributed through two distinct functions: building differentiation and trust in a familiar category, and explaining an unfamiliar product while documenting its launch journey. The cases also show that reach alone is insufficient. Commercial scaling was associated with close alignment among content, product identity, packaging, go-to-market execution, and purchase availability. The findings are exploratory and do not establish causality, but they offer a practical mechanism-based framework for early-stage brand growth.*

Keywords: organic social media, consumer brands, brand scaling, digital marketing, multiple-case study

1. Introduction

Social media has changed brand communication from a largely one-way process into a networked environment in which firms, consumers, creators, and communities jointly shape visibility and meaning [1-3]. For young consumer brands, this environment is especially relevant because the cost of paid awareness can be difficult to sustain before product-market fit and repeat demand are established. Organic content offers a possible route to discovery, conversation, and word of mouth without requiring media expenditure for every impression.

However, high reach is not identical to business growth. A post may be widely viewed yet fail to improve brand evaluation, purchase intent, or sales if the product is peripheral to the content or if customers cannot easily act on their interest [4-6]. This distinction is central to early-stage brands, where operational constraints, limited distribution, unclear positioning, and weak trust can prevent attention from becoming revenue.

Existing research has examined engagement drivers, platform and format effects, owned social media, and the relationship between social activity and sales [4,7-10]. Much of this evidence is based on established brands, large datasets, surveys, or platform-specific experiments. Less is known about how organic campaigns function during the initial commercial scaling of small consumer brands, particularly in the Indian context and across products with different levels of category familiarity.

This paper addresses that gap through an exploratory multiple-case study of Achaari Amma and Icebooze. It focuses on the role played by organic Instagram campaigns in creating awareness, clarifying product value, supporting brand identity, and accompanying early revenue milestones. The objective is not to claim that views directly caused sales, but to identify the mechanisms through which organic

content may support scaling when combined with effective go-to-market execution.

2. Literature Survey

2.1 Social Media as a Brand-Building Environment

Kaplan and Haenlein describe social media as internet-based applications that enable the creation and exchange of user-generated content [1]. Kietzmann et al. further explain social platforms through functional building blocks such as identity, conversations, sharing, relationships, and reputation [2]. These functions matter to young brands because awareness and credibility are not produced only by corporate messages. They are also shaped by public interactions, visible engagement, and consumer-to-consumer diffusion.

Gensler et al. argue that brand stories in social media are jointly constructed by firms and consumers [3]. This reduces managerial control but expands the potential for participation and advocacy. For an early-stage consumer brand, organic content can therefore serve as both communication and market development: it introduces the product, supplies reasons to believe, invites reaction, and gives potential buyers evidence that others are paying attention.

2.2 Content, Engagement, and Valuable Reach

Research on brand posts shows that vividness, interactivity, content format, platform context, and creative strategy affect engagement [4,7,8]. Ashley and Tuten find that brands use combinations of functional, emotional, experiential, and participatory appeals to stimulate consumer response [5]. Shahbaznezhad et al. show that users respond differently to rational, emotional, and transactional content depending on format and platform [8]. These findings suggest that organic performance depends less on posting volume alone and

more on the match between message, product, audience, and platform behavior.

Akpinar and Berger distinguish mere virality from “valuable virality,” where widely shared content also improves outcomes for the brand [6]. Their distinction is important for start-ups because vanity metrics can create a false sense of progress. Reach becomes commercially meaningful only when the product remains central to the content and when interest can progress toward trial or purchase.

2.3 Organic Social Media and Commercial Outcomes

Chawla and Chodak demonstrate that organic promotion can be optimized using observable engagement and reach metrics, although platform mechanics and post design affect results [9]. A broader meta-analysis by Liadeli et al. finds that brands’ owned social media can influence both engagement and sales, with effects varying by content objective, product maturity, and context [10]. Their work is particularly relevant to early-stage products because owned social media may have stronger commercial value when awareness and category knowledge are still forming.

Dwivedi et al. note that digital and social media marketing research must pay greater attention to changing platforms, consumer behavior, measurement, and the integration of digital activity with broader business strategy [11]. Accordingly, the present study treats organic campaigns not as an isolated communication tool but as one component of a wider system that includes positioning, packaging, product explanation, distribution, and conversion readiness.

3. Problem Definition

Early-stage consumer brands face a dual constraint. They must generate enough attention to be discovered while also building enough clarity and trust to convert that attention into revenue. Paid media can accelerate reach, but it may be financially difficult to sustain and may mask weak positioning. Organic campaigns appear attractive, yet managers often evaluate them through views, likes, and shares without establishing how those signals relate to commercial progress.

The research problem is therefore to understand the role of organic social media in the early scaling process, rather than simply measuring whether a campaign achieved high reach. The study addresses three research questions:

RQ1: Through which mechanisms did organic social-media campaigns support awareness and early commercial scaling in the two cases?

RQ2: How did the role of organic content differ between a familiar product category and a relatively unfamiliar product concept?

RQ3: What conditions appeared necessary for organic reach to translate into a meaningful commercial outcome?

4. Methodology / Approach

4.1 Research Design

An exploratory multiple-case study design was adopted because the research examines a contemporary marketing process in its real business context. Case research is suitable where the boundaries between an intervention and its context are not easily separated, and cross-case comparison can be used to identify recurring or contrasting mechanisms [12,13]. The study follows a replication logic rather than statistical sampling: each case is examined independently and then compared for pattern consistency and difference.

4.2 Case Selection

The cases were selected purposively. Both were early-stage Indian consumer brands that used Instagram-led organic campaigns during a critical commercial growth period. They also offered theoretical contrast. Achaari Amma operated in a familiar food category, organic pickles, where the principal challenge was brand-level differentiation and trust. Iceboozie offered flavored ice cubes, a less familiar product concept that required stronger explanation and launch-oriented communication.

4.3 Data Sources and Measures

The analysis draws on brand-level records available to the author from direct campaign involvement. The evidence includes campaign scope, non-paid Instagram view counts, branding and go-to-market activities, the observed time to a stated revenue milestone where available, and monthly revenue at the milestone. View counts are reported conservatively as lower-bound thresholds because the available records use “more than” values. Revenue is treated as an indicator of commercial scale, not as revenue attributable solely to social media.

No personal consumer data, private messages, or individual-level behavioral records were used. The unit of analysis is the brand campaign. Within-case analysis first reconstructed the role of content in each brand’s launch or growth process. Cross-case pattern matching then compared category familiarity, campaign purpose, content-business integration, reach, and commercial outcome.

Case summary

Achaari Amma: Organic pickle brand; organic brand visibility and differentiation; more than 1 million views; monthly revenue above INR 0.20 million.

Iceboozie: Flavored ice-cube brand; launch narrative, product explanation, and GTM support; more than 7 million views; monthly revenue above INR 0.30 million within two months.

4.4 Researcher Positionality and Validity

The author participated in campaign and brand-building activities, creating privileged access to operational evidence but also a risk of confirmation bias. Three safeguards were used. First, the paper separates observed metrics from interpretation. Second, it avoids causal claims unsupported by a control group or time-series model. Third, cross-case conclusions are restricted to mechanisms that are consistent with the available evidence and prior research. The figures

should be verified against source records and brand permissions before journal submission.

5. Results and Discussion

5.1 Case 1: Achaari Amma

Achaari Amma was developed as an organic pickle brand in a category already understood by consumers. The organic campaign generated more than 1 million Instagram views, while the brand reached monthly revenue above INR 0.20 million during the observed early-stage period. In this case, social media did not need to explain the basic use of pickles. Its more important role was to make a new brand visible, differentiate it within a crowded category, and create repeated public exposure around the product.

The case indicates a trust-and-differentiation pathway. Because category knowledge was already present, content could focus on making the brand recognizable and credible. Visible reach may also have provided a form of social proof, although trust was not directly measured. The revenue milestone shows that attention coincided with commercial activity, but the available evidence does not isolate the campaign from product quality, pricing, distribution, word of mouth, or repeat purchase.

5.2 Case 2: Iceboozie

Iceboozie was a flavored ice-cube brand whose product concept required more explanation than a conventional packaged food item. Branding, packaging, and go-to-market planning were developed alongside an Instagram launch campaign that documented the brand's zero-to-one journey. The campaign generated more than 7 million views, and the brand reached monthly revenue above INR 0.30 million within two months.

Here, organic social media performed an education-and-launch function. The content helped answer three early questions: what the product was, why it was interesting, and why the audience should follow its creation. By embedding the product within a launch narrative, the campaign converted an unfamiliar object into a story with continuity. The integration with packaging and go-to-market execution also meant that the promise made in content was reinforced at the point of product encounter.

5.3 Cross-Case Findings

The first cross-case finding is that organic content addressed different market frictions. For Achaari Amma, the friction was primarily brand selection within a known category. For Iceboozie, it was category comprehension and novelty. Organic campaigns therefore should not be treated as a standard promotional format. Their function depends on what the customer does not yet know or believe.

The second finding is that strong performance came from coupling content with the commercial system. The Iceboozie case explicitly connected the campaign with branding, packaging, and go-to-market design. The Achaari Amma outcome similarly occurred at the brand level rather than as

a stand-alone viral post. This supports the view that owned social media is more effective when informational and emotional content are aligned with a clear purchase opportunity [6,10].

The third finding is that view counts are useful but incomplete. The cases demonstrate large differences in reach, yet both produced meaningful monthly revenue milestones. It would be misleading to divide revenue by views or interpret the higher-view campaign as proportionately more effective because the measures cover different time bases, products, price points, and customer journeys. A better early-stage dashboard would combine reach with profile visits, enquiries, store or website traffic, conversion rate, first-purchase revenue, repeat rate, and contribution margin.

The fourth finding is that organic campaigns can reduce two forms of uncertainty. They reduce consumer uncertainty by repeatedly showing the product, its identity, and its use. They also reduce managerial uncertainty by revealing which messages attract attention before large paid-media commitments are made. In this sense, organic social media can function as both a growth channel and a low-cost market-learning system.

5.4 Proposed Mechanism

Based on the cases and literature, the following mechanism is proposed: content-product fit creates initial attention; repeated organic distribution produces discovery and public engagement; clear brand and product communication reduces comprehension or trust gaps; integrated packaging, availability, and go-to-market execution lower conversion friction; and the combined system supports early revenue scale. The relationship is moderated by category familiarity, product readiness, distribution capacity, price-value clarity, and the degree to which the product remains central to the content.

5.5 Managerial Implications

Founders should begin with the market friction, not the platform format. A familiar category generally requires sharper differentiation, proof, and brand personality. An unfamiliar product requires demonstration, explanation, and repeated context. In both cases, the content should make the product easy to identify and easy to buy.

Campaign planning should connect creative decisions with operating decisions. Packaging, inventory, ordering links, retailer availability, response time, and fulfilment capacity must be ready before a major reach event. Otherwise, organic attention may be lost. Managers should also distinguish content designed for engagement from content designed for conversion. Emotional or narrative content may widen reach, while informational content may be needed to complete purchase decisions [8,10].

Finally, early-stage brands should treat organic campaigns as a portfolio of experiments. Each post can test a product angle, audience problem, proof point, or narrative. The objective is not to chase isolated virality, but to discover a repeatable combination of message, format, and purchase

pathway that improves both brand learning and commercial performance.

6. Conclusion

This multiple-case study examined the role of organic social-media campaigns in the early scaling of two Indian consumer brands. Achaari Amma generated more than 1 million organic views and reached monthly revenue above INR 0.20 million. Icebooze generated more than 7 million views and reached monthly revenue above INR 0.30 million within two months. The evidence suggests that organic campaigns supported scaling through different mechanisms: differentiation and trust in a familiar category, and product explanation plus launch storytelling in a less familiar category.

The central conclusion is that organic reach creates commercial value only when it is connected to the product and to a functioning go-to-market system. Content, branding, packaging, availability, and conversion readiness should be designed as one system. The study does not prove that social-media views caused the revenue outcomes, but it shows how organic campaigns can create discovery, reduce uncertainty, and support early commercial momentum without relying solely on paid distribution.

7. Future Scope

Future research should use a larger sample of early-stage brands and collect campaign-level time-series data linking impressions, engagement, enquiries, traffic, orders, repeat purchases, and contribution margin. Quasi-experimental designs could compare matched periods with and without organic campaign activity, while attribution models could distinguish social-media effects from distribution expansion, promotions, seasonality, and offline word of mouth.

Further studies should also compare product categories, creator-led versus brand-led communication, short-form video versus static content, and organic-only versus mixed paid-organic strategies. Consumer interviews could test the proposed distinction between trust-building in familiar categories and category education for unfamiliar products. These extensions would improve causal inference and establish the conditions under which organic social media is most valuable for early-stage brands.

Disclosure and Data Availability

The author was directly involved in the campaigns examined in this study. This relationship is disclosed because it creates both access to operational records and a potential interpretive bias. The paper uses only aggregate brand-level information. Supporting platform and revenue records are not included in the manuscript and may be made available for editorial verification subject to brand confidentiality and permission.

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