Brands on Facebook
- A multiple-case study of companies’ use of Facebook Pages as a source of Brand Equity

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Executive summary

The purpose of this thesis is to explore in what way Facebook Pages can be considered as a valuable source of brand equity. The popularity of Facebook makes it appealing for companies to invest in Facebook Pages, however Danish companies are still struggling with the strategic use. We believe that Facebook, being a social media that enables consumer interaction, contains the possibility for creating and maintaining customer-brand relationships. Through an exploratory multiple-case study approach this thesis investigates the potential of this rather unexplored media. The thesis consists of three levels: 1) an investigation of the media - Facebook Pages, 2) an examination of the strategic approach of three case companies: Star Tour, ELLE, and Baesso Coffee, and 3) the consumer responses towards the companies’ Facebook Pages and the effects on brand equity.

The thesis commences with a quantitative analysis of the consumers’ view of Facebook Pages and their desire to engage with companies on the platform. We define Facebook Pages as a mixture of three elements – a corporate site, a brand community, and a social media network, where the latter is the strongest. The majority of the respondents show to be mainly passive observers without great desire to participate in dialogue with companies. This initial understanding of the media is essential when examining how companies use Facebook Pages as a strategic tool to strengthen their brands. We investigate the Facebook strategies of three strong Danish brands and how they seek to create brand knowledge resulting in strong, favourable, and unique brand associations. Each case represents varying contexts, which makes us able to more broadly determine the potential of Facebook Pages as a source of brand equity. Kevin Lane Keller’s CBBE model functions as the main brand management perspective, which ultimately requires an investigation of the consumers’ responses to the case companies’ strategic approaches. A stringent use of the CBBE model allows this thesis to carefully evaluate in which way Facebook Pages show to be valuable in terms of affecting brand equity in the minds of the consumers.

The findings reveal that Facebook Pages are particularly good at affecting the first step of the CBBE model – brand awareness. Furthermore, Facebook Pages appear to affect credibility of the companies and finally attitudinal attachment by creating a more personal bond between the company and the consumer. The strength of Facebook Pages’ applicability shows to decrease when moving up the steps of the model. Concluding upon these findings, Facebook Pages can be a positive source to brand equity as long as companies acknowledge the scope of the media and the consumer behaviour. The explorative nature of this thesis requires further research within the field, which is why the following hypotheses have been developed: H1: Facebook Pages can be a positive source of brand equity, H2: Facebook Pages are particularly strong in terms of affecting brand awareness, H3: The effects of Facebook Pages decrease moving up the brand building steps.
Resume

Formålet med dette speciale er at undersøge, hvordan Facebook sider kan betragtes som en værdifuld kilde til *brand equity*. Facebooks popularitet gør det attraktivt for virksomheder at investere i Facebook sider, men danske virksomheder har fortsat svært ved, hvordan de strategisk skal gøre brug af mediet. Vi mener, at Facebook, værende et socialt medie der muliggør forbruger interaktion, indeholder muligheden for at skabe og opretholde bånd mellem kunde og brand. Specialet undersøger herved potentialet af dette relativt uudforskede medie gennem et eksplorativt case studie og består overordnet af tre niveauer: 1) en undersøgelse af mediet - Facebook sider, 2) en undersøgelse af tre case virksomheders strategiske tilgang – Star Tour, ELLE og Baresso Coffee og 3) forbrugernes reaktion på virksomhedernes Facebook sider samt effekten på brand equity.

Specialet tager sit udspring i en kvantitativ analyse af forbrugerens opfattelse af Facebook sider samt deres interaktion med virksomheder på platformen. Vi definerer Facebook sider som en blanding af tre elementer – en hjemmeside, et brand community samt et socialt medie netværk, hvor sidstnævnte er mest udpræget. Størstedelen af respondenterne viser sig hovedsagligt at være passive observatører uden større ønske om at indgå i dialog med virksomhederne. Denne indledende forståelse af mediet er essentiel for at undersøge, hvordan virksomheder kan benytte Facebook sider som et strategisk værktøj til at styrke deres brand. Vi undersøger Facebook strategierne for tre stærke danske brands, og hvordan disse virksomheder forsøger at skabe *brand knowledge* resulterende i stærke, favorable og unikke brand associationer. Hver case repræsenterer forskelligartede kontekster, hvilket muliggør en bredere definition af Facebook siders potentiale som kilde til brand equity. Kevin Lane Keller’s *CBBE model* fungerer som det primære brand management perspektiv, hvilket ultimativt fordrer en undersøgelse af forbrugernes reaktion på case virksomhedernes strategiske tilgange. Ved en stringent brug af CBBE modellen bliver det muligt at evaluere mere præcist, på hvilken måde Facebook sider kan være værdifulde i påvirkningen af brand equity.

Resultaterne viser, at Facebook sider er specielt gode til at påvirke det første trin af CBBE modellen – *brand awareness*. Endvidere viser det sig, at Facebook sider har en positiv effekt på virksomheders troværdighed samt forbrugerernes emotionelle tilknytning til brandet, idet et mere personligt bånd mellem virksomheden og forbrugeren bliver skabt. Effekten ved brugen af Facebook sider er imidlertid aftagende i takt med modellens trin. Konklusionen på disse resultater er, at Facebook sider kan være en positiv kilde til brand equity. Det er dog vigtigt, at virksomhederne forstår omfanget af mediet samt forbrugerens adfærd. Specialets eksplorative tilgang fordrer videre forskning indenfor feltet, hvorfor vi har udarbejdet følgende hypotesser: H1: *Facebook sider kan være en positiv kilde til brand equity*, H2: *Facebook sider er specielt stærke til at påvirke brand awareness* og H3: *Effekten af Facebook sider er aftagende, når man bevæger sig op af trinnene i CBBE modellen.*
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1. Introduction

On the 1st of December 2010, the Danish travel agency Star Tour launched a Christmas Calendar on Facebook. All Facebook users could participate in the calendar simply by “liking” Star Tour’s Facebook Page. Every day running to the 24th of December, Star Tour posted a question that the participants had to answer correctly to win a prize e.g. a vacation, a gift voucher etc. The innovative aspect of the contest was that people participating in the calendar had to share their prize with a Facebook friend. This instantly led to enormous viral effects because there was not only a post from Star Tour on the participants’ profiles but also on the chosen friends’ profiles. Within three days, the Christmas Calendar brought Star Tour 70.000 new fans, and Facebook actually shut down their page for a couple of hours because they thought it was a virus (Appendix 7). Star Tour is probably the most innovative Danish example of spreading a message and thus creating awareness of a brand this broadly and instantly.

Within the recent years, social media has emerged with a speed that makes it impossible to ignore not only for the individual but also from a commercial point of view. Today around half of the Danish Internet users have a profile on Facebook, which by far makes this the biggest social media site in Denmark (Web 1; Danmarks Statistrik 2009). The great popularity among users has made it an appealing platform for companies to exploit. Social Semantic (2011) published a study of 1279 Danish companies’ use and view of social media. The study shows that two thirds of the Danish companies today make use of social media to some extent and that more than half feel that they profit from the use (in form of exposure, effects on branding, increased site traffic and diffusion of information) (Ibid.). Despite this, there is still a vast majority that pursue the new media arena experimentally with lack of competence and understanding of its potential.

We choose to view the field of inquiry from a marketing perspective by investigating Facebook’s potential as a platform for brand management. Kevin Lane Keller has been at the heart of classic brand management since he profoundly changed the field by introducing a new brand and consumer perspective (Heding et al. 2009). His consumer-based approach to brand management was combined with the important marketing concept of brand equity resulting in the idea of Customer-Based Brand Equity (Keller 2008).
From a brand management perspective, Facebook makes it possible for companies to interact with existing and new consumers in new and different ways. Alongside social media, a whole new system of social interaction has evolved bringing forth dialogue, interaction and involvement as key parameters. Larry Weber defines this new media landscape as *The Social Web* – “A place where people with a common interest can gather to share thoughts, comments and opinions” (Weber 2009). This media landscape gives the consumer full control and companies need to focus on dialogue and building relationships to embrace this new way of doing marketing (Ibid.). This new arena entails important opportunities for creating and maintaining customer-brand relationships - and thus the creation and maintenance of brand equity.

Today many companies have a Facebook Page. In its essence, Facebook Pages enable brands to be at a similar level to the consumer, by navigating on the consumers’ premises. This makes Facebook a very personal media with great possibilities for brands to create bonds with their consumers. Some brands have rather successful Facebook Pages that generate a lot of traffic and others have Pages that are more or less inactive. The Star Tour example depicts one way of successfully generating awareness as a brand on Facebook. However, due to the novelty of social media and the fact that it is constantly changing to meet consumer responses, there is little research conducted in regard to the strategic use of Facebook Pages as a source of brand equity. As with most brand management initiatives the final effect is hard to measure, which makes it even more difficult for companies to handle a new media as Facebook.

Facebook Pages present a new channel that companies can use to build and strengthen new and existing relationships. However, with the continuing struggle for brands to handle the media, the everlasting difficulties of measurement, and the very thin academic foundation within the field, our motivation for this thesis is to investigate how companies can use Facebook Pages strategically as a valuable element in the branding portfolio. Initially, the aim is to develop a more broad understanding of the nature of Facebook Pages. Thereupon, we are better able to examine the companies’ strategic approach, the consumers’ responses to these and finally it will be examined how Facebook Pages can be seen as a valuable source of brand equity. We investigate this by applying Keller’s Customer-Based Brand-Equity approach.
1.1 Research question
In consideration of the above-formulated introduction that shed light on brand managers’ difficulties with Facebook – the overarching research question for this thesis is:

How can a Facebook Page be considered as a valuable source of Brand Equity based on Keller’s Customer-Based Brand Equity approach?

- Illustrated by Star Tour, ELLE, and Baesso Coffee

The following sub questions will assist in answering the overarching research question:

- What is the nature of Facebook Pages and how does Facebook function as a place for consumers to interact with brands?
- What are the case companies’ Facebook strategies and how do they seek to create brand knowledge?
- What are the consumer responses to the Facebook Pages and what effect do these have on brand equity?

1.2 Structural Composition
With reference to our research question we aim to evaluate in what way Facebook Pages can be determined as a source of brand equity. In evaluating this we find it necessary to investigate the media – Facebook Pages, the case companies’ strategies, and the consumers’ responses. The following three main levels will thus be explored throughout the thesis:

Figur 1: Levels of analysis
According to Keller, it is necessary to develop a current and comprehensive understanding of the strategy in terms of branding processes to suggest what the consumers’ perception may be based on. Thereupon, research must be conducted to understand what consumers think and feel about the brand (Keller 2008). Thus, we choose to examine both the case companies’ strategies and the consumer responses to these to be able to evaluate Facebook Pages as a source of brand equity.

1.3 Delimitations
A Facebook Page should only be viewed as one out of many elements of a company’s overall branding strategy. Furthermore, brand equity is the sum of all the experiences a consumer has with a brand (Keller 2008). Therefore, we acknowledge that with our focus on Facebook Pages as an isolated branding activity we are not able to (nor wish to) evaluate or measure a total effect on brand equity. As previously stated we approach the concept of brand equity from the perspective of the individual consumer. Thus we have chosen to concentrate on companies with a B2C viewpoint. Hereby, we delimit ourselves from examining Facebook Pages within a B2B market. We believe that Facebook Pages can be beneficial within several functions of a company e.g. human resources and product development. However, we delimit ourselves from examining how Facebook Pages can be used as a platform for these purposes and moreover how this may affect brand equity. Finally, with this thesis’ sole focus on Facebook Pages we delimit ourselves from investigating other ways for brands to utilize the Facebook platform to affect brand equity. This could have been a Facebook ad, Facebook sponsored stories or other forms of Facebook advertising.

1.4 Methodology
Our problem orientation and our scientific standpoint influence the methodology for this thesis. In the following parts we will elaborate upon our knowledge production and how each element affect one another. The main elements of the knowledge production are depicted in the model below and will be elaborated upon in the rest of this Chapter:
There exist two variants of case studies, single-case or multiple-case studies, which can take the form of exploratory, explanatory or descriptive (Yin 2003). With the use of three cases we will conduct a multiple-case study, which will be elaborated upon in Chapter 3. Here we will introduce the form of this thesis’ case study. As elaborated upon in the introduction the academic field, regarding ways in which Facebook Pages can be a valuable source of brand equity is minimal, which is why this thesis must be considered as a preliminary study for further research within the field of inquiry (Ibid.). Through the use of cases we aim to observe “(...) a social phenomenon in its raw form.” (Yin 2003: 6). Moreover, we aim to: “deepening the understanding of consumer motivations, attitudes, and behaviour (...)” (Hair, Bush & Ortinau 2009: 156). Thus, we will conduct an exploratory case study with the purpose of developing hypotheses for future studies (Yin 2003). Although we make use of the explorative form we will reach some recommendations that may be useful for our case companies. Likewise, these must be considered as preliminary recommendations.

1.4.1 Scientific standpoint
Our thesis takes an overall hermeneutic approach where focus lies on the consumers’ understanding and interpretation of the brand (Fuglsang & Olsen 2004). Within this approach, social phenomena and individuals are seen as carriers of meaning – and it is this meaning we seek to interpret and analyze in scientific practice (Ibid.). This point of reference determines an anti-realistic ontology, where knowledge is not a reflection of reality but an interpretation of it. It is the individual’s interpretation of reality that the hermeneutic tradition has as its subject of study – the study of each individual’s horizon of understanding.
Pre-understandings and the social context will always affect the individuals’ interpretation of reality. This assumption means that the empirical data collected through the thesis cannot be viewed as a reflection of reality but rather as a relational phenomenon where meaning is created in the meeting between the respondents and us as researchers. Furthermore, the analyses should be viewed as a fusion of two horizons – the empirical data and our horizons of understanding as researchers. We hereby acknowledge that our role as researchers will influence the results of our analyses and our findings can therefore not be viewed as objective or definitive (Ibid.). Instead, the study will be influenced by the historical and cultural context in which it has been created.

1.4.2 Inductive and deductive methods
This thesis comprehends both inductive and deductive methods, as these are often hard to separate in the process of investigation: “I praksis er det ofte vanskelig (...) (at) adskille induktive og deduktive fremgangsmåder, fordi disse er vævet ind i hinanden og foregår samtidigt i hele undersøgelsesprocessen.” (Andersen 2005: 35). We will apply a theoretical framework to gain thorough knowledge of the field of inquiry, which will be presented shortly hereafter. This will be essential in order to conduct a coherent study and thus the framework will affect the development of the thesis; from research question to final recommendations. Deductive conclusions are when a conclusion about a single incident has been developed upon general principles (Ibid.). The theoretical framework can be considered as general knowledge and we use it to evaluate our findings. In addition to this approach we create our own empirical foundation upon which we draw conclusions. This is referred to as induction where we from single incidents: “slutter os til princip (...).“ (Ibid.). The inductive method is often used in explorative studies and after repeated studies it might develop into an actual theory. In the present thesis, the inductive method will be essential to generate hypotheses, which will be developed upon our investigations.

1.5 Empirical Foundation
Up till this point we have elaborated upon three important elements of the knowledge production of this thesis. Firstly we presented the research question and accompanying levels. Thereafter we clarified the method of analysis that will be used (due to the case study we are conducting and the interpretation of it), which is very much affected by the scientific standpoint etc. In the following we will elaborate upon the next essential element and present our primary and secondary data and an overview of the methods used for collecting these. Our scientific approach – the hermeneutic tradition – will be the main determinant of how we
collect, examine, analyze, and conclude upon the empirical data for the thesis.

1.5.1 Primary data
Primary data is defined as the data we as researchers have collected ourselves (Andersen 2005). We initially evaluated that there was a need for both quantitative and qualitative data, which is presented in the following.

Quantitative research
Initially, we find it necessary to determine the nature of the media - Facebook Pages. The academic literature within this field is as earlier stated very limited, which is why we find it relevant to conduct our own investigation of the media. For this, we believe that a quantitative approach is preferable since we wish to develop a broader understanding of Facebook Pages before going further into the cases’ strategic use and the consumers’ responses.

We aim to determine specific characteristics of Facebook Pages to be able to define what the media is. Quantitative data collections call for information from a larger amount of respondents, “(...) so that accurate inferences can be made about the market factors and phenomena under investigation.” (Hair, Bush & Ortinau 2009: 154). We will conduct an online survey, which we believe gives us a preliminary insight into the media. We will elaborate upon the detailed circumstances around the development of the survey, the collection and the quality of the data in Chapter 3.

Qualitative research
Our primary purpose of the thesis is to create an understanding of companies’ presence on Facebook and how this can affect brand equity in the minds of the consumers. Due to the complexity of this new and unexplored field we find it useful to increase the knowledge gained from the online survey with qualitative data. Qualitative research enables us to continuously elaborate upon the respondents’ understandings and statements regarding Facebook Pages. Furthermore our scientific approach, the hermeneutic tradition, generally requires a qualitative approach since it is the individual’s subjective horizon of understanding that we seek to interpret. (Fulgsang & Olsen 2004). This is why the main part of our empirical data will be collected through interviews.

We will conduct two rounds of interviews. The first will be to gain insights into the Facebook
strategies of the case companies and investigate what brand knowledge they attempt to establish in the minds of the consumers. For this we will interview the manager of the Facebook Page for each case company – in total 3 interviews. In the second round we focus on the consumers’ experiences with the brands on Facebook and the possible effect on brand equity. We will select 3-4 respondents representing each of the case companies based on the main criteria of them being a fan of one of the Pages – in total 10 interviews. Again we note that the further details around the development of the interview guide, the collection and the quality of the data etc. will be presented in Chapters 4 and 5.

**Method triangulation**

As explained above, we will apply a quantitative research method to gain an overview of the consumers’ opinion about Facebook Pages. Thereupon a qualitative research method will be applied to go more in-depth with the consumers’ experiences with the Facebook Pages of each of our case companies. This is defined by a triangulated approach where: “the use of interview as a follow-up method after the initial questionnaire survey makes the study more ecologically valid (...)” (Bryman & Bell 2007: 59). We believe that the use of triangulation will provide a more nuanced picture of the field of inquiry by adapting the knowledge gained from the online survey to develop more valuable questions in the interviews. Furthermore, this initial understanding of the media will provide a reference point enabling us to put the following findings into perspective.

**1.5.2 Secondary Data**

We will support our primary data by including secondary data. The secondary data is useful to illuminate areas that would be too time consuming for us to collect (Andersen 2005).

We aim to develop a nuanced picture of Facebook Pages. To support the sample size of our online survey and to strengthen our findings by putting them in perspective, we will make use of the following external sources of data material: a study about Danes on Facebook conducted by Dwarf (2010) and the media agency Userneeds, statistics from Danmarks Statistik (2009), statistics from Checkfacebook.com (Web 1), and Groundswell’s online Social Technographics tool (Web 2). These external sources will all serve to specify how the Danish population interact with Facebook and Facebook Pages. Furthermore we will draw upon an external source to determine Danish companies’ use and view on social media today: a study conducted by Social Semantic (2011), Social Media Factbook.
1.6 Theoretical Framework

The focal point of this thesis is to examine how a Facebook Page can be a valuable source of brand equity. Therefore, the theoretical foundation covers mainly two theoretical fields: Brand Management and Social Media Theory, since we are investigating brand equity through the social media network Facebook. In the following we will briefly introduce our standpoint within these two theoretical fields.

1.6.1 Brand Management Theory

Kevin Lane Keller (2008) and his Customer-Based Brand-Equity model (CBBE model) is probably the most used and cited brand management tool to date. Keller focuses on strategic brand management by building, measuring and managing brand equity. Moreover, the CBBE model is customer based since “the power of a brand lies in what resides in the minds of consumers” (Ibid: 48). The brand is hereby a cognitive construal that develops over time from what customers have learned, felt, seen and heard about the brand. This corresponds well with our scientific standpoint – the hermeneutic tradition – where it is the individuals’ interpretations that are the subject of study – the individuals’ thoughts and feelings about the brand.

The focus of the thesis is the term Brand Equity and how the case companies can affect this positively through a well-defined and successful use of Facebook Pages. Keller defines brand equity as “(...) the differential effect that brand knowledge has on consumer response to marketing activity.” (Keller 2008: 48). Brand equity is affected positively when consumers react favourably towards a marketed product or service (Ibid.). In relation to this Keller states that: “Customer-based brand equity occurs when the consumer has a high level of awareness and familiarity with the brand and holds some strong, favourable and unique brand associations in memory”. This underlines the importance of investigating the consumers’ relationship with the case companies in order to answer our research question. The CBBE model investigates how companies can build a strong relationship with the consumer through a sequential process of four steps (Ibid). We will elaborate upon this approach in Chapter 4 and 5.

1.6.2 Social Media Theory

Social media is still a rather new area of research and the academic literature within the field predominantly consists of a more normative approach. In the following we will introduce the most essential characteristics of social media based on some of what we believe to be the

The Internet has changed the media landscape entirely and thus the way in which marketers market products and brands to consumers. The old communication triangle has been switched around and focus is now on dialogue-oriented communication instead of traditional mass communication (Ebbesen & Haug 2009). We have gone from a push oriented landscape where companies tried to affect consumers through mass marketing to a pull oriented landscape where consumers themselves are in control over what information to take in (Ibid.). According to Weber, branding has become a dialogue and the stronger the dialogue, the stronger the brand (Weber 2009). Thus, companies will have to meet their customers where they are to interact and involve with them.

Larry Weber defines this new media landscape as The Social Web – “A place where people with a common interest can gather to share thoughts, comments and opinions” (Weber 2009). This emphasizes a community aspect of social media where communities can form quickly around a common interest or brand. The social media network Facebook functions among other things as a place for this. However, Facebook is mainly used to build and maintain personal networks. This shows another element of social media where new and effective ways of establishing connections is made possible. Thus, communication must be thought of in connections, relations and networks since this is where the customers are (Ebbesen & Haug 2009).

Another significant aspect of social media is word of mouth (WOM). WOM has gone to world of mouth with the evolution of social media (Qualman 2009). Social media enables information to spread within seconds all over the globe through the comprehensive network upon which it is built. According to Li & Bernoff, this means that WOM is self-reinforcing: “Hear it from one person, and it’s intriguing. Hear it from five or ten, even if you didn’t know them before, and it has to be true.” (Li & Bernoff 2008).

We have narrowed the above down to four main characteristics, which will be our point of reference throughout the thesis.
### 1.7 Objectives

Our main objective for the thesis is to shed light on the potential of Facebook Pages as a source of brand equity by investigating how companies use it strategically to build a strong brand. By evaluating brand equity with reference to Keller’s CBBE model we wish to examine in what way Facebook Pages have their strength as a marketing tool and how different companies can draw use from this.

Therefore, we aim to provide the case companies with extended knowledge on the media they are using on a daily basis and finally to provide some valuable recommendations based on our findings. Being case companies – these will function as examples of different product categories with different strategic approaches on how to use Facebook Pages to create value and influence brand equity. Seen from a brand management perspective Facebook Pages are still a new media that is constantly evolving to meet consumer responses. It is thus not our goal to deliver a final ‘how to’- approach but rather to discuss possible opportunities, pitfalls and reflections in relation to Facebook Pages’ potential as a source of brand equity as of today. Moreover, it is our ambition to assess the applicability of Keller’s CBBE model as a brand equity evaluation tool.

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<tr>
<th>Interaction and involvement</th>
<th>Social media encourages dialogue and makes it possible for consumers to interact and get involved instantly with companies.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer in control</td>
<td>Social media fosters a pull oriented landscape where the consumer has full control over what information is appealing and what not</td>
</tr>
<tr>
<td>Community</td>
<td>Social media allows communities to form quickly around a common interest or brand</td>
</tr>
<tr>
<td>Word of mouth</td>
<td>Social media enables strong viral effects because of comprehensive networks</td>
</tr>
</tbody>
</table>
1.8 Thesis progression

Below in figure 4, we have illustrated the thesis progression and thus the parts that will make it possible for us answer our research question:

- **Chapter 2**
  - Nature of Facebook Pages
  - Introduction to Facebook and Facebook Pages
  - Chapter two investigates the Nature of Facebook Pages based on the assumption that the media has characteristics of a Corporate Site, a Brand Community and a Social Network.

- **Chapter 3**
  - Case Presentation
  - This chapter presents the Multiple Case Study approach, followed by an introduction to the three case companies: Star Tour, ELLE, and Baresso Coffee.
  - Finally this chapter elaborates upon the product categories with which the case companies belong.

- **Chapter 4**
  - Company Strategy
  - Chapter four outlines the case companies’ different Facebook strategies by investigating what brand knowledge the companies attempt to create through the Facebook Pages.

- **Chapter 5**
  - Consumer responses
  - This chapter investigates the consumer responses to the three case companies’ Facebook Pages.
  - Moreover, the chapter consist of an evaluation of the effects on Brand Equity and elaborates upon the case companies’ different strategies.

- **Chapter 6**
  - Discussion & Recommendations
  - In this chapter the findings from the analyses will be discussed and recommendations will be presented.

- **Chapter 7**
  - Conclusion
  - Chapter seven provides the conclusions based on the previous chapter.

- **Chapter 8**
  - Perspectives
  - The final chapter 8 presents perspectives for further research.
2. Nature of Facebook Pages

In this chapter we will conduct an analysis that investigates the nature of Facebook Pages. More specifically we will investigate the consumers’ view on and use of Facebook Pages. The empirical foundation for the analysis will be our findings from the online survey (Appendix 1). Before we go further into the analysis we find it necessary to introduce the basic characteristics of Facebook and Facebook Pages.

2.1 Facebook

2.1.1 Facebook – a Social Network
Facebook belongs to the category defined as Social Media as we elaborated upon in Chapter 1. At this point there exist basically seven kinds of social media: social networks, blogs, wikis, podcast, forums, content communities, and microblogging (Mayfield 2008). Facebook, as a social network, is a site that allows people to build their own web pages and then connect with friends and share content and communication. More specifically, a person joins Facebook and begins to create his/her personal profile upon which the person builds his/her own network of friends, family etc. These connections are called friends on Facebook. Friends are able to send messages, chat, update their personal profiles to notify friends about themselves, share links, “like” and comment on updates, upload pictures and videos, and create events. There is a high visibility on Facebook, which means that people who are part of the same network can view each others profiles depending on how strictly the personal privacy settings are set. Moreover Facebook clarifies the relationship between people. A user can see who is who, which friends you have in common and recommendations for possible “friendships”. It is not unusual to have 300-500 friends and some have even more. In order to keep up to date with the large number of friends, Facebook has a space that is referred to as the users News Feed. This is where the user automatically starts out when logging onto Facebook. The news feed page assembles updates from the users friends and the user can choose who to follow the most or click “hide” on friends who not to follow.

2.1.2 Facebook Pages
Besides personal profiles, Facebook has Pages, which is the focus of this study and the term that will be used primarily in the analyses from this point on when referring to a company’s Facebook Page. Pages are a commercial profile that in many ways can be compared to personal profiles, however, it is created and maintained by brands, communities, NGO’s etc. In short, it allows a brand to create a platform that can create, enhance and maintain
relationships with consumers who are already using Facebook. Consumers have to “like” a Page and are then defined as fans. As with personal profiles, a company can use its Page to interact with users of Facebook by allowing them to post updates, share links, “like” and comment on updates etc. The same counts for companies since their posts etc. will automatically show on the users news feed and in this way companies enter the level of the users friends by being side by side with them.

Social media is constantly evolving by continually improving in response to user experience, which drives for innovation on an unprecedented scale (Mayfield 2008). This thesis analyzes Pages as they are today – yet knowing that there is a rapid development and change.

2.2 Theoretical framework
The theoretical framework for this analysis is based upon our initial view of Facebook Pages, which determine the three criteria selected for defining the nature of Facebook Pages; 1) Corporate Site, 2) Brand Community and 3) Social Network. In the following we will elaborate upon these three criteria and their different characteristics.

2.2.1 Corporate Site
We believe that a Page has the characteristics of a corporate site because it is a company’s official Page on Facebook where it can share information with consumers, and thus to some extent it resembles a regular corporate site. We define a Corporate Site as a company’s homepage on the Internet. In its traditional form the media is a static site that provides information to the public about the company. A good corporate site will provide a person with all the information needed about a company and its products both as a private and public person. We characterize a corporate site as a company’s official online presence providing general information about the company and its products. Furthermore, we divide the information normally found on a corporate site into the following categories: general information, contact information, products and services, the company’s history, press releases, news, investor relations, job posts, special offers and discounts, and the possibility to order, reserve or buy products.

2.2.2 Brand Community Theory
We believe that consumers to some extent become members of a brand community when “liking” a company on Facebook. According to Muniz and O’Guinn: “A brand community is a specialized; non-geographically bound community, based on a structured set of social
A brand community is characterized by a shared consciousness, which is the connection members feel towards each other - a shared way of thinking. Factors like “we-ness” and oppositional brand loyalty are important elements (Muniz & O’Guinn 2001). The second characteristic is the presence of shared rituals and traditions often based upon the history of the brand and storytelling. (Ibid.). Finally there is the characteristic of a sense of moral responsibility, which is the felt sense of duty or obligation towards the community. Important elements in this connection are integration and retention of members and helping others in the use of the brand (Ibid).

2.2.3 Social Media Theory
We believe that a Page has the characteristics of the social media platform it is part of. In Chapter 1 we introduced the field of social media and narrowed the literature down to four main characteristics; Interaction and Involvement, Customer in control, Community and Word of mouth. We will build upon these characteristics in the social media part.

Above, we have presented the different characteristics of each of the three media from which we will determine the nature of Facebook Pages. This leads to the following theoretical framework for the analysis. Please see the illustration below:
2.3 Empirical foundation

The empirical foundation for the present analysis will consist of quantitative data collected through an online self-administered survey (Hair, Bush & Ortinau 2009). We use a quantitative approach since we aim to develop a more general definition of Pages by determining more specific characteristics of the media.

Quantitative data is characterized by a descriptive research, which makes it important to fully understand what constructs, variables and relationships are being investigated (Ibid.). The online survey is developed based on our initial definition of the media. We use the characteristics of a corporate site and the theoretical aspects of a brand community and a social media network in the development of the online survey in order to figure out how consumers interpret companies’ Pages. By exploring the traits of the three media we will develop a definition of Facebook Pages.

In the following we will describe how the online survey was developed followed by reflections regarding the quality of the data and possible sources of errors.
2.3.1 Online survey creation
We will use a Likert scale to measure the respondents’ cognitive and behavioural beliefs about the nature of Pages (Hair, Bush & Ortinau 2009). A Likert scale asks respondents to what extent they either agree or disagree with a series of statements about a given object. We have followed the hierarchical steps of 1–6 in developing the Likert scale.

1. The concept to be studied is the nature of Facebook Pages.
2. We have assembled approximately 30 belief statements from each of the criteria 1) corporate site, 2) brand community, and 3) social media platform.
3. Then we conducted a pre-testing of the statements. This was done through a pilot test with 4 respondents where we observed not only the answers but also possible difficulties going through the statements.
4. During the pre-testing our 4 respondents decided the extent to which they either agreed or disagreed with each statement, using the intensity descriptors “definitely agree”, “generally agree”, “somewhat agree”, “somewhat disagree”, “generally disagree”, “definitely disagree”. We then gave each response a numerical weight, such as 6, 5, 4, 3, 2, 1 where 6 refers to definitely agree and 1 to definitely disagree.
5. In determining the final set of statements the ones that exhibit the greatest differences in mean values between the tops and bottom total scores were selected.
6. The final set of 26 statements was included in the online survey.

Below we have illustrated examples of the final statements related to each of the three criteria we selected for defining the nature of Facebook Pages. The full survey and the final set of data are presented in Appendix 1.

Corporate Site:
**Brand Community:**

In the online survey the respondents will determine to what degree each statement relates to a Page. The survey was sent out to our personal and professional network on Facebook, Twitter, and LinkedIn where we also encouraged people to re-post the link on their own profile to get as broad a reach as possible.

Because of the Likert Scale’s unique characteristic as a summated rating scale, measuring statements and making generalizations is facilitated (Hair, Bush & Ortinau 2009). We believe this quantitative approach is preferable since we wish to develop a more precise definition of Pages upon which we can relate the analyses in Chapter 4 and 5. More precisely we wish to depict a current, nuanced and valid picture of reality.

**2.3.2 Quality of research design**

Every research method has its advantages and disadvantages, which makes it essential to be aware of the consequences of using the chosen research design. In the following we will elaborate upon the quality of the data set and the potential sources of error regarding the online survey.
Validity and reliability

According to Yin, three elements of a research design should be addressed to determine the quality of an exploratory case study: external validity, construct validity and reliability (Yin 2003; Hair, Bush & Ortinau 2009). External validity refers to the generalization of a study’s findings. Construct validity is the extent to which the investigated variables are completely and accurately identified. Finally, reliability determines the ability to demonstrate that a study can be repeated with similar results and conclusions (Ibid.).

By applying a quantitative approach we attempt to increase external validity of this analysis. A quantitative approach calls for a larger sample size to determine more accurate inferences (Ibid.). This choice is made based on a wish to develop a more general and broad initial definition of the nature of Facebook Pages.

We attempt to achieve construct validity by drawing on multiple theoretical sources when developing the variables that we seek to investigate, in this case the statements included in the survey (Ibid.). As stated earlier, Pages are to a large extent unexplored in the academic literature, which is why we choose to draw on existing literature with which we believe that Pages can be related.

In general, quantitative data is seen as more reliable because every question is presented to all respondents in the exact same way using a large sample size. (Hair, Bush & Ortinau 2009) However, to assess reliability of the complete data set it would e.g. require a test-retest where the survey would be repeated and the comparability of the findings determined (Ibid.). This however goes beyond the scope for the present thesis.

Sources of errors

An important reflection regarding the online survey is the respondents’ horizon of understanding. Danish companies use Facebook in very different ways and which company or brand each respondent have had in mind when completing the survey will affect the results. We are therefore aware that the findings of the online survey will be influenced by the respondents’ different experiences with different companies.

Through our pilot testing we became aware that the respondents did not think that much about
companies’ presence on Facebook. Furthermore it became clear that many people do not realize whether they have “liked” a company on Facebook or not. This showed to be the case with 3 out of 4 of the respondents in the pilot testing. Based on this we chose to hear all respondents’ opinions on the statements in the final survey – even the ones that answered that they had never “liked” a company’s Page. Unfortunately, the final results showed that the great majority of these respondents answered in an unnatural way to the questions asked. To get around this respondent error we decided not to include these answers in the final data set (Hair, Bush & Ortinau 2009).

About one third of the respondents did not complete the survey. This can either be due to the length of the survey or the level of complexity. The survey took around 5-7 minutes to complete. It is a methodological reflection that we as researchers have defined and created the statements (because they make sense in terms of the variables we want to test), however, they may not necessarily make fully sense to the respondents. This reflection also determines that we deliberately have chosen not to include the N.A. option. We realize that the investigated area and thus some of the statements can be difficult to relate to, which is why we wish to force the respondents to reflect upon companies’ presence on Facebook – something that many of the respondents might not have done before completing the survey. On the negative side we are aware that this can also be one of the reasons for the relatively high number of unfinished answers. This is referred to as a non-response error and this will typically influence the quality since the higher the non-responses rate the greater the risk of biased results (Hair, Bush & Ortinau 2009).

Finally, we are aware of a possible sampling error that might affect the quality of the findings. A sampling error occurs when there is a difference between the sample and the overall population (Ibid.). Because of this we will in the following elaborate upon the demographics and psychographics of our sample and thereupon include external sources of data to minimize the effect of the sampling error.

2.4 Facebook User-Profiles

2.4.1 Primary data: Demographics and psychographics
153 respondents completed the online survey. 23 respondents were afterwards excluded based on their biased answers. Thus, the total sample size is 130 respondents.
The respondents of the online survey can to a large extent be described as heavy Facebook users. All of the 130 respondents use Facebook every week and 78% use it every day. There are 69% women and 31% men participating. The great majority of the respondents have an advanced degree such as a bachelor or master’s degree. Almost all of the respondents are in the age span of 19-35 and more than half are students. The great majority of the participants live in the Copenhagen area whereas the rest are from other parts of Zealand and Jutland. The participants use Facebook mostly to follow the lives of friends, send messages and interact with their personal network (Appendix 1).

To sum up, the majority of the respondents in the online survey are highly educated women in their 20ies living in the Copenhagen area. We realize that this does not represent the general and average Facebook user in Denmark and should be determined as a sampling error that is possibly affecting our findings. Therefore we find it necessary to include data from external sources in order to set our collected data in perspective. We believe that this will help us draw a more nuanced picture of how consumers interpret companies’ Pages.

### 2.4.2 Secondary data: Facebook user-profiles

Facebook has 2,6 million Danish profiles with 51,2% female profiles and 48,8% male profiles. The largest group of users are in the age of 18-44 and represent a total of 60% of all the users (Appendix 2).

According to *Lyt til Elefanterne* a so-called 90:9:1 rule characterizes online social media behaviour (Ebbesen & Haug 2009). In its essence it means that most users do not participate very much in online social behaviour. A total of 90% are described as *Lurkers*, which means that they read and observe without contributing. 9% of the users participate from time to time, but other priorities dominate their time. Only 1% of the users participates a lot and account for most of the contributions (Ibid.). These observations are very important for the present study since we are investigating the respondents’ online social behaviour in relation to Pages.

Another important observation from earlier studies is that people predominantly consider Facebook as a social media network for keeping in touch with friends and that they are often not interested in companies when being on Facebook. A study made by Dwarf (2010) with 2554 participants showed that almost 50% of the respondents believe that companies have nothing to do on Facebook.
Moreover, there exist different user profiles on Facebook. Forrester’s Social Technographics data classifies consumers based on seven different overlapping levels of social technology participation (Web 2). The profiles for men and women in Sweden are depicted below. We believe that these numbers correspond with the Danish population since Swedish people have the same Facebook demographics as the Danes¹ (Appendix 2).

The profiles above show that there is only a slight difference between male and female. Moreover, it becomes clear that the major groupings within both sexes are Spectators, Joiners and, Inactives. The largest group, spectators, are people that consume what the rest produce – blogs, online videos, podcasts, reviews etc. (Li & Bernoff 2008). Joiners are people that participate in or maintain a profile on a social networking site e.g. Facebook and Inactives are nonparticipants, which means that they are not active in any way on the Internet (Ibid.). The Social Technographic profile paints a picture of how the Danish population navigate on the Internet as a whole and we learn that we cannot expect our respondents to be very active on Facebook. It is not possible to distinguish between age when building the Social Technographic profile so we find it necessary to draw upon one more external source describing Danish user profiles.

The Dwarf study (2010), presented above, shows that the most typical Danish user profile on Facebook is the Spectator with 32% (Betrætten). The Spectator has a vocational training or higher educational background and he/she is on Facebook 3-4 times a week. The user is between 25-45 years old and the presence on Facebook often goes unnoticed by others. The

¹ Statistics from Checkfacebook.com depicts how the demographics of the Facebook target population correspond between DK and SE: www.checkfacebook.com
time on Facebook is spent on personal matters e.g. sending private messages, looking at pictures or posting updates or making comments (Ibid.). Moreover: “Betragteren deltager meget sjældent i spil eller applikationer, og har stort set aldrig sendt en invitation til venner om arrangementer eller fansider. Samtidig er betragteren den mest negative overfor og mindst involverede i virksomheder, brands og politikere. 4 ud af 10 vil fuldstændig afvise virksomheder, politikere og offentlige institutioner.” (Ibid.)

The second most common user profile is the Social Active with 27%. The Social Active is typically between 25-34 years old and logs on to Facebook 5-6 times a week. The interaction with other users is big and the only thing that the Social Active does not engage in is games etc. “Der kommenteres, postes indlæg og gives ’thumps-up’. De personlige beskeder og chatfunktionen tages også hyppigt i brug.” (Ibid.). Just as the Spectator, The Social Active is not that interested in companies on Facebook. According to the study, 1 out of 3 do not wish to be fan of a company, political party, or other public organizations.

We believe that the respondents of our online survey to a large extent fall into the two user profiles described above. This means, that we must expect the majority to stay passive observers without creating much content, getting involved in interaction etc. Communal for both user profiles are that most of them do not interact with companies on Facebook and do not wish to at this point in time. Overall, they see Facebook as entirely a social media network where the interaction and involvement is restricted to personal connections. Below we have assembled a rough characteristic of the typical Danish Facebook user:

**Profile:** Man/woman in the age of 25 – 45  
**Consumption:** Read and observe without contributing  
**Usage:** Personal matters  
**Involvement with companies:** Low interest

The above enables us to set our findings from the online survey in perspective. Because our respondents demographically fall into these two user profiles we are aware that we might have a majority of one of the groups and that the respondents in our sample might be more active users than the general population. Thus, our findings may show a more positive picture towards companies on Facebook. We will be aware of this when analyzing our findings. The following analysis will be based on the findings from the online survey (Appendix 1).
2.5 Analysis

2.5.1 Corporate Site Characteristics

In the survey we characterised a corporate site as the company’s official online presence providing general information about the company and its products.

The findings from the online survey show that the majority, 68%, do not use Facebook to seek general information about a company. Moreover, 91% of the respondents would go to a company’s corporate site to find general information about the company instead of looking at the company’s Page. Asking the respondents what information they normally seek on a Page the answer was:

- 59% search for news
- 53% search for discounts and good offers
- 38% search for information about product and services
- 24% search for contact information
- 24% search for job posts

Moreover, the findings showed that the respondents almost never search for information such as investor relations, company’s history and press releases or go to a company’s Page to order, reserve or buy products.

The findings above show that the great majority of the respondents prefer to use a company’s corporate site to search for general information. Furthermore, it can be concluded that a Page might be better suited for particular types of information. The respondents show to be especially interested in news and special discounts and offers. About one third like to read about products and services, whereas contact information and job posts take up a fourth and fifth place.

Based on this we believe that Pages have both similarities and differences to the characteristics of a traditional corporate site. Even though it is the company’s official presence on the Facebook platform, it seems that a Page is primarily suited for some of the information normally found on a corporate site. Hereby, a Page does not obviate the need for a corporate site and the respondents desire the information to be primarily about news and
discounts.

2.5.2 Brand Community Characteristics

In the following we will present our findings based on how many characteristics of a brand community our respondents believe a Page has. As stated earlier, a brand community forms around the social interaction between dedicated brand consumers and connects respectively consumers to brands and consumers to consumers (Muniz & O’Guinn 2001). Initially some connection to the brand or the company must be present for the users to join the brand community. In our survey 63% express that they “like” a Page because they can identify themselves with the company. A majority of the respondents therefore feel some kind of personal connection to the companies they choose to “like”, which we believe indicates the presence of a bond between the companies and the consumers.

A brand community also requires consumer-to-consumer connections. This connection is as stated previously based on three central characteristics – shared consciousness, rituals and traditions and a sense of moral responsibility (Muniz & O’Guinn 2001). We will examine shared consciousness through the characteristics of “we-ness” and oppositional brand loyalty. The second characteristic, rituals and traditions, examines to what extent the respondents use Pages for sharing and reading about other people’s experiences with a brand. Finally, we will use the characteristic, sense of moral responsibility, to examine to what degree the respondents use a Page to help other fans to use a company’s products and the desire to integrate new fans.

Shared consciousness

Our findings show that a little more than half of the respondents (52%) don’t feel that they have something in common with the other fans of a Page. A clearer picture is depicted when the respondents are asked if they feel like belonging to a group when being fans of a Page. Two thirds of the respondents disagree with this. These two statements are both passive because they ask how the respondents feel and think and not about what they actually do. When it comes to taking action by initiating interaction with other members 90% of the respondents say that they do not actively turn to a company’s Page to interact with other members.

Oppositional brand loyalty is another essential factor in creating shared consciousness (Muniz
Oppositional brand loyalty is about differentiating the brand from competing brands. This factor was not dominant in the survey where 81% expressed disagreement with the statement: “When I am a member of a company’s Facebook Page I would not “like” a competing company’s Facebook Page” (Appendix 1).

A little less than half of the respondents feel like they have something in common with the other fans of a Page but not to the extent of feeling like belonging to a group. When it comes to actively engaging and interacting with other members and the feeling of oppositional brand loyalty the findings are even clearer; that classical brand communities are very different from companies’ Pages. Considering the Facebook user-profiles this finding supports the fact that the vast majority stay passive observers unwilling to get actively involved.

Rituals and traditions

Only 30% of the respondents express that they once in a while share experiences and give recommendations about a company on a Page. This means that over two thirds do not contribute actively to this social process where the community and the brand are reproduced through storytelling. However, 59% of the respondents like to read about other people’s experiences with a product or brand. This indicates that it is a different picture when the statement is passive instead of active.

Based on this we believe that the existence of shared rituals and traditions is somewhat present since almost one third of the respondents are actively and almost two thirds passively using Pages for sharing or reading about stories and experiences with the company.

Sense of moral responsibility

The findings show that 77% of the respondents disagree with the statement that they sometimes help other fans by answering questions regarding e.g. products or services on a Page. This is expected since as previously mentioned, it is only a small group of people who create content or actively contribute.

When it comes to retaining and integrating new members 61% of the respondents say that they do not have the desire to inform other people about a company’s Page and 64% do not recommend friends to “like” the same companies’ as themselves on Facebook. Based on this we do not believe that the characteristic of moral responsibility affects Pages strongly.
In sum, we believe that our empirical data show the strongest evidence of the characteristic, rituals and traditions, since almost one third is actively and almost two thirds passively using companies’ Pages for sharing or reading stories about others’ experiences with companies. A shared sense of consciousness between fans of a Page is to some extent detected but these respondents nevertheless still present a minority. Moreover we found that the characteristic of moral responsibility is almost nonexistent.

2.5.3 Social Media Characteristics
The last area that we explored through the online survey was the respondents’ opinion on how Pages have the characteristics of the social media platform. We will elaborate upon the four characteristics that we previously defined as characterizing a social media platform; interaction and involvement, customer control, community, and word of mouth. Interaction and involvement examines to what degree the respondents interact and involve with companies on Facebook. The second characteristic, customer control, examines to what degree the respondents themselves seek information from companies on Facebook or if they actively deselect it. The third characteristic community has already been examined in the brand community section and will not be further elaborated upon in the following. Last but not least we have used the characteristic of word of mouth to examine the viral effects of consumers interaction with Pages.

Interaction and Involvement
Our findings show that a majority of the respondents, 76%, like that they have the possibility to engage in dialogue with a company on Facebook. Furthermore, about two thirds of the respondents feel that a Page creates an open forum with the ability to provide feedback, and share and create content. These statements both have a passive approach where the respondents don’t have to engage actively. It is a different picture when it comes to taking action since a majority of 69% express that they do not like to comment on a Page. This is what could be expected.

These findings imply that a great majority of the consumers have a positive attitude towards the possibility to interact and get involved with companies on their Pages. However, it is only a minority that at this point in time actively do it. Nonetheless, we argue that a Page does have some of the elements of interaction and involvement, however in a passive form.
Customer control

Approximately half of the respondents, 54%, like to receive information from companies on Facebook. However, a great majority of 70% are often not interested in the information they receive. When asked if they have ever hit the “hide” button on a company on Facebook almost half of the respondents agree. This means that around half of the respondents have actively stopped the flow of information from one or more companies.

All in all the findings indicate that the respondents might be open for information from companies, however, the information sent out from many companies at this point in time is often not appealing and interesting to the consumers. Furthermore there is a tendency towards that people actively stop the flow of information by hitting the hide button. Thus, we argue that a Page has some of the elements of customer control.

Word of mouth

Two thirds of the respondents notice in their news feed when friends “like” companies on Facebook. However, nearly all of the respondents, 97%, do not feel obligated to “like” the same companies as their friends, nor do they have the desire to do it. Based on this, we believe that the possibility of viral effects is present since the respondents notice friends “liking” companies on Facebook. However, the respondents are not readily affected by the exposure since their choice of engaging with companies on Facebook is not based on their friends’ choices. Companies must hereby present an additional motivation to tap into the potential for viral effects.

To sum up, the findings from the online survey show that a Page has the characteristics of interaction and involvement in a passive form. The respondents have a positive attitude towards the possibility but only a minority are actively involved, as we would expect. A little more than half of the respondents like to receive information from companies on Facebook but many also actively deselect it by hitting the “hide” button, which indicates the presence of customer control. We believe that many of the respondents might actually be open to the information flow but the respondents of this study do not find the information interesting enough. In relation to WOM, the possibility of viral effects is present since the respondents notice friends “liking” companies on Facebook. However, companies must present an
additional motivation to tap into the characteristic of WOM since the choice of “liking” a company on Facebook is not based on friends’ choices.

2.6 Defining the media – Facebook Pages
In sum, Pages are both similar and different from the three traditional media: corporate site, brand community, and social media. In the following we will present our definition of Pages. We will create the definition by accentuating the similarities upon which the majority agree; namely the parts where more than 50% agree with a statement. We argue that the majorities in the online survey depict a nuanced picture of what Pages are today.

Firstly we evaluated the similarities between a Page and a corporate site. The findings showed that a lot of the general information that is normally a part of a corporate site is not considered interesting on a Page. The parts that the majority of the respondents actually find interesting are news, discounts and special offers.

Secondly we evaluated the relationship between a Page and a brand community. The findings first of all showed that a majority of the respondents identify themselves with the brands they “like” on Facebook, which indicates some kind of relationship or connection to the brand. Moreover, the characteristic of rituals and traditions is present since a majority of the respondents like to read about other people’s experiences with a brand or a product on a Page.

Lastly, we evaluated how Pages correspond with the characteristics of a social media platform. The findings showed that the majority of the respondents like the possibility of dialogue with companies and the ability for interaction and involvement. Moreover, a majority of the respondents like to receive information from companies in their news feed, which we believe shows some sense of customer control. The respondents control what companies they want to receive information from and many actively stop the information flow if it becomes uninteresting. Finally, the possibility for viral effects and WOM is present to some extent since a great majority of the respondents notice when their friends “like” a Page.
Below we have assembled the most dominant characteristics representing +50%:

Figure 6: Definition of Facebook Pages

<table>
<thead>
<tr>
<th>Corporate site</th>
<th>Brand community</th>
<th>Social media</th>
</tr>
</thead>
<tbody>
<tr>
<td>•News&lt;br&gt;•Discounts and special offers</td>
<td>•Identification with the brand&lt;br&gt;•Rituals and traditions <em>(the respondents like to read about other's experiences with a brand)</em></td>
<td>•Interaction and involvement <em>(the respondents like the possibility for dialogue and interaction)</em>&lt;br&gt;•Customer control <em>(the respondents like to receive information from companies)</em>&lt;br&gt;•Word of mouth <em>(the respondents notice companies when friends &quot;like&quot; them)</em></td>
</tr>
</tbody>
</table>

Judging from the model above we define a Facebook Page to be a **mixture** of the three traditional media: *corporate site, brand community, and social media*. However, the findings show that it is only some of the characteristics from each media that the respondents believe corresponds to a Page.

First of all, a Page resembles a corporate site when it comes to receiving news and finding discounts and special offers. The least strong of the traditional media is brand community since the respondents do not feel a connection or have a desire to actively engage with other members of a Page. However, the findings indicate that the respondents to some extent identify themselves with the companies they “like” on Facebook. Thus, the connection between company and member show to be stronger than member to member. An explanation to this could be that Facebook is already in its essence a place where you have networks of friends and people might not want to form new amities around interests. We believe that the social media characteristics are the strongest even though in a passive form. The respondents like the possibility of dialogue and appreciate the option of interaction and involvement. Furthermore, a Page clarifies how the respondents have customer control and it entails the potential of creating WOM.

All in all the findings show that Pages are very much used on the premises of the consumers, which emphasizes the customer control. It is the consumers that define how much they want to engage in e.g. WOM and interaction with companies on Facebook. However, the findings
do indicate that the respondents like to have companies on Facebook. In the survey 84% disagreed with the statement that companies should not be present on Facebook. This is conflicting with the Facebook user-profiles and indicates how this sample might be more positive set for companies on Facebook.

2.7 In sum
This chapter’s analysis underlines broadly the facts that we depicted in the section about Facebook user-profiles, and the conclusion is: users of Facebook are mainly passive observers who may like to interact with friends but rarely do so with companies. This explains 1) why there may be a lot of inactivity on many Pages, and 2) that the people interacting with companies on Facebook most likely represent only a minority of the total Facebook segment. We believe that companies should take these facts into consideration when deciding upon what they want to achieve by being present on Facebook. As stated previously it may seem obvious that companies enter the world of Facebook, because 2,6 mil Danes have a profile there. Some companies have succeeded in using their Page for customer service and interaction (e.g. Star Tour\(^2\), Telmore\(^3\), Apollo Danmark\(^4\)) but most companies are still struggling with how to use it and what information to share. This analysis indicates that a goal of getting people to interact and be involved can be hard to achieve since most people are passive observers. Furthermore, we believe that it is important that companies put a lot of consideration into the information they post so that it is relevant for the consumers so that they feel they get something out of being fan of the Page.

With these findings and reflections in mind we will in the next chapter present the case companies: Star Tour, ELLE, and Baresso Coffee. Thereupon we will investigate their Facebook strategies to understand how they use the media strategically to create brand knowledge.

\(^2\) Star Tour’s Facebook Page: [https://www.facebook.com/startourdk](https://www.facebook.com/startourdk)
\(^3\) Telmore’s Facebook Page: [https://www.facebook.com/TELMORE](https://www.facebook.com/TELMORE)
\(^4\) Apollo Danmark’s Facebook Page: [https://www.facebook.com/ApolloDanmark](https://www.facebook.com/ApolloDanmark)
3. Case Presentation

This chapter serves to present the three companies that will function as cases in our evaluation of Facebook Pages as a valuable source of brand equity. We hereby apply a case study approach, which we will elaborate upon in the following before presenting the case companies.

3.1 Case Study Approach

We apply a case study approach because we wish to create an understanding of companies’ presence on Facebook and how it can affect brand equity within a practical setting. According to Yin (2003), the need for case studies arises when the purpose is to understand complex social phenomena within a real-life context. Moreover, a case study method is especially useful when the boundaries between phenomenon and context are not clearly evident. Thus to develop a thorough understanding, it is necessary to uncover these contextual conditions that might be highly pertinent to the phenomenon of study (Ibid.). As stated earlier the present study is taking place within a new, complex and unexplored field of research where the boundaries between the phenomenon, Facebook Pages’ effect on brand equity, and the context are not clearly defined. This is also why we feel the need to investigate both the media (Chapter 2) and the case companies different strategies (Chapter 4) to understand the context within which our findings, the effects on brand equity in the minds of the consumers, will be developed (Chapter 5).

By applying this method we will follow the general lines of a case study inquiry by investigating 1) the many variables of interest, 2) build upon multiple sources of evidence, including both qualitative and quantitative data, and 3) finally the study will benefit from the prior development of theoretical propositions to guide data collection and analysis (Yin 2003). Overall, two variations of case study research can be employed, namely single-case studies and multiple-case studies. (Ibid.). In the present thesis we will apply a multiple-case study method, which we will elaborate upon in the following.

3.1.1 Multiple-case Study

A multiple-case study contains more then a single case, which the present thesis does. Multiple-case studies are often preferred over single-case studies (Yin 2003). First of all the evidence from multiple cases is often found more compelling and the overall study is thus
regarded as being more robust (Ibid.). Second of all, the context of the cases are likely to differ and if within varying contexts the study still arrives at common conclusions from the cases, it will have immeasurably expanded the external generalizability of the findings (Ibid.). Within this method, replication logic is applied because a replication of results across multiple cases leads to the findings being considered as more robust and worthy of continued investigation. This logic makes the typical criteria regarding sample size, namely the number of cases less relevant (Ibid.). Based on this, we chose to conduct three case studies where each case company represent varying contexts in terms of strategic use of Pages, product category, brand positioning, and target group. This makes us able to determine if common conclusions from the cases within varying contexts can be made. Thus, we do not want to make a comparative study of the three cases, which would have required a focus on more similar companies. In contrast we will investigate how different companies can use Pages for strengthening their brands to more broadly determine the effect of them on brand equity.

In the following we will present the three case companies and furthermore elaborate upon their differences and similarities by applying the Behavioural Sequence Model (Percy & Elliott 2009).

3.2 Introducing the Case Companies
The three case companies that will function as the empirical foundation for the present case study are:

- Star Tour
- ELLE
- Baresso Coffee

We have chosen these three companies because they are strong Danish brands with a significant part of their target segments present on Facebook. Furthermore as stated above the three cases entail important variations in terms of strategy, product, target segment etc. Last but not least they have all shown interest in our research and are willing to be a part of this project. In the following, a brief overview of the case companies will be provided, then their differences and similarities will be assessed in terms of product category and the Behavioural Sequence Model:
**Star Tour**

Star Tour is a leading travel operator and the Danish part of TUI Nordic (Web 3). The target segment for Star Tour on Facebook is 60% in the age of 35-55 and 40% in the age of 18-35 (Appendix 7). By the 6th of January 2011 Star Tour has 97,912 fans on Facebook. The Page has existed since November 2010.

**ELLE**

ELLE is the Danish version of the world’s best selling fashion magazine with more than 6 million copies sold and 23 million readers each month (Web 4). The readership figure in Denmark is more than 104,000 readers and more than 22,000 are users on ELLE.dk. The target segment for ELLE is women in the age of 18-35 (Appendix 8). By the 6th of January 2011 ELLE has 10,041 fans on Facebook. The Page has existed since January 2010.

**Baresso Coffee**

Baresso Coffee (Baresso) is the first Danish coffee chain located all around Denmark (Web 5). The target segment for Baresso is everyone that likes coffee and thus more or less all ages (Appendix 9). However, being situated mostly in Copenhagen and other large cities in Denmark, the target segment tends to be of younger generations. By the 6th of January 2011 Baresso has 5,710 fans on Facebook. The Page has existed since June 2009.

### 3.3 Behavioural Sequence Model

We will now elaborate upon the case companies’ differences and similarities by applying the Behavioural Sequence Model (BSM). This elaboration is relevant to make at this point because it clarifies the companies’ product categories, which will be of importance in the following chapters.

The objective of the BSM: “is to provide a useful format to help managers begin to think of where in the target audience’s decision process marketing communication may be expected to influence brand choice.” (Percy & Elliot 2009: 146). We believe that knowledge about the target audience’s decision-making process will help us to evaluate and determine how good a source Pages are for building brand equity in the minds of the consumers. The case companies represent different products and this may have an influence on how well Facebook can be used for building brand equity.
In its essence the BSM is a grid that clarifies the behavioural and the cognitive processes in decision-making. First the different stages involved in making the decision have to be identified: *who* is involved; *where* that stage in the decision is likely to occur; *when* each stage occurs in relation to the other decision stages; and *how* that stage is likely to occur (Percy & Elliot 2009). Furthermore, the decision stages differ in complexity depending on whether a person is dealing with a high-involvement or low-involvement product category. This means that the complexity is little with a low-involvement product because there is very little risk involved and the buyer does not need to be convinced that they are making the right choice. This often represents products that are relatively inexpensive. On the other hand, there is much more risk connected with the choice of a high-involvement product among which price, and thus the consumers want to be sure that they are in fact making the best possible choice (Ibid.).

Our case companies for the present thesis represent both high and low-involvement products. We argue that Star Tour is a high-involvement product because the price is relatively high and the choice will influence as a minimum one week of the consumer’s time. On the other hand, we consider ELLE and Baresso to be low-involvement products since the price is relatively low and there is not much risk connected to buying the products – if it doesn’t live up to the customers’ expectation they will simply not buy it again.

We have chosen to include the BSM in the thesis because it clarifies the decision-making processes for buying the products and we are thus better able to evaluate what role Facebook plays. Moreover, it will help us to better evaluate the companies’ strategies on Facebook. Below we have developed three grids of the BSM’s for each of our case companies product categories: vacations, fashion, and beverages.
The BSM for Star Tour’s product category above clarifies the stages where the decision-maker might use Facebook for inspiration as to what vacation to buy. First of all, need arousal could appear when being on Facebook and accidentally seeing a post from a travel agency. Secondly, the consumer could be tempted by a post from a travel agency to identify possible holidays by clicking on the post. Lastly, the consumer may use a travel agency’s Page to evaluate options as to what vacation to choose.

DECISION STAGES – VACATION

Figure 7: BSM – Star Tour

<table>
<thead>
<tr>
<th>VACATIONS</th>
<th>Need arousal</th>
<th>Identify possible holidays</th>
<th>Evaluate options</th>
<th>Choose holiday</th>
<th>Book holiday</th>
<th>Take holiday</th>
<th>Post holiday evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who – Individuals involved and decision roles</td>
<td>Self, friends, family, as initiators and influences</td>
<td>Self, friends, family as influences</td>
<td>Self, companion as decision maker</td>
<td>Self, companion as decision maker</td>
<td>Self, companion as purchaser</td>
<td>Self, companion as purchaser</td>
<td>Self, companion as purchaser</td>
</tr>
<tr>
<td>Where stage is likely to occur</td>
<td>Home, friends, travel agency, Internet, Facebook</td>
<td>Home, friends, travel agency, Internet, Facebook</td>
<td>Home, travel agency, book on Internet</td>
<td>Home, travel agency, book on Internet</td>
<td>Home, travel agency, book on Internet</td>
<td>Home, travel agency, book on Internet</td>
<td></td>
</tr>
<tr>
<td>When – Timing of stage</td>
<td>1-6 month before holiday</td>
<td>Immediately after need arousal</td>
<td>Over 1-4 weeks following need arousal</td>
<td>Within 4 weeks of need arousal</td>
<td>Within 1-2 weeks of need arousal</td>
<td>1-7 months after booking</td>
<td>After holiday</td>
</tr>
<tr>
<td>How stage is likely to occur</td>
<td>Friends talk, see adverts, at travel agency, search Internet, Facebook</td>
<td>Talk with friends, family, see adverts, visit travel agency, search Internet, Facebook</td>
<td>Call or email to destinations, see adverts, talk with friends, family, search Internet, Facebook</td>
<td>Compare costs, what is offered, when available</td>
<td>Call destination, travel agent, Internet</td>
<td>Travel to destination, experience at destination</td>
<td>Self, friends, relatives of experience, reminded where to look</td>
</tr>
</tbody>
</table>

DECISION STAGES – FASHION

Figure 8: BSM - ELLE

<table>
<thead>
<tr>
<th>FASHION</th>
<th>Need arousal</th>
<th>Decide on brand</th>
<th>Buy</th>
<th>Use</th>
<th>Post evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who – Individuals involved and decision roles</td>
<td>Self and friends as initiators and influences</td>
<td>Self as decider, Friends as influencer</td>
<td>Self as purchaser</td>
<td>Self as user</td>
<td>Self</td>
</tr>
<tr>
<td>Where stage is likely to occur</td>
<td>Home, outside, Facebook</td>
<td>At store</td>
<td>At store</td>
<td>At home, public places</td>
<td>Almost anywhere</td>
</tr>
<tr>
<td>When – Timing of stage</td>
<td>The same day</td>
<td>The same day as purchase</td>
<td>The same day as purchase</td>
<td>The same day or soon after purchase</td>
<td>After having read the magazine</td>
</tr>
<tr>
<td>How stage is likely to occur</td>
<td>See advert, at store, Facebook</td>
<td>Get recommendations from friends, look at catchy front pages, price</td>
<td>Pick up product – go to counter – pay</td>
<td>When taking a personal brake from everyday life</td>
<td>Tell friends, look in store, etc. to find products, reminded when recognizing elements from magazine</td>
</tr>
</tbody>
</table>
Just as Star Tour’s BSM the model above clarifies where in the decision stages the consumer might be influenced by ELLE’s Page. Because this is a low-involvement product, the decision stages are few and our BSM shows that it is only in the need arousal stage that ELLE may influence the consumer.

**DECISION STAGES – BEVERAGES**

Figure 9: BSM - Baresso

<table>
<thead>
<tr>
<th>BEVERAGES</th>
<th>Need arousal</th>
<th>Decide on brand</th>
<th>Buy</th>
<th>Use</th>
<th>Post evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who - Individuals involved and decision roles</td>
<td>Self and friends as initiator and influences</td>
<td>Self as decider, Friends as influencer</td>
<td>Self as purchaser</td>
<td>Self as user</td>
<td>Self</td>
</tr>
<tr>
<td>Where stage is likely to occur</td>
<td>Home, outside, Facebook</td>
<td>At store</td>
<td>At store</td>
<td>At home, public places</td>
<td>Almost anywhere</td>
</tr>
<tr>
<td>When - Timing of stage</td>
<td>The same day</td>
<td>Immediately before purchase</td>
<td>The same day as purchase</td>
<td>Immediately after purchase</td>
<td>After having drunk the beverage</td>
</tr>
<tr>
<td>How stage is likely to occur</td>
<td>Feeling thirsty, see advert, at store, Facebook</td>
<td>Get recommendations from friends, feeling in your mood for, price</td>
<td>Pick up product/order product - pay</td>
<td>Drinking because of thirst or as a little indulgence</td>
<td>Tell friends about taste, reminded when seeing adverts</td>
</tr>
</tbody>
</table>

The last BSM for Baresso also depicts that the decision stages are few and that it is in the need arousal stage where Baresso may influence the consumer’s choice of product and brand.

We have now depicted the case companies’ differences in terms of high and low involvement products and the accompanying complexity of the decision-making stages. But the case companies are not only different – in fact they share one relevant aspect. We argue that the customer buying our case companies’ products all share the same motive for doing so. Motivation can be divided into negative versus positive motives (Percy & Elliott 2009). Negative motives generally concern solving or avoiding problems and positive motives normally involve seeking a more personal satisfaction (Ibid.). We argue that the case companies’ products all relate to a personal satisfaction and that the customers are driven by positive motives when wanting to go on vacation, stay up-to-date with fashion, and having a cup of coffee. Thus, all of the products may affect a person’s mood. We will now introduce The Rossiter-Percy Grid to exemplify the above in a model. Rossiter and Percy refer to a transformational brand attitude strategy when motives are positive.
Overall this knowledge will help us to gain an overview of what the products are and how they should be positioned. This is helpful when evaluating the case companies’ Facebook strategies, the consumers’ responses and finally in the development of useful recommendations.
4. The Case Companies’ Facebook Strategies

In this chapter we will go into depth with the case companies – Star Tour, ELLE, and Baresso - and conduct an analysis that outlines the strategies of their Pages. We will now present the theoretical and empirical foundations and finally the analytical approach of the analyses.

4.1 Theoretical Foundation

The theoretical foundation for the present analysis will to a large extent be built upon Kevin Lane Keller and his concept of brand knowledge since this is the key to creating brand equity (Keller 2008). It is our ambition to investigate the three case companies’ different Facebook strategies to understand how the companies try to affect and create brand knowledge in the minds of the consumers. Brand knowledge is essential because it creates the differential effect that drives brand equity since it is this knowledge that affects the responses from the consumers. Overall, brand knowledge consists of two components, brand awareness and brand image, which we will elaborate upon in the following (Ibid.).

Creating brand awareness is a necessary first step for a company to establish brand knowledge, since it determines the consumer’s ability to identify the brand (Keller 2008). Brand awareness consists of brand recognition and brand recall. Brand recognition relates to the consumer’s familiarity with the brand and is characterized by the ability to confirm prior exposure of the brand when seeing it. A company can strengthen brand recognition by repeated exposure to the brand (Ibid.). Brand recall on the other hand is characterized by the consumer’s ability to think of or retrieve the brand from memory when presented with the product category of the brand. For a company to create recall is therefore about establishing associations to the right product category or relevant purchase or consumption situation (Ibid.).

Brand image is the consumer’s perceptions and views of the brand based on the brand associations residing in the mind of the consumer. Brand associations “contain the meaning of the brand for consumers” (Keller 2008). For a company to create a positive brand image the marketing activities must link strong, favourable and unique associations to the brand. A company can strengthen associations by establishing personal relevance and consistency over
time. Favourability of the brand associations is influenced by desirability and deliverability, and uniqueness by the competitiveness of the associations (Ibid.).

Based on these theoretical concepts we wish to analyze the companies’ Facebook strategies in order to determine the brand knowledge they try to create as a source of brand equity.

4.2 Empirical Foundation
The empirical foundation for this analysis will consist of three qualitative interviews with the employees in charge of the companies Facebook strategies. Moreover we will draw parallels to the continuing communication present on the Pages to show corresponding examples.

4.2.1 Interview Guide Creation
Our scientific approach – the hermeneutic tradition – generally requires a qualitative approach, which makes us able to investigate multiple variables in depth. (Fulgsang & Olsen 2004; Andersen 2005). Within this tradition, knowledge is gained through dialogue and conversation where the interview is seen as an open and unfinished process (Fulgsang & Olsen 2004). Moreover, the interviews should assist in a profound understanding of the companies’ Facebook strategies. Based on this, the interviews will have a semi-structured nature where a certain structure in the form of an interview guide is combined with an open questioning (Kvale 1994). Hereby, we acknowledge that we possess both theoretical and practical knowledge about the object of study before making the interviews. In spite of this, we will be open for new points of views that the interviewees might bring to the table (Ibid.).

With reference to the above, the interview guide follows the structure of a traditional branding strategy by focusing questions around main elements such as initial development, purpose, target segment etc. Secondly the interview guide is created with the concept of brand knowledge in mind since it is our ambition to identify how the companies’ Facebook strategies relate to the establishment of brand awareness and brand image. The full interview guide is presented in Appendix 3.

4.2.2 Respondent Selection
All of the interviews have been held with the employee responsible for the strategy and daily maintenance of each company’s Page (Appendix 4). We have hereby acquired access to the ideal respondents based on the purpose of the interviews. We established the interviews by contacting each of the responsible employees by email with the topic: Master’s thesis about brand value on Facebook. In the email we introduced ourselves as students from Copenhagen
Business School doing our master’s thesis on Danish companies’ use of Facebook in terms of affecting brand equity. Moreover, we elaborated upon how a co-operation with the respective company would be very valuable to this thesis due to their interesting Facebook strategy and also how the findings from the thesis would become valuable in their future work with Facebook. Finally, we kindly asked about the opportunity to conduct an interview. Thus, the respondents were aware of the topic prior to the interviews and moreover had the possibility to prepare for them. With each of the respondents it required one or two emails to decide upon a date for the interviews. Overall the respondents seemed willing and very interested in our study, which might underline the fact that Facebook is still a new field that managers want to learn more about in order to improve their performances.

4.2.3 Interview Situation
The interviews were held at the three companies’ respective offices in Copenhagen in February 2011. These locations kept the interviewees in familiar surroundings making the interview situation effective and safe in the hopes of getting more valid answers (Kvale 1994). Furthermore, we attempted to create a more relaxed and safe atmosphere by initially making the respondents fully aware of the purpose of our study and the way in which the interviews would be included (Ibid.). The length of each interview was approximately 30 minutes. A transcription of each interview can be found in Appendix 7-9.

Within the hermeneutic tradition you strive towards an open and equal dialogue, which is hard to obtain since a power relationship will always be present between the interviewer and the interviewee (Kvale 1994). We, as interviewers, hold a dominant role in controlling the evolvement of the interviews by asking the questions necessary for us to collect the data we need for this investigation. Furthermore the interviewees also have power since they hold the information we seek to obtain (Ibid.). In relation to this an important reflection is the risk of the interviewees presenting a preferred self by being unwilling to acknowledge mistakes and unsuccessful results (Ibid.).

4.2.4 Quality of research design
Drawing upon the earlier definitions of external validity, construct validity and reliability we will assess the quality of the present research design (Hair, Bush & Ortinau 2009).

We believe that a qualitative approach is preferable to be able to understand the many variables that make up a strategy (Andersen 2005). By using this approach the external
validity can be questioned since the small sample size limits the ability to make generalizations (Hair, Bush & Ortinau 2009). However, we believe that this is of less importance within this chapter since each case company will be investigated separately in order to identify each strategy and how these differ. At this point it is not the ambition to increase external validity and make generalizations - on the contrary, in the next chapter it will be of interest how the strategies vary and potentially creates different effects.

We believe that construct validity is increased through the use of well-established theoretical sources in developing the interview guide. (Ibid.). The variables under investigation are in this case determined based on the more traditional elements of a branding strategy and Keller’s concept of brand knowledge as the source of brand equity. When it comes to reliability a qualitative approach is normally seen as less reliable (Ibid.). However, we believe that the fact that we conducted the interviews with the ideal respondents, based on the purpose of the present analyses, increases the reliability of the data.

4.3 Analytical Approach
The above represents the theoretical and empirical foundation upon which we have built our analytical approach. We will conduct the analyses of the case companies’ different strategies one by one. We start out each analysis with a brief introduction stating the basic facts of the companies’ Facebook strategies, initial development, purpose etc. After this introduction the analyses will be presented congruent with the theoretical foundation. Each analysis will thus follow the same structure related to the concept of brand knowledge consisting of brand awareness and brand image. In order to create a better overview an illustration of the analytic approach is provided below:
We will investigate how each case company attempts to affect *brand awareness* as a combination of *brand recognition* and *brand recall* through their Page. Secondly, we will investigate how a positive *brand image* is created where strong, favourable and unique *brand associations* are linked to the brand’s more tangible and intangible elements. The tangible brand associations relate to Keller’s concept of *brand attributes*, which is the descriptive features characterizing the product or service meeting the more functional needs of the consumer (Keller 2008). The intangible brand associations relate to Keller’s concept of *brand benefits*, which is the personal value and meaning attached to the product and service attributes meeting the more psychological and social needs of the consumer (Ibid.). After analyzing how the case companies attempt to create brand knowledge we will reflect upon the different strategic uses of Pages based on the findings from Chapter 2, the nature of Facebook Pages and Chapter 3, regarding the different product types.

In Chapter 5, we will turn our attention to the consumers. We will investigate the consumers’ responses to the brand knowledge created through the Pages and hereby determine the effect of the different strategies. Doing this we are true to our consumer approach by questioning the fact that the companies’ use of different brand elements on their Page necessarily will create the desired identity, meaning and responses in the mind of the consumer.
4.4 Analysis

4.5 Star Tour

The empirical foundation for the following analysis is enclosed as a transcript in Appendix 7. The interview was conducted the 3rd of February 2011 with Mie Lundgren Larsen, Online Brand Manager.

Star Tour launched their Facebook page on the 1st of November 2010. Before the launch there had been a lot of internal polemic regarding the positive and negative aspects of opening up to the world through this media and as a result there was not a well-defined strategy to begin with. The strategy is now being developed as the Page evolves. On a daily basis, a so-called Facebook team that consist of 4 people runs the Page: Mie Lundgren Larsen (Mie) and three other employees with specialty within sales and the company’s different products. Each of the four people has their regular assignments on top of running the Page. However, this will change in the near future and there will be allocated resources so that one person alone will concentrate solely on Facebook.

According to Mie, the main goal of the Page is binary. First of all, and most importantly, the purpose is to use the Page for customer service while being where the customers are. “(...)
men kundeservice er helt klart det primære fokus, for vi vil bare gerne være der, hvor kunderne er (Appendix 7). Secondly, the Page functions as a connecting link to the corporate site in terms of generating traffic and actual sales. Since there was no real strategy before the Page was launched there were no thoughts on what the target segment should be. However, statistics from Facebook show that around 40% of Star Tour’s customers on Facebook are people that haven’t travelled with Star Tour before. Moreover, around 60% of the fans are people over the age of 35 and the rest is the group all the way down to the age of 18. This represents a younger target segment than their core customers, which Star Tour considers to be a very positive thing.

4.5.1 Brand awareness

Brand awareness consists of recognition and recall where recognition relates to the level of exposure and recall refers to the consumers’ ability to link the brand to the right product category or purchase situation (Keller 2008). First we will examine how Star Tour taps into brand recognition.
Brand Recognition

Star Tour has close to a 100,000 fans of their Page. We argue that this number by itself indicates a high awareness of the brand. The main reason for this quite large number of fans is the very successful Christmas Calendar in December 2010 that exploited the viral effects of Facebook to its fullest. As elaborated upon in the introduction, the viral effects of this calendar were enormous because thousands of fans participated in the Christmas Calendar every day and were encouraged to share their prize with a Facebook friend.

Before the Christmas Calendar Star Tour had 8,000 fans but by the end of December they reached almost a 100,000. The exposure of Star Tour’s brand was extremely large while the Christmas Calendar was active, which is a way that Star Tour has tried to actively affect brand recognition.

Brand Recall

Brand Recall refers to how a company achieves to link its brand to the product category it is part of. Star Tour represents travelling and vacations and their profile picture: displaying two people lying in a hammock on a beach with clear blue water underlines this:

During the Christmas Calendar, Star Tour had the opportunity to strengthen brand recall a lot because their profile picture appeared every time a person participated. However, their profile picture at that time only depicted their brand name and logo and not any picture. The text that
was chosen for the Christmas Calendar emphasized the product category, but we argue that the missing aesthetic parts may have had an effect on the ability to strengthen brand recall.

Overall, brand recall and recognition is affected every time Star Tour makes a post and according to Mie, they post news, good offers, etc. every one or two week. By making posts that their fans can see every once in a while they continue to tap into brand recognition and recall because their brand name is visible and underlined by the profile picture. Furthermore, the Christmas Calendar was a quick and effective way to broaden the awareness of the brand with the strategic use of brand recognition and brand recall.

4.5.2 Brand Image
Creating a positive brand image requires marketing activities that achieve to link strong, favourable, and unique associations to the brand in memory (Keller 2008). We will now examine how Star Tour tries to build tangible and intangible brand associations through their Page.

Tangible Brand Associations
Firstly, brand image refers to the tangible brand associations that a consumer develops when being a fan of Star Tour’s Page. According to Star Tour’s Page the purpose is for fans to get: “(... gøre rejsing, inspiration og rejsing tips fra vores Facebook team og meget mere” (Web 6). Moreover, Mie emphasizes that it is very important that the information the fans receive on Facebook is useful and special and not just a copy of their regular mass communication. ”Så alt det vi laver på Facebook, der har vi et mantra om, at det skal være noget som vores fans virkelig får noget ud af.” (Appendix 7). This emphasizes that Star Tour tries to use the Page strategically to create some strong, favourable and unique brand associations in the minds of the consumers. E.g. by making the Page relevant for the individual and making it desirable because the consumers get something extra out of being a fan. Last but not least Star Tour seeks to create unique brand associations in the minds of the consumers by seeking to create a Page that is better than competing travelling agencies. Below, we have depicted some examples of how Star Tour concretely seeks to create some strong, favourable and unique brand associations through inspiration, good offers, discounts, and contests.
An example of how Star Tour gives their fans good offers is when they create discounts that are only available to their fans on Facebook. They post good offers every one or two weeks.

Moreover, Star Tour post contests every once in a while where the prizes are vacations, books etc. This also underlines the favourable brand associations.

An example of how Star Tour delivers inspiration is by uploading pictures from a popular destination and then commenting on them with travel tips and more. In this way Star Tour tries to create some strong brand associations by making the Page relevant for the individual.
Besides posts on inspiration, good offers, contests, etc. Star Tour also uses the Page as a customer service channel - a place where fans can get in contact with Star Tour. Fans can post a question on the wall and then after a relatively short period of time a person from the Star Tour team will answer the question or in many cases there are other members of the Page that help out and give their advice on the question. In other words they have created a forum where they deliver customer service on a high level, which is a top priority of the Page.

We will examine the effect of Star Tour’s efforts in the next chapter. Now we will present you with how Star Tour seeks to create positive intangible brand associations.

**Intangible Brand Associations**

Star Tour is known for its trustworthiness and this is something they try to maintain on their Page. Due to the kind of media Facebook is and the somewhat younger target segment, Star Tour believes that it is a place for them to be more youthful and personal: “(...) vi forsøger at være lidt mere personlige og ja lidt mere ungdommelige.” (Appendix 7) Travel agencies like Star Tour that offers one or two weeks vacations to all-inclusive hotels tend to be considered something for the elderly generation. Thus, Star Tour tries to use their Page strategically to modify the imagery that people might have created about them as a brand and the product category they are a part of. In other words they try to appeal to a younger segment and in this way broaden their customer segment. This exemplifies how Star Tour seeks to use the Page to create some strong and favourable brand associations.

Another way that Star Tour actively tries to develop positive brand associations is in their interaction with fans. According to Mie, they try to talk to people’s reason and even more to
their feelings. A concrete example of this is that lots of people have uploaded pictures to Star Tour’s Page all by themselves: “(...) så jeg tror vi har lige godt 100 billeder som folk helt af sig selv har lagt op – og det er jo virkelig følelser.” (Appendix 7). The quotation depicts how the fans are very engaged in the Page and that Mie believes that it is strong feelings that drive them to upload private pictures without being asked. Star Tour would like to use the Page to be considered as down to earth and human by establishing a forum where it feels good to ask questions. This is a way to make the Page more personal and relevant to the individual and thus to create some strong brand associations in the minds of the consumers.

By creating a Page, Star Tour creates as setting that enables and encourages people to invest time and energy in their brand. An example of this is when Star Tour makes the post:

The post states that Star Tour will build an artificial island with a new comfortable hotel where they encourage their fans to be part of naming the island. Thus, Star Tour uses their Page strategically to activate their fans by posting fun and engaging news. Star Tour seems to recognize the strengths of Facebook – the possibility for interaction and dialogue with fans – and they have chosen to use their Page for that. This is also a way for Star Tour to build some strong and favourable brand associations by being an accessible brand. The overall brand knowledge is assembled below:
We will examine in the next chapter if Star Tour, with the above-described tangible and intangible elements succeeds in building positive brand associations in the minds of the consumers. In the following, we will reflect upon Star Tours strategic use of the Page based on the findings from the previous Chapter 2 determining the nature of Facebook Pages and considering the specific product category.

4.5.3 In Perspective
Star Tour has had great success with creating awareness of their brand by motivating consumers to become fans of their Page through contests – especially the successful Christmas Calendar. It was easy and fast for the consumer to participate and the prizes were desirable for people in all ages. Star Tour hereby tapped into one of the social media characteristics - the possibility for viral effects. Star Tour understood that the consumers needed some sort of motivational factor since they do not simply “like” a page just because a friend does (Chapter 2).

Considering the BSM that we developed for Star Tour earlier we argued that the consumers’ need arousal stage might be awakened on Facebook by seeing a post from Star Tour (Chapter 3). Therefore we argue that Facebook is a good place to create awareness about a company and its products and it might affect the early stages of the consumers’ decision-making process. Moving further into the BSM, the model showed that the consumers might use the Page for identifying possible vacations and evaluating them. In relation to this, Star Tour has
deliberately chosen to use their Page mainly for customer service. The findings from the nature of Facebook Pages revealed that most users are passive observers who do not desire to interact with companies. Nonetheless, Star Tour is an example of the opposite. Compared to other Pages, there is a lot of activity on Star Tour’s Page and it seems that there might be more than 1% participating here. This may indicate that consumers do in fact desire to interact with companies on Facebook under the right circumstances. We believe that there is a possibility that this example could relate to the particular product category only or the purpose of customer service.

4.6 ELLE
The empirical foundation for the following analysis is enclosed as a transcript in Appendix 8. The interview was conducted the 28th of February 2011 with Mette Marie Lei, Digital Editor.

Mette Marie Lei (Mette) is the digital editor and the person responsible for ELLE’s Facebook strategy. ELLE’s Facebook page has existed for 1.5 years but it was hardly used before Mette started her job about a 1 year ago. Mette sees Facebook as an important platform to secure the company’s online presence: "(...) jeg tror at man er nødt til at markere sig som online virksomhed på Facebook fordi Facebook er så stort i Danmark (...)" (Appendix 8). The overall purpose of ELLE’s Page is to increase traffic to the corporate site, ELLE.dk, which is also the parameter of success Mette is being measured on. "(...) det giver jo mange sidehenvisninger og det er jo det jeg lever af. (...) i bund og grund handler det hele om trafik, jeg vil bare gerne have at folk de klikker." (Ibid.). Thus, the Page is mainly used as an auxiliary arm to the corporate site.

4.6.1 Brand awareness
Creating brand awareness is the necessary first step towards creating brand knowledge. First we will investigate how ELLE has established initial awareness of the Page on a strategic level. Secondly, we will look into to what extent ELLE try to create brand awareness as a combination of strengthening brand recognition and recall.

ELLE has no clear strategy for recruiting new members to the Page and the company has historically not made use of any motivational elements like competitions or other rewards for involvement. Mette clearly states that she does not believe in pressuring the fans to invite their friends to join it by offering free gifts or through competitions. Instead she believes that providing value to existing fans by considering their needs and wishes will result in positive
viral effects. “Så derfor tror jeg at man hellere skal holde dem man har glade for på den måde vil de afføde flere ved mund til mund og ved at de interagerer med mig, så det kan ses på deres wall og på den måde spreder det sig som ringe i vandet frem for at prøve at presse noget ned over hovedet på folk (…)” (Appendix 8). This idea conflicts with our findings in Chapter 2 that indicated how users often need an additional motivational factor to get involved.

**Brand Recognition**

A company can affect brand recognition through repeat exposure to the brand (Keller 2008). Mette posts news and comments multiple times a day and it is not uncommon that the consumer will be exposed to as much as 10 posts from ELLE in a day when scrolling down their personal news feed. We see this high activity level as a way for ELLE to influence brand awareness through repeat exposure and thus establish stronger recognition. ELLE struggles to create awareness in the Danish market and sees Facebook as a good media for increasing brand awareness. Furthermore, Mie hopes that by getting the consumers infiltrated in ELLE.dk via the Page it will affect consumers’ brand awareness in the final purchase situation.

**Brand Recall**

Brand recall is about establishing associations to the product category with which the brand belongs (Keller 2008). Visually ELLE changes the profile picture of the Page every month so that it corresponds with the front page of the magazine.

The cover of the newest magazine is therefore exposed to the consumer every time the company makes a post. Furthermore, the content of the posts are created with a fashion angle in line with the magazine. Both from a visual and informational standpoint, ELLE hereby use
the Page to link the brand to the category of a fashion magazine with the possibility to affect brand recall in the minds of the consumers.

4.6.2 Brand Image

Tangible brand associations

Tangible brand associations are related to the concrete features of the company’s products or services, which meet the more functional needs of the consumer (Keller 2008).

ELLE, being a fashion magazine, provides information about fashion as its core service, this includes spotting new trends, giving guidance about fashion choices etc. In relation to this ELLE uses their Page almost as a blog where news about fashion, gossip and celebrities’ lives are posted. By continuously providing information and news ELLE tries to influence the tangible brand associations by entertaining and guiding the customer through the world of fashion. This strategy also shows in the stated purpose of the Page: “ELLE.dk – dit daglige modefix” (Web 7). One example where ELLE tries to inspire and guide the consumer in a fashion choice is depicted below:

We believe that the information gains credibility since the posts’ are kept within a field where the fans know that the company has its competences being a fashion magazine. This makes the information believable and can lead to favourable brand associations. Furthermore, we argue that ELLE seeks to create some strong brand associations because they keep the type of information consistent over time – always with a fashion angle. This credibility and believability is essential for ELLE to run a successful business as a fashion magazine. On the other hand, Mette is aware of a potential downside: ”(...) ELLE brandet (kan) godt virke intimiderende fordi vi sidder her som eksperter på en eller anden måde (...) der kunne jeg godt tænke mig at hive det ned på bruger niveau så man ikke føler sig intimideret. Mere
personligt.” (Appendix 8). Even though ELLE needs to always stay ahead and know more about the field of fashion than the customer to provide value, the company still needs to connect with the consumer on a more personal level. Lastly, ELLE seeks to create unique brand associations by continuously being better, bigger and ahead of the competitors.

**Intangible brand associations**

In the following we will identify how ELLE tries to influence intangible brand associations through their Page by making them strong, favourable and unique.

As stated above ELLE attempts to balance the fine line between playing the role of an expert within fashion and stepping down the pedestal to the level of the consumer in an attempt to create a more close and personal relationship. Mette expresses that she tries to establish a friendly relationship: “så er det ligesom at sidde og snakke med en god veninde der bare ved noget om et andet felt end man selv gør” (Appendix 8). We believe that the expert role makes the information on the Page believable and distinctive, which can influence the favourability of the brand associations. Moreover, the more close and friendly connection through the Page might create personal relevancy influencing the strength of the brand associations.

To be inspiring is an important strong and favourable brand association related to ELLE’s Page but also related to the brand in general: ”de skal gerne føle at de lærer noget af os og får tips til hvordan de skal klæde sig på” (Appendix 8). Furthermore, Mette states that the Page differentiates from the magazine in terms of being more down-to-earth, informal and humoristic. We believe that these brand associations are an attempt to influence the personal relevancy of the brand and thus create some strong brand associations. Mette also sees these brand associations as essential elements to be able to tap into one of the important advantages of Facebook – involvement and engagement of the consumer. She wishes to get the members to actively participate by “liking” and commenting but understands that it can be difficult and intimidating without a more personal connection: ”det er svært at bringe folk i tale fordi det er sgu svært at skrive en personlig besked på en væg hos nogen man ikke kender. Så derfor skal de føle at de kender os” (Appendix 8). Mette wishes to exploit the opportunity for easy and fast interaction on Facebook: “Jeg vil rigtig gerne have folk til at kommenterer, jeg vil rigtig gerne have folk i tale.” (Ibid.). In relation to this, ELLE sometimes tries to initiate involvement and dialogue by asking the members for comments and opinions. We believe
that ELLE by being open and appreciative to consumer involvement attempts to create some strong and favourable brand associations. One example is showed below:

Besides these initiatives to affect and increase involvement by initiating dialogue, the communication on ELLE’s Page is still to a large extent company managed. The main reason for this is that it is not possible for fans to make posts themselves but only to comment on the posts created by ELLE. This decision makes the involvement and interaction limited to company initiated topics, which on the other hand can reduce the strength of the brand association related to involvement.

Figure 13: Brand Knowledge - ELLE

<table>
<thead>
<tr>
<th>Brand Awareness</th>
<th>Recognition</th>
</tr>
</thead>
<tbody>
<tr>
<td>5-10 exposures/posts a day</td>
<td></td>
</tr>
<tr>
<td>Visual and textual correlations to the magazine</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Brand Image</th>
<th>Tangible brand associations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information and news about fashion</td>
<td></td>
</tr>
<tr>
<td>Inspiration</td>
<td></td>
</tr>
<tr>
<td>Guidance</td>
<td></td>
</tr>
<tr>
<td>Entertainment</td>
<td></td>
</tr>
</tbody>
</table>

| Intangible brand associations |
| Personal and friendly relationship |
| Expert |
| Inspiring |
| Down-to-earth |
| Informal |
| Humoristic |
| Involvement |

4.6.3 In Perspective
The main goal of ELLE’s Page is to increase traffic to the company’s corporate site ELLE.dk. ELLE’s strategy for succeeding in this is to post news and inspiration up to 10 times a day. Furthermore, ELLE would like to actively engage people on the Page through interaction but this is only a secondary priority. Considering the findings from Chapter 2, the majority of the Facebook users are passive observers. Thus, a strategy of delivering exiting news to ELLE’s
fans without being dependent on consumer interaction may be a good choice. In the BSM for fashion magazines we argued that Facebook might be particularly good for affecting the initial decision-making stage of buying the magazine – need arousal (Chapter 3). In this way, ELLE has the possibility to post information that creates awareness of the magazine (possibly affecting that the consumers go to the store and buy the magazine.) Moreover, the point of displaying each months cover in the profile picture we believe affects brand recall positively and may help the consumer to remember ELLE when deciding upon the multiple choices of fashion magazines. The findings from Chapter 2 also showed that Facebook users often are open to receiving information from companies through Facebook. However, the information sent out from many companies at this point in time is often not appealing and interesting to the consumer (Chapter 2). For the brand awareness created on Facebook to have a positive influence on the consumers, ELLE needs to understand what information is appealing and interesting to their consumers. Otherwise the members of the Page might actively stop the flow of information by hitting the hide button or even worse develop unintended and negative brand associations.

4.7 Baresso
The empirical foundation for the following analysis is enclosed as a transcript in Appendix 9. The interview was conducted the 3rd of February 2011 with Anita Grubbe Nørgaard, Marketing Manager.

Baresso launched their Page at the end of April 2009. At the time, Baresso had developed a comprehensive strategy paper for their social media presence, but as time has past this has not been followed through because of missing resources in terms of time, people, and money. Today Baresso has reached a point where they wish to reconsider their Page and figure out what they want to use it for in harmony with the available resources. On a daily basis Anita Grubbe Nørgaard (Anita) runs the Page.

Baresso had two motivational factors to enter Facebook in 2009. Facebook was at that time still a very new and unknown media to Baresso but the company had recently discovered that there was an unofficial Page, created by a fan. Baresso therefore decided to create an official Page and change the name of the unofficial page to “Baresso fan site – Amore Mio” in collaboration with the founding person. Anita explains that they could not live with the fact that there was a Page on Facebook that they had no control over. The other motivational to be
on Facebook was that it was a new and fast media with a younger target segment, which was essential for the company. Moreover, the interaction with the target segment played a part. “Vi skal skabe netværk, bygge brand kendskab og kommunikere direkte med vores gæster. (…) vi skal opbygge positive relationer og goodwill, og (…) vi skal få folk til at slukke computeren og komme ned og købe en kaffe, fordi bottomline så er det jo det vi lever af.” (Appendix 9). The target segment of the Page is everyone that has a profile on Facebook because, as Anita explains, everyone can go and like the Page – it is open for everyone.

4.7.1 Brand Awareness
Baresso has around 6000 fans of their Page at the present time. Baresso has not made use of competitions or other motivational elements to broaden the awareness of the Page. In the following, we will investigate how Baresso’s presence on Facebook can affect brand awareness as a combination of brand recognition and brand recall.

Brand Recognition
Baresso has the possibility to tap into brand recognition by posting news and information on their Page. According to Anita, she feels that she should have something to say every week, however this is not the case. “(…) jeg bør have noget at sige en gang om ugen, og det bliver bare ikke til det.” (Appendix 9). Baresso therefore makes posts less frequently, which means that the consumers are less exposed to the brand through Facebook. Thus, we argue that Baresso does not use their Page very actively to create brand recognition at this point in time.

Brand Recall
Baresso’s profile picture presents their logo and by this they connect the Page to their brand. However, we believe that recall is affected to a less extent because the logo stands by itself and because there are no pictures that link further to the product category or the usage situation.

Therefore, visually Baresso does not make use of the Page to strongly affect brand recall. The content of the posts are often related to the product category since the majority of the posts are used for promoting new products, events or openings of new coffee shops. Though, since
the posts are quite rare and often very much resemble each other we believe that both recognition and recall of the brand will be less affected through the Page.

4.7.2 Brand Image
In the following we will examine how Baresso tries to create a positive brand image by linking strong, favourable, and unique associations to the brand in memory (Keller 2008).

Tangible brand associations
We will examine which tangible brand associations Baresso tries to establish through the Page.

Baresso has no clear or well defined “about” section on their Page stating the purpose of it. Instead the stated purpose is: “Velkommen til den officielle side for Baresso Coffee... Glæden ved god kaffe” (Web 8). Baresso greets their fans welcome but otherwise it is not clear what the fans get out of being a member of the Page other than showing their network of friends that they like good coffee. As mentioned above, the posts are rare and often very much alike. E.g. many of the posts have been either about different coffee master events or about an opening of a new coffee shop somewhere in Denmark, which Anita admits is a little uninspiring.

In general it seems that Anita lacks a clear view of what the company would like to get out of the Page, which affects the information: “Og altså det er jo ikke særlig spændende at de seneste tre opdateringer har omhandlet det samme, bevarer, det er nye kaffebærer, men altså det er også begrænset hvor ny en måde jeg kan skrive på (...)” (Appendix 9). The overall tangible brand association she wishes to leave in the mind of the consumer is that Baresso is all about coffee, but as she states: ”Altså jeg vil ikke bare lave en statusopdatering med: husk
at Baresso er dejlige kaffé oplevelser, det er for ukonkret” (Ibid.). How to convey this brand association is therefore still unclear. We believe that the Baresso brand in general holds some strong, favourable and unique brand associations about good quality coffee. However, we question to what extent the Page affects these brand associations based on the current information.

According to Anita she desires to use the Page for people to feel that they get Directors cut – a special edition of Baresso - by getting news before everybody else and getting them in a crooked way. We believe that this shows the intention for creating favourable brand associations by having distinct and relevant information, but at this point this is not the case. The reason for this is that Anita is very careful not to disappoint the consumers: “så er vi også meget påpasselige med at stille vores gæster eller brugere noget i udsigt som vi så ligesom ikke giver dem.” (Ibid.). We argue that this way of thinking is holding Anita back when it comes to using the Page strategically to nurse Baresso’s fans.

**Intangible brand associations**

We will examine how brand associations in terms of intangible benefits are created through Baresso’s Page. According to Anita, the payoff of the Page is the joy of good coffee: “Altså vores payoff er jo glæden ved god kaffe, så det er også ligesom den følelse man skal sidde tilbage med” (Appendix 9). This brand association we believe is favourable and strong since it is consistent with the brand and therefore also believable.

Furthermore, Anita explains that she seeks to talk to people’s emotions in the hope of creating good feelings about Baresso. However, the good feelings must be put in context: “Der skal være et eller andet at hægte den gode følelse og fornemmelse op på.” (Ibid.). An example of this could be the Coffee Master events where customers have the opportunity to learn about and taste the coffee, which puts the good feeling in a context. Another example can be seen below where Baresso puts the joy of coffee in connection with poetry and cosiness:
Anita tries to create these good feelings through the use of the Page by being attentive and connecting the Baresso coffee experience to something cozy and happy: “det er god kaffe, det er positivt, det er gladt, jamen gode oplevelser. Positiv, hyggelig og glad.” (Ibid.). This is the image Baresso would like to convey. We believe that this is a way for Baresso to build some strong and favourable brand associations, but it is still unclear how these feelings should come into play on the Page.

Part of the initial purpose of the Page was to easily interact with the younger target segment. Despite of this, dialogue and conversations are not part of what Baresso wants to do with Facebook at this point. Anita explains: “men skal kommunikationen foregå som en dialog på Facebook hvor det sådan er en til en det kan meget hurtigt blive meget omfattende og meget ressourcekrævende.” (Ibid.). She states that dialogue is too resource demanding, which is why they often do not follow up on questions from fans. She states that she does not answer every question on Facebook because she considers some of them as rhetorical questions e.g.: “F.eks. hvorfor er blåbær tranebær smoothien taget af sortimentet?” (Ibid.). She only wishes to answer questions that she considers everyone can get something out of. Thus the initial wish for interaction with consumers is not part of the current reality. We believe however, that this strategy can end up reducing the strength and favourability of the created brand associations. In our opinion, Baresso distances themselves from the consumers by choosing not to answer, which can give the impression of a Page with no one behind it. Furthermore, we believe that it can leave the consumers questioning the company’s ability to perform as a brand.

Figure 14: Brand Knowledge - Baresso

<table>
<thead>
<tr>
<th>Brand Awareness</th>
<th>Recognition</th>
<th>Recall</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Less than one post a week</td>
<td>Logo and textual liking to the product category</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Brand Image</th>
<th>Tangible brand associations</th>
<th>Intangible brand associations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Coffee</td>
<td>Joy of good coffee</td>
</tr>
<tr>
<td></td>
<td>Coffee events</td>
<td>Attentive</td>
</tr>
<tr>
<td></td>
<td>Coffee shops</td>
<td>Cosy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Missing interaction (affecting negatively)</td>
</tr>
</tbody>
</table>

4.7.3 In Perspective
The present analysis shows how Baresso has a lot of goals and ambitions with their Page such as creating brand awareness, interacting with consumers, building positive relations and goodwill etc. But reality shows that Baresso has difficulties figuring out how to reach these
goals with few resources. Considering the findings from Chapter 2, it might be all right that Baresso has not focussed on dialogue etc. The BSM for coffee showed that, as with ELLE, it is in the need arousal stage where the company may affect the consumers’ choice of brand through Facebook (Chapter 3). Thus, we believe that Baresso should primarily focus on creating awareness on Facebook by having the consumers noticing and remembering Baresso. This might affect the consumers’ desire to go out and buy a cup of good coffee or help the consumer to remember Baresso when deciding upon which coffee shop to visit next time. By now Baresso does not exploit the possibility of creating brand awareness to a very large extent not only because of lack of resources but also because of lack of knowledge and inspiration on what information to post. As applicable for ELLE, the fans of Baresso’s Page will possibly also be open for getting information from the company (Chapter 2). However, Baresso needs to understand what information is appealing and interesting for its consumers to receive through the Page. In the next Chapter 5 we will investigate the consumers’ responses to the current strategy on Facebook.

4.8 In Sum

In the present chapter we have analyzed the three case companies’ Facebook strategies. Overall, our findings show that Star Tour, ELLE and Baresso use Facebook for different purposes supported by different strategies. Star Tour’s primary goal is to use Facebook as a customer service channel and as a place where people easily can get in contact with them. ELLE’s primary goal is to increase traffic to their corporate site, ELLE.dk and Baresso is not at this point really sure of either the purpose or how to use the Page. We point out in the analyses that the case companies represent different product categories and thus the consumers go through different decision-making stages when choosing what product to buy. We have argued that Star Tour’s products are of high-involvement and that consumers hereby seek a lot of information before deciding upon a purchase. Thus, we believe that Star Tour could, besides creating awareness, use the Page to meet these needs of the consumer. ELLE and Baresso on the other hand, we argue are low-involvement products and Facebook might thus be good for creating awareness in the need arousal stage. Baresso does not use Facebook very actively at this point, but ELLE puts a lot of effort into creating awareness about the magazine on a daily basis.

We have now outlined the case companies’ different Facebook strategies by investigating how and what brand knowledge the companies attempt to create. Furthermore, we have put
the strategies into perspective by using the findings from the previous chapters stating the nature of Facebook Pages and the case companies’ BSM. It will now be interesting to examine how the consumers respond to the Pages in order for us to evaluate if the strategies elicit in the intended brand associations in the minds of the consumers. Finally, in Chapter 5 we will also investigate if the consumers’ responses to the Pages convert into a strong relationship with the brand and how the different strategies affect brand equity. In relation to this it will be interesting to investigate if common conclusions can be made within varying contexts.
5. Consumer Responses

In this Chapter we will turn our attention towards the consumers and investigate how the Pages function as a source of building brand equity. It is our ambition to investigate how the consumers react to the three case companies’ Pages to evaluate if the intended brand meaning is established and elicited in positive consumer responses. Finally we will evaluate if the involvement with the Pages convert into strong relationships with the brands and how the Pages affect brand equity overall. We will now present the theoretical and empirical foundation for this Chapter, which will form the basis for the analytical approach of the analyses.

5.1 Theoretical Foundation

The theoretical foundation for the present analysis will consist of Kevin Lane Keller and the CBBE model, which takes a consumer perspective to building positive brand equity as a sequence of four steps (Keller 2008).

The first step is to ensure brand salience, which measures the awareness of the brand. The consumer must be able to identify the brand and link it to the specific product category or consumption situation (Ibid.). Building upon brand salience, brand meaning is created through the establishment of a rich set of brand associations related to the performance and imagery of the brand. Brand performance relates to everything that a product or service is and must fulfil the customers’ more functional needs (Ibid.). This category directly relates to the tangible brand associations identified in Chapter 4 and it will show if the consumers’ experience with the brands on Facebook result in the intended brand associations. The other part of brand meaning is brand imagery, which relates to the intangible brand associations. According to Keller, brand imagery: “is the way people think about a brand abstractly, rather than what they think the brand actually does.” (Ibid: 65). Brand meaning is subsequently what produces brand responses from the consumers – their judgments and feelings about the brand. Brand judgements relate to what the consumer thinks about a brand whereas Brand feelings relate to how the consumer subjectively feels about a brand – the consumers’ emotional responses and reactions to the brand. Brand resonance is the final step of the CBBE model and it describes the ultimate relationship and level of identification a customer can have with a brand. According to Keller, you can measure the degree of brand resonance
through four categories: *behavioural loyalty, attitudinal attachment, sense of community,* and *active engagement* (Ibid: 59-72).

*Behavioural loyalty* refers to repeat purchase, which relates to the consumers’ willingness to buy a company’s products. *Attitudinal attachment* relates to the degree of the consumers’ personal attachment or emotional bond to the brand. *Sense of community* is the felt affiliation between the people associated with a brand and finally *active engagement* is the consumer’s willingness to invest time and energy in the brand (Ibid.).

Figure 15: CBBE model

Based on the CBBE model as the theoretical framework we wish to analyze to what extent the case companies’ Pages affect brand equity in the minds of the consumers. It will be interesting to find out if the companies are able to establish the intended brand performance and imagery, if these elicit into positive consumer responses and if a strong relationship is created in the end.
5.1.1 Brand Equity
Keller (2008) has developed the CBBE model because he believes that the power of a brand lies in what resides in the minds of the consumers. This means that the ultimate unit of analysis when applying Keller in practice becomes the consumers’ knowledge about a brand in terms of what they have learned, felt, seen, and heard about the brand as a result of their experiences over time (Ibid.). The difficulties of measuring brands are commonly known and also Keller’s suggestions to the measurement of brand equity are modest. Keller presents both qualitative and quantitative research techniques as possible measurement approaches. Especially the qualitative research techniques do not take the form of the CBBE model. These are e.g. free associations, working with brand personality and values etc. (Ibid.). In the present thesis we aim to test a new way of determining brand equity as will be presented in the analytical strategy. Briefly, we will conduct a careful evaluation of the consumers’ responses through each of the six brand building blocks, presented above. Thus, it is our ambition to test the usefulness of applying Keller’s CBBE model when evaluating the potential of Pages as a valuable source of brand equity. As argued in the beginning of this section, the ultimate unit of analysis is the consumers’ thoughts and feelings. In relation to this, Keller stresses the importance of understanding the consumer’s needs and wants to be able to make sure that the marketing activities satisfy these expectations (Ibid.). However, since Facebook is a rather new and heterogeneous media and because it is difficult in general to talk about expectations to a brand or a marketing activity, we deliberately choose not to investigate this. We base this on the fact that we believe that 1) the respondents have already taken their expectations into consideration when giving their opinion of the respective Pages, and 2) positive respondent declarations indicates that the Page as a minimum satisfies or exceeds the respondents’ expectations. Instead, we find it much more interesting to evaluate how the companies’ strategies correspond with the consumers’ opinion of the Pages.

5.2 Empirical Foundation
The empirical foundation for this Chapter consists of qualitative data collected through interviews since we seek to capture the respondents’ attitudes, feelings, and behaviours towards the brands based on their experiences with the three Pages (Hair, Bush & Ortinau 2009).

5.2.1 Respondent Selection
All of the respondents are by the time of the interviews fans of the case companies’ Pages. This is an important common denominator and the main criteria for selecting them. Complete
respondent list is enclosed in Appendix 5. We found the respondents through our personal network on Facebook. As elaborated upon in Chapter 2, Facebook makes it possible for people to see what they have in common with other users (both friends and fan Pages.) This is how we identified the respondents for this survey. Subsequent to identifying the respondents we contacted them through Facebook’s message function, which resembles a normal email function very much, however, slightly more personal. We were quite honest about the topic of the interviews, and moreover what our expectations towards the respondents were. Basically we briefly described the topic of our research, our ambitions and why it would mean a lot to us to have them as our respondents. The respondents were contacted in relation to the specific case company they were fan of. Thus, we wrote that we could see on Facebook, that they were fan of a specific Page and that we would like to interview them regarding this. In this way, the respondents knew the topic prior to the interview and could potentially prepare at home. Moreover, we told the respondents that the interview would take around 30-45 minutes, which we became aware of through our pre-testing. In reality most of the interviews endured around 30 minutes.

We collected 10 respondents for the qualitative interviews of which 3 respondents each for ELLE and Baresso and 4 respondents for Star Tour. We aim to depict tendencies within each set of respondents and thus for each brand. Therefore, we initially selected three respondents for each brand and then subsequently determined the uniformity of the answers. Due to missing uniformity of the respondents’ answers with Star Tour we assessed that we needed one more interview to obtain uniformity, which is why there are four respondents in the analysis of Star Tour.

All of the respondents are in the age span of 25-55. The target segment for Star Tour on Facebook is younger than their normal target segment, which represents 60% above the age of 35 and 40% from the age of 18-35 (Appendix 7) We have chosen three respondents in their mid twenties and one at the age of 55. The target segment for ELLE is women from 18-35 years old, which is why we have selected three women in their mid twenties for these interviews (Appendix 8) Last but not least, the target segment for Baresso is adolescent men and women, which is why we have selected two women and one man in their mid-twenties for these interviews (Appendix 9)

Overall we are satisfied with the selection of the respondents for the interviews because we
believe that they tolerably represent the target segment for each case company’s Page. However, concerning the respondents for Star Tour, one might argue that we should have selected a majority of respondents above the age of 35. Unfortunately the interview with Anders, a 55-year-old man, showed that it was difficult to achieve concrete and meaningful answers because he rarely uses Facebook. Therefore, we base our analysis on findings from a somewhat younger sample than the largest group of the target segment.

5.2.2 Interview Guide Creation
Using a qualitative approach makes us able to investigate multiple variables in depth. (Andersen 2005). The interviews should assist in a profound understanding of the subject of study - the influences of Pages on brand equity in the minds of the consumers. Therefore, the interviews will be semi-structured by following an interview guide with open-ended questions (Kvale 1994).

Overall, the interview guide will follow the structure of the CBBE model since it is our ambition to identify how the case companies’ Pages influence the respondents on each step of the brand building process. First, we will ask questions in regard to the respondents initial involvement with the Page – why they have chosen to “like” the Page – followed by a more detailed structure of how this involvement affects brand salience, brand performance and imagery, brand judgements and feelings, and finally brand resonance. The full interview guide in Appendix 6 will only possess an indicative role since each interview has varied in terms of interview progress and follow-up questions. Just as the interviews with the case companies we acknowledge that we possess both theoretical and practical knowledge about the subject of study before making the interviews, which will possibly affect the empirical data collected (Kvale 1994).

5.2.3 Interview Situation
The interviews have been held respectively at CBS, at our apartments, at a respondent’s home or at a café depending on where the respondents desired to be. The interviews were conducted in Copenhagen and one in Hillerød in March and April 2011. Moreover, the interviews were all conducted during the afternoon in consideration of the respondents’ everyday work. There was a pleasant atmosphere when we conducted the interviews and we offered coffee and tea as a symbol of our appreciation. We got the overall impression that the respondents were glad to help and made an effort to provide as honest and valid answers as possible.
As with the company interviews we strived towards an open and equal dialogue, but acknowledge again that it is hard to obtain since there is a power relationship present between the interviewer and the interviewee (Kvale 1994). We as interviewers hold a dominant role by controlling the interview progress and the questions asked. Furthermore, we acknowledge that it can be hard for the interviewees to answer adequately to the more detailed questions. Because of this, we have taken two distinct precautions. First of all the respondents were told to look at the respective Page for two minutes before the start of the interview. This made the Page stand fresh in memory, which we experienced, made the respondents’ feel more secure when stating their opinion about the Page. Furthermore, we made it clear to the respondents that there were no right or wrong answers and that they should feel free to avoid answering a question if they did not feel like they were able to. By applying these precautions in the interviews we attempted to make the interview situations effective and safe in the hopes of getting more valid answers (Ibid.).

When conducting the interviews we realized that many of the respondents do not actively go to the case companies’ Pages. Mostly, they are exposed when seeing posts in their own news feed. We will take this fact into consideration when developing the analyses.

5.2.4 Quality of research design
In the following we will assess external validity, construct validity and reliability of the present research design (Hair, Bush & Ortinau 2009).

We believe that the complexity of the brand equity concept requires a research method, which enables us to continuously elaborate upon the respondents’ understandings and statements. This is especially important since brand equity is the sum of all the experiences a consumer has with a brand. Thus, the interviewees’ answers might be influenced by their total experiences with the brand and not only the experiences with the Page. This can happen more or less unconsciously, which is why we were aware of the framing of the questions when conducting the interviews. However, the semi-structured questioning and relative small sample size limits the extent to which the data can be generalized – decreasing external validity (Ibid.). On the other hand, we believe that the fact that we use 3 to 4 respondents that tolerably represent the target segment for each case company and that we depict tendencies within each brand increases the external validity. Moreover the replication logic applied
within the multiple-case study approach leads to the findings of these analyses being more robust and worthy of continued investigation (Yin 2003).

As applicable with the previous quality assessments, we believe that developing the research design based on a traditional and well-established theoretical approach to determine brand equity strengthens construct validity (Hair, Bush & Ortinau 2009). When it comes to reliability a qualitative approach is normally seen as less reliable. Hence, to secure reliability a larger sample size is required (Ibid.). However, we do believe that it strengthens reliability of the study that we conducted the appropriate amount of interviews to reach tendencies across the respondents’ answers within each brand.

5.3 Analytical approach
After having presented the theoretical and empirical foundation we will now introduce our analytical approach for the analyses. We will conduct the analyses of the case companies one by one and identify tendencies across the respondents’ answers for each brand. The analyses will be presented congruent with the theoretical foundation and thus follow the steps of the CBBE model. Below we provide an illustration of the analytical approach upon which we will elaborate:

Figure 16: Theoretical Framework – Consumer Responses
We have argued that our respondents are already aware of the brand since they have chosen to “like” the brand on Facebook. However, we will investigate why the respondents initially got involved with the Pages and how this involvement affects the existing awareness by potentially strengthening recall and recognition of the brand. We will examine the brand performance based on the following types of attributes related to the Pages: primary usage, product information, service effectiveness and efficiency of the communication and finally service empathy as a combination of helpfulness and credibility. Moreover, we will examine the consumers’ perception of imagery by investigating the values and memories they associate with the brand based on the Pages. In relation to this, we will present the respondents with a series of values that we have developed due to the knowledge gained from the previous analysis and because we believe they are meaningful in relation to the media.

Brand judgements are the respondents’ personal opinion and evaluation of the brand based on their experiences with the Pages – performance and imagery (Keller 2008). We will examine to what extent the Pages affect brand judgements in terms of perceived quality and credibility, which relates to expertise, trustworthiness, likability, and respect, consideration, which relates to personal relevance and finally superiority, which relates to the uniqueness of the brand. Afterwards we will examine brand feelings by investigating not only the feelings associated with the brand on Facebook but also the respondents’ view on social acceptance and self respect drawing upon the concept of the extended self (Belk 1988). The theory of Self Concepts, essentially means, “(...) individuals use possessions to define who they are…” (Arnould, Price & Zinkhan 2005: 388). An interesting self in this regard is the Extended Self defined by Russel Belk. According to Belk individuals use possessions (brands/products) in the creation of their selves to symbolize key elements of a person’s sense of self (Belk 1988). We choose to focus on how possessions can play a role when a person wants to belong to a specific group, distinguish themselves from one or simply just use brands and products to show who they are or would like to be.

Building upon the previous steps we finally wish to investigate if the Pages influence brand resonance. We will examine behavioural loyalty by investigating the effect on perceived loyalty and repeat purchase of the brand. Attitudinal attachment refers to the personal attachment towards the brand and the strength of the emotional bond that is created. Sense of community refers to the affiliation among the members of the Pages and finally active engagement investigates the respondents’ willingness to invest time, energy and resources in...
the brand (Keller 2008). We will examine to what extent the respondents’ notice the posts from the companies and their willingness to get engaged by following a link from Facebook or by “liking”, commenting and posting on the Pages.

As mentioned above, it is our ambition to investigate how the consumers react to the three case companies’ Pages in order to evaluate if the intended brand meaning is established and thus elicit in positive consumer responses and finally how the Pages can be considered as a valuable source for the case companies in terms of building brand equity. We will elaborate upon this below. Moreover, we seek to evaluate the companies’ strategies on Facebook. This evaluation will be rooted in identified differences between the company’s intended brand knowledge (Chapter 4) and the brand elements that reside in the minds of the consumers. We do not believe that potential divergent elements necessarily have a negative effect on brand equity but we find these important to point out in order to provide valuable recommendations in Chapter 6.

5.3.1 Evaluation of Brand Equity
To evaluate brand equity we will determine how well the case companies excel within the five dimensions of the Customer Mind-set (Keller 2008: 319):

- **Brand awareness**: How well consumers’ can recall and recognize the brand.
- **Brand associations**: The consumers’ perceived attributes and benefits of the brand.
- **Brand attitudes**: Consumers’ overall evaluation of the brand in terms of its quality and satisfaction.
- **Brand attachment**: The degree of consumers’ loyalty and attachment towards the brand.
- **Brand activity**: The extent of consumers’ willingness to get involved with the brand, talk to others about it etc.

When determining how well the respondents believe that the companies excel on the five dimensions we will evaluate if the Pages show to be a positive, neutral, or negative source of brand equity. The strongest brands excel on all six levels of the pyramid and thus fully execute the four steps of building a brand (Keller 2008). We predict that there is a very little chance that our case companies excel on all levels since we are only evaluating upon the use of Pages as an isolated branding activity. As stated earlier, brand equity is the sum of all the
experiences a consumer has with a brand and Pages hereby only represent one out of many potential sources of brand equity.

5.4 Analysis

5.5 Consumer Responses to Star Tour
The empirical foundation for the following analysis is enclosed as transcripts in Appendix 10-13. The following respondents are presented in the analysis: Anders Andersen, Nicklas Rasmussen, Caroline Rud Nielsen, and Marie Wiig Aunel.

5.5.1 Brand Salience
All of the respondents knew Star Tour before they “liked” the company on Facebook. They all became fans of the Page in relation to a contest and the main reason for “liking” Star Tour was thus to win a vacation and other prices.

As stated previously, Star Tour is able to create exposure of the brand by posting on their wall, which will show in the respondents’ news feed. All of the respondents notice posts from Star Tour regularly even though two-thirds express that they often don’t find the information very interesting. We argue that Star Tour affects both recall and recognition since the respondents notice their posts on Facebook and link them to the appropriate product category. In the following we will elaborate upon if and how the intended brand knowledge is established.

5.5.2 Brand Performance
We will now examine the respondents’ brand associations related to the tangible aspects of Star Tour’s Page.

Two-thirds of the respondents express that they do not use Star Tour’s Page for anything in particular since they only got involved because of a contest. They mostly get exposed to Star Tour when seeing the company’s posts in their own news feed or when noticing friends participating in one of the company’s contests. Thus, all of the respondents express that they would probably not go to the Page to find information about Star Tour’s different travel destinations: “jeg tror ikke jeg ville gå herind og lede efter informationer” (Appendix 10). Moreover, the respondents do not find a Page suited for more product-oriented information: ”Jeg ville også synes det var mærkeligt hvis de havde hele deres egen hjemmeside inde på deres Facebook side sådan man kunne se alle deres rejser (…)” (Appendix 11). All of the
respondents believe that the primary information on Facebook should be news and good offers whereas the more specific product information is better suited for a corporate site: "At få lidt teasere og sådan lidt inde på deres Facebook (...) og så kan man gå ind på deres rigtige site og så finde rejsen, det synes jeg er rigtig fint." (Ibid.). It becomes clear that the respondents like when Star Tour uses the Page to post good offers and make contests but they find the rest of the information less interesting. This corresponds very well with our findings in Chapter 2 where discounts and good offers are ranked second highest in terms of what information the respondents like to receive from companies on Facebook.

All of the respondents have a positive impression of the effectiveness and efficiency of the communication on Star Tour’s Page, which we argue affect the brand associations positively. Marie expresses that: “de svarer forholdsvis hurtigt” and “de giver i hvert fald lange og uddybende svar. De er meget personlige i deres svar.” (Appendix 12). All the respondents also find the information on Star Tour’s Page trustworthy based on their existing impression of the brand and because of Star Tour’s personal and informal tone of voice on the Page.

In sum, the respondents associate Star Tour with good offers and contests based on the information on their Page. Furthermore, it creates a positive impression of the company that the Page is characterized by fast response time and trustworthy and personal communication. We believe that this brand performance corresponds well with the company’s intended brand associations. However, it is important to notice that most of the respondents do not associate the Page with customer service or inspiration, which is Star Tour’s primary goal of the Page (Chapter 4).

5.5.3 Brand Imagery
In the following we will present the intangible brand associations that our respondents hold in mind. We asked the respondents which values and memories they associate with Star Tour’s Page by assessing the following elements: down-to-earth, daring, reliable, inspiring, innovative, and up-to-date.

All of the respondents find Star Tour to be down-to-earth and reliable based on the Page. The primary reason for this is the personal and informal tone of voice used on the Page and the trustworthy communication. Furthermore, two-thirds believe that Star Tour is up-to-date
based on the fact that the Page is well maintained and has a fast response time. On the other hand, the respondents do not find Star Tour to be inspiring, daring or innovative.

When questioning the respondents if they associate Star Tour’s Page with any good memories they all respond that they think of vacations: “Så kommer man helt sikkert til at tænke på hvor man gerne ville hen lige nu eller hvor man har været og hvor fantastisk det var den gang.” (Appendix 12).

In sum, the respondents relate the values of down-to-earth and personal, reliable and trustworthy, and up-to-date with Star Tour. Moreover they have good memories in mind when seeing the Page. Star Tour hereby succeeds in creating the brand associations that relate to being personal, human, trustworthy, and down-to-earth. However, Star Tour does not succeed in displaying an image of being more youthful through Facebook, which was one of the values they wanted to portray (Chapter 4). Furthermore, Star Tour does not succeed in making the respondents use the Page for interaction (Ibid.).

5.5.4 Brand Judgments
Consumers form their personal opinions and evaluations of a brand by putting together all the different brand performance and imagery associations (Keller 2008). As presented earlier we have used the following categories to examine the respondents’ judgments about Star Tour: quality, credibility, consideration, and superiority. The goal for Star Tour is to generate positive and accessible responses in the minds of the consumers.

First of all most of the respondents express that Star Tour’s Page does not affect their impression of the quality of Star Tour’s products. To figure out how credible the respondents find Star Tour on Facebook we will use the following subcategories: expertise, trustworthiness, likability and respect. Two-thirds of the respondents find the people behind Star Tour’s Page to be competent and trustworthy. Furthermore, it makes the communication seem more credible because a lot of it is consumer-generated: “det meget rart at høre fra folk der rent faktisk har været der at det faktisk er et rigtig godt hotel.” (Appendix 11). The respondents respect Star Tour a little bit more for being present on Facebook since it is a well-maintained Page where they open up towards their surroundings. Despite this none of the respondents like the company more based on their experiences with the Page. Based on this, we overall believe that the Page has a positive effect on the credibility of the brand.
Consideration relates to the personal relevancy of the brand. Two-thirds of the respondents do not find Star Tour’s Page personally relevant. This should be seen in relation to the fact that all of the respondents became fans because of a contest and not because they have a deeper connection and identification with the brand. In relation to this, the respondents express that they would not recommend Star Tour’s Page to a friend.

None of the respondents find Star Tour unique through their presence on Facebook. However, this seems to be a more shared opinion about Pages in general: “Det er svært at lave en Facebook side meget unik fordi man har ligesom de her faste rammer man kan stille siden op omkring.” (Appendix 12). Thus, Star Tour’s presence does not stand out in any way.

In sum, the findings indicate that the respondents consider Star Tour to be credible due to the Page. However, it has not affected the respondents’ evaluations of the brand in terms of quality, consideration and uniqueness.

5.5.5 Brand Feelings
Brand feelings represent the respondents’ emotional responses and reactions to Star Tour based on the Page. First of all we asked the respondents which feelings they associate with the Page.

None of the respondents associate any specific feelings with Star Tour’s Page but two-thirds expressed that it gave them the desire to be on vacation. The Page brings out positive feelings about Star Tour by associating the brand with the positive experience of being on a vacation. Furthermore, we asked the respondents if they had “liked” Star Tour’s Page because of some level of identification and social acceptance but none of the respondents had thought about this when becoming a fan. All in all the only feeling that the respondents achieve through Star Tour’s Page is the desire to go on a vacation. Even though this may seem as a simple desire we argue that it is very important and it may indicate that the respondents would consider going on a vacation with Star Tour as their travel agent if they were in a need arousal stage.

5.5.6 Brand Resonance
The final step of the CBBE model depicts how strong the relationship between the consumer and the brand is. We evaluate this from the following criteria: behavioural loyalty, attitudinal
attachment, sense of community, and active engagement. The goal for Star Tour is to create an intense and active relationship.

None of the respondents consider themselves to be loyal customers to Star Tour. However, two-thirds express that Star Tour’s Page might have a positive influence on a future purchase situation. E.g. Caroline admits that she might be a little more aware of the brand because of the Page: “Måske er jeg lidt mere opmærksom på dem.” (Appendix 13). Marie elaborates on this: ”næste gang jeg skal bestille en rejse (...) så ville jeg have dem liggende i min underbevidsthed.” (Appendix 12). This shows that the overall positive impressions about the Page may well affect the respondents to automatically have Star Tour in mind when considering purchasing a vacation. Two-thirds of the respondents also feel an attachment to Star Tour because of the more personal and informal tone of voice on the Page, which we believe enhances a more personal bond.

In terms of sense of community all of the respondents agree upon the fact that they do not feel that they have something in common with the other fans of the Page. When it comes to active engagement, all of the respondents notice posts from Star Tour. However, they often do not find them interesting, which affects the fact, that they have never clicked on a post and hereby followed a link to read more either on the Page or the corporate site. Finally none of the respondents have ever “liked”, commented or posted on Star Tour’s Page. These findings are rather expected considering our findings from Chapter 2 that showed that it is only a minority that engage actively on Facebook and people do not relate community to Pages (Chapter 2).

In sum, the findings imply that the Page does influence two elements of brand resonance at least to some extent. We believe that even though the respondents do not see themselves as loyal customers the Page might affect the initial purchase situation positively because of stronger brand awareness. Hence, it may indicate that the strong emphasis on the Brand Salience level could affect behavioural loyalty positively. Furthermore, the Page establishes a more personal connection between the consumers and Star Tour. This has a positive effect on attitudinal attachment even though the bond may not be considerably strong. As expected the influence on sense of community and active engagement show to be almost non-exiting. Despite the fact that behavioural loyalty and attitudinal attachment are not strongly present we believe that since they are affected positively they should be included in the summation of the consumer responses in the model below:

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5.5.7 Evaluating Brand Equity

Based on the findings from the analysis, depicted in the pyramid, we will now evaluate how Star Tour’s Page can be seen as a source of brand equity. We will assess how Star Tour excels within the five dimensions of the Customer Mind-set: brand awareness, brand associations, brand attitudes, brand attachment, and brand activity and evaluate if the Page shows to be a positive, neutral, or negative source of brand equity.

Overall, indications show that the Page has the strongest influence on the awareness dimension because since the respondents hold Star Tour top of mind due to repeat and at times valuable exposure of the brand in their news feed. Furthermore we see a positive influence on brand associations where many of Star Tours intended brand associations seem to have been established. Concerning brand attitudes, the consumers’ overall evaluations of the brand is again positive even though less strong than on the previous levels. We base this on the fact that the Page affects only one of the assessed brand judgements, credibility. We assess that brand attachment is affected through positive effects on behavioural loyalty due to the strength and breadth of brand awareness. Furthermore, we believe that it affects brand attachment positively that the respondents feel somewhat closer to Star Tour by being fans of
the Page. Finally, when it comes to brand activity, Star Tour’s Page does not show to have an effect on sense of community or the respondents’ willingness to engage actively.

In sum, Star Tour’s Page indicates to be a source of brand equity by affecting positively on almost all of the evaluated dimensions. However, we believe that there is a tendency towards a decreasing effect when moving up the brand-building pyramid and we hereby see the strongest influence on the brand salience and brand meaning level.

5.5.8 Evaluating the Strategy

After having evaluated that Star Tour’s Page indicates to be a positive source of brand equity we will now evaluate the company’s strategy by identifying important divergent elements. This is relevant to provide Star Tour with some useful recommendations in Chapter 6.

In terms of the tangible brand associations two important values are not corresponding with the consumers’. The respondents do not associate the Page with neither customer service nor inspiration, which Star Tour would like them to do (Chapter 4). A possible explanation to this is that none of our respondents are at the point of being interviewed in a need arousal stage and thus planning to go on vacation. This is something that Star Tour should be aware of considering the fact that they have almost a 100,000 fans, and it is only a percentage of these that find themselves in a need arousal stage. We will elaborate upon this in Chapter 6.

Regarding the intangible brand values the respondents do not consider Star Tour to display a more youthful image on the Page and furthermore, they do not make use of the possibility for interaction. The missing association concerning interaction was somewhat expected since 1) at the point of the interview, none of the respondents desired to go on vacation and 2) the majority of the consumers stay passive observers on Facebook (Chapter 2).

Regardless of our findings from this analysis, Star Tour’s Page shows to have a great amount of activity. Actually there is a lot more consumer involvement and interaction than one would expect considering our findings from Chapter 2. Examining the Page, it seems that Star Tour has in fact been able to build a successful customer service channel.

5.6 Consumer Responses to ELLE

The empirical foundation for the following analysis is enclosed as transcripts in Appendix 14-16. The following respondents are presented in the analysis: Lisbeth Hansen, Christine Marie Andersson, and Lærke Borella.
5.6.1 Brand Salience
Two-thirds of the respondents became aware of ELLE because some of their Facebook friends had “liked” it and this showed in their news feed. Moreover, all of the respondents believe that it is a cool brand, and a magazine you just have to read. Thus, all of the respondents were drawn to become fans of ELLE on Facebook because of personal reasons in terms of coolness of the brand and a level of identification, which we will elaborate upon in brand feelings.

All of the respondents claim to have noticed the great number of posts that appear everyday from ELLE. This means, that the respondents are able to easily recognize the brand. ELLE changes their profile picture every month so that it corresponds with this month magazine cover. Lisbeth says: “Og så det der med at de har deres cover som profilbillede, det gør et eller andet (...) det er jo rigtig fedt at de skifter deres profil ud med den nyeste forsider, det kan jeg godt lide (…)” (Appendix 14). This shows that she notice it and furthermore likes it. Moreover, we questioned the respondents if they believed that the display of the cover and the many posts would affect them when standing in the store to buy a magazine. The respondents agree that seeing the cover regularly may affect them subconsciously: “men jeg tror også at det påvirker mig sådan mere eller mindre ubevist at jeg har set deres cover i ELLEs profilbillede sådan nårh ja det så ret fedt ud (...)” (Ibid.). Hereby, we assess that ELLE’s efforts on Facebook affects brand recognition and recall in the minds of the consumers.

5.6.2 Brand Performance
In this part we will present which associations the respondents have made about the tangible aspects of ELLE’s Page.

All of the respondents say that they use ELLE’s Page mostly for keeping up to date about what happens in the world of fashion and as a teaser to the content of the magazine. They use it for inspiration as to what to wear and to keep up to date on what style icons and famous people wear. All of the respondents admit that they are exposed to ELLE primarily when seeing posts in their own news feed. This means that they rarely (if ever) go onto the actual Page, since if they click on an article they will end up on ELLE.dk. “Så jeg bruger ikke sådan Facebook siden men jeg bruger den til at komme videre til deres hjemmeside hvis der er en eller anden sjov artikel, noget mode.” (Appendix 15).
All of the respondents find ELLE’s information to be trustworthy which affects their consideration of ELLE as a brand. This is seen in relation to ELLE’s news value and the fact that they communicate all the time and that there is a common thread to everything they post. “Det hænger sammen med det her med deres nyhedsværdi og at de kommunikerer hele tiden – at de kommunikerer med deres brugere og at der er en rød tråd.” (Appendix 16). Regarding how effective the information is on Facebook none of the respondents have really thought about it. Two of the respondents have formed a picture that the Page is not made for dialogue but only fashion news and they believe that this is fine – they have no need for dialogue and the information meets their expectations.

In sum, all the respondents are satisfied with ELLE’s presence on Facebook. They like to see posts in their news feed about fashion up-dates and thus be inspired on what to wear. Facebook is therefore an easy and effective way to be up to date with fashion, get inspiration and guidance. This corresponds very well with the strong, favourable, and unique brand associations ELLE wanted to create in their minds. The previous analysis assembled the following associations: information and news about fashion, inspiration and guidance. This analysis indicates that the respondents have actually created these intended brand associations.

### 5.6.3 Brand Imagery

In this part we will present the intangible brand associations our respondents hold in mind. During the interviews we asked the respondents if they could relate any of the following values to ELLE’s Page: down-to-earth, daring, reliable, inspiring, innovative, and up-to-date.

The findings from the interviews showed that none of the respondents find ELLE to be down-to-earth through their Page and neither do they want ELLE to be this. “(...) modebranchen i mine øjne handler om at være trendsættere, det handler om at være på toppen, at se godt ud, og ikke så meget om jordnære værdier.” (Appendix 14). When “liking” a brand like ELLE we argue that the respondents want to show the world that they are fashionable and know what is going on in the world of fashion – they do not want fashion to be down-to-earth (cf. Brand Feelings).

Two-thirds of the respondents find ELLE to be daring on Facebook. This is due to the relatively large number of daily posts and the magazine covers. They consider ELLE to be:
“De er fremme i skoene” (Appendix 16). Moreover, all of the respondents believe that ELLE is reliable both because it makes a company reliable to be on Facebook and because they find the posts from ELLE to be trustworthy. All of the respondents consider ELLE to be inspiring and up-to-date through the Page. However, two-thirds of the respondents do not believe that ELLE is innovative on Facebook because they are not doing anything differently than other companies: “(...) de er rimelig klassiske.” (Ibid.). We argue that the way the respondents view ELLE on Facebook also reflects their overall opinion of ELLE as a brand.

When questioning the respondents if they get any good memories in mind when viewing ELLE on Facebook, two-thirds wants to go and buy the magazine and read it.

In sum, the respondents all agree that ELLE is daring, reliable, inspiring, and up-to-date. On the other hand, they do not believe that ELLE is down-to-earth and innovative. Considering the values that ELLE would like to display on their Page this does not fully concur. As analyzed in the previous Chapter ELLE wants to use their Page to create a personal and friendly relationship with their readers by being down-to-earth, informal and humoristic. This clearly shows not to be a desire the respondents’ share, which also relates to the identification factor (cf. Brand Feelings). Thus, we may conclude that ELLE does not succeed in delivering and displaying these values. On the other hand, ELLE succeeds in the values of being considered an expert and being inspiring, which we argue corresponds very well with the consumer’s values.

5.6.4 Brand Judgments
As presented earlier we have used the following categories to examine the respondents’ judgments about ELLE: quality, credibility, consideration, and superiority. The goal for ELLE is to generate positive and accessible responses in the minds of the consumers.

All of the respondents do not believe that ELLE’s Page has an effect on the overall perception of the quality of the brand or the magazine. To evaluate the credibility we will once again apply the subcategories: expertise, trustworthiness, likeability, and respect. All of the respondents find the people behind ELLE’s Page to be competent and trustworthy. Moreover, they confirm to respect ELLE because the Page is thought-through and well functioning. Despite these positive aspects, the respondents claim that none of them like ELLE as a brand.
notably more because they are on Facebook. Concluding, we argue that the respondents overall consider ELLE to be a credible brand.

In terms of consideration, two-thirds of the respondents might recommend ELLE’s Page to a friend because they appreciate it and moreover, they do find the Page to be personally relevant to some extent. It is not always vital information but the updates are still appreciated. However, we do believe that it is important to note that some critique is also present. Lisbeth e.g. states that: “(...) jeg kan godt lide deres input, men de kommer med virkelig mange status opdateringer og gerne sådan 4 i rap og så bliver det sådan lidt spam og så får jeg aldrig rigtig set det (...)” (Appendix 14). However, overall we believe that the Page affects the consumers’ consideration of the brand positively.

All of the respondents recognize ELLE to be a unique brand. However, they do not believe that ELLE is unique on Facebook. This is due to the fact that Pages have fixed limits, and because the respondents believe that what ELLE is doing is very similar to what other fashion magazines are doing.

In sum, all of the respondents like ELLE and find them credible due to their Page. Moreover, the consideration of the brand is affected since two-thirds of the respondents to some extent find the Page personally relevant. However, it has not affected the respondents’ evaluations of the brand in terms of quality and uniqueness.

5.6.5 Brand Feelings
All of the respondents feel inspired by ELLE’s Page and it gives them the desire to keep up-to-date with fashion and go out for shopping. “det kan godt få mig til at føle at nu skal jeg lige være lidt lækker og ud og shoppe.” (Appendix 16). Moreover, they all feel good about showing the surroundings that they like fashion and fashion magazines and they want to be identified with that. Lærke even points out that she uses the ELLE brand actively to define herself towards the rest of the world: “Aktivt på den made at jeg viser hvem jeg selv er – min livsstil, hvad jeg godt kan lide” (Ibid.). In the introduction of this Chapter we presented the notion of Belk’s extended self and that it may affect the way people are involved with Facebook and thus what brands they choose to “like”. Lærke’s statement above indicates the presence of this and depicts how Facebook makes it possible for consumers to actively show
the surroundings what kind of a person they are based on what they choose to “like”. Thus, it is a way for people to influence what Keller categorizes as social approval (Keller 2008).

In sum, this analysis implies that ELLE manages to bring out positive feelings in the minds of the respondents and thus positive responses towards ELLE. Moreover, the coolness factor of the brand makes ELLE something that the respondents want to identify with and even affect social approval by showing others that they are fans of ELLE on Facebook. Overall this shows that ELLE is doing a lot of right things on their Page, which supports that ELLE is a desirable and cool brand.

5.6.6 Brand Resonance
The final step of the CBBE model depicts how strong the relationship between the consumer and the brand is. We evaluate this from the following criteria: behavioural loyalty, attitudinal attachment, sense of community, and active engagement. The goal for ELLE is to create an intense and active relationship.

None of the respondents consider themselves to be loyal customers of ELLE. However, they all believe that ELLE’s Page has a positive effect on their loyalty because being a fan of the Page has made ELLE more top of mind awareness. Moreover, they all believe that the news value on Facebook corresponds to the magazine and thus affects it positively. In terms of attitudinal attachment, all of the respondents believe that they have a more personal relationship with ELLE because they are fans of the Page. Christine even says: ”Man føler lidt at det er en af sine venner og så bliver det lidt mere personligt.” (Appendix 15) Moreover, all of the respondents also feel a stronger connection to ELLE. This corresponds well with the findings from Chapter 2 indicating that users can identify themselves with the companies they chose to “like” on Facebook. Concerning sense of community, two-thirds of the respondents feel like they to a small degree have something in common with the other fans of ELLE’s Page, however they do not feel like they belong to an actual group. Hereby, we do not believe that a sense of community is present. Finally, all of the respondents notice posts from ELLE regularly and they all click on links one or more times every week. However, none of them have engaged actively on the Page by “liking” or commenting.

In sum, this analysis shows how three of the criteria in brand resonance are affected positively. Even though the respondents are not loyal customers to ELLE at this point, the
findings show that the Page might be a source to affect their loyalty in the future due to top of mind awareness. Therefore, we assess that behavioural loyalty is affected positively. Moreover, ELLE’s Page enables a more personal relationship towards their customers, which positively affects attitudinal attachment. Last but not least, all of the respondents do to some extent get actively engaged by clicking on articles and spending time to read more on ELLE.dk. As was the case with Star Tour, the brand resonance elements cannot be strongly characterized but only positively affected. The findings are summarized in the model below:

5.6.7 Evaluating Brand Equity
In the following we will evaluate how ELLE’s Page function as a source of brand equity. As with Star Tour we will assess the five dimensions of brand awareness, brand associations, brand attitudes, brand attachment, and brand activity and determine if the Page show to be a positive, neutral, or negative source of brand equity.

As with Star Tour we believe that ELLE’s Page shows to have the strongest influence on the awareness dimension. ELLE is posting excessively and succeeds to establish links to the product category with a saying profile picture, which affects top of mind awareness. Moreover, we can detect a strong positive influence on brand associations, where the many
posts help satisfy the respondents’ needs for information, inspiration and guidance within the world of fashion. This foundation elicits in positive effects on brand attitudes. The Page affects two of the assessed brand judgements: credibility and consideration, and it brings out positive feelings towards the brand. We believe that brand attachment is affected through potential future effects on behavioural loyalty due to the top of mind awareness created. Furthermore, brand attachment is positively affected based on the fact that the respondents feel a more personal and stronger connection towards ELLE. In relation to brand activity, ELLE’s Page shows to have a small but positive effect. The Facebook Page does not convert into a feeling of sense of community but the respondents are willing to invest time in regularly clicking on links which show a small degree of active engage.

In sum, we evaluate ELLE’s Page to be a source of brand equity by creating positive effects on all of the evaluated dimensions of the customer mind set. Again, as with Star Tour, we believe that the effect decreases when moving up the pyramid.

5.6.8 Evaluating the Strategy
Now we will evaluate ELLE’s Facebook strategy by identifying divergent elements. This is again relevant in order to provide ELLE with some useful recommendations in Chapter 6.

The most essential divergence of our findings is regarding the intangible brand associations where ELLE seeks to depict a brand on Facebook with the values of down-to-earth and informal. These values do not correspond with the consumers’ associations and they even find these to be negative and harmful to the brand. The respondents find it important for ELLE to take on an expert role to be able to inform, inspire and guide the consumer. Thus, bringing the world of fashion down to a lower and more accessible level is not appreciated.

5.7 Consumer Responses to Baresso Coffee
The empirical foundation for the following analysis is enclosed as transcripts in Appendix 17-19. The following respondents are presented in the analysis: Anna Sofie Brill Jørgensen, Karen Gram, and Sebastian Østfeldt.

5.7.1 Brand Salience
Just as Star Tour and ELLE all of our respondents knew Baresso before “liking” them on Facebook, but they all had different reasons for becoming fans of the Page. One respondent was invited to join the Page by a previous co-worker, another became aware because she participated in a project and the third saw it in his news feed because his sister had “liked” the
Page. Even though all of the respondents had different reasons for noticing Baresso’s Page, they all chose to “like” it in order to keep up-to-date with what happens in the world of Baresso.

All of the respondents notice posts from Baresso once in a while and they all connect the posts easily to Baresso because they know the brand well. Apart from making posts sometimes, Baresso does not actively try to affect brand recall and recognition. However, the respondents admit that Baresso might be more top of mind awareness due to seeing post from the brand sometimes.

5.7.2 Brand Performance
In this part we will present you with what associations the consumers have made about the tangible aspects of Baresso’s Page.

All of the respondents claim that they do not intentionally pay Baresso’s Page a visit – they only notice Baresso when stumbling upon them in their news feed. “Jeg ser jo egentlig kun noget til Baresso når jeg tilfældigvis fanger dem i min stream. Jeg opsøger ikke brandets side for at søge information.” (Appendix 17). None of the respondents recall seeing information about Baresso’s products neither in their news feed nor on the actual Page. The information that the respondents have noticed in their news feed is different events in Baresso’s coffee shops and posts about openings of new coffee shops. However, they do not recall the events very specifically.

Since none of the respondents actively go to Baresso’s Page they have not thought about service effectiveness and efficiency or service empathy. However, two-thirds of the respondents have a positive impression about Baresso and find them trustworthy.

In sum, the respondents have not found any information on Baresso’s core products, but they sometimes notice different events about coffee and new store openings. Moreover, the respondents have not thought that much about how Baresso communicate on the Page but they find it to be somewhat boring and unprofessional. On the other hand, they all like Baresso as a brand and find the company trustworthy. The previous analysis showed that Baresso desires to use their Page to inform about coffee in general, coffee events, and new shops. The consumer responses to this from the present analysis prove that they succeed in
this to some degree. However, none of the respondents feel very strong about what Baresso communicate and it is not something that catches their attention for very long.

5.7.3 Brand Imagery
In this part we will present you with the intangible brand associations our respondents hold in mind when being a fan of Baresso’s Page. This is evaluated upon the respondents’ own values and memories about Baresso and our predefined values: daring, innovative, and inspiring.

When questioning the respondents what values they believe the Page emits they all agree that they think of good quality coffee made by competent people. These thoughts stems from seeing posts from Baresso about coffee and barista events. “Kvalitet og god kaffe – det er det man forbinder med siden.” (Appendix 18).

None of the respondents would use the values of daring, innovative, and inspiring regarding Baresso’s Page. This is due to the very simple Page that tends to be somewhat boring. The information is plain and there is not much going on. Even though the predefined values do not correspond with Baresso, all of the respondents consider Baresso to be honest. Moreover, there is no doubt that Baresso is a place for enjoying good quality coffee.

All of the respondents get good memories in mind when seeing Baresso’s Page. They think about times where they have visited the coffee shop with friends and associate this with having a good and cosy time.

In sum, all the respondents associate Baresso’s Page with Baresso being a trustworthy and honest actor in terms of making good coffee and that they enjoy making it. Moreover, it brings out good memories. The previous analysis in Chapter 4 regarding intangible brand associations showed that Baresso seeks to emphasize the following values on their Page: joy of good coffee, attentive, cosy. The present analysis shows that the joy of good coffee and cosiness corresponds well with the values the respondents relate to the Page. Furthermore, in Chapter 4 we depicted that Baresso’s missing interaction on the Page might affect the brand negatively. However, this is not something that the respondents have put a lot of thought into.

5.7.4 Brand Judgments
Consumers form their personal opinions and evaluations of a brand by putting together all the different brand performance and imagery associations (Keller 2008). Again we will use the
following categories to examine the respondents’ judgments about Baresso: quality, credibility, consideration, and superiority.

Two-thirds of the respondents believe that the posts regarding Baresso’s different coffee events affect their perception of quality of the brand positively. Moreover, Karen likes to see that others share the same joy of coffee. Anna finds the posts valuable in terms of nursing a hobby: “Jamen jeg opnår vel muligheden for at eventuelt, potentielt dyrke min interesse for kaffe, fordi jeg er jo sådan en der godt kunne finde på at tage på kursus i hvordan man laver den bedste espresso.” (Appendix 17).

Regarding credibility we will again apply the subcategories of expertise, trustworthiness, likeability, and respect. All of the respondents find the people behind Baresso’s Page to be somewhat competent even though they say that the Page needs to be updated: “Ja jeg synes da at de ting de skriver er udmærkede, men altså siden trænger generelt til at blive opdateret vil jeg mene altså.” (Appendix 19). Two-thirds of the respondents find Baresso to be trustworthy through the Page. A reason for this is that it is a company that is specialized in coffee and the posts on their wall is kept within this area. “Det stoler jeg faktisk helt blindt på, at når de skriver noget, så er det rigtigt.” (Appendix 18). None of the respondents like Baresso notably more because of the Page, however they do respect them despite the fact that the Page is not updated. Overall we argue that the respondents find Baresso to be credible on Facebook.

All of the respondents appreciate that Baresso has a Page: “Det er fint at vide at de er der og gør ligesom alle andre og med på moden.” (Ibid.). However, two-thirds of the respondents mention that it would count positively if the Page was more up-to-date and had a more clear line regarding what the content of the Page should be. Furthermore, two-thirds of the respondents would not recommend the Page to a friend because there is too little value related to it: “Nej ikke rigtig, jeg synes simpelthen at den værdi man får af at være medlem er simpelthen for lille til at jeg ville gøre det.” (Appendix 19). Last but not least two-thirds of the respondents do not find the information that Baresso post on their wall personally relevant: “Nej, der er ikke noget hvor jeg tænker at det er rettet netop mig.” (Appendix 18). These more negative aspects may indicate that Baresso is not very thoughtful in their communication on the Page and might not think that much about who the consumer is and what she/he wants.
Regarding superiority – none of the respondents remember having “liked” another coffee brand’s Page and thus have not thought about if Baresso act superior to others on Facebook.

In sum, this analysis indicates that all of the respondents consider Baresso to be a credible high quality brand due to the Page and the posts. On the other hand, the respondents have somewhat arbitrary judgments about Baresso in terms of the Page. When it comes to consideration the respondents believe that it is a good thing for a company like Baresso to hold a Page, however, two-thirds of them find the communicative elements very asymmetrical and not very appealing and personal towards them. In other words this may indicate that the information about coffee events and new shops supports Baresso as a high quality brand, but the information is not very personally interesting. However the analysis does show signs of Baresso’s Page affecting quality and credibility of the brand.

5.7.5 Brand Feelings
Two-thirds of the respondents relate Baresso to good coffee and memorable good experiences: “(...) jeg har haft nogle rare fysiske oplevelser der, rare oplevelser med Baresso fysisk (…)” (Appendix 17). However, two-thirds of the respondents do not think that Baresso is that cool of a brand and that it is somewhat expensive.

In sum, the respondents have good and warm feelings about Baresso. On the other hand, they might not be very deep since two-thirds of them are not that keen to use the brand for social approval in any way.

5.7.6 Brand Resonance
Just as the previous analyses we evaluate the final step of the CBBE model from the following criteria: behavioural loyalty, attitudinal attachment, sense of community, and active engagement.

None of the respondents consider themselves to be loyal to Baresso and moreover the Page does not affect their loyalty at this point. The respondents go to many other café’s and there is not an incentive to only be loyal to Baresso. Regarding attitudinal attachment, two-thirds of the respondents feel somewhat closer to Baresso due to the Page. But none of them feel a stronger bond. They all agree that the Page is too impersonal because they do not see any real persons – only the Baresso logo. “Det er netop igen det her med det personlige der mangler. Jeg tror at hvis det var der (red. En person) så ville det skabe et stærkere bånd, men det er
meget upersonligt som siden er lige nu”. (Appendix 18). Furthermore, none of the respondents feel like they belong to a community. They do not know who the other fans are: “Altså det er jo ret hurtigt at klikke like til noget, så det betyder jo ikke at de er kaffeentusiaster lige som mig.” (Appendix 17). And last but not least, two-thirds of the respondents have not actively engaged on the Page. They notice the posts from Baresso once in a while but they do not click on them or in any other way get actively engaged.

In sum, none of the respondents are brand loyal, they do not feel like belonging to a community, and they do not actively engage. But the Page does affect their attachment to Baresso in some sense even though the bond is not that strong. Thus, the analysis indicates that the Page affects attitudinal attachment positively even though it cannot be characterized as strong and it is therefore included in the summation below:

Figure 19: Consumer Responses - Baresso

5.7.7 Evaluating Brand Equity
Based on the analysis above we will evaluate how Baresso’s Page functions as a source of brand equity by assessing the five dimensions of brand awareness, brand associations, brand attitudes, brand attachment, and brand activity.
Baresso’s Page shows to have a positive but rather small effect on brand awareness since the posts happen rarely and often go by unnoticed. Moreover, we can detect a mainly positive influence on brand associations, since the respondents associate the Page with Baresso’s tangible and intangible core brand elements of quality coffee, coffee events and shops, joy of good coffee etc. However, there are also tendencies towards negative influences since the Page tends to be somewhat boring and unprofessional. When it comes to brand attitudes, the Page affects two of the assessed brand judgements: quality and credibility. Furthermore, the Page brings out positive and warm feelings towards the brand. We believe that brand attachment is influenced to a small extent since there is a positive effect on attitudinal attachment. However, we do not assess the created bond to be very strong. Finally brand activity has not been affected since Baresso’s Page shows not to influence sense of community or the respondents’ willingness to engage actively.

In sum, we evaluate Baresso’s Page to be a neutral-positive source of brand equity and thus less significant than both ELLE and Star Tour. First of all, the Page only affects brand awareness to a small extent and show how Baresso does not fully utilize the potential of the Page. Despite this, the mere presence on Facebook seems to be enough for the respondents to evoke core brand associations also affecting the overall evaluations of the brand; namely the brand attitudes. However moving to brand resonance the influence on the brand attachment and activity level is minimal to non-existing. The respondents acknowledge much negativity about the Page, and we believe that the already existing strength of brand equity might affect the fact that they continue to be fans of Baresso.

5.7.8 Evaluating the Strategy
In the following we will evaluate Baresso’s Facebook strategy by identifying divergent elements to be able to provide the company with some useful recommendations in Chapter 6.

The analysis shows that both the tangible and intangible brand associations, which Baresso seeks to create on the Page, corresponds rather well with the consumers’ thoughts and feelings. However, the previous analysis in Chapter 4 regarding Baresso’s Facebook strategy showed that the company does not have a stringent strategy to their Page, which seems to be the reason for the respondents’ negativities regarding the Page. Barresso does not utilize Facebook to its fullest because they seem not to understand it very well. This in turn results in low brand exposure, the respondents’ feelings of a Page that is not updated and a somewhat
boring and unprofessional usage. Moreover, the respondents believe that the communication in general is very asymmetrical and not very appealing and personal towards them. Finally the way of communicating lacks some personality from Baresso.

5.8 In Sum
In the present analysis we have analyzed how the consumers react to the three case companies’ Pages and investigated them as a source of brand equity. We will now briefly sum up on the findings and summarize the similarities across the three cases before continuing with the discussion of these findings in Chapter 6. Since the case companies have represented varying contexts the following similarities across the cases can be regarded as being more robust (Yin 2003).

Overall, we are working with three different variables in the present chapter: Pages, companies and consumers. Across the three analyses the media, Facebook Pages, stands as a steady variable providing the companies with the same possibilities and functions. In Chapter 2 we defined these possibilities and functions to be that consumers are mostly passive observers on Facebook, they like to read news and receive discounts, they have the ability to identify with a brand when becoming fans of them, they have control over what information to take in, they like the possibility of dialogue with companies and finally they enable WOM. In Chapter 4 it was presented how the companies of the present thesis represent both high and low involvement products, varying contexts in terms of strategic approaches, brand positioning and target group. These elements have been essential in terms of reaching interesting results when conducting a multiple case study. Following different influences from these two variables we have in this chapter depicted the effects on the consumers. We choose to emphasize the detected similarities since these are replication of results across the cases and can therefore be considered stronger and more worthy of continued investigation. The first similarity across the three studies is that all of the brands have a higher top of mind awareness in the minds of the respondents do to their presence on Facebook. We argue that this might affect the respondents in their need arousal stage and moreover in a purchase situation. Furthermore, the analyses showed the ability of Pages to create mainly positive brand associations. Moving to brand responses all of the respondents judged the Pages to affect the credibility of the brands positively. Moreover, the respondents all feel a closer relationship to the companies by being fans of them on Facebook, which has been seen in attitudinal attachment. Since Facebook represents only one element of the sum of the
consumers associative network of brand associations, we argue that none of the companies can in fact excel on all six levels of Keller’s CBBE model. However, the findings indicate that companies can use Pages to create some strong, favourable, and unique brand associations and thus positively affect brand equity. The previous analyses are summed up in the model below:

Figure 20: Level of analysis – Summation

In the next Chapter 6, we will elaborate upon the detected similarities and the role they play in terms of brand equity. Thereupon, we will discuss the CBBE model as a tool to evaluate brand equity on Facebook combined with an evaluation of how Pages can be considered as a source of brand equity. We will end Chapter 6 with presenting our recommendations to the case companies.
6. Discussion & Recommendations

This Chapter will serve to discuss the most remarkable findings that have arisen through the analyses of the thesis. In the first part we will discuss significant findings across the case companies, namely the similarities. Thereupon we will firstly evaluate the CBBE model as an evaluation tool for Pages and secondly the potential of Pages as a source of brand equity. Finally we will assemble the discussion parts by developing hypotheses for future studies.

6.1 Remarkable Findings Across the Cases

6.1.1 Salience - Top of Mind Awareness
Across all three case companies, our findings indicate that Pages are particularly good at creating top of mind awareness. The reason for this is because the respondents frequently get exposed to the companies when noticing updates in their news feed. The respondents rarely if ever go to the actual Pages. Star Tour and especially ELLE both create high exposure by posting regularly, which our findings have indicated to result in top of mind awareness. We believe that top of mind awareness may affect a future purchase situation positively. Baresso only creates a rather small effect on top of mind awareness because they post seldom and the exposure is therefore limited. However, our findings show that the respondents still believe that Baresso is more accessible in their awareness due to their status as fans of the Page.

We believe that the findings across the cases show strong indications of Pages’ large potential on the brand salience level. Based on this, we believe that companies could benefit from using Pages for strengthening brand awareness through relevant and interesting posts, which in turn can influence the assembled creation of strong, favourable and unique brand associations.

6.1.2 Judgments - Credibility
All three Pages show to affect the credibility of the brands in the minds of the respondents. Therefore, we see a tendency within the findings, which indicates how companies can gain credibility through the use of Pages. Among others, the credibility dimension evaluates whether the consumers see the company behind the brand as good at what it does (Keller 2008). Our findings showed that it had a positive effect on the credibility of the companies that they all succeed in communicating correctly in terms of their product categories by keeping the information within areas of their core competencies.
Furthermore our findings indicated that companies’ mere presence on Facebook could affect the credibility of a brand because it is considered legitimate. Within the Institutional Perspective, legitimacy is the most valuable resource a company can have and it must thus work to achieve that by being timely, credible, and attractive (Lorenzen 2004). We believe that companies may be considered more legitimate when investing in a Page and thus committing to be perceived as modern and up to date, more transparent and willing to engage in dialogue. A simple evaluation of Pages as a source of brand equity from this perspective reduces the importance of companies’ approach on Facebook as opposed to the signals they send out just by being there. Based on the present findings we do however believe that this is too simple a view and stress the importance of a strategic approach.

6.1.3 Resonance - Attitudinal Attachment
Our findings indicate that all of the respondents do in fact feel a bit closer to the companies when being fans of their Pages even though the relationship cannot be considered as noticeably strong. We believe the main reason for this is that the companies step down to a more personal level on the Page and thus become more accessible. Moreover, Facebook is a media that enables people to show the surrounding world what they like and we believe that this may also be a reason for people to feel closer to the companies they choose to become fans of. This correlates with Chapter 2 where the findings indicate how brand community aspects are present in terms of consumer/brand since respondents base their choice of becoming fans of Pages due to personal identification with the companies. Moreover in Chapter 5, the findings indicated that ELLE is a brand that the respondents had “liked” because they could really identify themselves with it and used it as a possession.

The above-presented remarkable indications across the cases show how different levels of the CBBE model are affected through Pages, however decreasing in strength the further up the pyramid one moves. In the following we will evaluate upon the usefulness of the CBBE model for evaluating the effect of Pages on brand equity and thereupon discuss the potential of Pages as a source of brand equity.

6.2 The CBBE model - an Evaluation Tool for Facebook Pages
In the existing literature, we have not found any examples of a truly useful and pragmatic way to evaluate the strength of brand equity through Pages. Therefore, we have chosen to investigate Pages as a source of brand equity through a very stringent use of Keller’s CBBE
model. We believed that this would be a valuable method because we aimed to achieve an in-depth knowledge of the strengths and weakness’ of Pages. Applying the CBBE model very stringently we have been able to carefully evaluate each step of the brand-building pyramid in order to understand the dynamics of the levels and their applicability in the study. The CBBE model has been applied both when investigating the companies’ strategies and the consumer responses. According to Keller, one must initially investigate the strategy in order to evaluate the consumer responses to this. Applying the bottom levels of the CBBE model regarding awareness (brand salience) and image (brand performances) has been useful in the understanding of what the consumer responses are based upon and how they differ and correlate depending on the different strategic uses. Brand equity, being the sum of the consumers’ thoughts and feelings about a brand, made us aware not to expect the Pages to excel on all levels of the pyramid. However, reflecting upon the usefulness of the method we believe that it has helped to clarify Pages as a source of brand equity and provided important insights to different effects within the brand-building process. We will elaborate on this in the following.

6.3 Facebook Pages - a Source of Brand Equity
Our initial social media research was based on a thorough review of the academic literature within the field, which stressed the importance of dialogue: “In the era of the social web, branding is the dialogue you have with your customers and potential customers. The stronger the dialogue, the stronger the brand; the weaker the dialogue, the weaker the brand.” (Weber 2009: 99). This made us believe that Pages were particularly good for companies to interact with their consumers in a new and different way. We regarded Facebook as entailing valuable opportunities for creating and maintaining customer-brand relationships by emphasizing dialogue, social interaction and involvement – affecting the creation and maintenance of brand equity.

However, we soon acknowledged in the analysis of Nature of Facebook Pages, Chapter 2 that a great majority of Facebook users tend to stay passive observers and are not particularly interested in interaction with companies. Moreover, the investigation of the consumer responses in Chapter 5 showed that our respondents have never engaged in interaction with any of the case companies and the majority of them have almost never gone to the companies’ actual Page where the dialogue can take place. Regardless of these findings we found that all of the case companies have interaction and involvement of the consumer as an important goal
The reason for this is most likely due to the general understanding of Facebook being a social media that enables dialogue and interaction. Thus we believe that our findings to some extent contradict with the more general understanding of the media’s potential indicating that the possibilities seem to primarily lay elsewhere. Applying Keller’s CBBE model very stringently, we have seen indications of how Pages can be a very good source to create and enhance awareness. When people become fans of a Page, either because they can identify themselves with the brand or because they are persuaded by a contest, they already at this point commit to the brand to some degree. Hereby, the first connection is made, and because the news feed resembles a blog or a newspaper that most users read once or several times a day, the brand has a possibility to get noticed here. Simply by being noticed in the news feed might affect awareness positively and even higher levels of the brand-building pyramid if the posts are well considered and executed.

We must however emphasize the fact that Star Tour’s Page is an example of high involvement and interaction. As mentioned earlier there exist some successful examples of Danish companies’ using Facebook for customer service. It has not been our ambition to investigate this particular area in the present thesis; however, we see indications of Pages’ being a valuable communication channel for customer service. An important notion to this is that customer service is related to consumers being in a need arousal stage. We believe that people in a need arousal stage are more interested in the companies from which they desire to buy a product, which may be an explanation to why companies (having customer service as a goal on their Page) seem to have more success than the ones that do not. However, we believe that further investigations must be conducted within this field to make valid conclusions.

In sum, we do find strong indications that Pages are a positive source of brand equity. We base this on the fact that our findings across the three cases show that the respondents’ experiences with the different Pages have a neutral to positive influence on the different brand dimensions investigated. However, we believe that the effect is decreasing when moving up the brand-building pyramid. Our study has indicated that the strongest influence manifests on the brand salience level whereas it seems to be much weaker on the top levels of the pyramid. We hereby believe that Pages can influence brand equity positively on the bottom levels whereas on the higher levels Pages seem to merely maintain the level of brand equity by reinforcing the existing brand elements in the minds of the consumers.
We believe that the findings from this preliminary study of Pages have shed light on how companies should consider investing in Pages. Most interestingly, this study indicates how Pages have the strongest influence on building brand awareness, which is why we find it relevant to draw on different brand awareness strategies by Percy and Elliott when presenting our recommendations to Star Tour, ELLE, and Baesso by the end of this chapter.

6.4 Future Studies
As elaborated upon in Chapter 1, this thesis is characterized by an explorative study that has conducted preliminary investigations to the field of Facebook Pages. An explorative case study is aimed at defining questions and hypotheses of a subsequent study (Yin 2003). The previous discussion has shed light on several different aspects of the Nature of Facebook Pages, companies’ strategic use to affect brand equity, and value creation in terms of both consumers and brands. Based on the investigation of this thesis and the subsequent discussions we have developed the following hypotheses that can be used as a starting point for future studies.

6.4.1 Hypotheses

\textit{H1: Facebook Pages can be a positive source of brand equity}

\textit{H2: Facebook Pages are particularly strong in terms of affecting brand awareness}

\textit{H3: The value of Facebook Pages decrease moving up the brand building steps}
6.5 Recommendations
In the following we will present our recommendations for Star Tour, ELLE, and Baresso based on our findings and a reflection upon the case companies’ current strategic use of the Pages. The section will initially present Percy and Elliott’s Brand Awareness Strategies and afterwards specific recommendations to each of the case companies related to the type of product category with which they belong. To recapitulate we include Percy and Elliott’s awareness strategies because our findings indicated that brand equity was affected mostly on the brand salience level. Once again we emphasize that the following recommendations are developed upon a preliminary study. However, we argue that the recommendations do have some substance, and that our case companies might in fact benefit from them.

6.5.1 Brand Awareness Strategies
Just as Keller, Percy and Elliott operate with brand awareness in terms of recognition and recall (Percy & Elliott 2009). It is essential that Percy and Elliott relates recognition and recall to the category need, which thus becomes the pivotal point, in contrast to Keller’s somewhat more inexact definition. In short, recognition brand awareness is when the awareness of the brand reminds a person of the category need, and recall brand awareness is when the category need occurs and a person must remember brands that will satisfy that need (Ibid.). Please see the model below:

Figure 21: Brand Awareness Model

<table>
<thead>
<tr>
<th>Brand recognition</th>
<th>Brand recall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand awareness → Category need</td>
<td>Category need → Brand awareness</td>
</tr>
<tr>
<td>Memory retrieved at the point of purchase</td>
<td>Memory retrieved prior to purchase</td>
</tr>
</tbody>
</table>

Own creation based on Percy & Elliott’s Brand Awareness and Encoding Specificity (2009)

The BSM for all of the case companies indicates how Facebook can be a particularly useful tool in a need arousal stage (Chapter 3). We believe that Pages contain the potential for influencing both recognition and recall of the brand in this initial stage of purchase. First of all we believe that when companies post on Facebook they can possibly create brand awareness by affecting the category need, which could put the consumer in a need arousal stage. Thus, we believe that recognition brand awareness could be an essential communication objective when using a Page where awareness of the brand reminds the
consumer of the need for the product. One may argue that brand recall is less likely to happen on Facebook since it would be more of a coincidence that a consumer stumbles upon a relevant post when being in the state of a category need. However, through the consumer interviews we also saw tendencies for recall brand awareness since repeat exposure on Facebook showed to strengthen the link between the brands and the need. Multiple respondents expressed that they would expect the brands to easier come to mind the next time they would find themselves in a need arousal stage for the products.

Hereby, we believe that the companies through a Page can affect both recognition and recall brand awareness. To utilize the potential for creating awareness we do however believe that it is essential for companies to have the right communicative strategy on Facebook that corresponds with the product category they belong to. As presented in Chapter 3, we have in the present thesis investigated both high and low involvement products, however they can all be characterized as transformational by having the ability to affect a person’s mood. Thus, we are able to evaluate and recommend upon high/low involvement mood affecting products.

6.6 High Involvement Product Category
Star Tour represents this thesis’ investigation of high involvement products. The BSM for Star Tour in Chapter 3 showed how products of high involvement have more complexity in terms of decision-making stages due to the higher risk that is involved with buying the products. This means that Facebook can be used strategically more than one time in the process of purchasing. In the following we will firstly evaluate Star Tour’s strategy, which will lead to more general reflections of possible benefit for companies on Facebook within high involvement products to consider.

6.6.1 Star Tour
Star Tour has deliberately chosen to use their Page primarily as a customer service channel. With a well functioning Facebook team, Star Tour welcomes dialogue with their customers and thus have focus on symmetrical communication, service efficiency and effectiveness, and instant response time. They allow fans to get in contact with them and the other fans, which leads to possible community aspects of Facebook Pages. Besides this primary goal, Star Tour uses the Page to give their fans something special by posting contests and good offers on a regular basis. In the following we will reflect upon our findings on the basis of Star Tours’ BSM. The company may through the Page influence the consumers in the need arousal stage, when identifying and evaluating upon the different destinations to go to.
Star Tour has around 100,000 fans on their Page but it is most likely only a minority that find them in a need arousal stage at the same time. However, when Star Tour posts updates, competitions, and good offers we believe that they might affect recognition brand awareness by reminding their fans of the category need – vacations. Furthermore we believe that a repeat positive exposure will make the brand come easier to mind the next time a fan desires to go on a vacation. Due to the high number of fans Star Tour is to some extent almost dealing with mass communication when posting because they are not only communicating with an interested target segment. Having the right communicative strategy is hereby essential.

According to Percy and Elliot, high involvement products with a positive motive should implement a High-involvement Transformational Brand Attitude Strategy when seeking to affect their target segment communicatively (Percy & Elliot 2009). Basically a transformational brand attitude strategy calls for communication that is credible and depicts emotional authenticity (Ibid.). Furthermore when dealing with a high involvement product, the consumers must also personally identify themselves with the brand as it is portrayed in the communication. Finally, extended information is often needed for the consumers to be able to evaluate the higher risks associated with the purchase of the product (Ibid.). We believe that extended information becomes especially important when discussing the Page’s use in the identification or evaluation stage.

Considering the fact that the actual Page is primarily a customer service channel, we argue that the fans that use it for this purpose are most likely already in the identification or evaluation stage. In relation to this, we still argue that Star Tour should keep in mind that it might be only a slight minority of the fans that are ready for active involvement and interaction – ready for using the Page as a service channel. However, looking at the Page, there is not much information on Star Tour’s different travel destinations that would support the customers in an identification or evaluation stage since they are led to the company’s corporate site for almost all information. Hereby, we believe that Star Tour should consider including some more information on their Page. Moreover we think it would be a good idea to create different tabs relevant for the different target segments. As described earlier, the target segment for the Page is very broad and many have initially gotten involved through contests like the successful Christmas Calendar. Relevant, segmented and intriguing tabs might help avoid loosing fans that might not at this point identify themselves with Star Tour and it could
help overcome the barrier of being seen as more youthful, which the strategy shows not to succeed in today. Concluding, we believe that Star Tour could benefit from expanding the information on their Page so that it would suit a greater number of the broad target segment and so that it support the needs of the fans that are already in the identification or evaluation stage of a purchase decision.

Star Tour has served as the example for high-involvement products with a positive motive. Below we have assembled the above recommendations in a model. We believe that companies with the same characteristics of high-involvement and positive motive could benefit from considering this when evaluating upon a strategic approach on Facebook.

6.7 Low Involvement Product Category
ELLE and Baresso represent this thesis’ investigation of low involvement products. When it comes to low-involvement products, the BSM in Chapter 3 was less complex due to a lower risk of buying the products, and Facebook was most likely to influence brand equity only in the need arousal stage. In the following we will evaluate upon first ELLE and then Baresso. Finally we will introduce the complete model including low-involvement products.

6.7.1 ELLE
The primary goal for ELLE’s Page is to increase traffic to their corporate site. ELLE does this by creating a lot of awareness by posting inspiration, guidance, and fashion news several times a day. Considering the BSM it is in the need arousal stage that ELLE could try and
affect their customers. As with Star Tour, ELLE might affect the need arousal stage by creating recognition brand awareness. We believe that ELLE’s many posts may affect this stage by continuously reminding the fans of their need for the product. Moreover, recall brand awareness might be affected in the process by making the brand top of mind the next time the consumers find themselves standing in the store deciding upon a magazine. Furthermore, we believe that ELLE could benefit from the findings that indicate that for companies to create WOM they may need to provide additional motivation such as contests to broaden the awareness of the brand (Chapter 2).

Communicatively, ELLE should use a Low-Involvement Transformational Brand Attitude Strategy due to low risk of buying the product and positive motivation (Percy & Elliot 2009). As with Star Tour, ELLE must use authenticity and emotions to affect their customers. The consumers must see themselves emotionally in the role of using the product. On the other hand, only simple information is needed. There should not be a lot of text but the existing text should persuade. Moreover, pictures are a very good tool to affect people’s emotions and their feelings and desires (Ibid.).

Reflecting upon ELLE’s current strategic use of the Page we believe that they need to be aware of an important divergence between ELLE’s strategy and the respondents’ desires. Chapter 4 showed that ELLE strives towards being considered as down-to-earth on their Page. The respondents’ do not relate this value of stolidity with fashion so even though ELLE has realized that Facebook is a media that enables personal dialogue, this value may stand in opposition to the consumers’ wishes for this exact brand. We believe that ELLE should take this finding into consideration when evaluating upon their positioning on Facebook. Finally we see a divergence between ELLE’s desire for fans to interact on the page while deciding not to allow people to post on their wall. However, considering that ELLE may preferably use Facebook to affect awareness in the need arousal stage interaction might not be a valuable goal for ELLE in the future.

6.7.2 Baresso
The reasons for Baresso to enter Facebook were because they wanted to have their own and real page and because of the many possibilities Facebook enables, e.g. dialogue and instant messaging. However, our findings from the analyses have shown that this is not what Baresso truly uses the page for. The company has very limited resources allocated to Facebook and
Anita, who is in charge of the Page, is not very familiar with the media in general. Our findings depict that Baresso use the Page mostly for uniform posts about new coffee shops, coffee events and new product releases. Moreover, the posts are infrequent and often go by rather unnoticed. Despite this, the Page has shown to create positive consumer responses even though the effects on the resonance level are minimal to non-existing.

By now we do not believe that Baresso utilizes the Page to its full potential of influencing brand awareness. Furthermore, we believe that Baresso should be aware of tendencies for negative brand associations since the Page to some extent seems to be viewed as somewhat boring and unprofessional with not very appealing and personal relevant information. Again, according to the BSM for Baresso, the company could benefit from trying to influence a need arousal stage with a recognition brand awareness strategy by reminding their fans of the category need. Furthermore, an objective of the Page could be to make the brand stand top of mind the next time the consumer decides on what coffee shop to visit. Communicatively Baresso should use a low-involvement transformational brand attitude strategy, just as ELLE. This means making persuading posts that talk to the fans’ feelings.

The model below sums up the assembled recommendations:

Figure 23: Recommendations – Low/High-Involvement

The three case companies have functioned as examples of different companies within different contexts, which is why we have presented case specific recommendations. In the following we will conclude upon the overall findings of the analyses.
7. Conclusion

Having applied an overall inductive approach using multiple case studies, this thesis has conducted a preliminary study of how Facebook Pages can be considered as a valuable source of brand equity. The field of inquiry is to a large degree unexplored at this point, which has required a careful and in-depth investigation. The scarce existence of academic literature regarding consumers’ involvement with Facebook Pages and the use of the media as a marketing tool necessitated an initial investigation of the media. To gain overall insights to the media, a more broad definition was created based on a quantitative data collection method – an online survey. Inspired by a triangulated approach where qualitative research is applied to reveal essential areas of a quantitative approach, the field of inquiry has thereupon been investigated thoroughly through in-depth and case specific interviews. By providing a current and comprehensive understanding of the case companies strategies, followed by an examination of the consumer responses, we were able to evaluate Facebook Pages as a source of brand equity.

This thesis has built upon Keller’s CBBE model as an evaluation tool for determining Facebook Pages as a valuable source of brand equity. A stringent application of the model has been selected to carefully investigate how Facebook Pages excel on the different levels of the brand building steps. This has resulted in an understanding of strengths and weaknesses and a better position to evaluate the effects of Facebook Pages on brand equity.

The first part of the thesis assessed that Facebook Pages have the characteristics of a corporate site, a brand community, and a social media network. The findings revealed how Facebook Pages can be viewed as a mixture of these three elements. Aspects of a corporate site are seen in terms of news, discounts and special offers and they showed to be the most desirable information on a Facebook Page. Moreover, the aspects of brand community showed to be strongest in terms of consumers identifying themselves with the brands they “like” and moreover that they like to read about other consumers’ experiences with brands and products. This clarified how consumers are mainly passive observers on Facebook without much desire to interact directly with neither other fans nor companies. These findings were substantiated by the inclusion of external data. However, the findings clearly demonstrated that consumers do in fact like to have companies on Facebook. Characteristics of a social media network indicated to be the strongest of the assessed elements. Interaction
and involvement with companies appeared to be valued by the consumers even though most people are not very actively engaged. We believe this indicates that consumers might like the fact that companies become more accessible through a Facebook Page. Moreover, the findings emphasized the characteristic of customer control, which underlines how the media arena has gone from a push to a pull oriented landscape where the consumers are in control of what information to receive and from what company. Facebook enables the possibility for consumers to fuse together information only from companies that they have an interest in or can identify themselves with. Finally, Facebook Pages tap into WOM. Even though most consumers are passive observers it does not require much motivation to persuade consumers to support a good cause or participate in a contest, and in this way awareness of brands can be spread effectively. The quantitative survey framed the field of inquiry and enabled us to better elaborate upon the subsequent investigations by putting them in perspectives.

The second part of the thesis qualitatively investigated Star Tour, ELLE, and Baresso’s Facebook strategies in terms of brand knowledge creation - how they attempted to establish strong, favourable, and unique brand associations. Each case company represented varying contexts in terms of strategic use, product category, brand positioning and target group, and these were chosen in order to more broadly determine the potential of Facebook Pages as a source of brand equity. Most importantly the case companies belonged to both high and low involvement product categories, which revealed a difference in complexity in terms of consumer decision-making stages and thus final communication objectives for the Pages. However, common for all the cases was that they all had dialogue and consumer interaction as an important goal of their Pages. This substantiated how Facebook is often determined to be a social media network that enables dialogue and thus it seems like an obvious communication objective for companies to have when investing resources in this media. Overall the analyses of the different strategic approaches subsequently represented what the consumers’ perceptions may be based on in the final investigation.

With the CBBE model as the evaluation tool we finally developed a thorough and in depth investigation of the consumer responses and thus the effects on brand equity. We conclude upon these findings that Facebook Pages can affect all levels of the brand building steps, however we believe to detect a decrease in strength the further up one moves. In relation to this, three remarkable findings were brought to light based on the similarities across the three cases – top of mind awareness, credibility, and attitudinal attachment. Awareness in
particular indicated to be a valuable brand-building tool for companies on Facebook based on the consumers’ behaviour on the media. The frequent unwillingness of consumers to interact and get involved underlines the bottom levels of the CBBE model where companies can affect both recognition and recall by posting interesting information frequently – possibly resulting in strong, favourable, and unique brand associations. Moreover, a focus on the brand salience level might bring the consumers in a need arousal stage and thus lead to a sale. Furthermore, Facebook Pages show to be valuable in terms of companies being considered as credible and in increasing the attitudinal attachment of consumers by creating a more personal bond between the company and consumer. Based on this, we conclude that Facebook Pages can be a neutral to positive source of brand equity depending on the strategic approach. Moreover, we conclude upon the usefulness of the CBBE model for this purpose, since we believe this method has helped to clarify Facebook Pages as a source of brand equity and provided important insights to different effects within the brand-building process.

Through a discussion and an evaluation of the findings of the present thesis we developed three hypotheses for future studies:

- **H1**: Facebook Pages can be a positive source of brand equity
- **H2**: Facebook Pages are particularly strong in terms of affecting brand awareness
- **H3**: The effects of Facebook Pages decrease moving up the brand building steps

Concurrently with the above investigation we have also evaluated the case companies’ strategies in relation to the consumers experiences with the Facebook Pages. These findings have resulted in a set of recommendations valuable for each of the case companies in their future work with Facebook. Applicable for all three cases is the recommendation to either continue with or begin to invest resources in the creation of brand awareness by applying the right communicative approach. The case companies all represent products that have the ability to change a person’s mood, which requires the communication to depict emotional authenticity. Due to Facebook Pages’ ability to possibly affect several stages in the decision-making process for high-involvement products, we moreover recommend Star Tour to include some more extensive communication on their Page.
8. Perspectives

The pivotal points of the present thesis have been Facebook Pages and brand equity. The academic literature within this field is modest, which is why we could have chose to illuminate the field of inquiry from other perspectives. In the following we will present three areas that are closely related yet broadening the focus of this thesis.

8.1 The value of Facebook Pages from an Economic Perspective

We have throughout this thesis evaluated how Pages can be a valuable source of brand equity. This means that we have not considered how companies’ investment in Pages may affect their bottom line. When applying an economic perspective to the value of Pages we will reflect upon the concept of ROMI (return on marketing investments). Assessing ROMI remains a challenge for companies and many practitioners are still disagreeing as to how it should be measured (Keller 2008; Belch & Belch 2009). We have not developed a strategy as to the measurement of ROMI, however we would like to reflect upon the concept in relation to the case companies’ investment in their Pages. Dealing with return on marketing investments, practitioners distinguish between short-term and long-term investments (Ibid.). Viewing this in relation to the case companies’ strategic use of their Pages, short term investments could be considered as e.g. quotations, which is something Star Tour offers on a regular basis. This effort can rather easily be measured on site traffic and actual vacations sold. In opposition to tactic approaches are long-term investments such as the companies’ mere investment in having a Page and how this affects the incremental brand value on the long term. This could be measured in increased brand awareness, consideration of the brand, number of fans or purchase intent; however, there exist no correct and specific measure at this point. Because brand equity is difficult to quantify it can be an obstacle for companies to figure out how much to invest in Pages. Two of the three cases, Star Tour and ELLE allocate a fair amount of resources to their Pages, whereas Baresso is struggling with what to use the Page for combined with a lack of resources. How much the case companies’ Pages affect ROMI has not been the focus of this thesis, however, we believe that it is something that should be further investigated despite of the difficulties connected with it.
8.2 Facebook Pages from an Integrated Marketing Communications Perspective

A Page represents only one channel of a company’s overall marketing mix. Brand equity is the sum of all the experiences a consumer has with a brand, which is why Pages represent only one out of many sources of brand equity. Therefore, it could be interesting to investigate how companies’ strategic approach on Facebook is integrated with other marketing activities. Kotler et al. (1991) defines integrated marketing communications as: *The concept under which a company carefully integrates and co-ordinates its many communications channels to deliver a clear, consistent and compelling message about the organisation and its products.*” (Pickton & Broderick 2001). This means that companies must carefully consider how the mix of each communication option plays a specific role in building or maintaining brand equity based on different strengths and weaknesses of the different media (Keller 2008). Based on this, integrated marketing communications aims to ensure consistency of brand images and messages and it helps companies reach the right customers with the right messages at the right time and in the right place. We believe that companies should consider how to employ Pages into an integrated marketing strategy to forge a stronger brand-consumer relationship, increased awareness, loyalty, and finally sales.

8.3 Facebook Pages – a multiplicity of opportunities

The present thesis has stressed a brand management perspective and thus how different approaches towards e.g. awareness, customer dialogue, customer service etc. can affect brand equity in the minds of the consumers. However as stated in our delimitations, we believe that Pages can be beneficial for companies in multiple ways and functions e.g. product development and human resources. In the following we will briefly discuss the value of Pages within product development.

We believe that Pages can be a valuable source for the R&D department in terms of product development. Based on the idea of *Open Innovation* knowledge and ideas for better products and processes can be encountered everywhere (Chesbrough 2003). Facebook is an interesting place for companies to invest in value creation. On Facebook, consumers can engage in brand communities and have full control over how much they are willing to interact and get involved. The stronger the relationship is between brand and consumer, the greater the chance for possible value creation (Kornum in Tollin & Carù 2008). The present case study has indicated how being a fan of a brand affects the relationship and bond to some degree.
According to the Social Semantic (2011), 33% of the questioned Danish companies today benefit from using social media within R&D in terms of increased knowledge on market trends, improved customer feedback and inspiration for product development. We have encountered several examples of open innovation on Facebook e.g.: Telmore’s Feedback (Web 9) where fans can provide the company with good ideas or simply just read or vote for other fans’ ideas, and Danske Bank’s Idebank (Web 10) where the company decides upon a specific topic e.g. mobile banking or housing economics within which the customers subsequently can provide ideas, comment and vote. However, we believe that further research within this field is needed to investigate the possibilities for value creation and thus how Pages can be successfully utilized for innovation purposes.
9. List of Literature

9.1 Books


Lorenzen, Mark; Friis, Ivan and Vámosi, Tamás (2004): “Erhvervsøkonomisk teori”, Forlaget Samfundslitteratur

Mayfield, Antony (2008): “What is social media”, iCrossing


9.2 Articles


Kim, Jae; Wook, Choi; Jiho, Qualls; Han Kyesook, William (2008): “It takes a marketplace community to raise brand commitment: the role of online communities”, Journal of Marketing Management


9.3 Publications

Social semantic (2011): “Social media Factbook EU-DK”
Drawf (2010): “Forretningen Facebook – kommercielt eller socialt medie?”

9.4 Web pages

All web pages have been checked the 16th of May 2011.

Web 1: http://www.checkfacebook.com/
Web 3: http://www.startour.dk/Nederst-paa-siden/Om-Star-Tour/
Web 4: http://viewer.zmags.com/publication/d451a13d#/d451a13d/4
Web 6: https://www.facebook.com/#!/startourdk
Web 7: https://www.facebook.com/#!/ELLEDenmark
Web 8: https://www.facebook.com/#!/Baresso
Web 9: http://www.facebook.com/TELMORE?sk=app_46468144668
Web 10: http://www.facebook.com/danskebank?sk=app_177360692283592
## 10. Appendices

### 10.1 Appendix 1

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<td>Helt enig</td>
<td>1%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>0%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>6%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>13%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>29%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>50%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Jeg føler, at jeg har noget tilfælles med de andre medlemmer af en virksomheds Facebook side</th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

124
| Helt enig | 1% |
| Meget enig | 7% |
| Til dels enig | 35% |
| Til dels uenig | 15% |
| Meget uenig | 16% |
| Helt uenig | 27% |

<table>
<thead>
<tr>
<th>Jeg går aktivt ind på en virksomheds Facebook side for at interagere med andre medlemmer</th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>1%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>2%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>7%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>10%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>25%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>56%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Jeg føler, at jeg tilhører en gruppe, når jeg har &quot;syntes godt om” en virksomheds Facebook side</th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>4%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>3%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>25%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>19%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>14%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>35%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Jeg ”synes godt om” virksomheder på Facebook, fordi jeg kan identificere mig selv med dem</th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>4%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>24%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>30%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>14%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>8%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>21%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Jeg synes, at man skal have en god grund til at ”synes godt om” en virksomheds Facebook side</th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>18%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>33%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>28%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>10%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>7%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>5%</td>
</tr>
</tbody>
</table>
Når jeg er medlem af en virksomheds Facebook side, kunne jeg ikke finde på at ”synes godt om” en konkurrerende virksomheds Facebook side

<table>
<thead>
<tr>
<th></th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>3%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>5%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>10%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>20%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>19%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>44%</td>
</tr>
</tbody>
</table>

Nogle gange deler jeg mine oplevelser og giver mine anbefalinger om en virksomhed på virksomhedens Facebook side

<table>
<thead>
<tr>
<th></th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>3%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>7%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>16%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>13%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>18%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>43%</td>
</tr>
</tbody>
</table>

Nogle gange deler jeg mine oplevelser og giver mine anbefalinger om en virksomhed på virksomhedens Facebook side

<table>
<thead>
<tr>
<th></th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>3%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>7%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>16%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>13%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>18%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>43%</td>
</tr>
</tbody>
</table>

Jeg kan godt lide at læse om andres oplevelser med et produkt eller en ydelse på en virksomheds Facebook side

<table>
<thead>
<tr>
<th></th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>4%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>16%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>35%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>14%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>9%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>23%</td>
</tr>
</tbody>
</table>

Jeg har lyst til at informere mine venner om en virksomheds Facebook side

<table>
<thead>
<tr>
<th></th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td></td>
</tr>
<tr>
<td>Meget enig</td>
<td></td>
</tr>
<tr>
<td>Til dels enig</td>
<td></td>
</tr>
<tr>
<td>Til dels uenig</td>
<td></td>
</tr>
<tr>
<td>Meget uenig</td>
<td></td>
</tr>
<tr>
<td>Helt uenig</td>
<td></td>
</tr>
<tr>
<td>Helt enig</td>
<td>1%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>7%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>27%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>18%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>20%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>27%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Nogle gange anbefaler jeg mine venner at &quot;synes godt om&quot; de samme virksomheder som jeg selv gør på Facebook</th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>3%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>11%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>18%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>16%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>15%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>37%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Jeg lægger mærke til virksomheders Facebook sider i mine nyheder, fordi mine venner har klikket &quot;synes godt om&quot;</th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>9%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>25%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>34%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>12%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>5%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>14%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Jeg føler, at jeg er nødt til at &quot;synes godt om&quot; de samme virksomheder som mine venner</th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>1%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>1%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>2%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>4%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>19%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>74%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Jeg har lyst til at &quot;synes godt om&quot; de samme virksomheder som mine venner</th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>1%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>3%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>12%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>17%</td>
</tr>
<tr>
<td>Opfordringer</td>
<td>Procent</td>
</tr>
<tr>
<td>--------------</td>
<td>---------</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>49%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>18%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opfordringer</th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>5%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>12%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>31%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>20%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>9%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>23%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opfordringer</th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>22%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>21%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>25%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>19%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>5%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opfordringer</th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>27%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>13%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>9%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>9%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>9%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>33%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opfordringer</th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>2%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>5%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>14%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>22%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>16%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>42%</td>
</tr>
</tbody>
</table>
### Jeg kan godt lide, at jeg har mulighed for at gå i dialog med en virksomhed på dens Facebook side

<table>
<thead>
<tr>
<th></th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>9%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>23%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>35%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>14%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>3%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>16%</td>
</tr>
</tbody>
</table>

### Jeg kan godt lide at kommentere på virksomheders Facebook sider

<table>
<thead>
<tr>
<th></th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>1%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>5%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>20%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>16%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>24%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>33%</td>
</tr>
</tbody>
</table>

### Jeg synes, at en virksomheds Facebook side er et åbent forum, hvor jeg kan give feedback, dele og skabe indhold

<table>
<thead>
<tr>
<th></th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>11%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>22%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>35%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>12%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>6%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>14%</td>
</tr>
</tbody>
</table>

### Jeg har fået nye venner ved at interagere med andre medlemmer på virksomheders Facebook sider

<table>
<thead>
<tr>
<th></th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>1%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>1%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>3%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>3%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>13%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>79%</td>
</tr>
</tbody>
</table>

### Jeg føler mig knyttet til en virksomhed, når jeg er medlem af dens Facebook side

<table>
<thead>
<tr>
<th></th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helt enig</td>
<td>1%</td>
</tr>
<tr>
<td></td>
<td>Procent</td>
</tr>
<tr>
<td>--------------</td>
<td>---------</td>
</tr>
<tr>
<td>Meget enig</td>
<td>6%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>17%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>18%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>14%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>44%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Jeg føler ofte stærkere for en virksomhed og dets brand, når jeg er medlem af virksomhedens Facebook side</strong></td>
<td></td>
</tr>
<tr>
<td>Helt enig</td>
<td>1%</td>
</tr>
<tr>
<td>Meget enig</td>
<td>8%</td>
</tr>
<tr>
<td>Til dels enig</td>
<td>25%</td>
</tr>
<tr>
<td>Til dels uenig</td>
<td>11%</td>
</tr>
<tr>
<td>Meget uenig</td>
<td>12%</td>
</tr>
<tr>
<td>Helt uenig</td>
<td>42%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dit køn</strong></td>
<td></td>
</tr>
<tr>
<td>Kvinde</td>
<td>69%</td>
</tr>
<tr>
<td>Mand</td>
<td>31%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hvilken af følgende kategorier stemmer bedst overens med dit sidst fuldendte skoleår?</strong></td>
<td></td>
</tr>
<tr>
<td>Lang videregående uddannelse</td>
<td>48%</td>
</tr>
<tr>
<td>Mellemlang videregående uddannelse</td>
<td>40%</td>
</tr>
<tr>
<td>Gymnasium/HF</td>
<td>10%</td>
</tr>
<tr>
<td>10'ende klasse</td>
<td>1%</td>
</tr>
<tr>
<td>Folkeskole</td>
<td>0%</td>
</tr>
<tr>
<td>Andet</td>
<td>1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Procent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hvor gammel er du?</strong></td>
<td></td>
</tr>
<tr>
<td>Under 18</td>
<td>0%</td>
</tr>
<tr>
<td>19-25</td>
<td>42%</td>
</tr>
<tr>
<td>26-35</td>
<td>51%</td>
</tr>
<tr>
<td>36-45</td>
<td>3%</td>
</tr>
<tr>
<td>46-55</td>
<td>2%</td>
</tr>
<tr>
<td>56-65</td>
<td>1%</td>
</tr>
<tr>
<td>Hvad laver du primært til daglig?</td>
<td>Procent</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Studerende</td>
<td>52%</td>
</tr>
<tr>
<td>Fuldtids arbejde</td>
<td>38%</td>
</tr>
<tr>
<td>Deltids arbejde</td>
<td>3%</td>
</tr>
<tr>
<td>Arbejdsløs</td>
<td>3%</td>
</tr>
<tr>
<td>Pensioneret</td>
<td>1%</td>
</tr>
<tr>
<td>Andet</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>153</strong></td>
</tr>
</tbody>
</table>
### FACEBOOK DEMOGRAPHICS

#### Denmark Male/Female

<table>
<thead>
<tr>
<th>CheckFacebook.com</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>1,282,960</td>
<td>48.7%</td>
</tr>
<tr>
<td>Women</td>
<td>1,350,120</td>
<td>51.3%</td>
</tr>
<tr>
<td>Total</td>
<td>2,633,080</td>
<td>100%</td>
</tr>
</tbody>
</table>

#### Denmark – Age distribution

<table>
<thead>
<tr>
<th>CheckFacebook.com</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;=13</td>
<td>52,980</td>
<td>2.0%</td>
</tr>
<tr>
<td>14-17</td>
<td>391,160</td>
<td>14.6%</td>
</tr>
<tr>
<td>18-24</td>
<td>532,500</td>
<td>19.9%</td>
</tr>
<tr>
<td>25-34</td>
<td>567,700</td>
<td>21.2%</td>
</tr>
<tr>
<td>35-44</td>
<td>491,340</td>
<td>18.4%</td>
</tr>
<tr>
<td>45-54</td>
<td>352,420</td>
<td>13.2%</td>
</tr>
<tr>
<td>55-64</td>
<td>188,460</td>
<td>7.0%</td>
</tr>
<tr>
<td>65+</td>
<td>99,780</td>
<td>3.7%</td>
</tr>
<tr>
<td>Total</td>
<td>2,676,340</td>
<td>100%</td>
</tr>
</tbody>
</table>

#### Sweden Male/Female

<table>
<thead>
<tr>
<th>CheckFacebook.com</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>2,007,420</td>
<td>48.6%</td>
</tr>
<tr>
<td>Women</td>
<td>2,119,140</td>
<td>51.4%</td>
</tr>
<tr>
<td>Total</td>
<td>4,126,560</td>
<td>100%</td>
</tr>
</tbody>
</table>

#### Sweden – Age distribution

<table>
<thead>
<tr>
<th>CheckFacebook.com</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;=13</td>
<td>84,380</td>
<td>2.0%</td>
</tr>
<tr>
<td>14-17</td>
<td>556,740</td>
<td>13.1%</td>
</tr>
<tr>
<td>18-24</td>
<td>938,280</td>
<td>22.1%</td>
</tr>
<tr>
<td>25-34</td>
<td>963,120</td>
<td>22.7%</td>
</tr>
<tr>
<td>35-44</td>
<td>735,940</td>
<td>17.4%</td>
</tr>
<tr>
<td>45-54</td>
<td>505,880</td>
<td>11.9%</td>
</tr>
<tr>
<td>55-64</td>
<td>281,260</td>
<td>6.6%</td>
</tr>
<tr>
<td>65+</td>
<td>172,500</td>
<td>4.1%</td>
</tr>
<tr>
<td>Total</td>
<td>4,238,100</td>
<td>99.9%</td>
</tr>
</tbody>
</table>
10.3 Appendix 3
Dit fulde navn:
Din stillingsbetegnelse:
Hvor længe har du arbejdet for virksomheden:

Indledende spørgsmål

- Hvorfor valgte I at gå på Facebook?
- Hvor lang tid har I arbejdet med Facebook?
- Hvem udviklede/satte Facebook siden op? - Har i fået hjælp udefra (eksternt bureau etc.)?
- Hvem står for den daglige vedligeholdelse/drift?
- Hvor mange ressourcer er der sat af til dette?

Strategien bag Facebook siden:

- Hvad er det overordnede mål/formål med Facebook siden?
  (salg, awareness, kunde service, involvering ect.)
  - Del-målsætninger/konkrete mål? (antal likes, antal salg, antal leads)

- Hvem er målgruppen for jeres Facebook side? (nye kunder/gamle kunder)
- Hvad gør I for at få folk til at “synes godt om” jeres Facebook side?
- Leder I folk fra jeres hjemmeside/magasin til Facebook siden?

Strategi for kommunikationen

- Hvor ofte laver I opdateringer?
- Hvad handler opdateringerne om? Har i nogen strategi for hvilke emner/hvilket indhold der bliver lagt vægt på?
- Mekanismer:
  - Hvad er det for et image/identitet i gerne vil skabe gennem kommunikationen?
  - Hvad er det for nogle tanker og følelser i forsøger at vække hos modtageren?
  - Hvilken sproglig tone bruger I i kommunikationen? (fornuft og følelser)

- Hvad er formålet med jeres opdateringer?
  (spredning af nyheder, øget salg, interaktion, øget trafik til hjemmesiden/Facebook side etc).
• Hvilken strategi har i lagt for involvering af brugerne?
• Går I aktivt i dialog med medlemmerne af Facebook siden?
• Hvad ønsker I at få ud af medlemmernes interaktion/tilstedeværelse?

Evaluering
• Hvordan er det gået indtil nu?
• Har i lavet nogle effekt målinger af den nuværende strategi?
• Har i nået jeres målsætninger?

Samspil med overordnet marketing strategi
• Hvordan spiller strategien for Facebook sammen med jeres overordnede marketing strategi?
• Skal Facebook strategien støtte op om andre marketing aktiviteter?
• Hvor meget fokus/vægt bliver der lagt på jeres Facebook aktiviteter i forhold til andre marketing tiltag?
10.4 Appendix 4

List of respondents: Star Tour, ELLE, Baesso Coffee

Name: Mie Lundgreen Larsen
Title: Online Brand Manager
Engagement time: 3 years

Name: Mette Marie Lei
Title: Digital Editor
Engagement time: 1 year

Name: Anita Grubbe Nørgaard
Title: Marketing Manager
Engagement time: 11 years
### Star Tour

**Respondent 1**
- **Name:** Caroline Rud Nielsen
- **Age:** 25
- **Occupation:** Political communications student
- **Time as fan:** 5 month (Christmas Calendar)

**Respondent 2**
- **Name:** Marie Wiig Aunel
- **Age:** 25
- **Occupation:** Financial economics student
- **Time as fan:** 5 month (Christmas Calendar)

**Respondent 3**
- **Name:** Nicklas Rasmussen
- **Age:** 26
- **Occupation:** Business economics student
- **Time as fan:** 4 month

**Respondent 4**
- **Name:** Anders Andersen
- **Age:** 49
- **Occupation:** Storage and logistics employee
- **Time as fan:** 5 month (Christmas Calendar)

### Baresso Coffee

**Respondent 1**
- **Name:** Anne Sofie Brill Jørgensen
- **Age:** 26
- **Occupation:** Consultant
- **Time as fan:** 6 month

**Respondent 2**
- **Name:** Sebastian Østfeldt
- **Age:** 27
- **Occupation:** Consultant
- **Time as fan:** 6 month

**Respondent 3**
- **Name:** Karen Gram
- **Age:** 27
- **Occupation:** Communications student
- **Time as fan:** 6 month

### ELLE

**Respondent 1**
- **Name:** Christine Marie Andersson
- **Age:** 25
- **Occupation:** Law student
- **Time as fan:** 1 year

**Respondent 2**
- **Name:** Lærke Borella
- **Age:** 25
- **Occupation:** Design student
- **Time as fan:** 6 month

**Respondent 3**
- **Name:** Lisbeth Hansen
- **Age:** 29
- **Occupation:** Nurse
- **Time as fan:** 1 year
10.6 Appendix 6

Navn:
Alder:
Beskæftigelse:
Tid som fan:

Hvornår har du sidst været inde på xx's Facebookside?
(Hvis længe siden – lad da respondenten få 2 min til at se på Facebook siden)

Why – del:
• Kendte du xx før du ”liked” deres Facebook side?
• Hvordan blev du opmærksom på xx’s Facebook side?
• Hvorfor valgte du at ”like” xx’s Facebook side?

How – del:
*Brand Performance*
• Hvad bruger du xx Facebook side til? Hvilken information søger du etc.?
• Hvordan er informationen omkring xx’s produkter på Facebook siden (priser, kvalitet, tilbud etc.)
  o Er det let at finde information om xx’s produkter på deres Facebook side?
  o Lever denne information op til dine behov?
• Læser du sommetider på xx’s væg/wall?
• Hvor effektiv er xx’s kommunikation i forhold til hurtighed, svar tid og kvalitet?
  o Lever det op til dine forventninger?
• Hvor høflige og behjælpsomme synes du at xx’ er på deres Facebook side?
• Hvor troværdig synes du xx fremstår på deres Facebook side?
• Hvad synes du om udseendet og designet af Star Tours Facebook side?
  o Hvor godt kan du lide udseendet?

*Brand Imagery*
• Har nogle af dine Facebook venner også ”liked” xx’s Facebook side?
• Hvilke værdier synes du xx’s Facebook side udsender?
• Hvor godt synes du de følgende udsagn/værdier beskriver xx på Facebook siden?
  o (jordnær, ærlig, vovet, innovativ, up-to-date, pålideligt, succesfuldt, charmerende, kedelig, inspirerende)
• I hvilken grad vækker det gode minder når du ser på xx’s Facebook side?

Brand Judgments
Quality
• Hvilken indvirkning har facebooksiden på dit indtryk af kvaliteten af xx’s produkt?
  o Positiv eller negativ retning?
• Hvilken værdi opnår du via xx’s Facebook side?

Credibility
• Hvordan ser du de mennesker der står for den daglige drift af xx’s Facebook side?
  o Er de kompetente, innovative, stoler du på dem?
• Har Facebook siden ændret din opfattelse af xx? Kan du bedre lide dem på baggrund af Facebook siden?
  o Respekterer du dem mere?

Consideration
• Har du eller kunne du finde på at anbefale en ven at blive medlem af xx’s Facebook side?
• Er xx’s Facebook side personlig relevant for dig?

Superiority
• Hvor unik er xx’s Facebook side?
• Hvis du har liket andre Facebook sider indenfor samme branche – hvordan synes du at xx klarer sig i forhold til disse?

Brand Feelings
• Vækker xx’s Facebookside nogle følelser hos dig?
  o Hvis ja, hvilke?
• I hvilken grad synes du at virksomheden via Facebook siden fremstår - som varm, sjov, spændende, som givende social accept eller selv-respekt?

Brand Resonance

Loyalty

• Ser du dig selv som loyal kunde overfor xx?
  o Hvordan påvirker xx’s Facebook side din loyalitet?
  o Føler du at xx’s Facebook side gør at du i fremtiden vil være mere tilbøjelig til at købe xx’s produkter?

Attachment

• Skaber Facebook siden en mere personlig relation til virksomheden?
  o Hvis ja - hvorfor og hvordan?
• Føler du et stærkere bånd til virksomheden efter at være blevet medlem af Facebook siden?
• Er du stolt over, at andre kan se, at du har ”liked” xx’s Facebook side?

Community

• Føler du, at du har noget tilfælles med de andre medlemmer af xx’s Facebook side?
• Føler du, at du tilhører en gruppe ved at være medlem af xx’s Facebook side?

Engagement

• Lægger du mærke til de opdateringer/nyheder virksomheden sender ud via Facebook?
  o Er du interesseret i dem?
• Går du nogle gange ind på xx’s Facebook side enten via et link med en nyhed for at få yderligere information?
• Har du nogensinde selv involveret dig aktivt på xx’s Facebook side ved at ”like”, kommenterer eller poste?
  o Hvis ja, kan du huske situationen/(erne)?
• Er der noget du synes xx kunne gøre bedre i forbindelse med deres tilstedeværelse på Facebook?