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# Customer engagement in online brand communities

A netnographic analysis of Facebook  
brand pages

**Title:** Customer Engagement in online brand communities -  
A netnographic analysis of Facebook brand pages

**Students:** Tim Dych Olsen & Daniel Bækgaard Skeie

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**University Supervisor:** Jonas Strømfeldt Eduardsen

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## EXECUTIVE SUMMARY

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At the start of the research, the focus was on content marketing, a rather new term or buzzword within the marketing literature. During the initial part of literature searching, it was made clear that our focus would change to towards social media and how it interacted with the users of the social media, while still with a view on the content various brands posted on their online communities. The research ended up with an angle on how companies could engage customers in their online brand communities, with a focus on how the interactions between user and brand happens as well as why customers would engage in the brand community. Burrell & Morgan's methodological view determined how the research was conducted, as well as why certain choices were made. The methodological choices kept the research on track, when questioning the choices as the research went on. Besides Burrell & Morgan, Bryman & Bell were used to define the literature review and the netnographical analysis used in the research. During the methodological chapter, the reasons for choosing specific paths and choices are accounted for, ensuring a context between the different chapters.

The literature review explains two key terms, Online Brand Communities and Customer Engagement that are used in collaboration to create the grounds for the analysis. Online brand community gets defined as *"A specialized, non-geographically bound community based on voluntarily, intentionally, partly and differential engagement, centered on the admiration of a brand"*, determining what it is and where it presents itself. As an extent to Online Brand Communities and its definition, customer engagement in our research gets defined as *"customer engagement behaviors go beyond transactions, and may be specifically defined as a customer's behavioral manifestations that have a brand or firm focus, beyond purchase, resulting from motivational drivers"*. The two terms searched for during the literature review are reviewed together, where several drivers are classified in three groups, that are later used as the analytical tool in the analysis. A social media explanatory chapter is added, making sure that the understanding of the social media Facebook is the same.

The analysis represents 14 brand communities, where the drivers found in the literature review are used to define the customer engagement as well as the content they engage in. The 14 brand communities stretch over seven brands, with an average of two brand communities per brand. Each brand community is analyzed based on the content posted by the brand as well as the engagement the users of the brand community has put into the community. The drivers give an understanding of why users would engage in a post, or would not engage in a post, thereby trying to provide an overview of the reasons for engagement on various communities and posts. An understanding of the general observations of each brand community are presented, as well as some

interesting posts are handpicked for the analysis. The individual posts are found based on quantitative data collected from each of the brand community, where the level of engagement towards a post is essential for the choosing of a specific post.

The discussion is based on the usage of the drivers located in the literature review, that is used as an analytical tool to figure out what drives customer engagement in online brand communities. A problem rises, as some of the drivers are closely connected and one social driver will inevitably influence some of the other drivers, even though several of the drivers were neglected. Comparing different brand communities based on the engagement is also a key issue for the research, since the size of the brand communities are not visible, and while the drivers are based on additional engagement, it can be hard to locate some of the drivers in smaller communities.

Posting content in relation with another brand or famous persona seemed to influence the level of customer engagement positively, especially when then brand engaged in the comments made by the users towards post on the brand communities, thereby driving the social drivers like social identity, social benefit and social enhancement. A brands symbolic function also seemed to be able to draw engagement towards content, dependent on the communities' preferences as well as the brands strengths. The settings of the social media a user is engaging also influences the level of engagement, as the smaller brand communities had less engagement from the brand itself, thereby not enhancing the engagement made by the users.

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# 1 INTRODUCTION

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This project started out with the inspiration of “war on ads” and “content marketing”, as marketing publishers noted a decreasing consumer interest in traditional advertisement (Neff, 2016; Morrison & Peterson, 2015). The first thought was to look at content marketing, especially online content and how it could attract potential customers whom are increasingly avoiding commercials with Netflix, Adblock, and even the new iPhone offering more entertainment and fewer commercials. This represents a big issue for marketers all over the world; however, it was quickly clear for us, that the term “content marketing” was vaguely and vastly differently defined by scholars. This made the focus of the project shift, however still with the objective to “win the war on ads” drawing on one important factor for us, the consumers should voluntarily watch/read/experience the marketing. Hence the focus shifted to consumer engagement, something that the Marketing Science Institute named a research priority in 2010 (MSI, 2010). Now six years later it seems even more relevant with the war on ads in mind. We wanted to examine how companies can use online brand communities, as these are forums consumers voluntarily engage. With the rise of social media, the OBCs are a growing part of many companies marketing strategy (Stelzner, 2015). The focus of this project then ended up being on how companies can increase consumer engagement in online brand communities, specifically on social media platforms.

More interactions than ever are happening on an online scale, where social media’s have captured the attention of many. Users are able to connect with other users creating their own online network; however, they are also able to interact with brands from their hometown or the other side of the globe. The increasing level of users on the social Medias also attracts brands from around the globe, trying to create awareness of their brands. Many users have the possibility to create an identity through their appearance on social media, whether it be through pictures, their friends, what they share on their profile or which brands they engage with. A new way of approaching customers or users has been made possible through the creation of the social media, and the adaption of this from a company’s perspective has had various results. Some companies have great success in creating content for their users, making the users of the given social media interact with the brand, whereas other companies have had less fortune with their brand pages. Heineken, Carlsberg, SABMiller and Anheuser Busch Inbev were chosen as global companies that all are present on Facebook with various products and on various markets, with different types of content for their potential customers, trying to create awareness and increasing their sales as a product of the increased awareness. All the four different companies



show potential for engaging users on Facebook in their brand pages, with different results, based on the size of the company, the content they post as well as how they communicate with the users. Having users on social media engage in the content a brand posts is not an easy task and many considerations has to be taken before posting content for the users. The initial interactions with a brand on Facebook are often linked to prior, both offline and online, engagement with the brand however, engagement in various content provided by the brand requires more, if the user should be interested in investing resources in the engagement. Since beer is a commodity and there are thousands of products to pick between, it is important for the companies to figure out how to get the attention of their customers, and making them engage to create even more awareness. While the value of a single customer is not measureable on a Facebook brand community, the company can gather a general idea of the appearance the brand has towards its customers, as well as the commitment their customers are willing to provide to engage with the company. Getting customers to engage in a brand community requires resource investment from both parties, the questions is to what extent both the company as well as the user are willing to commit.

## 1.1 RESEARCH BACKGROUND

In 2015 Social media examiner surveyed 3700 marketers about their experience with social media. The surveyed showed that the top questions marketers wished to have answered were *"What social tactics are most effective?"* (92%) and *"What are the best ways to engage my audience with social media?"* (91%) (Stelzner, 2015). It also showed that 92% considered Social Media as an important part of their business (Stelzner, 2015). This clearly states that consumer engagement within social media is currently a big marketing issue. On Facebook, which is the most used social media platform both by consumers and companies, 51% of B2C companies felt that their marketing was (Stelzner, 2015).

## Commonly used social media platforms

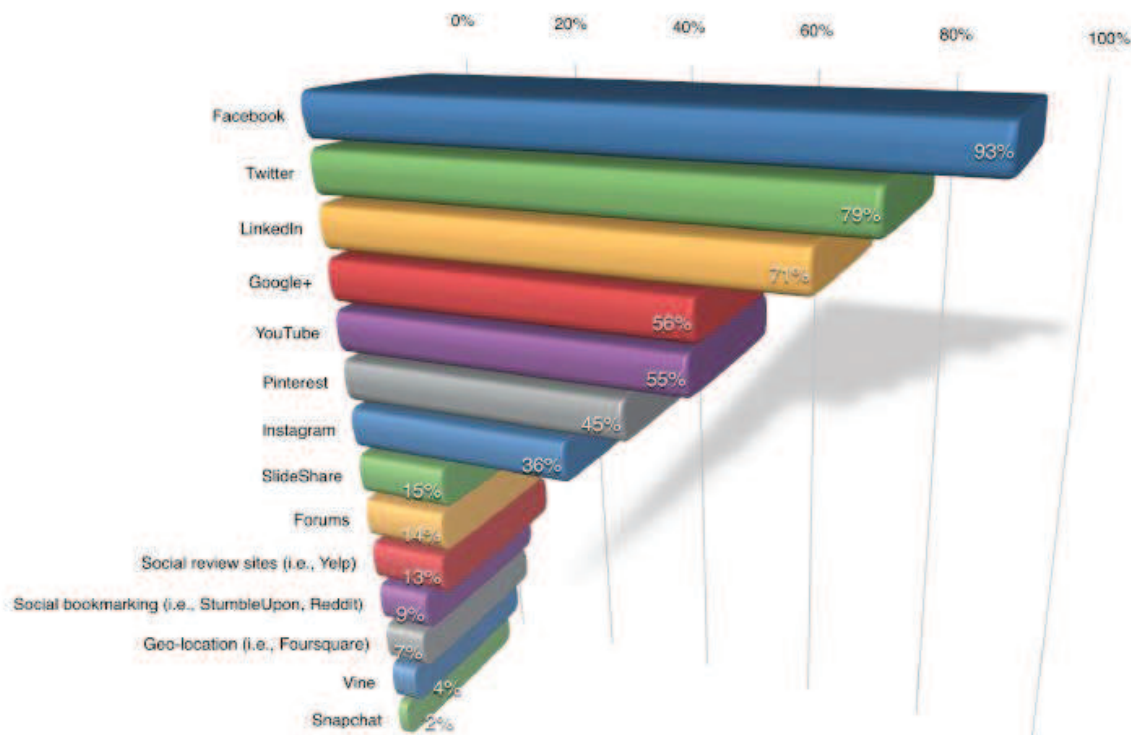


Figure 2.1 (Stelzner, 2015 p. 23)

As seen in the graph above Facebook, Twitter, and LinkedIn are by far the most used social media platforms. However, due to the focus on B2C and brand communities, it has been chosen only to focus on Facebook as 52% of marketers mentioned Facebook as their most important social media platform, with more than 1.5 billion active users it is the obvious choice for our main analysis (Statista, 2015).

Marketers also stated that they wish to increase their use of visual 73 % and video content 72 % (Stelzner, 2015) which will hence be a big part of the Netnographic analysis, especially on Facebook.

Much research has been made on online brand communities, however much of it have focused on the outcomes and implications, instead of the antecedents, which is the focus of this research, thus the outcomes and implications has been excluded from the literature review. Some of the research will be presented here to give an overview of the research background behind this project, and to emphasize why consumer engagement in online brand communities is important for companies.

It has been found that increased levels of liking from a consumer also increases their adoration towards the given brand, making them more tolerant of unintended behavior from the company, as well as offering word of mouth for the company's benefit. (Wallace et al., 2014) As members discuss products, trends, suggestions etc. organizations get data to use in its market research. This insight into consumers' needs and desires could increase the cooperation within different departments of the organization. The OBCs can also directly influence sales, as it functions as a marketing channel (Wirtz et al., 2013).

Studies have shown that members who are actively participating have a higher chance of staying in the OBC over a longer period. (Ibid) This emphasizes the importance of giving members a sense of belonging and providing content to keep them participating. If an OBC manages to fulfill or exceed the member's expectations to gain information and engage in social interaction, the satisfaction level and loyalty of the members will increase (Ibid). When customers engage in knowledge driven conversations within the OBC their satisfaction tend to increase thus also stating that engagement will increase the member's satisfaction and loyalty (Wirtz et al., 2013).

Wirtz et al. (2013) state the overall effect of OBC engagement on the brand itself as: *"Active consumer engagement in OBCs is likely to strengthen the brand through the fostering of higher brand commitment, spirited brand engagement, brand satisfaction and brand loyalty."* (Wirtz et al., 2013 p. 234)

Which should mean that even though our research cannot directly measure the profit or sales increase as a result of successful OBC management, the increasing consumer engagement would likely through higher commitment, satisfaction and loyalty lead to increased brand value.

As it could be expected, commitment and engagement towards the OBC was found to increase the commitment and engagement towards the brand itself. Similarly, membership duration has shown to have a positive effect on purchases, as long term members are more likely to acquire new products from the brand, and more likely to adopt them sooner. Long-term members are also less likely to adopt products from competing brands, than short-term members are. (Wirtz et al., 2013)

Even though consumers who perceive themselves as knowledgeable about the product tend to care less about what others say, it has been found that in OBCs' communication about a product will reduce uncertainty, even among consumers who perceive themselves to have high product knowledge. (Ibid). All of which emphasizes the advantages of having a successful OBC with strong consumer engagement.

## 1.2 PROBLEM STATEMENT AND RESEARCH QUESTIONS

The problem statement for this project is:

**How can global companies increase engagement on their Facebook brand page, through a focus on consumer engagement drivers in online brand communities?**

Furthermore, several research questions have been made, to guide the analysis and provide the reader with an idea of which questions the reader can expect to have answered when reading the project.

**What is customer engagement and how is it driven?**

The research question is answered through the literature review, first as a separate chapter explaining the definition of customer engagement and afterwards in collaboration with the drivers located when connecting customer engagement and online brand communities.

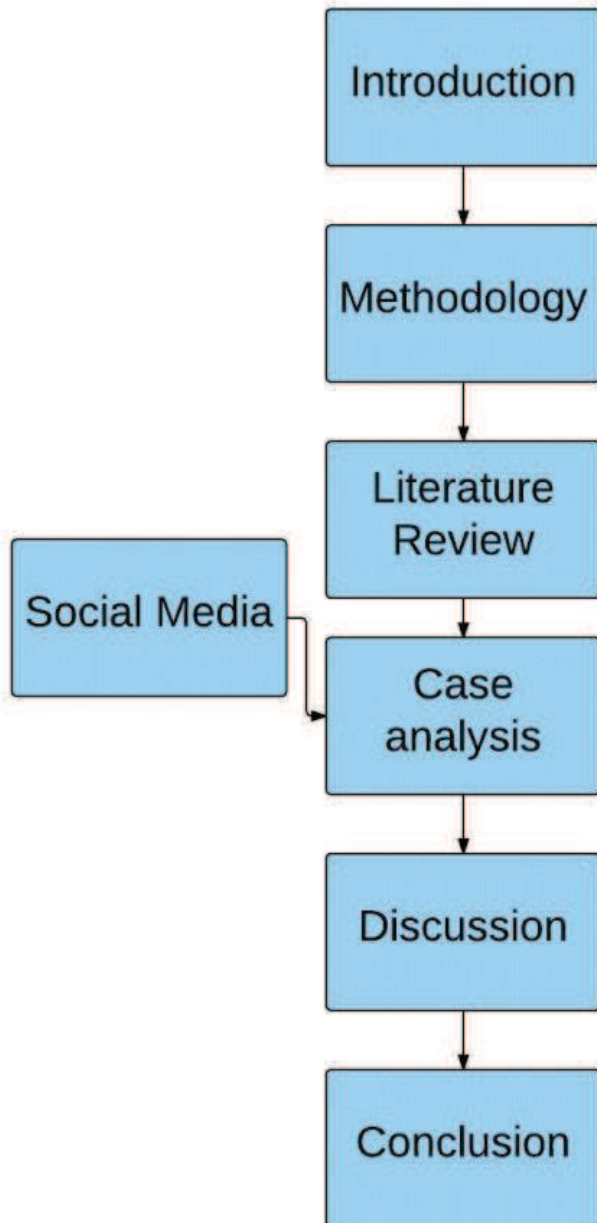
**How do social media influence how brands use their online brand communities?**

The understanding of an online brand community is presented in the literature review and further explained in collaboration with the usage of the social media Facebook, to help give a more technical understanding of the processes that functions on the chosen social media.

**What have companies done to drive customer engagement on their brand communities on Facebook?**

Throughout the analysis, several drivers are found when analyzing the various brand communities of the chosen brands and presented for each of the brand communities, where the most prominent drivers are highlighted. The drivers are further presented in the chapter related to the findings of the analysis.

### 1.3 RESEARCH DESIGN



### 1.4 CONTENT OF THE CHAPTERS

The initial part of the project provides the reader with an executive summary, a short walkthrough of what has been written in project as well as the results. The next chapter explains the background of the project and how

the initial thoughts began, where they ended up, with a focus on consumer engagement in online brand communities. The following chapter relates to the methodology behind the process of writing the project as well as which methods were used to collect the necessary data to make this possible. The chapter looks at Bryman and Bells (2011) approach to methodology as well as their focus on making a netnographic analysis. As a product of the methodology, the next chapter relates to the literature review, where previous literature and the interpretation of these have been used to form the understanding of the concepts, online brand community and customer engagement. The chapter concludes with present some drivers, based on the two concepts, which defines how the analysis is made. The analysis, based on the drivers found in the literature review, is based on several brands and some sub brand communities on Facebook for each brand, that concludes in some observations for each of the brands as well as an understanding of the full picture obtained from analyzing the difference brands. The discussion debates the reasoning of the results found in the analysis, based on the drivers found in the literature review. The conclusion sums up the findings found in the analysis, based on the located drivers from the literature review, by answering the problem statement presented earlier.

## 2 METHODOLOGY

This chapter has the purpose of giving an insight into the mind of the authors and the methodological considerations and choices that have been made during the making of this project. To minimize the misunderstandings and different interpretations of methodological concepts, we have chosen to adopt the understandings of the concepts; nature of science, ontology, epistemology, human nature, paradigm, and all their underlying concept from Burrell & Morgan (1979), thus making it easier for readers to follow the reasoning behind choices made in this chapter and the project as entity. However, it should be mentioned that we look at paradigms in a less strict manner, meaning we believe that scholars can change their paradigmatic view according with the study he/she is performing. Later in the chapter, the more focused choices of methods in the literature review and analysis among with research criteria will be covered.

### 2.1 NATURE OF SCIENCE

Earlier scholars had been looking at the nature of science through the two contrasting theories 'order' and 'conflict' which are distinguished by their look on four ways of examining knowledge (Burrell & Morgan, 1979).

#### Two theories of society: 'order' and 'conflict'

<i>The 'order' or 'integrationist' view of society emphasises:</i>	<i>The 'conflict' or 'coercion' view of society emphasises:</i>
<b>Stability</b> <b>Integration</b> <b>Functional co-ordination</b> <b>Consensus</b>	<b>Change</b> <b>Conflict</b> <b>Disintegration</b> <b>Coercion</b>

Figure 3.3 (Burrell & Morgan, 1979 p. 13)

All four can be hard to define, as they are extremes for instance consensus can happen as a consequence of coercion. Thus, the line between stability and change is unclear, as theorist of stability does not see the social world as static, but is concerned with the status quo. Even though Burrell & Morgan (1979) criticized them for being too misunderstood and not sufficiently differentiated, the debate of stability and change will shortly be taken as we feel it has some ground regarding the concepts of brand communities and social media.

As almost every other scholar we are somewhat in between the stability and change, as marketing and social media in particular is an ever changing subject. Our focus concept “brand communities” have been through a lot of change as it can be seen in our literature review, the introduction of social media can be seen as a radical change in marketing and especially for the nature of brand communities which can be seen in the model by Wirtz et al. (2013), seen in figure 4.2.

Related to sociology of regulation and sociology of radical change the focus of this project is on the current status of online brand communities and the consumer engagement in these, however this is based on some rather radical changes mainly the introduction of social media and the possibility to, in a great extent to avoid traditional advertisement. It can be argued that the necessity to research the current status of online brand communities is due to these radical changes, and that companies are yet to fully adjust to these changes. We do not propose radical changes in the way that companies manage online brand communities, but rather attempt to provide an overview of the changes that have occurred, and how companies should adjust to these.

### **The regulation—radical change dimension**

<i>The sociology of REGULATION is concerned with:</i>	<i>The sociology of RADICAL CHANGE is concerned with:</i>
(a) The status quo	(a) Radical change
(b) Social order	(b) Structural conflict
(c) Consensus <sup>u</sup>	(c) Modes of domination
(d) Social integration and cohesion	(d) Contradiction
(e) Solidarity	(e) Emancipation
(f) Need satisfaction <sup>f</sup>	(f) Deprivation
(g) Actuality	(g) Potentiality

Figure 3.2 (Burrell & Morgan, 1979 p. 18)

## **2.2 ONTOLOGY**

Debates about ontology have been centered on the choice of nominalism vs. realism. While the nominalist approach does not accept any real structure to the world, the realist view sees the social world as existing independently of individual appreciation (Burrell & Morgan, 1979). Our view is slightly on the side of realism, as our work with brand governed brand communities implies that although the community would exist regardless



of the “name” and “labels” given to them, the individuals cognitive understanding of the OBC might be able to change the community, as the companies will attempt to satisfy the needs of the members. Furthermore, we accept that we might not be aware of some crucial structures, such as the technology behind the OBCs, people commenting privately, the way the companies see the OBCs etc. thus emphasizing that we can never know the entire truth.

## **2.3 EPISTEMOLOGY**

Positivism and anti-positivism is two of the most frequently used concepts within epistemology. Positivism attempts to predict the social world by searching for regularities and relationships between elements. Extreme positivist will even claim that hypothesis cannot be verified but only falsified, but all positivists will state that both verification and falsification contributes to a growth in knowledge. (Burrell & Morgan, 1979)

Anti-positivists do not seek to find truth about the social world, as the world can only be understood through the perspective of individuals directly involved in the activities studied. Anti-positivists thus reject the role as observer which is characteristic for positivistic epistemology. (Burrell & Morgan, 1979)

As our analysis is netnographic and thus highly observatory, we are using a positivistic epistemology. It is sought to predict behavior in the social world, in our case online brand communities on social media, through observations of earlier behaviors. This approach was chosen because we believe that a positivistic approach, can give a better answer to what actually makes consumer engage in online brand communities. Although it could be argued, from an anti-positivist view that only the consumers themselves knows what motivates them to engage, we believe that most people have not put much thought into it and thus only give half answers. A positivistic approach on the other hand might lack the insight into the consumer mindset, however it provides the opportunity to analyze which OBCs have been successful, and then apply theories about consumer engage and online brand communities on the findings, in order to make a qualitative Netnographic analysis of the factors influencing the engagement in OBCs. It is our belief that this approach will be more suiting and useful for global companies, in making strategic choices concerning OBCs.

## **2.4 HUMAN NATURE**

This project adopts a mixed view on human nature, meaning that we recognize and accept both the influence that the environment has on human beings, as well as the influence that human beings have on each other and their environment. This can be seen in the way that online brand communities and consumer engagement is

seen to function. While we believe that the content posted within an online brand community have an influence on the consumer's engagement, we also recognize the influence that consumers' actions in an online brand community, such as liking, commenting, sharing etc. have a huge influence on the brand community and the behavior of other individuals within the community. Furthermore, as it can be seen in our literature review, consumer loyalty, trust and satisfaction can all be both an antecedent and outcomes of engagement in online brand communities. Thus we are both deterministic and voluntarist, by the definitions of Burrell & Morgan (1979).

## **2.5 METHODS**

This project use mixed methods in which we use the quantitative research to facilitate our qualitative research. The quantitative data collected from the Facebook brand pages is used to decide which posts to analyze more in depth qualitatively, however the quantitative data themselves also assist the analysis, as they provide information regarding the engagement in the posts. It was chosen not to make statistical analysis on the quantitative data, as a qualitative analysis was necessary to find the correlations between drivers of engagement, and actual engagement. A statistical and thorough analysis of the quantitative data would also have required further information, which was not accessible, such as the amount of members in each community. A statistical analysis could also have been done by grouping the posts by their engagement drivers and cross-referencing with the engagement in terms of 'likes', shares and comments. This said, as the drivers were often found through the comments or a thorough observation of the content, it would have taken a vast amount of time to group the posts, hence the idea was dropped. The project adopts the inductive approach as it is attempted to find patterns through the observations in the analysis. The problem statement set forth will be evaluated with the mixed methods analysis as a background, with the purpose of being able to generate theories about the general use of Facebook brand communities, based on a few selected case studies. (Bryman & Bell, 2011)

## **2.6 PARADIGMATIC CONSIDERATIONS**

Burrell & Morgan (1979) propose four paradigmatic directions based on subjective vs. objective and regulation vs. radical change dimensions. They emphasize that scholars within a paradigm does not necessarily have a unity of thought (Burrell & Morgan, 1979) it should more be seen as set of shared assumptions, which makes comparing their work easier.

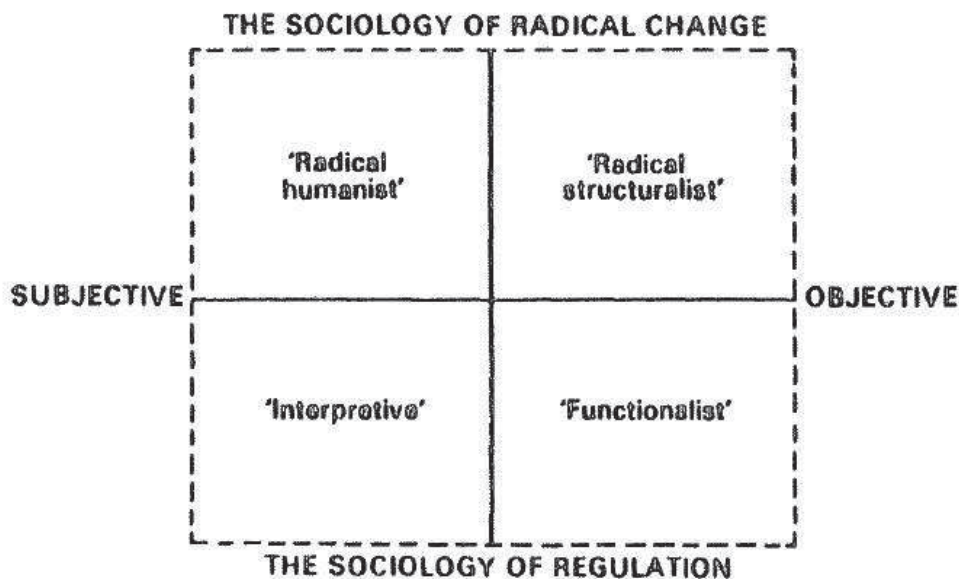


Figure 3.3 (Burrell & Morgan, 1979 p. 22)

We are working under the Functionalistic paradigm, which is objective and have a sociological view of regulation. Our paradigmatic choice can also be seen in the stands on nature of science, epistemological, ontological and human nature. The functionalist approaches general sociological concerns from a realist, positivist, and deterministic standpoint. However, as mentioned earlier, we do not have clear-cut views on ontology and human nature. This paradigm seeks to find rational explanations of social affairs, often through quantitative analysis. Although the main analysis in this project is the qualitative analysis, the purpose and understanding is the same, that identifying and analyzing relationship can be done as an observer, and that it can be understood and then formulated as useful knowledge. (Burrell & Morgan, 1979)

## 2.7 LITERATURE REVIEW

In order to understand what had already been written about the chosen topic, a systematic literature review was chosen, to help unravel what the previous research had been on the two topics, online brand communities and customer engagement, which were the two keywords that were searched for (Bryman & Bell, 2011). The literature review was conducted mainly based on searches on 'Emerald Insight', where the keywords were used, both alone as well as together. This is due to customer engagement, at least as an online type of engagement, requires some type of forum or media, making the two research topics inevitably linked.

While the research question changed slightly over the course of the research process, the underlying assumptions of customer engagement and online brand communities have remained the same. The intention was to analyze what previous researches had researched about online brand communities, how they work, and what the differences from the traditional brand communities is and how that has influenced the development and usage of the brand communities today. Parallel to this study, we also investigated the usage of customer engagement, what drives customers to engage, especially on the online segment, since the interactions between brand and customer has changed a lot since the launch of pages like Facebook, Twitter, Instagram and so on. After the two research areas were uncovered, a collaboration between the two was made, to see how customer engagement and online brand communities worked together, to help give a better understanding of the chosen research question. The collaboration between the two were made to figure out what mechanisms that could be derived from the customer's engagement in online brand communities. (Bryman & Bell, 2011)

With a focus on how to improve the customer engagement, the outcome of the customer engagement was excluded, as this was not a part of the focus for the research. As for the brand communities, while some of the drivers from the traditional brand communities are still influential on the online brand communities, some of the underlying assumptions from the traditional brand communities were excluded as well, since the literature had a limited research on the adaption from traditional to online brand communities.

The literature review was presented as a whole, where it was possible, to present the literature as a whole, instead of one article at a time. Giving an understanding of all the literature gives a deeper understanding of how to connect different researches, by interpreting the previous research as one entity instead of one article at a time. While the articles were analyzed one at a time, keeping it as a systematic literature review, the ability to interpret on the literature as one can potentially provide a better and more understandable picture for the reader.

Based on the literature review that was conducted, several connections between customer engagement and online brand communities were found, which, upon interpretation, were used in the classification of several drivers, as a tool for the analysis on several of the online brand communities.

## **2.8 NETNOGRAPHY**

The idea behind ethnography, or in this case the sub kind of research Netnography, is to analyze the interactions between the involved parties. In this case, we analyze how users of Facebook engage with different brands and their respective brand communities, depending on their Facebook settings. The

observations between the involved parties traditionally required some kind of partition from the research, however the access to millions of online brand communities, have made gaining access and gathering information on these kind of forums much easier than previously. While making it easier for the researcher to observe, it also makes it easier for the user to engage. (Bryman & Bell, 2011)

The proposed strategy for observing the interactions, was to analyze the interactions over a 1-year time period starting May 1 2015 and ending April 30 2016. All posts made on each of the brand communities, with an exception of events and profile picture updates, were included in the quantitative statistics of the brands, where the most engaging posts were handpicked. Observations that were more general were made based on the general engagement on all the posts in the brand community. Each of the posts were divided into either video related content or picture related content, and were listed based on the amount of 'likes', comments and shares. This helped the researcher find the most relevant posts as well as getting an idea of the difference between high and low engagement posts. (Bryman & Bell, 2011)

While examining the literature related to our research topic, we found articles that had examined some customer engagement related topics on social media; however, they were only based on one brand community. While this has potential to become a good research, our focus was to create some general guidelines that could be used to drive customer engagement, which is why we wanted to examine several brand communities, since each brand community is unique and are influenced by many factors. A few to mention is cultural influences, brand size, industry, brand reputation, brand governance, just to mention some of the factors that can influence the customer engagement on OBCs'. Where some are influenced by the brand, others are influenced by their users and some are influenced by the cultural heritage from the specific market, just showing that a company does not have full control of any given customer engagement on their brand community.

While our industry remained the same, we included different brands and brand communities, to present a picture of how the different factors potentially has influenced the customer engagement. We chose the beer industry because it is globally and socially consumed as well as being a commodity product that quickly can be swapped for another one just like. There is a huge competition on the market for alcoholic beverages, which only encourages the brands to improve their marketing, on both Facebook as well as anywhere else, if they wish to gain a competitive advantage. After choosing the industry, we chose the top selling companies, which included Anheuser Busch Inbev, Heineken, Carlsberg and SABMiller. After choosing which brands that we were

going to analyze, we had to choose some of their products and thereby some of their brand communities. The reason for including these four is that they are all global brands and all sell on markets all around the world.

Within the Anheuser Busch Inbev brand, we chose to analyze Budweiser, Bud light, Stella Artois as well as Corona, that are all owned by the cooperation. For Carlsberg we choose their standard Carlsberg beer. For Heineken we look at the premium beer of Heineken and for SABMiller we chose to analyze Pilsner Urquell. While they might differ in size, where Pilsner Urquell as the smallest had 372.000 (PilsnerUrquellCzech, 2016a) and Heineken as the largest with 21.190.000 'likes' (HeinekenNL, 2016a) they all generate content on a global scale. The size difference of the four different brands are clearly visible in the amount of engagement they each receive on the chosen markets however the analysis takes this into account.

After choosing the brands, the different brand communities for each of the brands were chosen, based on the available data as well as a desire to look at some of the larger markets for the brands. We chose their home market, knowing there will always be engagement. We also chose the market for the USA, to have a market of decent size in common for all the brands analyzed, as well as the language barrier would be significantly smaller for the market of USA, than many other markets. Lastly, we chose the default market as well, whenever it was possible and the amount of data would suffice for our research. While the default markets, as well as the market for USA were not all satisfyingly enriched with enough data to analyze on, as some of the markets did not fulfill the requirements for the analysis, they were changed out for different markets, which provided the required data for the analysis.

The sampling of the chosen brand communities varied from each brand, since some brands only had one community, others did not have a sufficient amount of data for the market of USA and the default brand communities were often non-existent or coded in an odd manner. Based on the data present on the Facebook communities, between two and three brand communities were chosen for each of the products, with the exception of Bud light, which only had one community. The data sets collected on the various brand communities were coded to help present an overview of the different posts on each brand community, ranking them on the three factors 'liking', sharing and commenting. Coding the data made it easier to filter which posts had the most interest for the analysis, when hand picking those that were to be used as a single piece of content, rather than a part of the full picture of the brand community. (Bryman & Bell, 2011)

The choice of which posts to be analyzed as a single piece of content was based on the data being present on the given brand community, featuring 'likes', comments, views and shares as the most prominent factors, while

also including the researches own point of view that has been influenced by prior knowledge obtained through the literature review.

## 2.9 RESEARCH CRITERIA

As the project use mixed methods, the validity and reliability of both methods will be accounted for. Concerning measurement validity, it should be made clear, that the use of 'likes', views, shares, and comments as measures of engagement is not very precise, but rather chosen in lack of better alternatives. The measurements do say something about the engagement, but it is not exact. A more subjective approach would be needed to know more about the users' engagement. As mentioned in the human nature the members influence the community, just as the community influence the members' engagement, this means that sometimes the engagement with posts, might be more due to the other members interacting, rather than the content of the post, and brand influence. In addition, there are a number of problems with the data collected, and their influence on engagement, due to Facebook not being very transparent. As the size of each community region is not known, the size of the communities is unknown to us. Furthermore, when looking at communities in foreign languages (other than English and Danish) Facebook's spam filter for comments might hide comments that would be shown to native speakers of the language. The amount of 'likes' and views have only been measured in hundreds when over 1.000 and in thousands when being over 10.000. For shares, it is incredibly hard to know how much engagement they drive, and even harder to know how much they increase the reach of the posts, as it is unknown whether the post has been shared in a private conversation, in a group or on the Facebook page of the sharer. Perhaps the biggest issue with the validity is that it is possible to pay money to make posts reach a bigger audience on Facebook, as well as companies can encourage their employees to engage with posts, thus creating "false" engagement. It should be noted that while the terms 'customer' and consumer' have been used frequently in this project, often related to engagement, no distinguishing between the two is made in the project. While there is a difference between 'customers' and 'consumers', the difference is insignificant in the analysis of this project, as there is no way of knowing if the people who engaged are 'consumers', 'customers', both or neither. This furthermore means, that when 'customers', 'consumers', 'users', 'members' etc. are used in the analysis, these are just used as nouns for the people whom are engaging in posts, without any assumptions about their 'position' towards the product and community.

As always, when using case analysis, the issue of generalization or external validity arise, hence the selection of cases is very important. To increase the external validity several cases were selected all for global brands, and with focus on different markets.

Due to the analysis being done on publicly accessible Facebook pages, in a defined 1-year period from May 1st 2015 to May 1st 2016 without any disclosed information the external reliability is high, with nothing stopping others from doing the same research, there is however the risk of posts, 'likes', shares, views and comments being either deleted or added as time goes.

The reliability of the project has some implications, for one the Facebook algorithm that is often changed have an influence on the reach of posts, thus also the engagement on the posts. Although this should not have a significant influence of what fans should do to create content that consumers engage with, it could have an influence of the amount of engagement individual posts get. As the project is working with human behavior it is always possible that new trends will occur that change their motivation for engaging with content.



### 3 LITERATURE REVIEW

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This chapter has been used to shed light on the two topics, customer engagement and online brand communities, as well as how they interfere with each other. The topics are reviewed based on several previous researchers, ensuring a proper basis for the literature review.

#### 3.1 ONLINE BRAND COMMUNITIES

Brand communities have existed for a long time, with the Harley owner group being one of the best known and successful traditional brand communities, with more than a million members worldwide (Harley Owner Group, 2016). In recent years, as more and more people have gotten internet access, companies have started to create online brand communities (OBC), many of which have been through social media platforms. This part of the literature review will examine what past research has shown about the nature of brand communities, what defines them, and how they have developed with technology and society. Furthermore, the difference between traditional and online brand communities will be examined.

In this project, we will be adopting the definition of a brand community from Muniz and O'Guinn (2001 p. 2) who defines them as *"a specialized, non-geographically bound community, based on a structured set of social relationships among admirers of a brand"*. This definition has been widely accepted and adopted (Wirtz et al., 2013, Dessart et al., 2015). Online brand communities do however have a slightly different nature, first of all because of their easy accessibility, which demands less engagement and not necessarily a relationship commitment from the consumer towards the entity of the brand. (Muniz & O'Guinn, 2001; Wirtz et al., 2013). We therefore, considering our social network focus, define an online brand community as **"A specialized, non-geographically bound community based on voluntarily, intentionally, partly and differential engagement, centered on the admiration of a brand."**

This definition was made for this project because it emphasizes that everyone can join, regardless of his or her nationality, thus making the OBC globally accessible. Furthermore, it allows for a focus on all kinds of engagement, even as little as a "like" on Facebook, as the focus is not only on the community members with high engagement, which is almost inevitable in offline/traditional brand communities, but on all members who engage in the OBC. Lastly, it is specified that the admiration is centered on a brand, as many online

communities are centered on public persons, political movements, or pure entertainment, our definition is limited to product-or-company brands.

Muniz and O'Guinn (2001) first researched the concept of brand communities in their article "Brand Communities". They had a sociological approach, and defined brand communities on sociological and consumer behavior research as *"a specialized, non-geographically bound community, based on a structured set of social relations among admirers of a brand"* (Muniz & O'Guinn, 2001 p. 2).

The sociological approach of this article, results in 3 main characteristics that mark a community to be found; A consciousness of kind, which makes the members of the community feel bound to each other through a sense of belonging and a similar way of thinking, which also makes them feel different than non-members. Second, communities are marked by traditions and rituals to express the shared history, culture and consciousness of the community. Third, members of a community have a sense of responsibility towards the community and its individual members. (Muniz and O'Guinn, 2001) These characteristics were based on a traditional community, thus not up to date with the changes in society. The last couple of decades' communities have been gradually less geographical bound, highly due to the technological progress and mass media communication. This have also given communities the opportunity to grow much larger which means that sometimes they are, *"sustained by notions of imagined, understood others"*. This lead Muniz and Guinn (2001) to use the definition of a community *"a network of social relations marked by mutuality and emotional bonds"* (Muniz and O'Guinn, 2001, p. 3). This definition does not require the traditions and rituals of traditional communities, but still have focus on the social relations and emotional bonds, both of which might not be the case in online brand communities and thus not a part of our definition.

Harley Davidson with their Harley owner Group (HOG) have often been mentioned as an example of a strong brand community, Muniz and O'Guinn (2001) argue however that HOG is an extreme form of community that borders on being religious and ideological. Instead they see brand communities as relatively stable with strong, but rarely extreme commitment. In contrast to what is believed about traditional communities, brand communities do not need to differentiate themselves from mainstream culture. As brand communities often helps consumers express them, it is argued that products, which are consumed publicly, have a better chance of creating brand communities. (Muniz and O'Guinn, 2001)

Muniz and O'Guinn (2001) thus state that even in offline brand communities the engagement and bond with the community can vary vastly and does not require the same commitment as a traditional community.

Furthermore, the argument that publicly consumed products have a better chance of creating brand communities, can be caused by the fact that people see each other consuming them, thus more naturally creating conversation or it could be because people are concerned with their self-concept. Either way it could be argued that the high visibility of online communities like Facebook, Twitter and Instagram decrease the importance of the product being publicly consumed.

Further examining the role of brand community members they found that even though members do not have to be an owner of the brand, it is expected that their devotion is sincere. This could mean that other brand community members might look down on members who are only in the BC because of contests, bonuses or because the product is simply in to like. However, they found that this was not an issue in smaller BCs that might feel threatened on survival in the market. This was the case in Macintosh, which was also found to have a stronger community because of a common enemy (Windows PC). (Muniz and O'Guinn, 2001)

The rituals and traditions within a BC are not equally prominent, for example, they tend to be more prominent in smaller BC, among products used in public, exclusive products, and can depend individually on the product itself. Which they also state:

*"In the Saab community, it may be relatively prominent due to the desired exclusivity of the brand, the gendered nature of car communities, or the very public nature of product use"* (Muniz & Guinn, 2001, p.12).

This could, and have been, a big issue for many brands on social media, since the effort of being a brand community member is so small, many will likely "like" a brand just to be "in" or even to talk negatively about the brand (Nestlé, VW etc.). This can especially be a problem for expensive and exclusive luxury brands, which many might like and follow, believing that their peers will have a better perception of them. This can be positive for the brand according to how social media functions, since it might increase awareness, however it could also make it very difficult to manage the OBC, as the motivations to engage can be very differentiated.

Brand communities provide the consumers with three main benefits. Firstly, it works as a consumer agency as it gives them a bigger voice towards the brand and other members of the brand community. Secondly, BCs are a great source of information about the brand. Third community members gain a social benefit from the belonging and interaction with BCs. (Muniz and O'Guinn, 2001)

All of these three benefits mentioned for brand communities, is also likely to be the case for online brand communities, the first two even seem like they could have an even greater effect online, as the communication

online is a lot faster and it requires less effort to attain or provide information, which can simultaneously go out to all members. On the other hand, it is found likely that the social benefit gained from an online brand community is smaller. Firstly, because there is no direct human contact, secondly because of the large size of the communities, the interaction with individuals within the community might be less important, as it is the brand itself, which creates most of the content (Wirtz et al., 2013).

Online brand communities have been researched from several angles, especially with focus on social media (Wirtz et al., 2013; Dessart et al., 2015; Muniz & Guinn, 2001; Kumar et al., 2010). It has been researched from a consumer as well as a company view, with a focus on what motivates consumer to engage in OBCs, how to manage OBCs, and what the outcome of a well-functioning OBC is. Little focus however has been on what defines an online brand community as some of the articles working with OBCs simply used the definition for brand communities by Muniz & O'Guinn (2001) without emphasizing the potential differences between online and traditional brand communities (Dessart et al., 2015). While others looked at consumer engagement in social media, without considering them as brand communities, potentially missing some of the reasoning for their analysis and drawing conclusions with lower validity (Kabadayi & Price, 2014; Wallace et al., 2014).

One article however examines the differences between traditional and online brand communities (Wirtz et al., 2013). Through a literature review and expert interviews, the article proposes four dimensions to shape a brand Community. The four dimensions represent the brand orientation ranging from a focus on the brand itself to a focus on a mutual interest (it can also be both), and the degree to which the BC is online or offline (internet usage, in this article hybrids are considered online). They argue that building brands around interest can be smart, especially for brands with weaker identities. This is reasoned, by a tendency consumers have to be more interested in the social link in brand communities, rather than the brand itself.

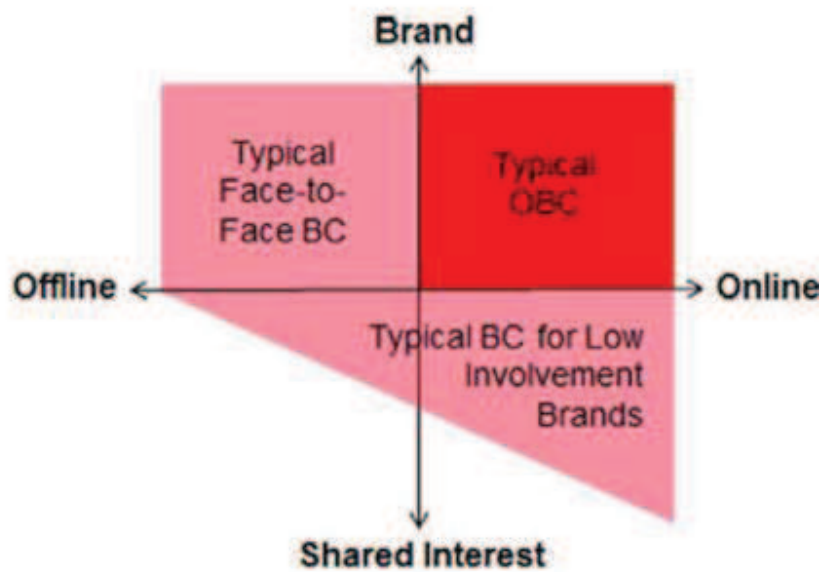


Figure 4.1 (Wirtz et al., 2013 p. 226).

They also distinguish between the means of funding and governance, which can be both consumer and brand dominated. Brand communities governed by the brand/firm tend to put their own interest over those of the community, which can negatively affect the energy of the community (Wirtz et al., 2013).



They then summed up the differences found between traditional and online brand communities in a table.

			Online brand communities
Dimension	Offline brand community	Online brand community	
Main mode of interaction	Face-to-face Has social implications and members bring their true identity to the community and to the consciousness of kind and moral responsibility Formal organizational structures are beneficial and roles such as president, treasurer, secretary often become necessary	Virtual Virtual identity possible, anonymity possible, possibly with less consciousness of kind, and less moral responsibility Informal, less hierarchical structures are common, allowing for a variety of designs and modes of interaction Interaction is unconstrained by location and time	227
Geography and time dimensions	Geographically and time constrained; members typically have to be present at the same location and same time to interact Community can be global but requires a local chapter structure to facilitate face-to-face interaction where value creation takes place	Community can be structured along any dimension besides geography	
Costs to community members (time, effort and expenses)	Time and location constraints impose time and effort costs; location and hospitality requirements incur (financial) costs Threshold costs cut off low involvement members from participating in the community	Low cost of joining and being part of the community Low threshold and hence a wider range of engagement levels and forms of the members, possibly affecting consciousness of kind and moral responsibility Involvement can range from very low to very high	
Involvement with brand, firm and community	Brand often elicits high levels of involvement, loyalty and emotion among members; members are frequently motivated to help others Intrinsic benefits (e.g. wanting to feel connected) tend to prevail	Many members may seek primarily functional benefits from an OBC (e.g. getting help with using, maintaining and repairing a product) Many members may be passive and only access content but do not contribute to the OBC Firms may use extrinsic benefits (e.g. discounts, lucky draws, loyalty points) to engage OBC members and motivate desired behaviors (e.g. post contributions, recruit new members, provide word-of-mouth, or give feedback to the firm)	

**Table I.**  
Key differences between  
offline and online brand  
communities

Figure 4.2 (Wirtz et al., 2013 p. 227)

The table confirms some of the assumptions made, and gives a clearer distinction between traditional and online brand communities, and as to how they influence the consumer behavior in OBCs. Generally, it can be seen that OBCs require less commitment, time and the bond between members is often weaker, with more emphasize on functional benefits. The higher amount of passive members (lurkers) can have a big influence on

the analysis of the impact that OBCs have, as they might gain a lot of benefits from the OBC, thus having a stronger bond with the brand, but not showing their commitment anywhere in the OBC.

### 3.2 CUSTOMER ENGAGEMENT

The purpose of this section is to specify the definition of customer engagement, what it means, what it is and how it influences customers and firms. The section shows our interpretation of the term Customer engagement, based on several articles and researches. The classification of customer engagement is later used in collaboration with online brand communities to show why people engage in communities and what the antecedents of that engagement is for user as well as brand.

Van Doorn defines customer engagement as: *“customer engagement behaviors go beyond transactions, and may be specifically defined as a customer’s behavioral manifestations that have a brand or firm focus, beyond purchase, resulting from motivational drivers”* (Van Doorn et al., 2010 p. 254). The importance of this definition is that customer engagement goes beyond purchasing and using a specific product off a brand. Gummerus et.al (2012) supports this definition of customer engagement and it is used in her research as an extension of the Van Doorn research. Zheng et al. (2015), also applies this definition of customer engagement in their research, however adds that customer engagement is highly influenced by the physiological state of the customer. This includes their dedication, degree of commitment to the brand as well as their previous interactions with the given brand (Bryman & Bell, 2011). While this does not contradict with the definition used by Van Doorn, it is important to notify, that while companies try to segment their customers, each customer is unique, and has their own antecedents for engaging in a brand community.

Van Doorn defines five dimensions that influence customer engagement behavior, which includes valence, form or modality, scope, nature of its impact, and customer goals. Gummerus et al. (2012) also use five dimensions to describe customer engagement, while they do have similarities with the ones of Van Doorn, they include slightly different factors to describe each of the dimensions.

Valence, the first of Van Doorn's dimensions, relates to the customer engagement with any given firm and can be positive or negatively charged. The positive outcome can have an impact on the brand perception in both long and short term and can influence both financially and nonfinancial for the company. Some influential areas regarding valence can be word of mouth, blogging or posting online reviews of the brand or its products. The possible areas it influences all have the possibility to be either positive or negatively charged towards the given brand. (Van Doorn et al., 2010)



The first dimension of Gummerus is about the different outcomes for the customer, like improvements in service (Gummerus, et.al, 2012). A potential change within the company or a specific benefit from engaging with the company because of the customer's engagement. Generally, the outcome for the customer is viewed as positive and will improve the customer's engagement further on. This dimension does not have a direct connection to one of Van Doorn's dimensions, but is rather partly buildup of elements from the Valence and the form and modality dimensions.

Secondly, Van Doorn describes form and modality that revolves around the resources a customer utilizes to engage with the company. A customer can choose to spend their own resources, both time and money, to engage with the given brand. One way of doing so could be to engage in events hosted by the brand, whether it be charity events or showing new products, but could also be helping another customer seeking information about the product, both online as well as offline. The dimension is generally seen as positive for the given brand, since the customers who choose to spend their own resources without benefitting directly from it. (Van Doorn et al., 2010)

The second of Gummerus' dimensions relates to the resources a customer puts into their engagement. The underlying assumption for this dimension is that the customers are willing to spend time interacting with the company, without obtaining any particular value for doing it. This dimension is very similar to the form and modality dimension that Van Doorn describes and it is recognizable that the article of Van Doorn inspires Gummerus.

The third dimension of Van Doorn, scope, relates to the engagement of the customer and whether it is temporary or ongoing behavior towards the brand. It also relates to the geographical influence of the customer, with word of mouth being the local edition, reaching a rather limited amount of potential customers, but having a high degree of influence, versus the post on an online website, having a larger scope, but a limited impact compared to the word of mouth. (Van Doorn et al., 2010)

The third dimension of Gummerus is whether the customer engagement is a onetime engagement or ongoing behavior towards the company. It also looks at the geographical impact of the engagement the customer makes with the brand. (Gummerus, et.al, 2012). This dimension is directly linked to the Scope dimension of Van Doorn.

Nature of its impact is the fourth dimension of Van Doorn and is about the effectiveness of the different ways of customer engagement. While posting a review of a brand on a website might reach thousands of people, the



intensity of it is rather limited compared to word of mouth conversation with a friend. While the word of mouth conversation might quickly be forgotten, an online post can influence the brand over a longer period, if the website is rather popular. The impact of one's brand perception can be influenced from multiple channels, that includes both offline and online and the amount of reviews and opinions that can be obtained is potentially endless (Van Doorn et al., 2010). A customer's influence value can have a great impact on the intensity an engagement can have on others. Besides the customer's influence value, the customer's referral value also has a significant impact on how a person reacts to a referral (Kumar et al., 2010; Kaltcheva et al. 2014). The two sides, both the intensity of the presented information as well as the referral value given to the engagement, impacts how information can be processed.

The fourth dimension of Gummerus relates to the impact on the company's image, whether the engagement turns out to have a negative or positive outcome (Gummerus, et.al, 2012). It is important for the company to act accordingly, whether it be positive or negative influence. Regardless of the company, negative publicity is inevitable; it is more a question of how the company as well as the customers handles it. This dimension has some similarities with the valence and the nature of its impact dimensions of Van Doorn. People engage for various reasons, and whether it be positive or negative, a company's answer should always reflect in the image they have towards their customers.

The fifth dimension of Van Doorn, customer goals, relates to the different goals a customer has when engaging with any given brand. In this dimension, Van Doorn describes three questions that relates to whom the engagement is directed, to what extend the engagement is planned and whether the goals of the customer are aligned with the goals of the company. If, for example, the goal of the customer and the firm is not aligned, it can have negative consequences for the firm, if the customer expected differently, compared to what the firm was able to provide. Planned behavior could refer to a customer planning to write a review of the brand, whereas unplanned behavior could be helping a customer seeking help related to a product, where one would either be in the same store or casually stroll by it in an online forum and decide to assist with their knowledge about the brand or product. (Van Doorn et al., 2010)

The fifth dimension of Gummerus is about customers engaging with the company for various reasons and purposes (Gummerus et.al, 2012). Some customers might engage with the company because they like the products, some looking for a community to interact with, a third just want to complain or a completely fourth thing. Customers engage for various reasons, which mean that their engagement is different, which the

company should also be aware of. This dimension is closely related to the Customer's goals dimension of Van Doorn, acknowledging that customers engage for various reasons.

The five dimensional traits are all strengthened by the level of engagement the customer has with the company, for example online visits to the firm's social media site, their purchasing behavior of products or services as well as their intended behavior towards the brand (Gummerus, et.al, 2012). The five dimensions proposed by Van Doorn all influence customer engagement differently, but are all a part of how the customers brand perception is shaped.

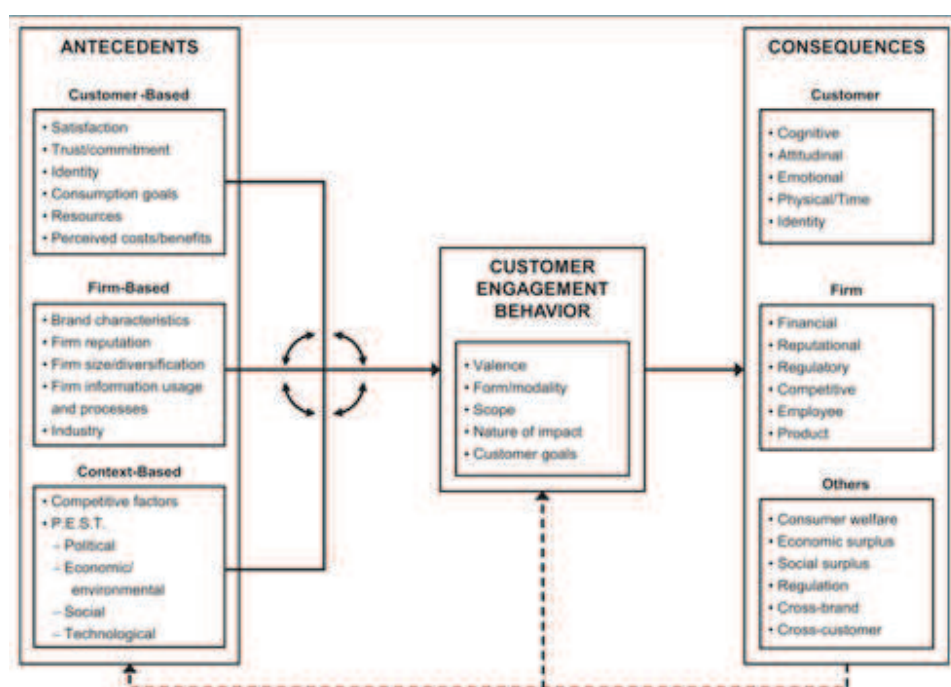


Figure 4.3 (Van Doorn et al., 2010 p. 256)

Figure 4.3 shows the five dimensions and how they are influenced by the antecedents of the customers, the firm and the context. It shows how it influences the consequences on the three parties, which is the outcome of the customer engagement that a customer, a firm or others are able to achieve from the engagement. It is important for a firm to know, not only where they benefit from the customers, but also where they are headed, to keep them as an engaging resource in their operations. An increased level of customer engagement not only has an impact on their own perception, as well as the reputation of the brand, but can on a larger scale also influence the surroundings of the company. This could potentially have a negative or a positive

outcome for the brand, making it important for the brand to understand the full process, to benefit the most. (Van Doorn et al., 2010)

The five dimensions of both Gummerus and Van Doorn provide a good pair of analytical goggles when trying to analyze customer engagement and the behavior that determines how a customer engages, why they do it, who they influence and how they influence them. The five dimensions presented above is part of a whole and it is important for anyone trying to analyze customer engagement to acknowledge that all five dimensions has influence. One of the dimensions relates to whether the engagement is positive or negatively charged. While customer engagement mostly is positive, due to consumer actually spending their own time on the engagement, it is important to handle any negative engagement that could influence any given community. This dimension does not provide any useful information by itself, due to a potential changed outcome depending on the possible change of opinion following feedback on their engagement. However, when including dimensions like scope and nature of its impact, the level of intensity along with the amount of people that might see the engagement, an increased effect of this dimension is visible.

The dimension relating to the customers input of resources informs the brand being engaged that the customer is willing to spend some of their own resources, whether it be time or money to engage with the company. Spending resources on engaging in a brand shows interest and while it still can be negatively charged, the amount of resources spend gives an indication of the person's intentions related to the brand. As with the above-mentioned dimension, it gives very little information when looking at it isolated, since the increased potential of social media interactions with companies has made the amount of resources needed to make a potential customer engagement limited to traditional ways of engagement.

The area of impact of the customer engagement relates to how big of a scope the engagement is and how many potential people that could be affected by the engagement. However big the scope might be for a customer's engagement, it cannot be viewed isolated from the other dimensions, and because reaching a million people with information without significance would have limited impact compared to reaching a thousand people with useful information. Nature of its impact, as defined by Van Doorn (2010), relates to the intensity of a given customer engagement, which is closely related to the scope of the impact. The general assumption is that the bigger the scope gets, the less intensity the people interacting with the engagement will face and vice versa (Van Doorn, 2010). It is all dependent on the engagement or content the person provides, their credibility as well as the first movers that sees the given engagement of the customer.

The last dimension, the goals of the customer includes three factors, who the engagement is directed to, if it was planned and if the engagement is aligned with the goals or expectations of the company. While customers engage for various reasons, a company cannot segment each engaging customer to a single entity and have to segment, potentially through these three factors. When a consumer engages in a brand, there can be several reasons for doing so, and several outcomes of that engagement, that can be influenced by several sources like other members in the brand community, the brand itself or an external influence outside of the brand. It is important to note, that this dimension does only not look at the outcome for the customer's engagement, but can be analyzed and processed by a company to identify what type of content, idea or expectations they should present to their customers to get them engaged.

As an extension to the thoughts and researches of Gummerus and Van Doorn, Kaltcheva et al. (2014) and Kumar et al. (2010) proposes four components that helps determine the value of customer engagement for the firm as well as how the interactions between the two parties work.

The four components are Customer Engagement Value, Customer lifetime value, Customer referral value, and Customer influencer value. Kaltcheva puts the components into a model, to see the different ways of engagement between the customers and the firms and how they interact.

The first component of measuring Customers engagement value is customer lifetime value, which is defined as the value of profits generated from a customer over its time as a customer at the given company. It takes into consideration the amount of purchases a customer makes over its encounters with the company and can help predict future purchasing habits and thereby profitability of the customer. This can help make assumptions of the future of the business and predict the level of marketing needed to keep customers actively buying, without wasting the marketing campaign money on unprofitable commercials. (Kumar et al., 2010)

The second component is customer referral value that analyzes the value of a customer's referral value to potential new customers. The customer's that refer to potential new customers work as ambassadors or unemployed sales people, which benefit from referring new customers. The benefits for the customers referring can value depending on the company, which can depend on the brand or the industry (Kumar et al., 2010). As a reflection on this, it is important to note that the customer does not necessarily need to benefit economically from this, where some would highlight a product or brand to a friend, simply because they like the brand and want to spread the word.

The third component is customer influence value, which measures how effective and intensive a customer's persuasion towards another potential customer can be. Different engagement tools can be used by the customers to maximize either the amount of people they are able to reach with their opinion, for example through online forums the customer can reach thousands of people, but the intensity will not be the same as a word of mouth conversation with another potential customer. The customer influence value is based on the customer's own interest, where they will not directly benefit from their contributions, whether it be online or offline. This, in collaboration with being an ambassador for the specific brand, specifies the importance of a high level of customer service from the firm's point of view, since the customer might influence the potential customers with a negative point of view on the brand. It is important to note that customer referral value is never negative, because it focuses on gaining new customers and if no new customers are obtained, the customer referral value is defined as zero, whereas customer influence value can be both negative as well as positive depending on the customer's influence towards the individual(s) they are engaging with. (Kumar et al., 2010).

The fourth component is customer knowledge value, which is a potential resource for a company when seeking help to improve their current products or when figuring out new ideas to launch. The knowledge of their customers can also be important in other situations, like word of mouth, where it can be important, depending on industries, for a company to ensure their customers referring their products know what they are talking about. The importance of customer knowledge value goes beyond customer referral and input for new ideas, it also helps a brand improve its customers service and complaint management with the help from the feedback the customers provide. (Kumar et al., 2010).

The interactions differ from service industries to product-based industries as well as how the two entities perceive each other and the benefits they are able to gain by interacting. (Kaltcheva et al., 2014)

One of the differences Kaltcheva describes from service to product-based is the increased difficulty of creating a strong service brand compared to that of a product-based brand. The increased customer management in the service traits makes it increasingly difficult to satisfy all customers, compared to a firm where the possibly mass-produced product is in focus. (Kaltcheva et al., 2014)

In relation to the customer engagement as described by Van Doorn (2010) and Gummerus (2012), the customer influence value and customer referral value could have a significant impact on how customers interact with each other and how great an impact they might have. While customer knowledge value and

customer lifetime value also have a potential to affect the interaction with other customers, it seems to have a more limited impact than the other two. Depending on the kind of industry and brand, the customer knowledge value could potentially have a large impact.

### **3.3 DRIVING CONSUMER ENGAGEMENT IN ONLINE BRAND COMMUNITIES**

This part of our literature review, will try to cover the existing literature on driving consumer engagement in online brand communities and combining it with the individual findings from online brand communities and consumer engagement to give a better understanding on how the concepts influence each other. This is done with the purpose of digging further into how companies can optimize their use of online brand communities to engage their consumers.

Several research papers have looked into what makes consumers engage in online brand communities. There has been great similarity in the way that researchers have presented their findings. Both Muniz & O'Guinn (2001), Wirtz et al. (2013) and Dessart et al. (2015), have divided the consumer's motivation for brand community engagement into 3 groups. This could obviously be because of their findings, indicating a natural division into these three groups, or it could be, because the other articles take inspiration from Muniz & O'Guinn (2001). Muniz & O'Guinn only shortly state that consumers; want to be heard, seek information, and gain a social benefit from engaging in brand communities.

Wirtz et al. (2013) divide the engagement motivators into Brand-Related Drivers, Social Drivers, and Functional Drivers. Somewhat similar Dessart et al. (2015) examine brand-related, social, and community value related drivers. The following figure shows how the different drivers impact OBC engagement and how they are influenced by certain factors relating to product, customer and the brand.

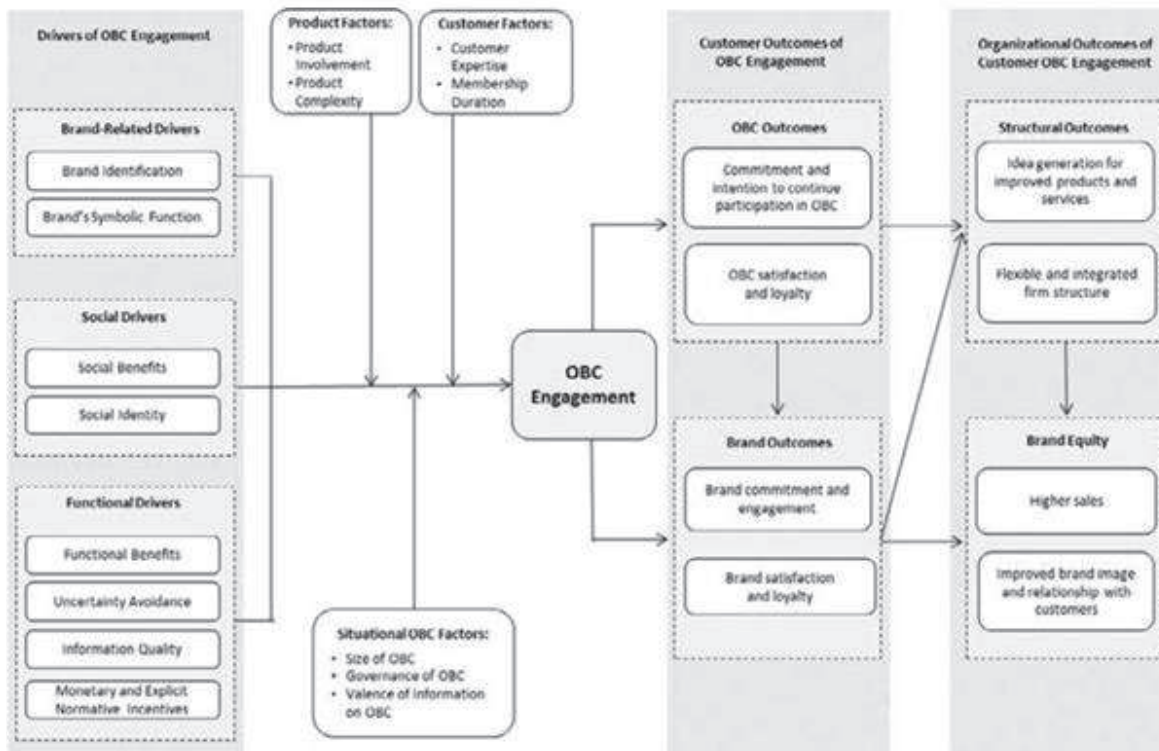


Figure 4.4 (Wirtz et al., 2013 p. 229)

Van Doorn et al. (2010) segments the customer antecedents into six types of engagement. Each segment includes different ways of engaging with the brand, including the relationship to the brand, how they appear to other customers, the satisfaction with the brand, their reasons for engaging as well as their perceived benefits by engaging with the brand. Gummerus (2012) describes the antecedents as practical benefits, social benefits, social enhancement, entertainment and economic benefits, that includes many of the same factors, but are labeled slightly differently compared to the ones of Van Doorn (2010).

Prior to engaging in a brand, Van Doorn describes some biased opinions, or antecedents, that helps understand why customers would engage in that specific brand. The antecedents are divided into three groups, customer based, firm based and context based that all influences differently. (Van Doorn et al., 2010)

The customer-based antecedents include satisfaction, trust, identity, consumption goals, resources and perceived costs/benefits. Prior to engaging in a brand, the customer considers these factors from the own perspective, to identify whether they should engage with the brand or not. While all might not be equally



important for different customers, industries or platforms, it becomes the baseline of the customer's brand perception. (Van Doorn et al., 2010)

The firm-based antecedents include brand characteristics, firm reputation, firm size/diversification, firm information usage and processes, and industries. Any given firm can have customers engaging in their communities, without having a recognizable brand, reputation or even a size that is significant, but regardless it is up to the brand how it is able to use its strengths to reach their customers. For larger brands and communities, it can be rather hard to identify one specific contributor, as the information reaches a greater scale, compared to that of a smaller community, where the individuals would be easier to identify and possible have a higher intensity, while reaching a smaller audience. A person's self-image can be connected to a specific brand, where the reputation and size of the company can have a significant impact on the commitment a customer would engage in. (Van Doorn et al., 2010)

This could mean that big brands with a great reputation can stick more to content centered around their brand, because the brand already "connects" with the person's self-image, while less known brand needs to be more creative when posting content, to attract consumers with other mean. This does not mean that more known brands should not focus on creating great content, but that it can be harder for less known brands to gain engagement through OBCs because they do not have a strong connection with consumers.

The context-based antecedents are the most socio influential factors like political, environmental, social, technological and competitive factors. These factors are influenced by government and are not directly influential by customers or the firm. While these factors are not influential from the customer's perspective, they still influence by dictating what could be acceptable by society, the competing firms and the awareness of a specific industry. (Van Doorn et al., 2010)

The antecedents as proposed by Van Doorn are further developed by Gummerus, describing different types of engagement that leads to different types of outcome. The difference is both the different types of people engaging, the input they provide in their engagement as well as the output for both firm as well as customer.

According to Gummerus (2012), there are different types of customer engagement, which also have different outcomes. There are those customers that actively interacts with the communities by commenting, liking the post or likewise. Secondly, there are lurkers, who have a great interest in the brand and its community, but instead of actively engaging in the community, they lurk around and observe. It should be noted that the lurkers often get increased loyalty with the brand compared to the ones actively engaging in the debates,



regardless of them not engaging actively in debates, liking and sharing posts (Gummerus, et.al, 2012). Lurkers can be hard for a brand to analyze on, since there hardly is any trace of their engagement. Any given brand can make an estimate of their brand value on social media depending on the amount of likes and comments on specific posts, however lurkers do possess a significant, but hard to analyze on, impact on the brand value. A note to this is that the greater the amount of actively engaged customers, the more potential lurkers can be reached through active users liking and sharing the posts. Lastly, there are the customers that casually stop by a brand community, but do not visit frequently.

Gummerus believes that there are several perceived benefits for customers when engaging in brand communities, both online as well as offline communities (Gummerus, et.al, 2012). For creating and maintain a relationship, it is generally agreed upon that both parties need to feel they are gaining something from the interactions (Gummerus, et.al, 2012). For customers it can be satisfaction, gaining special benefits or supportive behavior from the firm that helps them create and maintain the relationship with the firm (Gummerus, et.al, 2012). Firms are looking for additional purchase behavior as well as brand awareness from their customers for the engagement to be a success.

According to Gummerus, when examining brand communities, three characteristics can be observed that influences the customer engagement and its outcome. First off is the social presence, which is shown as the acoustic, visual and physical contact that emerges between the two parties. Secondly, it helps reduce the uncertainty and ambiguity, ensuring the customer feels safe about their engagement or purchase from the company. Brand communities on social media are viewed as well designed for this engagement, since the data can travel quickly between the two parties, and it is easy to refer to huge amounts of information accessible online. A third element that is perceived as a benefit of engaging with a brand is the self-presentation that is possible for the customer to obtain. Besides the knowledge that can be obtained from engaging with the company, the customer can gain social benefits and improve the image of themselves towards others inside and outside the brand community. The third element shows that the engagement from the customers is not all practical, but that some customers seek to the communities to find amusement and entertainment benefits, they would not find otherwise. (Gummerus, et.al, 2012)

Because of the engagement, several benefits can be observed and analyzed. The benefits are practical benefits, social benefits, social enhancement, entertainment and economic benefits. (Gummerus, et.al, 2012).

We have chosen the same classification of brand community engagement drivers as Wirtz et al. (2013) Social Drivers, Functional Drivers, and Brand Related Drivers. We have divided most of the drivers found through the literature review, into these three groups, however some of the drivers were neglected.

The neglected factors were consumption goals, perceived costs/benefits, customer expertise, membership endurance and valence of information on OBC. Consumption goals does not appear as a driver itself, but can be interpreted through some of the other factors that are included in the practical and social drivers. Customer expertise relates to the customer's know-how and expertise relating to the product, however it is not viewed as a big factor in the customer engagement antecedents, because of customers engaging in brand communities regardless of their expertise, but rather is a determinant of the content they engage with. Membership endurance has previously had a greater influence; however with the increased accessibility to the brand through OBC's, the length of the relationship with the brand has a smaller impact than before. Membership endurance is more a sign of trust, commitment and satisfaction than the reason of customer engagement. Valence of information from the OBC is another factor that has been excluded, due to its involvement in the content the customer engages with, rather than if they engage in the community or not. If a customer decides to engage, it can be either positive or negatively charged for the company, but regardless, the engagement will happen. Perceived costs/benefits is the last one excluded from the drivers. While a customer can speculate to the costs and benefits, they might encounter when engaging in a brand community, it is not of great influence and some of the underlying factors in the perceived costs/benefits are already included in some of the other factors related to social and practical drivers.

The drivers are classified as listed below:

<b>Social Drivers</b>	<b>Functional Drivers</b>	<b>Brand related drivers</b>
Social enhancement	Resources	Trust
Social benefits	Practical benefits	Satisfaction
Entertainment	Monetary and explicit normative incentives	Brands symbolic function
Social identity	Uncertainty avoidance	Size of OBC
	Information Quality	Governance of OBC

Table 3.1 (Own creation, 2016)

### 3.3.1 Social Drivers

Social benefits are gained from the interaction between the customer and the company and can be observed as brand recognition from the customer's point of view, or even friendship if the relationship develops even further beyond the traditional interactions. Gummerus defines social benefits as a rather new, but important benefit within the online context. The reason being the potential for contact with the company, that can be found both through casually interactions between the customers and the company, as well as formally through a formal complaint or encouraging post on their social media account. (Gummerus et al. 2012; Wirtz et al., 2013)

Social enhancement is another benefit that customers can obtain from engaging with the brand. The social enhancement derives from feeling useful, being recognized or being needed in a community, which helps the customer socially, without gaining any specific return on their time investment from assisting the community with their knowledge and expertise. (Gummerus et al. 2012)

Wallace et al. (2014) use consumer engagement as a tool of self-expression. Consumers are able to engage in brands through 'liking' on social media, to help express their identity towards their social community on the given media. This helps the consumer show their adoration towards a brand, without physically engaging in a purchase. While purchasing their products is a possibility, it is not a necessity for the consumer to show their brand love. By engaging in the brand community, more or less, the consumer is able to establish their presence towards their social community through the liking ability or by word of mouth. (Wallace et al., 2014)

Wallace et al. (2014) sets up hypothesis highlighting a positive relationship between self-expression, brand 'likes' on Facebook as well as their love towards the given brand. Wallace et al. (2014) finds that brand love is positively associated with brand liking, making the consumer able to express their feelings towards their brand. The expression can be done subtle by just liking the page, but also through liking or sharing posts of the brand, making the word of mouth an active part of their community. (Wallace et al., 2014)

By 'liking' a certain brand's Facebook page, a consumer might change their self-expression towards others, because it makes them feel better about themselves, knowing that others can see they are interested in a particular brand. The self-expression is enhanced by the love for the brand, making them willing to engage as an ambassador for the brand using word of mouth to their social network. (Wallace et al., 2014)

The increased brand love will enhance the brand acceptance from the consumers' point of view, making them more tolerant for unintended behavior from the brand's perspective, for example a broken product or with a nonfunctional function. (Wallace et al., 2014)

Entertainment benefits relate to the entertainment that the customer can obtain from engaging in the community and is seen as a motivator for the customers to participate. According to Gummerus et al. (2012), the importance of entertainment is valued highly within brand communities when trying to attract engaging customers.

The most prominent social benefits are assistance and help from the community, both from other members and from the brand employees. Social Identity comes from the self-concept, where people search for self-esteem, and express themselves through products/brands that they feel perceive values that they wish to be associated with. For some of the most successful BCs the members have begun to see the brand as a way of asserting their self-identity. It is possible for brands to build a community around a campaign for a cause that members will join because of the identification with the cause instead of the brand. Through such a campaign, the members will gain a stronger bond with the brand as it helps them express their values. (Wirtz et al., 2013)

The social benefits that drive a customer's engagement in any given brand community includes the social interactions between the customers and the brand, the interactions between customers as well as the social identity an individual can create relating to the brand. The social drivers possess no material benefits that the customer can obtain, but instead relates to the social interactions and satisfaction that the customer obtains through engaging with the brand or other customers through the usage of the OBC.

### **3.3.2 Functional Drivers**

Functional benefits are frequently derived from the direct, information-based support that a consumer receives from the OBC.

The high level of Information quality that exists in most BC's due to enthusiastic members who are willing to help each other can significantly increase the information credibility. As mentioned Monetary and explicit normative incentives can help increase the activity in BCs, however studies have shown that in the long run, online community members tend to be less active with monetary incentives. (Wirtz et al., 2013)

Uncertainty avoidance is reducing the consumer's uncertainty through providing information and comfort through a BC, which can help increase sales.

More knowledgeable consumers are better at searching out the information they seek and ask they more direct and precise questions.

Surprisingly a study found that positive information from an OBC was perceived to be stronger than negative information, because it was merely reassuring the consumer in their decision before a purchase (Wirtz et al., 2013). This reflects on the valence of information found on the given brand community. Users interact with the brand community because of interest and adoration of the brand, which influences what kind of information they see, which could potentially influence their understanding of the brand. The users of the brand communities spend their own resources on engaging with the brand, and processing information from other users or the brand itself that resembles their own point of view on the brand. Focusing on the negative stories and sides of a brand would be a relatively poor investment of the customer, gaining no benefits from their engagement and thereby wasting their resources. The valence of information in OBCs can also work as a guideline for companies when making content for the users of social media. Since users in general focuses more on the positive flow of information, greater risks can be taken in comparison to traditional marketing like posters or TV commercials. If a customer with no interest in the brand should see the content, it is easily ignored without causing much distraction for the users. This opens the possibility to be more daring in the content posted, considering that the company knows their customer and does not offend them. It is important the firm knows their segment of users before doing anything irrational, since social media is easily accessible and the communication through these channels is fast, customers can quickly respond to specific posts made by the firm. An example of this is when Comcast decided to bash Google Fiber for breaking down during a sport even, where users quickly turned to their keyboards and started defending Google Fiber. This example shows that a firm needs to be aware of their brand identity and their customer segments prior to making content on social media. (Reed, 2015)

Monetary and explicit normative incentives can be observed when people join a specific brand community to obtain discounts or participate in raffles and competitions. A general perception of the above stated five functionally related drivers is that they have a positive outcome and an increased level in any of these will have a positive influence on the perceived relationship benefits. (Gummerus, et.al, 2012). Practical benefits can often be achieved through the different brands Facebook pages and include informational as well as instrumental benefits. The community on a given Facebook page can become a channel for customer feedback and questions and thereby leading to the informational benefits for the customer. (Gummerus, et.al, 2012).

Practical benefits can often be achieved through the different brands Facebook pages and include informational as well as instrumental benefits. The community on a given Facebook page can become a channel for customer feedback and questions and thereby leading to the informational benefits for the customer. (Gummerus, et.al, 2012).

The functional drivers are more tangible than the social drivers are relate more to specific physical benefits the customer could obtain by engaging with the brand community. A customer does not need to gain any specific benefits from the engagement, but is merely given the possibility to act depending on the information obtained through the engagement.

### **3.3.3 Brand Related Drivers**

The Brand-related driver "Brand identification" state that a brand identity, which relates to the identity of the consumer, results in higher involvement. The brand's symbolic function can also attract members who wish to be associated with the same symbolic views. (Wirtz et al., 2013)

Moderators of the relationship between the drivers and OBC engagement:

Consumers tend to involve in BCs to an extent that corresponds with their product involvement. It was also assumed that complex products, which require more information search before a purchase, have higher community involvement. (Wirtz et al., 2013)

It is suggested that a smaller BC will have a stronger group identity and stronger association with the brand, than a larger BC due to the nature of social interaction, which often occur within small groups. Members of larger BCs are often more bound to the community than with single members and more likely to be looking for functional rather than social benefits. This is especially a factor that has been significantly more impactful with the creation of OBC's, where the distance between the engaging customers is much larger than in traditional brand communities and the commitment needed to engage is much smaller.

Customer engagement is believed to derive from a number of brand relationship outcomes, like satisfaction, trust, affective commitment and loyalty (Wirtz et al., 2013; Van Doorn et al., 2010; Brodie et al., 2011). The reason for a customer to join a brand community often relates to the customer's feelings towards the brand, which works as a baseline of the customer engagement with the brand, which can be influenced according to the engagement with the brand and its community. The different outcomes can be strengthened in different ways. Loyalty is often the reason the customer engages with the community in the first place and can be strengthened further, by engaging with the community repeatedly. The level of customer satisfaction is

influenced by the responses from both the community as well as the brand, the enjoyment gained from engaging with the community as well as the pleasure and excitement of using the services of the brand. While the baseline of satisfaction and loyalty is often seen as the requirement for participating in the brand community, it is important to improve and stimulate these, since these customers often work as ambassadors for the brand, depending on the level of commitment to the brand. (Gummerus, et.al, 2012).

Trust and commitment towards the brand can be measured in the faith the customer puts in the brand and how far they are willing to commit themselves to the given product or service. The more committed the customer is towards the brand, the bigger the baseline for the relationship is (Van Doorn et al., 2010). Trust is the degree of which the customer believes in the company and how much they are willing to tolerate potential failures from the company, before it changes their perspective on the brand. The level of trust depends on prior engagements with the brand, which can be both positive and negatively charged towards the company. The level of trust is also influenced by external sources, like advertising, media coverage and potential advice from friends and family. Commitment relates to the customer's willingness to engage with the company, regardless of the outcome. The larger the commitment a customer has towards the brand, the further they will engage without gaining any specific material or social benefit from their engagement.

The drivers, as seen in table 4.1, are later to be used in the analysis of various brand communities, where they each serve as a function of the posts being posted by the brand community. The drivers are to be used as an analytical tool to figure out why a user would engage in a post, looking at the benefits they obtain from the engagement.

### **3.4 SOCIAL MEDIA**

Social Media connect people and companies all around the world. Companies generate pages or forums where they post content or receive content from the users of the pages, generating an interaction between the company and the users. It can be difficult to figure out how social media works and how a firm can take advantage of it. Generating 'likes' on a brand's page can be important for the brand value, but it can be even more important, to process the 'likes' and interactions into something useful.

Any user can choose to 'like' as many pages as they would like to, within the same line of products as well. A person can choose to 'like' both the Coca-Cola page as well as the Pepsi and Sprite pages, but given a choice, most people would prefer one product or brand to the others. Wirtz et al. (2013) argues that consumers

increasingly search for information through the internet, especially generation y (circa 1980-2000). This influences how users react to friends of their network reacting to different brands or types of products on social Media. If a user sees a friend of their network 'likes' a certain brand, they might be more influenced to choose that product over others, however the persons 'like' that helped them choose, could be just one of many 'likes' on different pages of the same type of product. 'Liking' a product's brand page does not necessarily mean they would prefer this product to another of the same type and this could misguide their networks choice of product or service. This is not seen as a negative thing for the brand, since a larger amount of 'likes' on any given brand page shows status and can potentially attract people to engage on their brand page.

Getting a social media user's 'like' on their brand page is only one of many factors that influence engagement. Previous interactions with the brand, both offline as well as online can influence how a user would approach any given brand. A user does not necessarily feel the need to purchase the products based on previous experience, but having good interactions in the past will increase the possibility of engagement from the user. Another influential factor that can lead to the engagement on the social media is the user's network and seeing if they have engaged with the company in any given way. If a person from the user's network interacts with any given brand, it might show up on the person's news feed, showing them that the brand is present on the social media and they can act accordingly. Interacting with a brand's social media page is not something every single user does, however all users are susceptible of being influenced if a person of their network shares or engages with the brands page.

It can be hard, if not impossible, to link posting content on social media with sales, because there are so many factors that influence this choice of purchasing a product. It can however, give an indication of the brand's loyalty and show their customers what they are offering if there should be a special event, announcements or just entertainment.

Any user on the social media of Facebook has a newsfeed, which shows newly updated posts or content, that Facebook has an idea of having a potential interest for the user. The newsfeed is based on the interactions with other users of their network as well as their engagement in various brands or other types of communities on Facebook. If a user does not specially search for content from a specific brand or person, this is where they would most likely encounter content posted by the brands.



Learning how posts spread and get reach, one must understand the algorithm behind Facebook, and how a post gathers speed to reach more users. Each x amount of minutes, the post is evaluated based on the amount of engagement the post has obtained, through 'likes', comments shares and views, which makes the 'birth' of the post a crucial point of time if it wants to gain enough speed to gain a wide reach. Besides the engagement, time spent looking at the post also has a great influence of the reach the post is able to get. The more time users spend hovering over the post before scrolling on, the more time will be accumulated on the post, making it get a wider reach, which makes lurkers an interesting subject to obtaining a wider reach as well. The more people who 'like', share, comment, view or even just hover over a post will gather some time spend on the post, making it more likely to be shown to other users, due to the interest that has been shown to it. Facebook wishes to present the most interesting content for their users, and by acknowledging that there are users who tend to engage very little, this is a way of making them engage in posts unknowingly to help understand which potential posts are interesting for other users (Findsome & Winmore, 2014; Bigum, 2016)

After understanding how a post gains a larger reach, it is also helpful to know why some brand or user content often is showing on the newsfeed and other content might not appear often. While the algorithm influences the reach, and the more time and engagement accumulated will increase the reach of the post, making more users see it, their engagement also influences what comes near their newsfeed. Whenever a user 'likes' some content, whether it be from another user or a brand, they will be closer linked next time the user or brand posts some content, meaning they are more likely to have that post reach the users newsfeed. Over time, if the user chooses not to engage in a post from the same community or person, the link will become smaller, reducing the possibility of that brand or another user's post will reach their newsfeed. While it is possible to receive news on your newsfeed from brands or users that no engagement has been made towards is due to the algorithm of Facebook, which is trying to show you some content that has been interesting to others in or around your network. (Findsome & Winmore, 2014; Biggum, 2016)

An understanding of how a brand community of the social media of Facebook works, alongside the drivers listed earlier is to be used to analyze various brand communities amongst global companies. The drivers are to be used analytically to figure out what drives the customer to engage in a certain post, whereas the understanding of the given social media helps to understand why the certain post gets a wide reach or does not. The two factors will together help uncover what potentially could be the reason for a posts success or failure, based on the understanding of social media as well as the drivers behind the posted content.

An influential factor on the level of engagement a post can receive is whenever a user decides to share a post; the level of engagement from their network might change to engage with the now shared post, rather than the original post. While this does not necessarily influence the reach of the given post from the brand, it does however, limit the data available for analyzing on the post, making it harder to figure out how many users has seen the post. It is unclear how the algorithm considers this, but it does limit the level of engagement the original post would, if the users in the person sharing its network decides to engage in the now shared post instead of the original.

## 4 ANALYSIS OF SOCIAL MEDIA USE IN THE BEER INDUSTRY

This chapter will focus on the chosen brands and their communities. It will present the quantitative data, which have been gathered and use them to select the posts that will be analyzed thoroughly using qualitative netnography. The netnographic analysis will be made with a focus on the drivers for consumer engagement in online brand communities that were found through the literature review. The purpose is to examine which drivers have the biggest influence on the engagement, how the brands actually drive them, as well as analyzing if other factors might have had a bigger influence than expected.

### 4.1 HEINEKEN

#### 4.1.1 Heineken USA

The posts on the HeinekenUSA page includes small videos of people interacting with each other while enjoying the beer, still keeping the product in plain sight for the viewer. The HeinekenUSA Facebook page features 93% videos and only 7% pictures during the chosen period, however the average 'likes', shares and comments are very close, showing that both types of content are viable for the audience of the brand community. As identified on table 5.1, the average 'likes' are around 8 thousand, while the average shares are around 850 and the average comments are around 270 for both pictures and videos. There is a clear picture when analyzing the data when the customers get posts that seem engaging to them, as well as what areas that are not appealing to the customers' engagement.

Row Labels	Sum of posts	Sum of Likes/reactions	Sum of Shares	Sum of Comments	Average Likes/reactions	Average Shares	Average Comments
<b>Picture</b>	<b>4</b>	<b>55346</b>	<b>2984</b>	<b>1087</b>	<b>13837</b>	<b>746</b>	<b>272</b>
Feb	1	36000	1459	522	36000	1459	522
Apr	1	46	13	2	46	13	2
Sep	1	4300	234	161	4300	234	161
Dec	1	15000	1278	402	15000	1278	402
<b>Video</b>	<b>57</b>	<b>437826</b>	<b>49833</b>	<b>15860</b>	<b>7681</b>	<b>874</b>	<b>278</b>
Jan	3	19500	2922	619	6500	974	206
Feb	1	28000	5775	1344	28000	5775	1344
Mar	8	47500	5710	1902	5938	714	238
Apr	11	62164	7523	2299	5651	684	209
May	2	88	3	2	44	2	1
Jun	9	69116	8377	3014	7680	931	335



Jul	1	15000	1193	612	15000	1193	612
Aug	5	58400	5983	2460	11680	1197	492
Sep	5	32700	3411	1302	6540	682	260
Oct	2	49900	5626	971	24950	2813	486
Nov	2	11200	784	406	5600	392	203
Dec	8	44258	2526	929	5532	316	116
<b>Grand Total</b>					<b>8085</b>	<b>866</b>	<b>278</b>
	<b>61</b>	<b>493172</b>	<b>52817</b>	<b>16947</b>			

Table 5.1 (Own creation, 2016)

Two series of videos were made, one of the series featuring Antonio Banderas and the other one featuring James Murphy. Both series of videos provide additional knowledge, thereby adding some practical benefits, for the users of the brand community, which could be the reason for the relatively high engagement that has been made towards to the two series of videos. While there is an element of functional benefits in the videos, they also add an element of entertainment to the user, potentially trying to keep them entertained while they receive the message of the videos. While the message is very different in the two series of videos, they both attempt to improve the trust between the user and the brand, one by attempting to improve the subway on Manhattan, the other one by introducing Antonio Banderas telling about the ingredients of the Heineken beer. The comments made by the users for both the series of videos are applauding Heineken for the products, with answers from Heineken as well, strengthening the social benefits and social identity that the users are able to obtain through commenting and getting feedback. (HeinekenUSA, 2016e; HeinekenUSA, 2016f)

An assumption about the less engaging post can be analyzed from the data, and a thing these posts have in common, is their lack of including something relevant, besides the Heineken beer as a product. Most of the low engagement posts purely relates to the Heineken as a beer, where many of the high engagement posts includes some different kind of angle, brand or person that are to be included in the process of making the content. Including something out of the ordinary seems to have a huge impact on the engagement a post gets. While posts can get a high level of customer engagement without including any different person, brand or likewise, they often tend to tease the customers' attention in another way that is closely related to their interest of geographical location, as seen with the city-related content posted in the fall of 2015. (HeinekenUSA, 2016g; HeinekenUSA, 2016h; HeinekenUSA, 2016i; HeinekenUSA, 2016j)

While single posts related to different events get a high customer engagement, the posts relating to soccer get a general high level of engagement, compared to posts not related to soccer. This highlights that Heineken is a

well-established brand that is recognizable by football fans around the world. The posts related to soccer does not get the highest level of engagement on the HeinekenUSA Facebook page only shows that there is more engaging content to be posted on the Facebook page. This said, Heinekens relation with soccer is undeniable based on the amount of posts made on the brand community and the engagement to them. (HeinekenUSA, 2016d; HeinekenUSA, 2016l; HeinekenUSA, 2016k)

The most engaged post made on the brand community, with 48 thousand 'likes' relates to the announcement and promotion of Spectre, the newest movie in the James Bond series. With 15 million views, this video is by far the most viewed as well as being the most 'liked' content that Heineken has posted on their USA brand community. While still keeping the Heineken beer in focus, they present a video that many of the consumers can relate to, by linking their beer product to the well-known James Bond brand. The post presents the users of the brand community with an entertainment like content, which the user can relate to, bonding over both beer as well as the movie. The video shows a relationship between Heineken and James Bond, which gives the users the possibility of creating a stronger relationship with either of the brands, watching them work together. The relationship with James Bond began back in 1997 with the release 'Tomorrow Never Dies', thereby showing a long lasting relationship between the two brands of which the customers can relate to (Heineken, 2015). The video was also presented on TV, increasing the possibility of users on Social Media engaging in the content, based on their prior engagement with the specific video. (HeinekenUSA, 2016b)

The second most engaged post made on the HeinekenUSA page, with 36 thousand 'likes', relates to the new emoji's, where Heineken presents an alternative emoji featuring their own brand.



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(HeinekenUSA, 2016c)

This post is the only post in the top that is not a video. The video includes the relevant changes on Facebook, where the user is able to react in multiple ways to a post, instead of only liking it. The post is for the entertainment purpose; however, you are not in doubt of it being a product of the Heineken cooperation. The Heineken Facebook team once again includes themselves in the discussion about the post afterwards with comments like *“Glad you're a fan, Lori! Cheers!”* and *“You have great taste in beer, Brad!”*, only increase the level of engagement towards the post. The comments of the post, along with Heineken’s replies only enhance the social drivers behind the post, ensuring additional value for the users engaging in the post. (HeinekenUSA, 2016c)

The third most attractive post, also with 36 thousand ‘likes’, relates to upcoming soccer matches in the USA Major League Soccer division, showing which teams are playing each other, as well as which channel is showing them. The post relates to both the beer-drinking customers of Heineken, while also linking it to Football, which the Heineken brand is known for to support. The content posted by Heineken features some practical benefits, telling the viewers when and where the matches can be seen, as well as some interactions with the users of the brand community. It also poses as some kind of resource efficiency for the users, where they would have to search elsewhere to gain the same information. They once again connect with many of their users by engaging

in their comments to the video, where the users show their adoration of the brand and its products. Amongst the comments showing appreciation of the Heineken brand is Joan Butler Johnson who comments: *"Nothing better. Icy cold+ thirst= Heineken ahh!!"* and John Hull who writes *"Sports and Heineken, you got that right!"*. Where Heineken also replies, enhancing the already existing social identity driver for the users commenting. (HeinekenUSA, 2016d)

#### 4.1.2 Heineken Netherlands

Unlike the HeinekenUSA Facebook page, the Dutch page has a higher level of pictures, 62%, compared to that of videos, 38%. While there is a difference in the amount of posts, the average 'likes' on pictures is slightly higher than that of videos; however, the average shares of video related posts are twice that of pictures. The closely related averages of the different posts show, as with the USA page, which the audience of the HeinekenNL page is able to engage in both types of content. A reason for the noticeable higher level of shares of videos could relate to an entertainment driver, where the users find the videos more entertaining than the pictures, and therefor wants to share it with their network.

Row Labels	Sum of posts	Sum of Likes/reactions	Sum of Shares	Sum of Comments	Average likes/reactions	Average shares	Average comments
<b>Picture</b>	<b>30</b>	<b>311212</b>	<b>17358</b>	<b>23065</b>	<b>10374</b>	<b>579</b>	<b>769</b>
Jan	1	18000	272	648	18000	272	648
Feb	2	80500	3482	2473	40250	1741	1237
Mar	3	28700	1381	3819	9567	460	1273
Apr	4	48200	3347	4459	12050	837	1115
May	1	30	1	4	30	1	4
Jun	2	19	0	3	10	0	2
Jul	5	163	73	34	33	15	7
Aug	4	9200	360	708	2300	90	177
Sep	1	30000	1043	1261	30000	1043	1261
Oct	3	10100	1227	4672	3367	409	1557
Nov	1	2000	209	599	2000	209	599
Dec	3	84300	5963	4385	28100	1988	1462
<b>Video</b>	<b>18</b>	<b>148476</b>	<b>21728</b>	<b>13003</b>	<b>8249</b>	<b>1207</b>	<b>722</b>
Jan	3	46473	7988	4939	15491	2663	1646
Mar	1	1800	147	146	1800	147	146
Apr	2	18100	2104	1032	9050	1052	516
Jun	1	11	3	2	11	3	2
Aug	1	6900	541	707	6900	541	707
Sep	2	26000	3668	1515	13000	1834	758



Oct	1	15000	2398	1111	15000	2398	1111
Nov	4	10100	1115	1358	2525	279	340
Dec	3	24092	3764	2193	8031	1255	731
<b>Grand Total</b>					<b>48</b>	<b>459688</b>	<b>39086</b>
					<b>36068</b>	<b>9577</b>	<b>814</b>
						<b>751</b>	

Table 5.2 (Own creation, 2016)

A relative high amount of entertainment can be found in the posts getting the most engagement on this brand community. The most engaged as well as the second most engaged posts are an example of how entertainment makes the users of the brand community engage, by commenting, sharing and 'liking' the picture, increasing the reach of the post (Heineken, 2016b; Heineken, 2016g). The fourth most engaged post also supports the entertainment point of view (HeinekenNL, 2016f). By commenting on these posts, along with Heineken commenting, it enhances the social identity of many of the users, where their comments often relate to the adoration of the brand and its products.

Some functional benefits can be seen in the third most engaged post, where Heineken makes a remodeling of a house. It shows that Heineken proceeds to go beyond making beer, and actually engaging in the community around the Dutch market. There are others posts as well focusing on the functional benefits as seen with the post posted on 27 November 2015 (HeinekenNL, 2016c) and 18 of November 2015 (HeinekenNL, 2016d), just showing that Heineken are posting content related to the social drivers as well as the functional drivers. (HeinekenNL, 2016h)

While the James Bond plus Heineken video did get 20 thousand 'likes', other posts on the brand community are more engaged in, showing that the interest in James Bond is either higher in the United States or that the users of the HeinekenNL brand community simply values certain posts higher. Unlike on the HeinekenUSA page, the James Bond related posts did not get the same attention in the Netherlands as in the United States, compared to that of the other posts on the given brand communities. The video related to the upcoming James Bond movie is a rare occurrence of standardization on the Heineken brand communities; however, since it has gotten a relative high amount of engagement on both brand communities, it could be used more frequently on the brands communities. (Heineken, 2016e)

While the HeinekenNL page does have posts relating to football, the amount is much less significant compared to that of the US, which is somewhat surprising, since football is a great deal in Holland. Since Heineken focuses on sponsoring champion's league, where Dutch teams are inferior to those of English, Spanish and German



teams, there could be a reason not to post too much content related to champion's league. On the other hand, the Dutch team does a great job on the international scene; however, the placement of the world championship and the European championship falls outside the time of the collected data.

A general assumption about the mediocre posts in relation to customer engagement revolves around the Dutch way of life, the orange feeling and the geographical defined posts, showing the content is highly focused towards the Dutch market. The orange feeling belongs to the brands symbolic function, where Heineken tries to link the orange feeling to that of being Dutch. While these posts do not necessarily score high on the amount of engagement, they still produce awareness and present the users with interest they have in common. (HeinekenNL, 2016i; HeinekenNL, 2016j)

When analyzing some of the lower level engagement post, there is a clear distinction between the periods of May 2015 until August 2015, where the general engagement is much lower than the rest of the period. A change in the content, or a wider reach of the marketing team to reach more users of Social Media could be the potential reason for the sudden development of engagement; however, it is impossible to say without being engaged in the brand yourself. There are a few interesting posts made in that period, however they are rarer than those of the rest period are. A similar pattern can to some extent be seen on the US market, where the customer engagement sees a general raise when looking at the period after July 2015, compared to that of the months before (Table 5.1, Own Creation, 2016; Table 5.2, Own Creation, 2016).

The highest engagement on a post can be found on a picture related to the new emoji's launched on Facebook in February of 2015, with 73 thousand 'likes'. The post is identical to the one posted on the USA page, which also had a very high level of engagement (HeinekenUSA, 2016c). The post generates an entertainment driver, and gives the users of the brand community something that is closely related to their everyday life, giving them the possibility to react differently to Facebook posts. The Heineken Facebook team once again engages with their customers to create even more engagement. While the responding person of the Heineken Facebook team responds to many of the post with *"Cheers"* and *"Thanks"*, they also enlighten some of the users who have questions relating to the brand or product (HeinekenNL, 2016b). While it is unavoidable to get negative comments on a large Facebook brands page, they tend to answer regardless of the comment being positive or negatively charged towards the company. Many of the customers responding the posts build up a social identity around the brand, where many of them comments that they either love the Heineken beer or they only drink their products. Getting a feedback on their comments enhances their social identity, not only for

their own understanding, but also for those who potentially read the comments and/or feedback. (HeinekenNL, 2016b)

The second highest engagement post is a Christmas related beer post, where Heineken presents their beer product as a Christmas tree, with the phrase 'A lovely tradition'.



(HeinekenNL, 2016g)

The post relates to the entertainment driver, appealing to the customers and the possibilities of Heineken. With 64 thousand 'likes' this post, along with the one above, have a significant higher amount of 'likes' than any of the other posts, however the level of shares and comments are lower than some of the post with only half the amount of 'likes' as these. There is a clear distinction between the level of shares and comments amongst the top posts, where only this post is similar in numbers of shares and comments to that of the top videos. It is a possibility that the users of the Heinekens brand community are more likely to share the videos, because they believe them to be more relevant and appealing to their network, where the pictures are a brief, but entertaining, post. When looking at the top 10 posts on the three parameters, 'likes', shares and comments, there is a clear difference of videos vs pictures and how the customers engage with them. It is also

visible, that users of the brand community tend to share videos more frequently than pictures (Table 5.2, Own Creation, 2016). (HeinekenNL, 2016g)

The third most engaging post based on 'likes', with 45 thousand 'likes', is a video of Heineken doing a remodeling of a house, upgrading it with a dash of Heineken products and colors.



(HeinekenNL, 2016h)

The video includes the Heineken products, but also an entertainment element, allowing the viewer to imagine their own house or apartment being turned into a Heineken like sanctuary. The comments made to the post are highly focused around other people interested in the same type of makeover as done in the video, jokingly or not is uncertain. The post is significantly different from the other high engagement post, which could be the reason for it to be placed as the most shared and commented post made on the HeinekenNL page by far. Besides the element of entertainment, it also shows Heineken as a brand that has interest in other projects than just making beer, and that any customer, potentially, could benefit from engaging with the brand to receive some kind of practical driver or monetary and explicit normative incentives. (HeinekenNL, 2016h)

#### 4.1.3 Heineken Brazil

The brand page for Heineken Brazil consists of 25 posts, where pictures and videos are posted equally. The brand community focuses a lot of football; which Heineken are known to support. The posts related to Champions League get a relative high amount of engagement. While the football posts get a decent amount of engagement there are post not related to football getting a lot higher engagement. Posts related to music festivals or musical events seem to be highly engaged by the brand community on the Brazilian Facebook for Heineken. As with Heineken USA and Heineken NL, the average 'likes' on pictures are higher than that of videos, however the average shares and comments on videos are higher than that of pictures.

Row Labels	Sum of posts	Sum of Likes/reactions	Sum of Shares	Sum of Comments	Average Likes/reactions	Average Shares	Average Comments
<b>Picture</b>	<b>12</b>	<b>490546</b>	<b>7061</b>	<b>3461</b>	<b>40879</b>	<b>588</b>	<b>288</b>
Mar	1	26000	168	101	26000	168	101
Apr	5	181400	4921	1879	36280	984	376
May	1	146	11	8	146	11	8
Sep	1	64000	528	464	64000	528	464
Oct	2	160000	393	613	80000	197	307
Nov	2	59000	1040	396	29500	520	198
<b>Video</b>	<b>13</b>	<b>407200</b>	<b>25157</b>	<b>7620</b>	<b>31323</b>	<b>1935</b>	<b>586</b>
Jan	2	174000	11612	3065	87000	5806	1533
Mar	6	126300	6505	1624	21050	1084	271
Apr	2	57600	4799	1969	28800	2400	985
Sep	2	41000	1645	564	20500	823	282
Nov	1	8300	596	398	8300	596	398
<b>Grand Total</b>	<b>25</b>	<b>897746</b>	<b>32218</b>	<b>11081</b>	<b>35910</b>	<b>1289</b>	<b>443</b>

Table 5.3 (Own creation, 2016)

Unlike the two other Heineken brand communities that has been analyzed, Heineken Brazil actually engage in the users creating posts on the brand community. The posts created by the users often relates to some practical drivers, where some events are taking place and some potential issues that has risen in relation to the

Heineken product or brand. Besides the Heineken Facebook staff engaging in the user-generated posts, other users of the brand community also seem to engage in them, mostly through 'likes' showing their support of the post. On the other brand communities, there has been little to no engagement on the user-generated posts, which is why it is a surprise that there is engagement on those posts on the Brazilian community. Many of the questions being asked in relation to some practical drivers are seen in the other communities as questions made to posts created by Heineken, where the Heineken Facebook staff has answered the questions on the post instead. This shows one of the differences between the three brand communities, and even though it is the same company, their brand communities still work differently, showing the uniqueness of each brand community. (HeinekenBrasil, 2016a)

While none of the top four posts have had any relation to football, the fifth most engaged post based on 'likes' relates to the European champions league (Appendix 8, Own Creation, 2016). With 66000 'likes' and 5.300.000 views, the post gets a lot of attention from the users of the brand community (HeinekenBrasil, 2016c). The video shows to what extent people will go to be able to watch the game best the Champions league can offer in an entertaining video unfolding on a cargo ship. With football being a great deal in Brazil and with Heineken's reputation for supporting football events, it comes as no surprise there are football related post on the Heineken Brazil Facebook page. Besides the 'likes' and views, the video also has 4133 shares and 680 comments, which also shows the reach of the video to the users of the brand community. The users once again interact with each other over the video Heineken has presented to them, creating engaging content for the other users to interact with. The video once again tries to connect with the users through a common interest, in this case Champions League, over a video featuring the element of entertainment. There are also some social drivers linked to the engagement of the post, where people with the interest of Champions league start to think the Heineken beer as a part of watching football, creating the link between interest and company, showing as a brand symbolic function. (HeinekenBrasil, 2016c)

The most engaged post based on 'likes' is a picture album, applauding the participants in a recent music festival (HeinekenBrasil, 2016b). The album includes 40 pictures taking at the festival, where Heineken are represented as a huge contributor to the festival. While the people are in focus on the pictures, there is no doubt of Heinekens presence at the festival. The post has 156 thousand 'likes', which is by far above the other posts on the brand community. The reason being could be the amount of content in the post, where hundreds of people are able to locate themselves on the pictures. While the posts have 156 thousand 'likes', some of the pictures alone reach 6 thousand 'likes', showing that the content has reached many users of the brand community, as

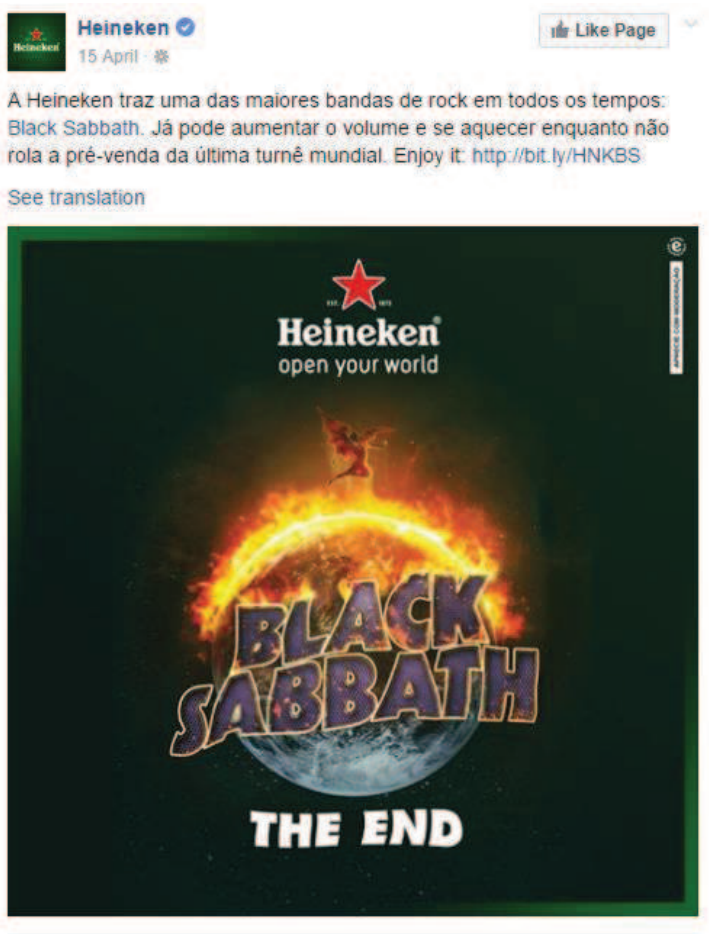
well as they have engaged in the post. The post itself only has 282 shares and 533 comments, which is not close to some of the other posts on the brand community, however since the pictures can be accessed as a single entity, that could be the explanation of the lack of shares and comments. Users are able to share and comment the single pictures, not showing their engagement on the main post. The post relates to entertainment for the users of the brand community, allowing them to see pictures of the music event, as well as potentially seeing themselves or friends on the pictures. It also shows Heineken as something greater than just a beer production company. It seeks to create a trust between the brand and its customers, showing they engage themselves into the community of the Brazilian market, and gives the community something else in addition to the beer. The users engaging in the music festival could potentially also strengthen their social identity, by being engaged in both the music festival, that Heineken has made possible. Unlike the USA and NL brand community of Heineken, the Brazilian brand community does not respond to the comments of the users, which is surprising, seeing as it creates a decent amount of additional engagement from the users. By engaging in the comments as a brand, some social drivers could present themselves for the users, giving them additional reasons for engaging in this post and future ones. (HeinekenBrasil, 2016b)

The second most engaged post based on 'likes' relates to a music tour being done by Black Sabbath.



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(Heineken, 2016d).

The post has 117 thousand 'likes', which is slightly less than top post, however the theme of music seems to have a great interest for the community, which could be an explanation for the two posts getting a high amount of engagement. While the post gets a high amount of 'likes', the amount of shares is only 3750, which might be higher than the top post, it is still surpassed by far by some of the other content on the community. The amount of comments is 1079, which combined by with the amount of shares makes it the most engaged picture post based on those two factors. The other posts with around the same or more engagement looking at comments or shares are all videos, which seemingly have a higher engagement on the two factors on all of Heinekens brand communities. This post receives, unlike most of the other content on the brand community, comments from Heineken on the comments made by the users, which could explain the higher amount of comments on this post compared to the other picture posts on the brand community. The post gives the users of the brand community some practical benefits, letting them know that Black Sabbath are doing their last



world tour, and that they are able to purchase pre-sales tickets to the events taking place 3 places in Brazil in the fall. The world tour is made in collaboration between Black Sabbath and Heineken, once again including other brands or persons to include more people in their brand community. By including Black Sabbath, the post will have an interest of those being fan of Heineken, but also those being fan of Black Sabbath and therefore possibly drawing attention to the content from users outside of the brand community, thereby creating more engagement. The post also works as resource efficiency for the users, since it presents links to the different shows and how to buy the tickets. (HeinekenBrasil, 2016d)

While the two most engaged posts are pictures, the next most engaged posts are videos (Heineken, 2016e; Heineken, 2016f).



(Heineken, 2016f)

The most engaged of the videos, with 103.000 'likes' is a one-minute video showing a person having the time of his life during a party in the city, while still being able to drink moderately. With Heineken's motto being 'Moderate Drinkers Wanted', it is to show their customers that you do not need to get drunk to have fun, but



that their product can be enjoyed in a reasonable amount to obtain great times. The post is applauded by the users engaging in the post with comments, where one user comment gets 850 'likes' alone. With 10.000.000 views, this video is slightly ahead of the second most engaged video post, showing the potential of the amount of users that have seen the video. With 7028 shares and 1997 comments the post gets a lot of attention from the users of the brand community, however when looking at the replies to the users' comments, there are hundreds of sub comments, where users interact with one another. Based on the 'likes' on the sub comments, they are also being engaged by other users, showing their interest in the brand and the content it has posted. While the video supplies the viewers with entertainment, the post also tries to send a message to its customers, which is shown as a symbolic function of the brand. Heineken seeks to link their brand with the motto 'Moderate Drinkers Wanted', which the video is part of showing to their customers. Since the symbolic function only gets visible at the end of the movie, it is important the movie is interesting all the way through, ensuring that the viewers see it all the way to the end and thereby being exposed to the message of the video. The Heineken Facebook team provides no answers to any of the comments given to the video, however the users of the brand community does a fine job generating content to the other users, by commenting on the video and giving replies to some of the other users' comments. Most of the comments either applaud Heineken for making a great commercial with a good message in, or acknowledges the other user' comments about the video and thereby generating some of the social drivers like social enhancement and social identity for the users engaging in the post. (Heineken, 2016f)

#### **4.1.4 Heineken Overall**

Based on the Brazilian, the USA and the Dutch Heineken brand communities on Facebook, information has been uncovered and analyzed. Pictures were found to have an average of 21696 'likes', 637 shares and 443 comments, whereas videos had an average of 15751 'likes', 1338 shares and 528 comments. The most significant difference is the increased 'likes' on the pictures versus videos, as well as the amount of shares that users gives to videos in contrast to that of pictures. An explanation of the increased 'likes' on pictures could be that the required resources for engaging in a picture is lower than that of videos, where the user would have to see the video, in order to decide whether they would engage in the content or not. The differences between pictures and videos simply show that the two different types of content generate difference customer engagement, making it a good idea, if possible, to generate both kinds of content, to obtain engagement on various levels from the users of the brand communities.

Throughout the brand communities of Heineken, a various number of drivers has been located throughout the posts created by Heineken as well as through the comments generated by both the users as well as Heineken. As seen on the three brand communities, many of the practical benefits comes from the interaction between user and brand, where the users post their questions, often as a comment to a post, and the Heineken Facebook staff will answer. The interactions between users and Heineken also provide some information quality, where they are able to remove any doubt of their products, events or likewise, making sure the users get the right information they seek. There is a very limited focus on the monetary and explicit normative incentives. The functional drivers that appear on the Heineken brand community mostly present themselves in the interactions between user and brand, with only a very limited amount of posts relating to these drivers. While most of the practical drivers are listed within the comments and interactions, some of the more engagement heavy posts have presented some kind of relevant information for the user (Heineken, 2016h). By listing relevant information for the user, the content created by Heineken works as a practical driver.

The social drivers appear in both content posted by Heineken as well as the interactions between users and brand. Since many of the posts have an element of entertainment, it is clear that many of the users of the Heineken brand community engage in the post because they find it entertaining. Engaging in a post that is entertaining and thereby possibly letting your network on Facebook know that you engaged with it, could strengthen your social identity, if the network has the opinion of the content. Besides the ability to 'like' and share a post, the comments the users make on the given content posted by Heineken can have a huge potential to strengthen some of the social drivers that drive the customer engagement on the brand community. On HeinekenUSA, the interactions mainly are between the user and the brand community, where the given user comments and Heineken responds. This can strengthen the user's satisfaction and social identity in relation to the brand, possibly giving them the urge to engage with the brand again. On HeinekenNL and HeinekenBrazil however, the engagement also persists through the replies the users provide to the other users comments on the posts. Regardless of the brands interactions with the content, the users seem to generate content for each other, helping with questions or applauding the comments made by the user.

When looking at the brand related drivers, trust and satisfaction are built up over time, where posts related to the local markets helps build connections between the users and the brand. By engaging in events and creating something for the communities on the markets, the brand builds up trust and satisfaction amongst their customers. The brands symbolic function appears in various ways across the different brand communities, however, they all have the same motto in common, 'Moderate Drinkers Wanted', which helps tell the story of

Heineken. Especially on the Brazilian Facebook page for Heineken, the users applaud Heineken for choosing this motto and making content that revolves around this.

The social and functional drivers are mostly driven by the interactions on the content created by Heineken, through comments from one user to another or from the user to the brand. The brand related drivers however, are mostly seen in the content presented by Heineken, where they attempt to build up a relationship with their customers, often through a theme or slogan that they build some of the content around.

An interesting subject in relation to the Heineken brand communities is their lacking usage of standardization on their brand communities. Only two posts are used on multiple communities, these include the 'Emoji' post that is present on Heineken USA and Heineken NL as well as the 'Spectre' video post that is also present on these two communities. While some of the content produced on the different communities is specialized for the local area, it is interesting to question Heineken's decision not to use more of a standardized approach to some of the content they post on their brand communities. While there can be differences between the communities, it is seen that one post can have success on two communities or more. While not all posts need has to be shared on all communities, it could be a potential idea to share more of the same content, potentially testing it on one community to see if it has potential to be highly engaged on that market.

Including an outside brand, person or likewise seem to get the users of the Heineken brand communities more engaged, with both 'likes', shares and comments. By engaging together with another brand or person, the post can generate engagement from users on Facebook outside of the Heineken brand community, especially when tagging or sharing the post on the given brand page as well. This helps create even more engagement and helps produce the snowball effect that increases the reach of the given post.

The three communities have their similarities and differences, which shows that the communities are not standardized, but also the users engaging in the content posted by the brand have a different approach. HeinekenUSA and HeinekenNL are more controlled by the engagement they produce through comments to the users, whereas the Heineken Brazil is more controlled by the users answering each other's comments and thereby creating the content and drivers themselves. Since all three communities enjoy a relatively high level of engagement, it is unsure to predict which of the systems work the best; however, the Brazilian community does seem to have many more replies to the individual comments made by the users, showing a more helpful community, than that of the two others.

## 4.2 PILSNER URQUELL

### 4.2.1 Pilsner Urquell Czech Republic

The brand community for Pilsner Urquell on the Czech Republic market has 62% pictures and 38% videos, showing potential to create both types of content for the users of the brand community. While this is noted, their pictures seem to get a higher amount of engagement on all three factors, with average 'likes' being the most significant. The average 'likes' on pictures are at 4298, while the videos only averages 1012 'likes', which together with the average shares and comments a higher commitment to the pictures posted on the brand community than that of videos, as shown on the table below.

Row Labels	Sum of posts	Sum of Likes/reactions	Sum of Shares	Sum of Comments	Average Likes/reactions	Average Shares	Average Comments
<b>Picture</b>	<b>33</b>	<b>141850</b>	<b>11933</b>	<b>2682</b>	<b>4298</b>	<b>362</b>	<b>81</b>
Jan	1	615	66	12	615	66	12
Mar	3	17000	1711	244	5667	570	81
Apr	2	16900	1879	274	8450	940	137
May	12	80400	5912	1014	6700	493	85
Jun	5	3377	194	112	675	39	22
Sep	3	6228	713	374	2076	238	125
Oct	5	12930	1169	542	2586	234	108
Nov	2	4400	289	110	2200	145	55
<b>Video</b>	<b>20</b>	<b>20235</b>	<b>4313</b>	<b>816</b>	<b>1012</b>	<b>216</b>	<b>41</b>
Feb	3	4787	840	174	1596	280	58
Mar	2	2016	328	55	1008	164	28
Apr	1	1200	108	35	1200	108	35
May	1	66	16	4	66	16	4
Jul	1	1300	237	66	1300	237	66
Aug	5	2602	271	104	520	54	21
Sep	2	3705	1098	184	1853	549	92
Dec	5	4559	1415	194	912	283	39
<b>Grand Total</b>	<b>53</b>	<b>162085</b>	<b>16246</b>	<b>3498</b>	<b>3058</b>	<b>307</b>	<b>66</b>

Table 5.4 (Own Creation, 2016)

A general observation of the brand community is their preference for posting content related either to the creation of their beer product or ice hockey. While there are posts related to other content than beer production and ice hockey, many of their posts revolve around these two topics and are able to reach and engage a high amount of users on the social media. Content related to ice hockey generally has a high level of

customer engagement, showing how valuable this interest is for the users of the brand community. The brand community has some posts that combines entertainment with a practical benefit, and while they still create engagement, it is mostly the content related to ice hockey that is able to engage customers, with 'likes', shares and comments, showing the strong bond between the users and ice hockey. Many of the drivers on the community are found around the social identity created between Pilsner Urquell and ice hockey, where Pilsner Urquell is a huge supporter of the sport in the Czech market. The brands symbolic function through ice hockey is clearly visible as an extent of their support, where the functional drivers are focused on posts related to some offline events going on in Czech Republic. Pilsner Urquell spends quite a lot of resources commenting on the user's replies to their posts, both the negative as well as the positive ones, strengthening the social drivers for users of their brand community, and to maintain the level of trust and satisfaction the brand has amongst its customers. (Pilsner Urquell Czech, 2016a)

While many of the pictures posted by Pilsner Urquell have success in creating customer engagement on the brand page, the videos have a harder time engaging customers. The most engaged video only has 3400 'likes', which, while still in the top 25% of the post, is much lower than that of the pictures. (Pilsner Urquell Czech, 2016b)

The videos on the Pilsner Urquell page revolve around the production of beer and how to properly pour the beer into a glass. Many of the posts on the brand community, if not about ice hockey, is often about the production of beer, which the company of Pilsner Urquell highlights as something they are very proud of, and tries to show to their customers. The most engaged video on all four measurements presents some practical drivers, where they show how to properly pour the beer into the glass, to get the best possible relationship between beer and the foam on top (Pilsner Urquell Czech, 2016f). Once again the comments to the post only enhances the relationship being build up between the customers and the brand, as well as the user's social identity with the brand, which is highly shown the in defense of the Pilsner Urquell, whenever a user tries to talk poorly about the brand. While negative comments can never be avoided, the users of Pilsner Urquell Czech Republic defend the brand by replying to the comments of other users. The post also works as some kind of information quality, ensuring that the users of the brand community are aware of how to properly pour the beer into a glass, whether it comes from a can, a bottle or is draft beer. The reach of the videos on the Pilsner Urquell brand community are limited to the extent, where the videos purely deal with beer, whereas the most engaging post also includes an outside element, in most cases ice hockey. This, and the limited use of funds on the videos, could help explain why none of them has a huge impact on the brand community.

The most 'liked' post on the brand community, relates to ice hockey with a veteran player having his last game with the Czech Republic ice hockey team.



(Pilsner Urquell Czech, 2016c)

With 22.000 'likes', it ranks much higher than the other posts on the community, also having the most comments of 280 as well as 761 shares. The post mixes a few drivers when trying to engage the users of the brand community. One of the most noticeable drivers is the brands symbolic function and the ties that Pilsner Urquell has to the ice hockey community of Czech Republic. In relation to the brands symbolic function, it also appeals to the social identity of the users, using the bond created between Pilsner Urquell and ice hockey as a connection to the ice hockey player. The comments support the social identity drivers, where many users write about their connection and appreciation of the ice hockey player, enhancing the social drivers like social identity, social benefits and social enhancement already in play. The social identity of the customers is further



enhanced by the replies to other user's comments to the post and not just the interactions between brand and user.

The second most 'liked' post, with 14.000 'likes' works as a reference to an upcoming match between Canada and the Czech Republic, where Canada is represented as maple syrup and Czech Republic by a Pilsner Urquell.



(Pilsner Urquell Czech, 2016d)

The post works as an entertainment and practical benefit post, with the reference to the upcoming match, only enhancing the relationship build up between Pilsner Urquell and ice hockey in Czech Republic. Once again the brand comments on the many users' replies to the post, both the positive as well as the negative ones, showing initiative to engage in user who has a bad experience with the content posted. Many of the comments to the post are linked to the result of the match, where Pilsner Urquell tries to improve the trust and satisfaction of the bond between the users and the brand, after a devastating defeat to the team of Canada. The drivers are also linked the brands symbolic function by presenting Pilsner Urquell together with ice hockey. The post

includes to some degree some practical benefits by telling the users of the brand community about the upcoming match; however, it is limited to a reference with no actual information of the match.

The third most 'liked' post, with 13.000 'likes' and 1478 shares, once again revolves around ice hockey, and tries to bond even further with the users of the brand community, by showing further support for the Czech Republic national ice hockey team (Pilsner Urquell Czech, 2016e). The post includes a picture of a batch of Pilsner Urquell cans with an improved update to its appearance, where it now has the Czech Republic's national flag on the cans. The drivers once again are linked to the Brands symbolic function, highlighting its influence on ice hockey and the community around it. The post appeals to the national feeling of the cheering for the Czech Republic's ice hockey team, which is also shown in the picture posted, where several people are seated next to the newly created Pilsner Urquell beer cans. The social identity driver is visible in the comments, where multiple users comment on each other's post, as well as the comments from Pilsner Urquell that tries to defend some of their actions by turning the Pilsner Urquell into a national symbol, which all the users apparently do not approve of. This said, many of the comments are defending the actions of Pilsner Urquell, showing their appreciation of the brand and its connection with ice hockey in Czech Republic.

#### 4.2.2 Pilsner Urquell Germany

The brand community for Pilsner Urquell persists of 84% pictures as well as 16% videos, where, once again, a significant difference between the amounts of the two types of content. The average picture post reaches just over 1.000 'likes', whereas the videos averages around 400, which is a significant lower amount, which can be seen in table 5.5.

Row Labels	Sum of posts	Sum of Likes/reactions	Sum of Shares	Sum of Comments	Average Likes/reactions	Average Shares	Average Comments
<b>Picture</b>	<b>89</b>	<b>91098</b>	<b>4575</b>	<b>4268</b>	<b>1024</b>	<b>51</b>	<b>48</b>
Jan	12	11125	491	423	927	41	35
Feb	13	11232	619	297	864	48	23
Mar	14	12642	798	236	903	57	17
Apr	9	8942	386	133	994	43	15
May	4	4041	122	345	1010	31	86
Jun	8	7470	271	112	934	34	14
Jul	3	3487	164	450	1162	55	150
Aug	6	5450	183	121	908	31	20
Sep	3	5000	309	192	1667	103	64
Oct	7	8569	383	171	1224	55	24





Nov	6	9171	643	1604	1529	107	267
Dec	4	3969	206	184	992	52	46
<b>Video</b>	<b>17</b>	<b>6684</b>	<b>714</b>	<b>247</b>	<b>393</b>	<b>42</b>	<b>15</b>
Apr	5	3753	399	127	751	80	25
May	1	425	43	19	425	43	19
Jun	1	152	12	4	152	12	4
Aug	2	524	65	16	262	33	8
Sep	4	1117	99	54	279	25	14
Oct	2	461	73	21	231	37	11
Nov	2	252	23	6	126	12	3
<b>Grand Total</b>	<b>106</b>	<b>97782</b>	<b>5289</b>	<b>4515</b>	<b>922</b>	<b>50</b>	<b>43</b>

Table 5.5 (Own Creation, 2016)

The average shares for pictures are 21% higher than that of videos, where the average comments for pictures are 320% higher than that of videos, just enhancing the difference between the types of content. While there is a difference, it was also noticed on the Pilsner Urquell market for the Czech Republic, and therefore, to some extent does not surprise.

A quick glance at the brand community, shows that most of the posts relate to the creation and consumption of the beer product, where Germany are worldwide known to be masters in craftsmanship of beer, where Pilsner Urquell tries to use the appealing nature of beer crafting to attract customers. While this has been said, the two top posts are not related to the craftsmanship of the beer, ensuring that content not related to this, can have great success on the brand community.

The drivers behind the Pilsner Urquell Germany are focused on the monetary drivers as well as the brands symbolic function, where the Germans are known for their craftsmanship, and therefore Pilsner Urquell tries to appeal to this to the best of their extent. A surprising factor of the engagement on the brand community was the monetary incentives, where the home market of the Czech Republic showed no sign of appealing to this type of driver. The difference between the two different brand communities is visible, however the brand symbolic function of the craftsmanship and production of beer shines through both communities. While posts related to the creation of the Pilsner Urquell beer are not the most engaging post, they still help present the desired view of Pilsner Urquell on the market. The social drivers related to the commenting of posts, as seen on the Pilsner Urquell Czech Republic, are very limited on the German brand community, which potentially could increase the level of engagement, if Pilsner Urquell Germany were to improve their interactions with the users

of the German brand community of Pilsner Urquell. This said, the brand community of the German brand community appears to be significant smaller than that of the Czech, and therefor a question of available resources has to be taken into consideration. This said, the amount of posts on the German page is twice than that of the Czech page, a potentially change of the resource distribution from less content to more interactions with the users of the brand community, could potentially create more engagement on the brand community (Table 5.4, Own Creation, 2016; Table 5.5, Own Creation, 2016).

As with the Pilsner Urquell Czech Republic, the interest in the videos posted on the brand community have a rather limited reach, but still poses as an analytical tool, showing how many potential users have seen the video. The reason for the lower engagement of videos compared to that of pictures can be many, however one of likely ones are the fact that the limited resource spent on the videos make them not so appealing to the users, therefor there is no engagement. Larger companies can potentially take a larger portion of their budget to create appealing videos, potentially also showing on the TV. While Pilsner Urquell is a rather large brand on some markets, the benefit of spending additional funds on creating advertisement videos could be less appealing, than those of larger global brands, with more followers on their social media.

The most engaged post on the Pilsner Urquell Deutschland brand community is a competition, which reaches 2.700 'likes', 220 shares as well as 905 comments, making it the most engaged post on all three factors.



AALBORG UNIVERSITY  
DENMARK

8/6-2016



Pilsner Urquell

20 November 2015 · 🌟

Like Page

Was wäre die Winterzeit ohne Traditionen?

Wir verlosen auch dieses Jahr wieder etwas ganz Besonderes! 24 Flaschen, die wir von Hand und nur für Euch geschmückt haben.

Sagt uns in einem Kommentar, weshalb Ihr diesen Kalender unbedingt haben müsst! Und mit ein wenig Glück ist das gute Stück schon bald Eures.

Teilnahmebedingungen: <http://fb1.co/winter-special>

#winterspecial #pilsnerurquell

[See translation](#)



(Pilsner Urquell Deutschland, 2016a)

The picture shows 24 beers, that the users are able to win, if they comment who they would like to drink them with as well as why. The posts drivers are clearly monetary and explicit normative incentives, where the users are able to obtain a prize, with a limited investment of resources. The fact that this post is the most engaged post shows how competitions sometimes can engage more customers than other posts, simply because there is a monetary or practical driver behind their engagement. The customers commenting on the post also experience some social enhancement, where they are able to show their network that they are interested in enjoying some time with them, potentially regardless of them obtaining the prize of 24 beers. As an extension to the competition, another post related to a competition ends up being the second most engaged post with 2.200 'likes', 142 shares as well as 607 comments. (Pilsner Urquell Deutschland, 2016b)

Once again, Pilsner Urquell includes the chance of winning a prize, this time being a choice between some handcrafted articles of Pilsner Urquell. They once again encourage the users to comment, thereby creating more engagement for the post. The drivers behind the post are clearly monetary and explicit normative incentives, as with the post above, apparently creating a huge reach on this brand community. In relation to the comments of Pilsner Urquell Czech Republic, the interaction between brand and user only reaches the winner, thereby not potentially improving the bond to all its customers; however, the posts do a different angle than those of the Czech brand community.

The third most engaged post is a picture of a seemingly perfect poured Pilsner Urquell, which reaches 2.000 'likes', 154 shares as well as 48 comments.



(Pilsner Urquell Deutschland, 2016c)

Compared to the two most engaged posts, it is clear that the users of the brand community do not have a monetary incentive, where they were able to obtain a prize by commenting, there is a more social point of view by commenting on this post. Users who comment on this post are only obtaining the social benefits, which Pilsner Urquell enhances by replying to some of the user's comments. The replies presented by Pilsner Urquell on the user's comments, have a scent of information quality and practical benefits, where they answer a few questions related to some practical issues that the users have encountered. Being able to answer questions and providing feedback to their customers only improves the trust and satisfaction that the customers have toward to the company of Pilsner Urquell, improving their chances in the short as well as the long run. The post is rather simple, but still manages to obtain quite a lot of engagement from the users, which is quite surprising, seeing, as the drivers for engaging in the post, besides getting a response to a comment, are very limited to say the least. The fourth and fifth most engaged post are very similar to this post, where a very simple design of the post, just showing a picture manages to draw a relative high amount of customers to both 'like', share and comment on the post. The difference poses, as Pilsner Urquell does not reply to the comments of the users, which gives the posts a duller appearance, since the top comments have little to no impact on any drivers. The posts seem to have no drivers linked to the engagement of them, but still manage to draw attention to them.

#### **4.2.3 Pilsner Urquell Overall**

The two brand communities of Pilsner Urquell showed some similarities when looking at the average 'likes', shares and comments for its posts. There was a significant higher number of pictures in contrast to videos, where pictures also had a higher average customer engagement based on 'likes', shares and comments. The higher average on pictures could be the consequence of a smaller budget for professionally made advertisement videos, which potentially could be shown on TV as well as on the brand community, to gain a larger reach. It requires a lot more funds to create videos in comparison to that of pictures, and the larger a company becomes the more funds it will be able to spend on that kind of marketing.

Unlike other brand communities, like Heineken for example, Pilsner Urquell tends to use some of the same content on their different markets, using a more standardized approach. While they do use a standardized approach, it is seen that adaptation, especially when looking at market interest, can prove beneficial (Pilsner Urquell Czech, 2016e). This includes both pictures as well as movies, of course specified to the language of the targeted brand community. While the different communities might engage in the same posts differently, it is

still a clever way to create decent content for multiple communities, with limited resources spend, in contrast to making original content for every single brand community. This is not just a question of having limited resources, but also gives the brand the possibility to post content that has proven to be engaging for their customers on other brand communities, where they could experience the same kind of customer engagement. Since Pilsner Urquell uses the same kind of brand symbolic function, with the creation of the beer process as being on both markets, it opens up for using the same kind of content, since they could expect the same kind of customers on the different brand communities. It is clear that the Pilsner Urquell Czech Republic has a much stronger brand symbolic, than on the German market, with their brand involvement with ice hockey being what the users are engaged in more than anything else. While the top posts on the Czech community relates to some social or brand related drivers, the German market scores the highest with some of their functional related drivers, where the users of their brand community are able to obtain a monetary and explicit normative incentive through a contest. While the German community still has a decent amount of engagement, despite on the lack of a stronger brand symbolic function, it is noticeable how much the brand symbolic functions influences the engagement on the Czech market in comparison to that of the German. A more hybrid like setup of a brand community could in some cases prove useful, as seen on the two brand communities of Pilsner Urquell, where some ice hockey related posts gets a high level of engagement based on the interest in the sport on that market, where the users of the German community would, most likely, engage it differently (Pilsner Urquell Czech, 2016d; Pilsner Urquell Czech, 2016e). This shows that a standardization approach is not always ideal, as well as an adaptation can prove costly to use on a large number of brand communities.

The drivers appear slightly different on the two markets, where the home market of the Czech Republic posts content that features mostly social and brand related drivers, only including a few functional drivers in their content. On the German market, however, the drivers are more functional and brand related than they are social, based on their posted content as well as their engagement with the users of the brand community. While they do engage with their customers and thereby increase the engagement, the Czech users also engage with each other, which create even further social drivers for the users of the brand community. While the German community does work, which is also seen on the HeinekenUSA market as well as the HeinekenNL market to an extent, it seems that the engagement on posts are further enhanced when the users interact as well, without any intervention from the brand itself.



### 4.3 BUD LIGHT

Through the analysis of Bud lights' Facebook brand community, it was found that social identity and social enhancement were among the main drivers of the posts with most engagement. While the top content in many cases had entertainment aspects it seems that engagement was more driven by other factors such as the video being shown in other channels, celebrities involved in the content, or the use of social drivers through tagging people or replying to their comments. Bud Light have also been successful at using brands symbolic function to drive engagement, often using their American heritage to create symbolic functions with American football or through patriotic content.



(Bud Light, 2016a)

Bud light is the only major beer brand we found that only has one Facebook page, thus choosing not to use Facebook's Region option. They have 7.5 million people 'liking' their brand on Facebook, with an average 'like' on posts at 2249 from May 1 2015 to May 1 2016. Even though the sample is small, there are indications that Bud light posts less during the fall/winter months, and more again in February, likely because of the super bowl. The average amount of 'likes'/reactions on pictures is more than twice of the 'likes'/reactions on videos, similarly both the average shares, and comments are also higher for pictures (Table 5.6, Own Creation, 2016).

On the Facebook page, Bud Light has a couple of ongoing themes, which can be seen in the content they post. They have a campaign called Bud Light Party, which is both a range of events with free campaign merchandise, exclusive rallies, Bud Light beer, as well as commercial videos featuring the celebrities Amy Schumer and Seth Rogen, Michael Peña, and Paul Rudd (Bud Light, 2016a). Although it can seem self-centered to host a party to celebrate their own product, Bud Light is a product with many fans; hence, they can be a little more product oriented and still get engagement (Bud Light, 2016a). The events are also a great opportunity for members of the community to meet in person, which can drive engagement through social benefits and even social enhancement, since they feel needed as a part of the Bud Light Party. This video starring celebrities drive engagement through entertainment, brand identification, and brands symbolic function. The symbolic function of the brand can be seen, since they often have some kind of message that they wish to convey through the videos, however often very unserious matters such as *"Freedom of emoji!"*, *"take a stand against the scourge of bogus inspirational quotes plaguing your news feed"* and *"Let's agree to agree"*, which can be seen as a more humoristic version of uniting America (Bud Light, 2016a). The content in the community is also shaped by the fact that most of Bud Lights fans are American, as well as the beer is known as an American beer. They post content to celebrate American and Mexican holidays, including stars, red, white, and blue colors in their posts and in the videos they often speak about America and patriotism. They have American football related content and debates about soft vs. hard shell tacos, blue cheese vs. ranch which all though it could create engagement in many geographic regions, is more targeted towards Americans.

Row Labels	Sum of posts	Sum of Likes/reactions	Sum of Shares	Sum of Comments	Average Likes/Reactions	Average Shares	Average Comments
<b>Picture</b>	<b>10</b>	<b>53342</b>	<b>3602</b>	<b>1479</b>	<b>5334</b>	<b>360</b>	<b>148</b>
Jan	2	759	196	59	380	98	30
Feb	2	1610	163	61	805	82	31
Mar	4	24266	1846	578	6067	462	145
Apr	2	26707	1397	781	13354	699	391
<b>Video</b>	<b>87</b>	<b>164774</b>	<b>21414</b>	<b>7043</b>	<b>1894</b>	<b>246</b>	<b>81</b>
Jan	5	17340	2003	1069	3468	401	214
Feb	15	54555	10172	2580	3637	678	172
Mar	12	18724	1797	541	1560	150	45
Apr	14	31650	3280	1311	2261	234	94
May	9	16804	1126	616	1867	125	68
Jun	6	9703	639	287	1617	107	48





Jul	8	7475	806	142	934	101	18
Aug	4	3966	976	110	992	244	28
Sep	5	2009	229	80	402	46	16
Oct	4	1472	219	211	368	55	53
Nov	3	457	75	45	152	25	15
Dec	2	619	92	51	310	46	26
<b>Grand Total</b>					<b>2249</b>	<b>258</b>	<b>88</b>

Table 5.6 (Own creation, 2016)

The most popular post in the community, both in terms of 'likes', comments and shares is a video from February 3, 2016 with 33.000 'likes', 3.7 million views, 1783 comments, and 7938 shares. The video is a 1-minute commercial that was also shown during the super bowl.



(Bud Light, 2016b)

This video is an example of how multi-channel content can gain more engagement as it has gained a lot of extra exposure from being in the Super Bowl commercial break. Furthermore, it features several celebrities Amy Schumer, Seth Rogen, Paul Rudd, and Michael Peña. It is a very patriotic video, talking about how great

America is while showing footage from rodeo, basketball and major cities such as Washington and New York as well as the mentioning of independence day also use patriarchy to drive engagement from the brands symbolic function and consumers' social identity. The post also has humoristic entertainment with the two star actors/comedians Amy Schumer and Seth Rogen using dirty humor and wordplays such as *"we've got the biggest caucus (cocks) in the country"* and *"America has seen the light... And there's a huge Bud (butt) in front of it!"* (Bud Light, 2016b). It is worth mentioning that even though the video has such great engagement in the bud light Facebook community, and 15million views on YouTube, it gets a lot of hate on YouTube for being shown as a commercial. Thus there is, not surprisingly a lot of difference in the consumers' reactions, whether they seek it out themselves, or are 'forced to watch it'.

Another popular post is a video from the 30<sup>th</sup> of January about the upcoming super bowl, which shows many of the same drivers.



(Bud Light, 2016c)

The video is the 5<sup>th</sup> most 'liked' post with 11.000 'likes', 2.5 million views (2<sup>nd</sup>), 1329 shares (4<sup>th</sup>), and 729 comments (3<sup>rd</sup>). The video also stars celebrity actors and comedians Amy Schumer and Seth Rogen, getting

dressed for the bud light/super bowl party, in a fairly humoristic way. There are many interesting comments on this that indicate the effect of having celebrities and entertainment to drive engagement.

Rachel Marie wrote, *"They picked the two best people for this!"* (Bud Light, 2016c)

Megan Waterhouse said, *"I love Amy and Seth! Can't wait to watch!!"* (Bud Light, 2016c)

Jason Haugh even requested more *"Need a new swear jar commercial with these two!"* To which Bud light answered, *"We have some new ideas up our sleeve. Just wait!"* (Bud Light, 2016c)

Brian Santos expressed that he was entertained by commenting, *"Both Rogan and Schumer are hilarious. Must see SB ad."* And Ryan Bender commented *"that dude Seth Rogen is fuckin awesome and hilarious!! I freaking loved that movie, knocked up!!!"* (Bud Light, 2016c)

This post also has many comments, which show satisfaction, love and loyalty towards the brand. The comment Ben Chapman *"I'm just here to see if bud light responds to my comment."* with the respond from bud light *"We're just here to respond to your comment."* have more than 350 'likes' combined, which shows that people appreciate the engagement that the brand itself puts into the community (Bud Light, 2016c). This can be interpreted as social enhancement, social benefits, trust, and satisfaction drivers. Among the other comments we also see indications that brand identification is a driver for many consumers, as the choices of celebrities and football as brand 'values' is praised.

The post with the 2<sup>nd</sup> most 'likes' and 3<sup>rd</sup> in shares shows how tagging people and replying to comments can increase engagement. The post from the 14<sup>th</sup> of April 2016 has 28.000, 1.477 shares and 817 comments (Bud Light, 2016d).



(Bud Light, 2016d)

Besides having three people tagged in the post, there is also a link to a video, which enhances the use of the social drivers. The video in the link is 10 minutes long, which is a lot of resources to put into a post, and the comments on the post does not imply that the linked video is a direct driver of engagement. The link can still be a driver of engagement, in a more indirect way, as each click on this link, gives the post higher priority in Facebook's algorithm, thus making it seen by more people. Out of 817 comments, more than 150 have received replies from Bud Light (Bud Light, 2016d). Replying to the comments have at least two big benefits; it makes people feel like the brand cares about them, and it makes it possible for bud light to influence which comments is seen by other people, as the Facebook algorithms, places the comments with 'brand reply' in the top. Replying to users' comments can influence several of the drivers mentioned in the literature review, such as satisfaction with the brand, uncertainty avoidance, information quality, as well as the social drivers: Social enhancement, social benefits and social identity.

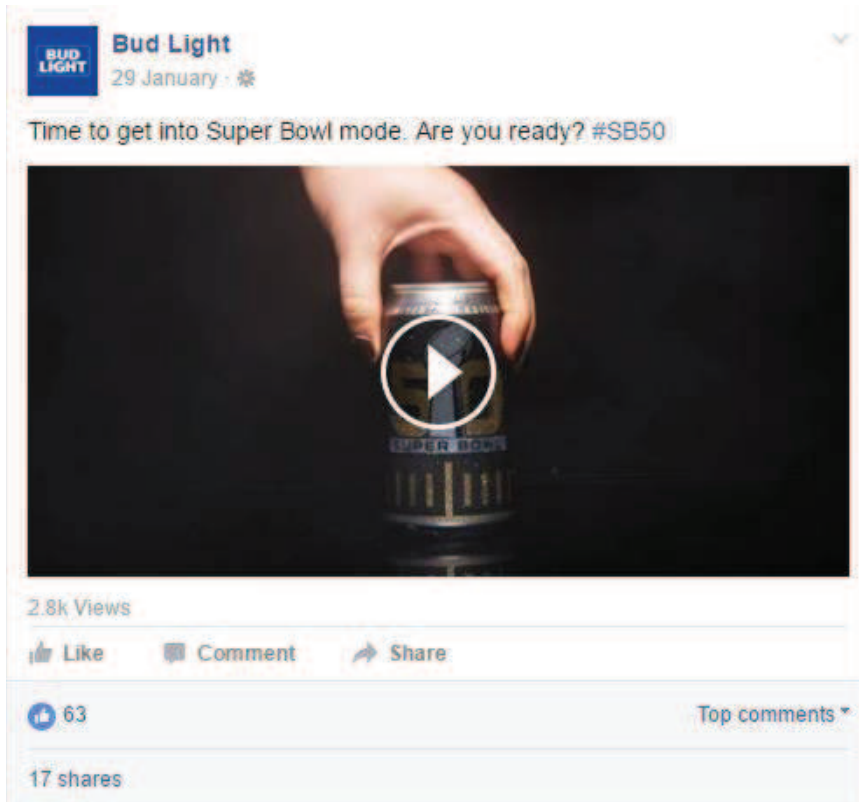
The third most 'liked' post is a video from April 10<sup>th</sup> 2016 with 15.000 'likes', 74.700 views, 483 comment, and 1504 shares (Bud Light, 2016e).



(Bud Light, 2016e)

The video shows how product centered content can get engagement if there are strong drivers. Although the video just introduces the new design of the Bud Light can and bottles in 11 seconds, zooming into the text saying: Australia, Africa, Europe, America and Asia. The post is very product related, however it has strong information quality and social benefits. Comments on the posts show the social drivers the post can provide; Christina Baker's comment *"I love Bud Light and the new look! Keep it up AB! Still the same great taste with a new look!"* is just one of many declaring to be pleased with the new design, which can make the consumers pleased by showing and sharing the news with their network, thus using social identity drivers. This post also drives social enhancement and social benefits by answering to more than 120 comments.

Bud Light does despite of their active community with an average of 2249 'likes', 258 shares, and 88 comments on 96 posts in a year, still have posts that creates almost no engagement. A video posted the day before the bud light party video, January 29<sup>th</sup> only managed to get 63 'likes', 17 shares and 1 comment.



(Bud Light, 2016f)

The video is only 4 seconds long showing the cans transforming from a traditional bud light can, into a Super Bowl 50 can. Although it could be criticized for being very product oriented, it can be argued that drive brand identification, as it creates a direct link between Bud Light and the biggest single day sport event in the world, and a huge day in America, the Super Bowl. Again it seems like a post that simply falls through due to the fight about consumer attention. It is posted at a time where so much content about the Super Bowl in being posted online, without bringing anything new or entertaining. It simply does not appeal to any consumer engagement drivers except for brand identification, which is already well established between Bud Light and Super Bowl.  
(Bud Light, 2016f)



## 4.4 BUDWEISER

### 4.4.1 Budweiser USA

The Bud Light and Budweiser communities naturally have much in common, since they are both brands of the same company, and both known as premium American beers. Budweiser USA also have most engagement during February, however it is not due to super bowl content as it was for Bud Light. Budweiser's top posts with regards to engagement use brands symbolic function and social enhancement as the main drivers. They affect these drivers with content that emphasize the importance of the hard work behind the brewing of the beer. As well as Bud Light, Budweiser drive engagement through replying to comments, however for Budweiser USA the replies to comments seem to have an extra strong social enhancement for the members, as they thank people for their comments and their work for Budweiser for the former employees. It can be found among the low engagement posts that the quality of the post is very important, which can be seen in 360 degrees' videos about Major League Baseball. (Budweiser USA, 2016a)

Budweiser is one of Anheuser Busch's main brands and was in 2015 the most valuable beer brand in the world according to Millward Brown (2015).



(BudweiserUSA, 2016a)

With 13.4 million 'likes' it is among the most 'liked' beer brand on Facebook, and it also generates a lot of engagement, which can be seen in table 5.7.

Row labels	Sum of posts	Sum of Likes/reactions	Sum of Shares	Sum of Comments	Average Likes/reactions	Average Shares	Average Comments
<b>Picture</b>	<b>19</b>	<b>181399</b>	<b>12516</b>	<b>5037</b>	<b>9547</b>	<b>659</b>	<b>265</b>
Jan	4	24000	1852	411	6000	463	103
Feb	5	76947	4890	2587	15389	978	517
Mar	4	13448	761	277	3362	190	69
Apr	5	62004	4207	1608	12401	841	322
May	1	5000	806	154	5000	806	154
<b>Video</b>	<b>86</b>	<b>223581</b>	<b>29623</b>	<b>14107</b>	<b>2600</b>	<b>344</b>	<b>164</b>
Jan	9	21490	3271	820	2388	363	91
Feb	9	89706	12069	7208	9967	1341	801
Mar	7	4070	613	215	581	88	31
Apr	3	4015	617	159	1338	206	53
May	3	1812	311	105	604	104	35
Jun	7	5683	518	226	812	74	32
Jul	18	16335	1518	478	908	84	27
Aug	6	26566	2967	1471	4428	495	245
Sep	9	12469	1325	657	1385	147	73
Oct	5	3028	449	194	606	90	39
Nov	6	22167	4301	1769	3695	717	295
Dec	4	16240	1664	805	4060	416	201
<b>Grand Total</b>	<b>105</b>	<b>404980</b>	<b>42139</b>	<b>19144</b>	<b>3857</b>	<b>401</b>	<b>182</b>

Table 5.7 (Own creation, 2016)

With an average of 3857 'likes'/reaction, 401 shares and 182 comments they have more engagement than Bud Light does (BudweiserUSA, 2016a). It is worth noticing some similarities between the two brands, as well as having most engagement in February, they both have more average engagement on their picture than their videos. Another thing that springs to mind, is that even though they posted 18 posts in July, more than double of their 2<sup>nd</sup> most active month, it only gave the 5<sup>th</sup> largest number of combined 'likes', 6<sup>th</sup> in shares and 7<sup>th</sup> in comments. This backs up our argument made in the case of Bud Light, that you should be careful with posting many post rapidly, as they may take attention from each other, and even more important, when there is so much fight over consumers' attention, it is important to post content that the consumers find engaging.



The Budweiser brand community posts on Facebook show a clear identity that Budweiser have and wish to maintain; Budweiser, burgers, and parties need to go hand in hand. Almost every single post that Budweiser have posted during the last year shows a Budweiser beer in a context of either partying or eating burgers. The few remaining posts in the community is either celebrating a holiday, sharing a message, such as 'do not drink and drive', or they revolve around sport. The connection with burgers and parties can drive engagement for consumers who identify with these brand values and can through engagement with these posts show their friends, family, and other members of the community their shared values to increase social identity. While the content related to sport have similar social identity and brand identification drivers, they can also drive engagement through entertainment and practical benefits, as the posts are often sharing sports results, showing upcoming events, or highlighting recent events. Lastly, the content related to more serious matters creates engagement through brand symbolic function for people sharing the same concerns and thoughts and can likewise be a social identity driver, for people who wish to share this concern with peers.

The three posts with most comments in the Budweiser Facebook community are all posted within a three-day period from February 23<sup>rd</sup> to 26<sup>th</sup> 2016; these posts are also 1<sup>st</sup> 2<sup>nd</sup> and 4<sup>th</sup> in shares. As mentioned these post are using hard work and the American dream as their brand symbolic function to drive engagement.

The three posts all have the #NotBackingDown in common. The first post from February 23<sup>rd</sup> is an 8 seconds video with 33.000 'likes', 3744 shares, 1881 comments and have been seen 2.4 million times (BudweiserUSA, 2016b).

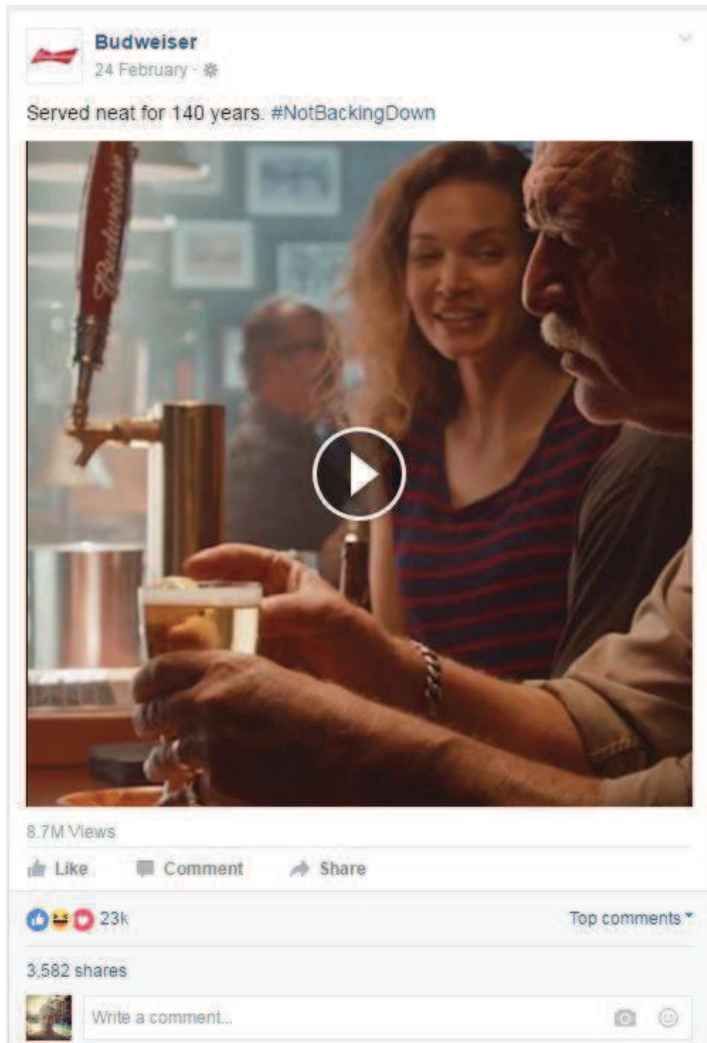


(BudweiserUSA, 2016b)

The video shows a strong man carrying a keg of Budweiser through a snowstorm, which combined with the text "Bud doesn't deliver itself. We're out here. Every. Single. Day." shows the hard work that goes into the progress of producing and delivering Budweiser for the consumers. Out of the many comments on this post, the top one is made by Ruiz John who writes *"Very true. I work for Budweiser myself as a truck driver/delivery worker. There is so much work behind all the glamour. People don't realize how much labor there is to get a fresh cold beer in your hands. Drink up and enjoy."* to which Budweiser responded *"Thanks for your hard work, Ruiz."* (BudweiserUSA, 2016b)

These comments illustrate well how many people see the post, as a proof that Budweiser is a company who supports hard working people, which can help others from the labor class to identify with the Budweiser brand and their employees. For Budweiser employees such as Ruiz John the post works as a great driver through social enhancement, because the workers really feel appreciated.

The next post from february 24<sup>th</sup> is another video, it has 23.000 'likes', 3.582 shares, 2003 comments which have been viewed 8.7million times. The only 5 seconds long video shows an elderly man flipping a lemon slice out of his glass of draft Budweiser (BudweiserUSA, 2016c).



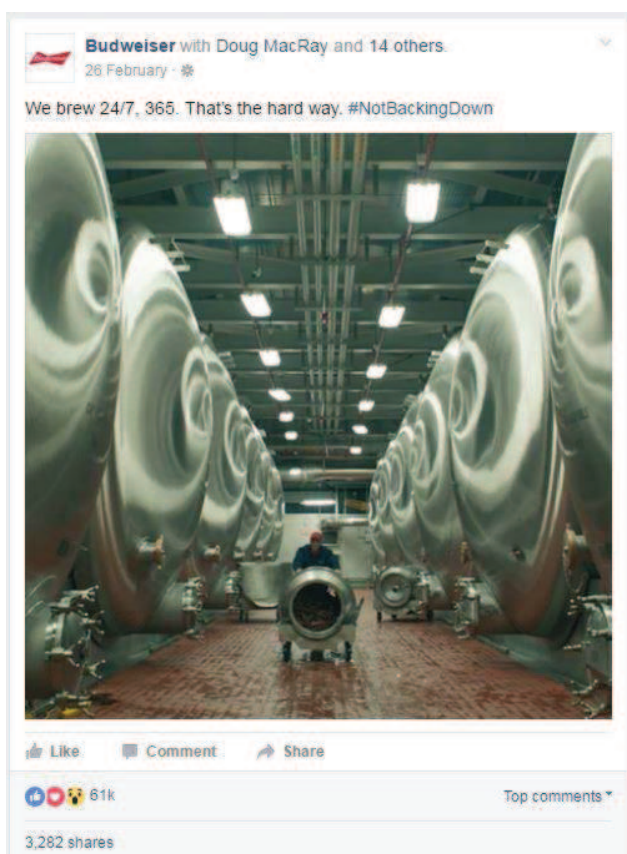
(BudweiserUSA, 2016c)

Although this video is a lot more glamorous than the first one, the text "Served neat for 140 years." does tell us about the history of the brewing of Budweiser, as an old tradition. Combined with the video it also sends a message of striving for perfection and taking time instead of rushing, which they have also emphasized in another post stating that it only takes 15 days to brew a good beer, but Budweiser is brewed in 30 days (Budweiser, 2016h). Flipping the lemon slice off of the glass also underlines another value which is often seen

in the content that Budweiser post; Budweiser is for people who likes things simple and manly, burgers and beer over drinks and sushi. Just as we saw with the post above, the top comment is made by a, this time former, Budweiser employee David Belgard says *"I worked for Budweiser when I was younger. Great job and I still to this day will not drink any beer except bud light. Thanks Anheuser Busch!!!!"* Budweiser replied *"Appreciate it, David."* (BudweiserUSA, 2016c)

Once again it drives engagement through social enhancement by showing appreciation to those who support and work for Budweiser. This comment, by praising Budweiser as a workplace can also increase trust in the brand. As it was found through the literature review that members of a brand community thinks that the brand themselves are often biased, it helps Budweiser to have a former employee supporting them, thus increasing the perceived information quality in the community.

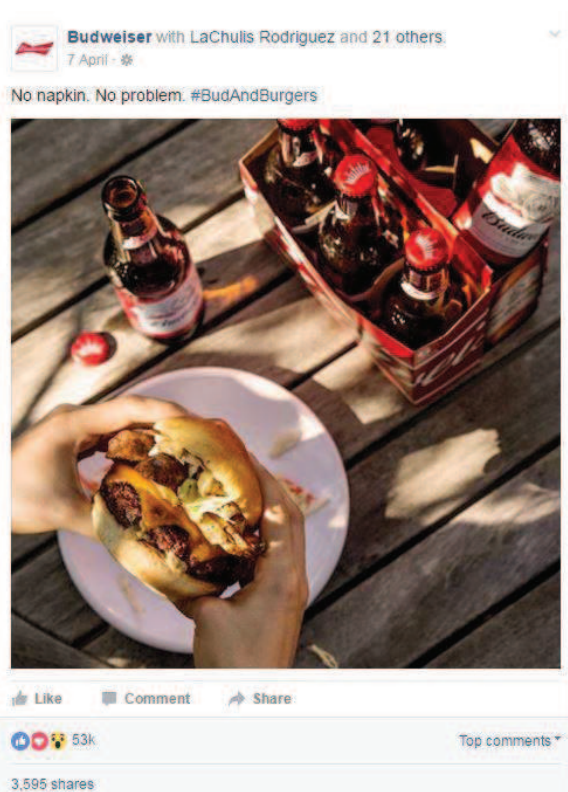
The last post is the most 'liked' post in the community however, only 3<sup>rd</sup> in comments and 4<sup>th</sup> in shares. The post is a picture from 26<sup>th</sup> of February 2016 with 61.000 'likes', 3.282 shares and 1669 comments (BudweiserUSA, 2016d).



(BudweiserUSA, 2016d)

The picture does not show the product; neither does it seem to have entertainment drivers. However, 15 people have been tagged in the post, which can be seen as a social enhancement and a social benefit driver. The picture and the text gives an insight into the brewing progress that Budweiser use, as well as the “hard way” emphasize an American value, of working hard to achieve the American dream. Besides being seen as an American value, the “24/7, 365” can also be a brand symbolic function driver as many people want to show their support to those who work hard and manually. Once again the top comment is made by a former employee, Michelle Irving *“I used to stand in these tanks and load beech wood in them to make Budweiser...Houston brewery 17½ years..”* naturally Budweiser answered her *“For that we thank you, Michelle. Glad to have you a part of the family.”* This reply from Budweiser shows a lot of appreciation, which can increase both social enhancement and social identity and by calling it a family, they further increase the social benefits.

Another post with a high engagement in the Budweiser Facebook brand community is a picture of a burger and a 6-pack of Budweiser posted April 7<sup>th</sup>.



(BudweiserUSA, 2016e)

The picture has 53.000 reactions, 3.595 shares and 1.370 comments. This post is popular for a number of reasons, first of all it shows one of Budweiser's values in an esthetic appearance, the burger and the Budweiser enjoyed in the sunlight. Secondly, 21 people have been tagged in the post, which both works as a social benefits and social enhancement driver, as well as making the post spread to other Facebook users faster. It is also something that many people, especially members of the Budweiser community can relate to, thus they boost their social identity by sharing it with friends. This post manages to get a relative high amount of customer engagement, despite having no practical, monetary or explicit normative incentives or entertainment drivers, because it functions very well as a social driver. (BudweiserUSA, 2016e)

Just as there was a cluster of three very successful posts about #NotBackingDown there is also a very unsuccessful cluster of posts from October 2015. The posts are all showing videos ranging from 1-2 minutes of baseball warm-up, with the option to turn the camera angle 360 degrees. Although it would seem plausible that a video with 360-degree view of Major League Baseball could create engagement, they have failed miserably. When you start the video, it quickly becomes clear why they have gained so little engagement, they lack content and meaning. The 2 minutes long video is just a view of a group of players seen from a distance while you hear mumbling amongst the fans as the players are introduced. To make matters worse, the video starts lacking (stopping) once you try to alter the 360-degree view. These posts fail at driving engagement on all fronts, except for perhaps a few hardcore baseball fans, which might find it entertaining. (BudweiserUSA, 2016f; BudweiserUSA, 2016g)

#### **4.4.2 Budweiser Default**

The Default Budweiser community does not have much engagement; it is rather being analyzed to see whether this hybrid version of dividing the communities into regions is the right choice for Budweiser and whether there are differences between what engages members compared with the USA community.

Shortly it can be said that it does not seem that Budweiser have put enough effort into the community to defend this hybrid division. This can be seen in the amount of posts as well as the fact that there are less videos, and no posts that drive a big amount of engagement. Furthermore, the posts in the community are very similar to the ones in the USA community. Even though the engagement in this community is low, it can still be seen that the content driving engagement is similar to that in the USA community, with product centered and esthetic pictures driving most engagement. With a standardized strategy Budweiser could provide better content, as well as replying to more comments to 'hide' a lot of the negative comments in the community and increase the trust in the brand.



The default page is meant for countries such as Denmark, Guatemala, Mexico and all other countries without region specific communities (Budweiser, 2016a). Their neighbor country Mexico is a part of this community, which could lead you to wrongly think that they should be able to generate a decent amount of engagement.

Row labels	Sum of posts	Sum of Likes/reactions	Sum of Shares	Sum of Comments	Average likes/reactions	Average Shares	Average comments
<b>Picture</b>	<b>40</b>	<b>6788</b>	<b>616</b>	<b>244</b>	<b>170</b>	<b>15</b>	<b>6</b>
Jan	6	441	37	18	74	6	3
Feb	3	283	45	17	94	15	6
Mar	2	126	7	11	63	4	6
Apr	3	107	9	5	36	3	2
May	6	1594	127	68	266	21	11
Jun	3	1191	101	23	397	34	8
Jul	5	1151	102	32	230	20	6
Aug	2	275	6	8	138	3	4
Sep	3	852	97	26	284	32	9
Oct	2	243	1	10	122	1	5
Nov	3	272	22	10	91	7	3
Dec	2	253	62	16	127	31	8
<b>Video</b>	<b>21</b>	<b>1554</b>	<b>266</b>	<b>113</b>	<b>74</b>	<b>13</b>	<b>5</b>
Jun	5	271	27	25	54	5	5
Jul	4	294	55	21	74	14	5
Aug	4	345	68	22	86	17	6
Sep	4	352	64	25	88	16	6
Oct	2	152	34	14	76	17	7
Nov	2	140	18	6	70	9	3
<b>Grand Total</b>	<b>61</b>	<b>8342</b>	<b>882</b>	<b>357</b>	<b>137</b>	<b>14</b>	<b>6</b>

Table 5.8 (Own creation, 2016)

As it can be seen in the pivot table above, the average amount of 'likes', shares, and comments in the community is extremely low compared to the USA counterpart. All of the values are at least 20 times higher in the community for USA, indicating that the difference in engagement is not only due to the quality of the content posted, but also due to the size of the OBC (Table 5.7, Own Creation 2016; Table 5.8, Own Creation, 2016).

As on the USA community, most of the content posted in the Default community is centered on the product, in this community with even less about sports. Even the most 'liked' posts in this community still have less 'likes'

than the average of posts in the USA community, which even though we do not have the possibility of comparing the size or relative engagement in the two communities, is a strong indicator, that the size of the community have a big influence on the engagement within the community. The Default community also seems to be considerably less satisfied with the brand than the members of the USA community did. With an average of only six comments per posts, the amount of negative comments is relatively high. Laurie Madsen commented on several posts criticizing Budweiser for calling themselves an American beer:

*""America beer"..haha.. South America ... Budweiser is Belgian and a pretty weak watery "beer", oh and America is a continent compiled of 35 countries, but hey, but hey – the people buying it are mostly hicks or people who don't care about facts!"* (Budweiser, 2016b)

Mathias Laustrup Andersen commented: *"Cold and shit"* to a post Budweiser had captioned Cold and bold. At the same post Raul Hernandez García wrote *"I don't care"*. Both of these comments seem strange in a community that is meant for people who admire the brand. (Budweiser, 2016c)

All of these comments are clearly made by people who are not admirers of the brand. This could be because of the way that Facebook functions which often shows post outside of the community. While it can often be an advantage for the brands, in that they reach a broader audience, it can especially in these smaller communities and brands with lower satisfaction among consumers, be a disadvantage. For a brand community as the Budweiser Default, and other small communities for big brands, it seems like a good idea to combine more geographical areas, to get a community with more engagement. Sometimes the cultural differences can be a challenge, but if there is close to none engagement anyways, it seems like a waste to post content. Some post however, did get more engagement than others, and interestingly while 23% of the posts were posted in 2016, the top one only ranked 20<sup>th</sup> in 'likes' and even lower in shares and comments and none of the posts in 2016 were videos, which otherwise had gained least engagement in the community.

There is coherence among the top posts in the community, as they are all pictures with the Budweiser beer in a clear focus, with no other "event" in the pictures.





(Budweiser, 2016f)

These pictures can be a driver of engagement through social identity, by community members with a great satisfaction with the product, and a will to show their Facebook friends their admiration of the product. Another factor, which could drive the engagement in these posts, is as simple as the pictures being esthetic (Budweiser, 2016d; Budweiser, 2016e). It has been seen in other communities that esthetic and high quality pictures and videos gain more engagement, even though they might not have strong social, functional or brand related drivers.

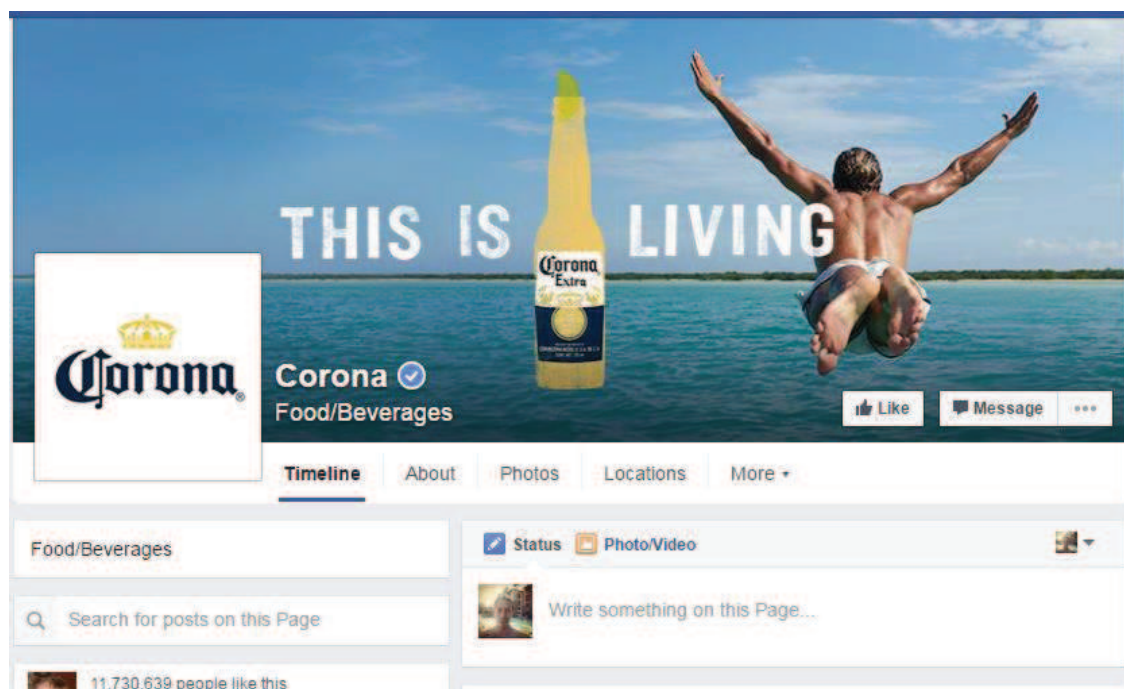
#### 4.4.3 Budweiser Overall

For both of the Budweiser Facebook communities analyzed, pictures got more engagement than videos, especially when it comes to 'likes'. Interestingly none of the top posts in these communities have entertainment, rather they focus on the product itself of the hard work that goes into making it. The main drivers for the Budweiser communities are the brands symbolic function, social identity, social benefits and

social enhancement. The brands symbolic function and social enhancement is not nearly as strong in the Default community, as they do not post content related to the hard work of the employees. It could be that the posts about the hard working employees is a better fit towards the American culture, however it seems strange that these popular posts, were not posted in the default community too. Another social enhancement driver was the many replies that Budweiser gave to comments on their posts, a factor that also affect other social and functional drivers, such as social benefits, and uncertainty avoidance. Since it might not be possible nor profitable for Budweiser to comment on posts in all of their communities, it is recommended to merge the communities, so that the members of the currently default community will experience more drivers of engagement. While it might make it harder to make localized content, there is none of it to be found in the default community anyway, thus including them in the USA community, will give them better content and much stronger social drivers, as there is more content to interact with.

#### 4.5 CORONA

Corona is number six on Millward browns list of list of most valuable brand in 2015, 5th of the Anheuser Busch products (Millward Brown, 2015). Because of its Mexican origin, the corona brand will be analyzed through the Mexican and the Default Facebook communities.



(Coronamusic, 2016a)

#### 4.5.1 Corona Mexico

In the Mexican Corona community, a pattern was found as esthetic practical post drive 'likes' while social enhancement, social benefits and entertainment drive comments. Once again TV commercials with social identity and brand symbolic function drive high amounts of engagement. Even in a community with an average of 7464 'likes' per post there are still posts with almost no engagement, more than 21% of the posts have less than 300 'likes' and many of them even have less than 10 shares and comment (Table 5.9, Own Creation, 2016). When looking at these less popular posts, it becomes clear that the choice of the brands symbolic function is important. Many posts include football and art content with brand symbolic function, however these do not fit with the community members' social identity, thus they fail to drive brand symbolic function and social identity.

The brand has 11.6 million 'likes', and are pretty successful at creating engagement (Coronamusic, 2016a).

Row Labels	Sum of posts	Sum of Likes/reactions	Sum of Shares	Sum of Comments	Average Likes/reactions	Average Shares	Average Comments
<b>Picture</b>	<b>8</b>	<b>2767</b>	<b>116</b>	<b>77</b>	<b>346</b>	<b>15</b>	<b>10</b>
Jan	1	342	40	15	342	40	15
Feb	5	1988	53	41	398	11	8
Mar	1	152	1	4	152	1	4
Apr	1	285	22	17	285	22	17
<b>Video</b>	<b>131</b>	<b>1034761</b>	<b>107808</b>	<b>73503</b>	<b>7899</b>	<b>823</b>	<b>561</b>
Jan	22	74837	7473	2933	3402	340	133
Feb	14	85891	8509	2507	6135	608	179
Mar	17	29800	2009	494	1753	118	29
Apr	18	63260	9136	2453	3514	508	136
May	6	71512	6140	2498	11919	1023	416
Jun	4	2902	434	186	726	109	47
Jul	8	316953	26181	14136	39619	3273	1767
Aug	9	34679	6677	1433	3853	742	159
Sep	7	75003	6405	1586	10715	915	227
Oct	2	4685	347	138	2343	174	69
Nov	7	118831	11030	2890	16976	1576	413



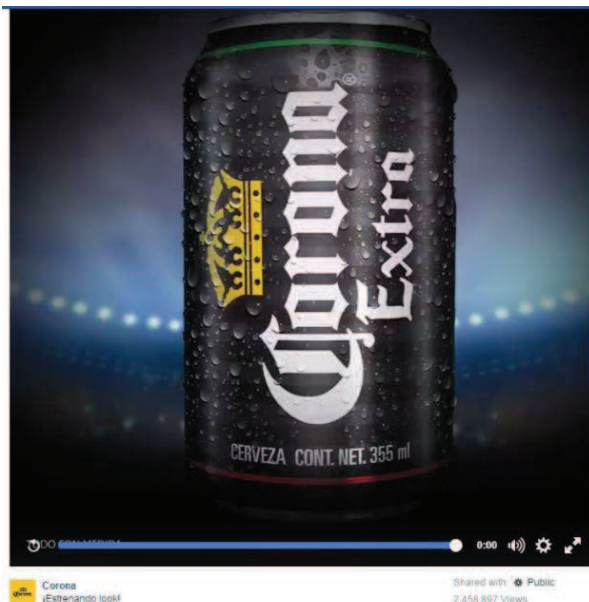
Dec	17	156408	23467	42249	9200	1380	2485
<b>Grand</b>							
<b>Total</b>	<b>139</b>	<b>1037528</b>	<b>107924</b>	<b>73580</b>	<b>7464</b>	<b>776</b>	<b>529</b>

Table 5.9 (Own Creation, 2016)

Many of their posts, just like the Corona beer, are related to sunny weather and a party mood. Most of their videos show footage from festivals and concerts, beaches, or football. Some of December and most of January were about celebrating their 90 years' birthday.

As it can be seen in table 5.9, July month 2015 has more than twice the 'likes' with 316.953 'likes', compared to December 2015, which has the 2<sup>nd</sup> most with 156.408 'likes'. Measured in average 'likes' and shares the difference is even bigger, for comments however December actually have a higher average, despite having more than twice the amount of post. These numbers are somewhat misleading, since for July one post takes up 138.000 of the 'likes'. One single post from December actually takes up 38.820 of the 42.249 comments, which also amount to 53% of the total comments in the community during the year. (Table 5.9, Own Creation, 2016)

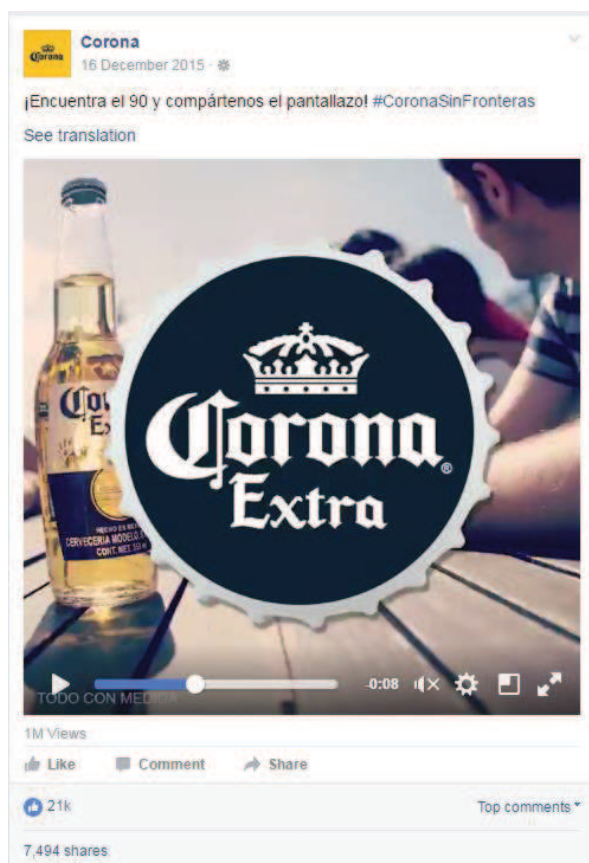
An esthetic and practical driving video from July 7<sup>th</sup> 2015 with 138.000 'likes', is a 15 seconds video, introducing a new design for the Corona Extra can.



(Coronamusic, 2016b)

The post is product related, with no obvious social drivers. The post provides practical benefits, by introducing the new design, and Corona were good at replying on comments, which can be social enhancement and social benefits drivers, however these drivers were also seen on other posts. Admittedly, other factors could influence the engagement in this post. It turned out that July 7<sup>th</sup> is also the date for a war between Mexico and USA in 1846-1848 (Hickman, 2016) as well as for a 7.1 earthquake in 2014 (USGS, 2016). Although both of these events could have something to do with the many 'likes', the comments on the post such as *"Muy guapo"*, *"Excelente"*, *"Que bonito!!"*, *"bonita c ve!!! Los felicito!!! <3"* and *"Esta bien padre!!! Mi color favorito!!"* are just some of the very positive comments praising the new design. Thus indicating that an esthetic brand related post with can get engagement, especially 'likes'. (Coronamusic, 2016b)

The post from December 16 with 38.882 'likes' is a clever marketing video (Coronamusic, 2016c).



(Coronamusic, 2016c)

The video is 14 seconds long, with rapidly changing images, where Corona challenges people to find the number 90 (to celebrate their 90<sup>th</sup> anniversary), take a screenshot and comment the screenshot to prove that they managed to stop at the number 90 which is exactly what people did. By challenging people and replying to the ones who commented their win, they drive engagement through social enhancement, while it can also be a social benefit, as people can share the result with their friends and challenge them, which will drive engagement even further. The post in itself also has an entertainment value, for people who like challenges. (Coronamusic, 2016c)

Another very popular post, is a video posted just 4 days before, on December 12<sup>th</sup>.



(Coronamusic, 2016d)

This video has 80.000 'likes' more than 10 times the average of the community, however in views it hit an even more impressive 11.6 million, almost as many as the community itself has 'likes'. The video also has 9.887 shares and 1.768 comments.



This video was also a commercial shown in television to celebrate the 90-year anniversary of Corona and features a man telling about the anniversary and how Corona are now all over the world, as the post caption also says “No matter the country, the language or the time.” This sends a symbolic message of being global, somewhat in contrast to Budweiser and Bud Light, which focused on American patriotism in many of their posts. Whether it is because they try to adapt towards different cultures in different communities is not clear however, since it could just be the image of the brands as respectively American and globally. For both it seems plausible that the posts with much engagement, will have success among other countries and cultures. Adding to the drive of engagement through the brands symbolic function, the social identity follows naturally, for those who share the values. The many replies to comments, both from consumers and the brand itself creates social benefits and social enhancement.

Among posts with low engagement, there are clusters especially in Marts 2016, which despite of having 17 posts only managed to be 3<sup>rd</sup> last in term of both ‘likes’, shares and comment, only surpassing October and June 2015 which had respectively 2 and 4 posts. Even though June 2015 had lower average ‘likes’ than Marts 2016, Marts have been considered more relevant to analyze. 8 of the 10 least ‘liked’ posts were posted during Marts 2016. From Marts 12th to 28th content was posted 14 times all with less than 450 ‘likes’. The content from this period was related to three things, football, concerts and art. All of the posts contains link and encouragement to sign up or join either the “CeremoniaXCorona” concerts, “la Copa Corona MX” a football journey or “#CoronaSunSets” beach tour festival. This all drives social benefits for people who wish to engage with other members of the community in real life. The posts also provide social identity drivers for people who identify with football, arts and music respectively. By informing people about the dates and locations on events, as well as linking to music, a practical driver can occur, which combined the social drivers mentioned could be expected to get quite a lot engagement. Several factors however influence these post negatively, the videos are very short, and many just loops of 5-6 still images, and they are very different from the other posts in the community, relating to brand symbolic functions, that their community don’t seem to be interested in. It would hence be fair to conclude, that at least in this community the quality of the content is more important than the amount of drivers they invoke.

#### **4.5.2 Corona Default**

The Default Corona Facebook page, which among many other countries includes USA, Ecuador and Turkey, has a lot less engagement than the Mexican (Corona, 2016a). When analyzing the community, it is clear that the Default and the Mexican community are similar in content and have the same periods with peak in

engagement, indicating a standardization approach might be preferable. Especially as the top post in the community, follows the same values as seen in the Mexican community with beaches, water and sun (Coronamusic, 2016a; Corona, 2016a).

Row Labels	Sum of posts	Sum of Likes/reactions	Sum of Shares	Sum of Comments	Average Likes/reactions	Average Shares	Average Comments
<b>Picture</b>	<b>90</b>	<b>11624</b>	<b>820</b>	<b>41</b>	<b>129</b>	<b>9</b>	<b>0</b>
Jan	12	414	10	3	35	1	0
Feb	7	286	15	5	41	2	1
Mar	9	247	19	2	27	2	0
Apr	11	200	3	1	18	0	0
May	7	2312	176	6	330	25	1
Jun	7	3011	225	4	430	32	1
Jul	10	1824	71	5	182	7	1
Aug	7	1158	124	5	165	18	1
Sep	6	1111	81	4	185	14	1
Oct	3	623	81	2	208	27	1
Nov	11	438	15	4	40	1	0
<b>Video</b>	<b>18</b>	<b>1943</b>	<b>334</b>	<b>30</b>	<b>108</b>	<b>19</b>	<b>2</b>
Jan	3	42	11	0	14	4	0
Feb	4	76	3	0	19	1	0
Mar	1	13	0	0	13	0	0
Apr	1	9	0	0	9	0	0
May	2	681	89	21	341	45	11
Jun	3	914	205	5	305	68	2
Jul	4	208	26	4	52	7	1
<b>Grand Total</b>	<b>108</b>	<b>13567</b>	<b>1154</b>	<b>71</b>	<b>126</b>	<b>11</b>	<b>1</b>

Table 5.10 (Own creation, 2016)

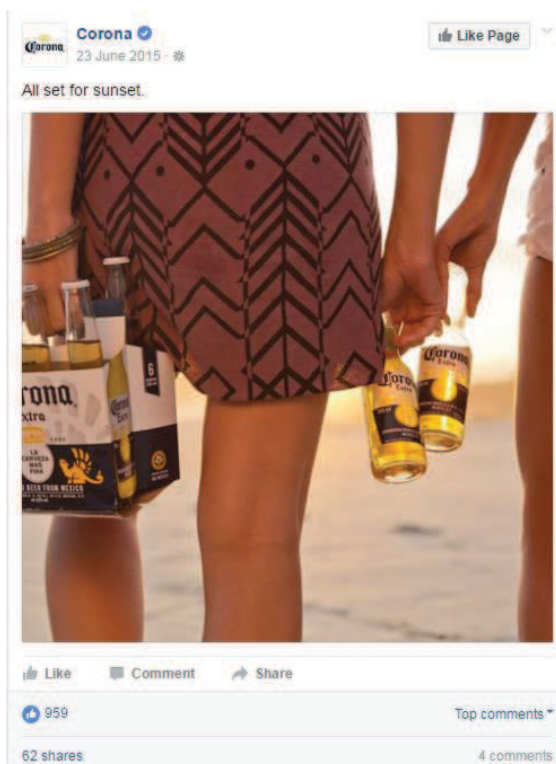
With a combined amount of 'likes' at only 13.567, 1.154 shares and 71 and an average of only 126 'likes', 11 shares and 1 comment, for the same one-year period as Corona Mexico, there is a clear lack of engagement even though 108 posts was made for the community. With this extremely low engagement despite of a high amount of posts, the size of the brand community once again seems to be a huge factor. Even the most 'liked' posts within this community have much less engagement than the average posts in the Mexican brand community. In the Corona Mexico pivot it could be seen that videos had much more engagement than pictures, however it could just be random as the pictures were only 6% total posts. Regardless of whether the higher



engagement in video posts is random, it is still curious that the Default community has a different distribution of video versus picture content. The obvious explanation for the fewer videos in the Default community, is the lack of resources put into the making of the content. The reasoning for dividing into smaller communities is unknown, however it seems that combining them would create a greater overall engagement, since there are no language barriers and the people in the default community would receive more quality content to engage with.

When looking at the most 'liked' posts it should be noticed that you have to go all the way down to post number 31 (Appendix 7, Own Creation, 2016) before finding a post from 2016. As mentioned, the posts in the community have the same theme and motive through almost all posts, following the brand image of Corona the content revolves around sun, beaches, water and surfing, thus likely appealing to the Californian lifestyle. The focus on this kind of lifestyle, also explains why the top eight posts in terms of 'likes' were posted during the months May, June and July, where the weather fits with this lifestyle and image of Corona.

The two top posts are from 20<sup>th</sup> and 23<sup>rd</sup> of June, both product related and without much social interaction in the comments, thus mainly driving engagement through the brands symbolic function (Corona, 2016b; Corona, 2016c)



(Corona, 2016b)

It can be seen in the picture, that it relates to the earlier mentioned lifestyle of beaches, sun and, water thus relating to the social identity of the consumers through brand symbolic function. The picture is also esthetic which have been seen to drive engagement, in the form of 'likes' both in the corona community, and in other especially smaller communities.

#### **4.5.3 Corona Overall**

While there was far less average engagement on the 8 pictures than the 131 videos in the brand community for Mexico, the average engagement of pictures was almost similar to that of videos in the Default community. Curiously for both communities there was by far most engagement in 2015, although it might be because the summer months is where the engagement peak for both communities too. This skewed engagement throughout the year is driven by the content Corona posts, which for both communities are centered on their brands symbolic function of sun, beaches and water. The main engagement drivers in the Corona communities are brands symbolic function and social identity, as well as they in the Mexican community are great at replying to comments to provide social benefits. Even though the engagement in the Default community is very low, an obvious language barrier would occur if they combined it with the Mexican community. Given the size and amount of engagement in the Mexican community, it seems worth it to dedicate a community only this market and keep the language Spanish. For the Default community it might be a good idea to combine it with even more countries, especially considering that they already post in English in other communities, and still with the content related to the product, and their values of sun, beach and water.

#### **4.6 STELLA ARTOIS**

Stella Artois, which has a Belgian heritage, is perhaps the most premium and prestigious of the Anheuser Busch brands. Anheuser Busch themselves says about the beer "Stella Artois has been called the most sophisticated beer brand in the world. Based on a rich Belgian brewing heritage of more than 600 years, this legacy of quality and elegance is reflected in its iconic chalice and exacting 9-step Pouring Ritual" emphasizing that it is not a mainstream beer, such as Bud Light, Budweiser and Corona might be perceived to be. Following the same pattern as the rest of the analysis, Stella Artois will be analyzed in the USA community and in the home market Belgium which in this case is included in the Default community.

#### 4.6.1 Stella Artois USA

As it was seen in other brand communities, the post that drives most engagement is using celebrities, in this case to drive social identity and brand symbolic function. There are further indications that multiple posts on the same day will decrease the individual engagement. Stella Artois are good at replying to peoples comments in this community, to drive not just social benefits and social enhancement, but to increase information quality, practical benefits, and provide uncertainty avoidance.

In contrast to all other communities where the content has been either videos or pictures with captions, or in rare cases events, which have been left out of the analysis because of their rarity and lack of engagement, the Stella Artois USA community stood out by having a wider variety of content.

Row Labels	Sum of posts	Sum of Likes/reactions	Sum of Shares	Sum of Comments	Average Likes/reactions	Average Shares	Average Comments
<b>Link + picture</b>	<b>4</b>	<b>7473</b>	<b>438</b>	<b>205</b>	<b>1868</b>	<b>110</b>	<b>51</b>
Feb	1	1700	68	35	1700	68	35
Mar	3	5773	370	170	1924	123	57
<b>Picture</b>	<b>22</b>	<b>54452</b>	<b>3115</b>	<b>1461</b>	<b>2475</b>	<b>142</b>	<b>66</b>
Jan	3	6221	279	120	2074	93	40
Feb	3	2316	158	50	772	53	17
Mar	2	5900	348	166	2950	174	83
Apr	6	11581	820	613	1930	137	102
May	2	1268	79	21	634	40	11
Jul	1	866	98	31	866	98	31
Sep	2	4300	669	213	2150	335	107
Nov	1	1000	21	36	1000	21	36
Dec	2	21000	643	211	10500	322	106
<b>Text</b>	<b>2</b>	<b>1284</b>	<b>125</b>	<b>47</b>	<b>642</b>	<b>63</b>	<b>24</b>
Jan	1	1200	124	41	1200	124	41
Mar	1	84	1	6	84	1	6
<b>Video</b>	<b>45</b>	<b>78337</b>	<b>9559</b>	<b>2775</b>	<b>1741</b>	<b>212</b>	<b>62</b>
Jan	2	697	201	25	349	101	13
Feb	2	33075	5333	1429	16538	2667	715
Mar	1	108	36	11	108	36	11
Apr	1	78	12	8	78	12	8
May	1	495	29	16	495	29	16
Jun	5	1347	294	102	269	59	20
Jul	8	8631	540	218	1079	68	27

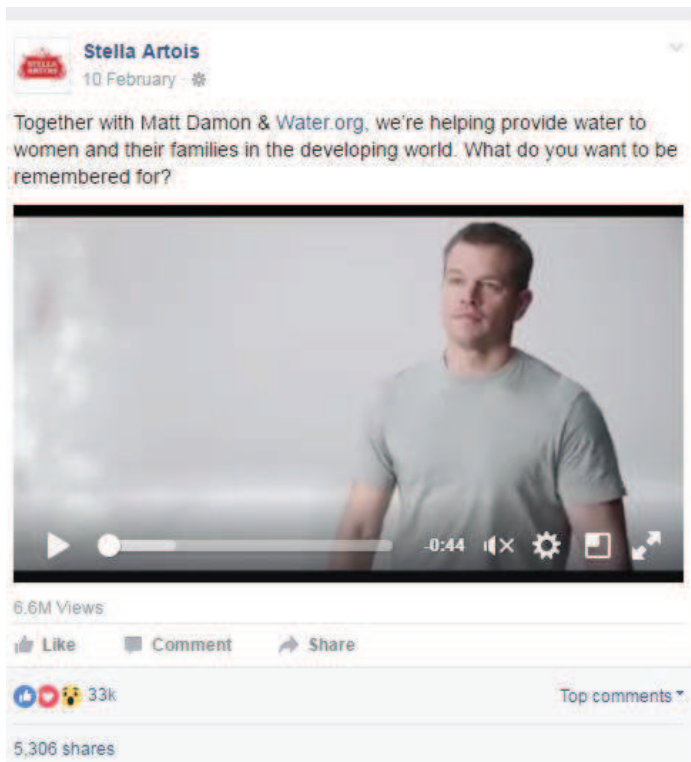


Aug	7	3781	271	95	540	39	14
Sep	5	3342	234	69	668	47	14
Oct	3	667	44	6	222	15	2
Nov	6	18007	931	551	3001	155	92
Dec	4	8109	1634	245	2027	409	61
<b>Grand Total</b>					<b>1939</b>	<b>181</b>	<b>61</b>

Table 5.11 (Own Creation, 2016)

The majority of content is still pictures and videos, but the 'text' and 'Link + picture' were added because they are a part of the image that Stella Artois wishes to be perceived to have. Stella Artois which was the 4<sup>th</sup> most valuable beer brand in 2015 has a combined 7.8 million 'likes' for their communities (Millward Brown, 2015). The sophisticated image that Stella Artois wishes to be perceived as, is clearly seen through the content they post in the community. Although most of the content includes the product itself, the surroundings are very different from the other Anheuser Busch brands. Bud Light and Budweiser were often seen with a burger or at a party, Stella Artois is presented by men in suits, at nicely lined up dinner tables or with the famous chalices in a clean background in. Where Corona was associated with football, Bud Light and Budweiser with American football, the Stella Artois is associated with tennis.

The by far most popular post in the USA community was a video posted February 10<sup>th</sup> 2016 starring Matt Damon.

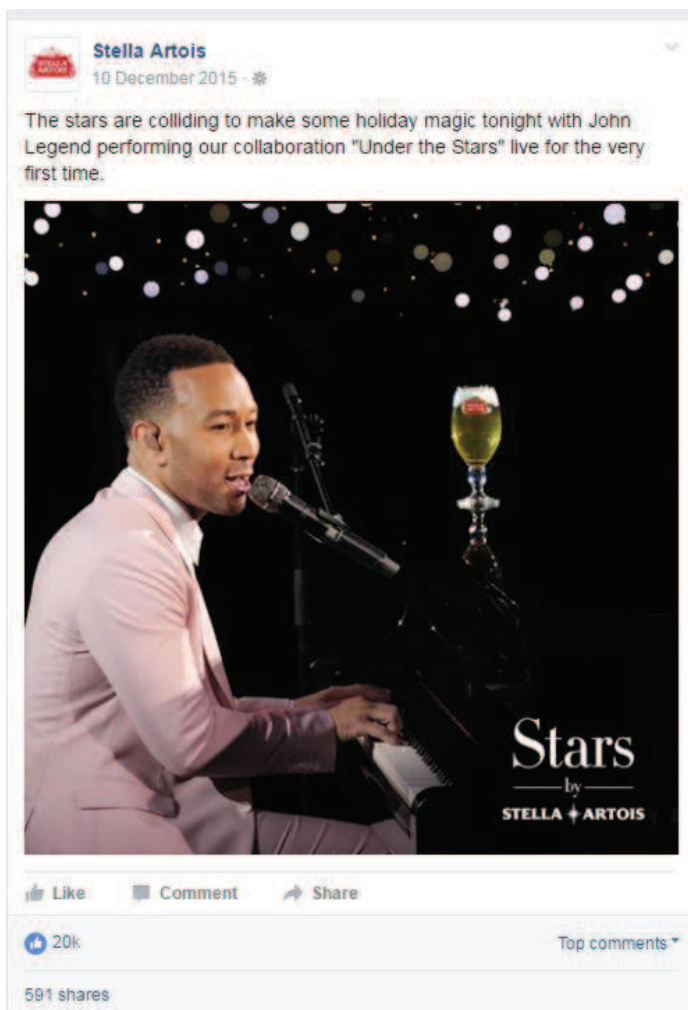


(StellaArtoisUSA, 2016a)

The video has 33.000 'likes', 6.6 million views, 5.306 shares and 1424 comments, making it the top post on all measurements. As the caption "Together with Matt Damon & Water.org, we're helping provide water to women and their families in the developing world. What do you want to be remembered for?" indicates, the video is related to the brands symbolic function, of helping people by providing water. Matt Damon talks about the time women in developing countries spend collecting water and how the viewer is able to help them by buying the 'Special Edition Chalice'. There is some debate from the community members in this post, with many saying that the focus should be on Flint (An American city that went through a very critical water crisis at the time) instead of on developing countries. This debate however, never seemed to harm Stella Artois or the community engagement, rather the opposite happened. When John Sheldon Covington commented *"You can't help other's if you don't take care of your own country first"* Stella Artois answered him later the same day saying *"John, we realize that a glass of water is one of the simplest things to some of us. But for many, it's the most complicated, both abroad and here at home. That's why our US company has already sent 51,000+ cans of emergency drinking water to Flint, MI."* A reply that got 148 'likes' from the community This reply provided practical benefits, uncertainty avoidance and information quality. The debate actually drove more engagement

through social benefits and social identity drivers, when people got the opportunity to both show and express their own values and thoughts. (StellaArtoisUSA, 2016a)

The second most 'liked' post in the community is a picture from December 10<sup>th</sup> 2015.



(StellaArtoisUSA, 2016b)

The post informs about Jon Legend performing “Under The Stars” in collaboration with Stella Artois. The top comments by Skinny Hippie *“John’s music is both relaxing and romantic...and He obviously knows good beer and lagers. Cheers to John Legend. 🍷🍷🍷”* indicates that John Legend is a big part of the 20.000 ‘likes’, 591 shares and 184 comment that this post has. The love for John Legend is seen in several other comments such as Alexander Resto *“Listening to John Legend & a Stella Artois real cold, what could be better. . .”*, Robin

Boespflug Morrison *"Love John Legend he has a fabulous voice....."*, and Edy Lorenzo saying *"I Love John Legend and Stella Artois my favorite !!!"*. These comments show that the brand symbolic function also gives social identity, since the consumers identify themselves as fans of John Legend just as Stella Artois. By telling about the upcoming event Stella Artois provides a practical benefit. Many of the community members get social benefits by commenting and reading about other members' opinions about the post and John Legend. This post thus manages to be successful in driving engagement through both; Brands symbolic function, practical benefits, social identity and social benefits. (StellaArtoisUSA, 2016b)

Strangely when Stella Artois posted the video of the performance 7 days later it only got 5.700 'likes', but it did however get 1.298 shares, 995.000 views and 139 comments.



(StellaArtoisUSA, 2016c)

This time Stella Artois tagged John Legend in the post, which could be expected to drive engagement. As mentioned before it can be very difficult to tell, what exactly it is that makes people engage in content, especially because of Facebooks algorithm, and with a high amount of shares, the engagement is still decent,

even though the amount of 'likes' is so much lower than the picture. It can be seen in the pivot table that pictures overall get a higher amount of 'likes', while videos get more shares. It is still plausible however that the post would have gotten more engagement if a different post had not been posted earlier the same day, this might also be the reason why another video starring Matt Damon, only got 633 'likes' (StellaArtoisUSA, 2016d). Another reason why this video starring Mat Damon did not get as much engagement, could be that Stella Artois does not reply on comments not participate in the creation of social benefits. (StellaArtoisUSA, 2016c)

When looking at the posts with least engagement in the community, a slightly surprising fact turns up, that none of them revolves around the Stella Artois beer. While some of them revolve around their new product Stella Artois Cidre, most of them are about their symbolic functions such as global water crisis and Miami Art Week. The lack of engagement in these post with brand symbolic function, could indicate that the presence of Matt Damon and John Legend in the top posts, had an even higher influence, than first expected. (StellaArtoisUSA, 2016e; StellaArtoisUSA, 2016f; StellaArtoisUSA, 2016g; StellaArtoisUSA, 2016h; StellaArtoisUSA, 2016i)

#### **4.6.2 Stella Artois International**

The Default Stella Artois community is very similar in the content presented in the posts, with focus on brand the sophisticated and helpful brand symbolic function, suggesting a more standardized approach to their Facebook communities. A standardized approach would also give more resources to avoid uncertainty and increase practical and social benefits, through replying to comments in the community, which have been a problem in the Default community.





(Stella, 2016a)

Row Labels	Sum of posts	Sum of Likes/reactions	Sum of Shares	Sum of Comments	Average Likes	Average Shares	Average Comments
<b>Picture</b>	<b>50</b>	<b>7280</b>	<b>766</b>	<b>156</b>	<b>146</b>	<b>15</b>	<b>3</b>
Mar	2	56	15	13	28	8	7
May	8	1536	156	43	192	20	5
Jun	5	902	92	9	180	18	2
Jul	8	1375	98	18	172	12	2
Aug	9	1149	130	17	128	14	2
Sep	7	1310	128	27	187	18	4
Oct	4	544	78	6	136	20	2
Nov	3	131	12	9	44	4	3
Dec	4	277	57	14	69	14	4
<b>Video</b>	<b>21</b>	<b>1098</b>	<b>644</b>	<b>55</b>	<b>52</b>	<b>31</b>	<b>3</b>
Jan	4	249	368	16	62	92	4
Feb	5	174	87	15	35	17	3
Jun	4	191	38	2	48	10	1
Jul	2	63	3	0	32	2	0
Aug	1	159	64	8	159	64	8
Sep	1	39	13	1	39	13	1
Oct	1	72	17	1	72	17	1
Nov	1	74	49	4	74	49	4
Dec	2	77	5	8	39	3	4
<b>Grand Total</b>	<b>71</b>	<b>8378</b>	<b>1410</b>	<b>211</b>	<b>118</b>	<b>20</b>	<b>3</b>

Table 5.12 (Own Creation, 2016)

For such a sophisticated brand, it can seem strange that they get so little engagement on their 72 posts. Some things stand out as potential reasons for the lack of engagement in the community, first of all the majority of the posts are just pictures of the product, without any real connections to other events, people or interest. Furthermore, the community does not do much to encourage engagement, not even once did they reply to a comment. Not alone does not replying to comments stop members from achieving social and practical benefits, it also risks dissatisfaction among the members. Samantha Morgan curiously asked about a special edition chalice *"Where can I find out more about the artist?"* (Stella, 2016b) Kristina Delacruz wrote *"im looking for this latger champaign sixed botlle ..are they available for purchase?"* (Stella, 2016c)

Shayne King asked *"Hey Stella I would love to get the bottle and glass set where would I be able to purchase this??"* (Stella, 2016d) and Ernest Frey wanted to know *"What happened to the 10 pack of cans?"* (Stella, 2016e). All of these question could have led to more engagement by giving practical benefits, social benefits and uncertainty avoidance, instead of ignoring them and likely lowering the consumer's satisfaction and trust in the brand.

One post stands out from all others in this community with 340 shares, five times as many as number two also leading in views with 9.300. Even though these numbers are extremely low compared to other communities, it is interesting that a post has so much more engagement. (Stella, 2016f)



(Stella, 2016f)

The video, as the caption says, follows a woman on her trip to get water every day and talks about the differences that having clean water makes for a family and small village. The video ends up telling that buying one Limited Edition Chalice will provide five years of clean water for someone in the developing world. The most prominent engagement driver in this post is the brand's symbolic function, and judging from the fact that shares are more than twice the amount of 'likes' people wish to boost their social identity, by showing that they share the same values of caring about people in developing countries. (Stella, 2016f)

#### 4.6.3 Stella Artois Overall

Stella Artois uses brand's symbolic function in a very different way, as they rarely have the product or entertainment in focus. Actually they even have many posts without the product itself present, but rather some kind of symbolic message, most commonly related to providing water in developing countries. The difference in size and engagement between the communities is clear, while they have respectively 71 and 73 total posts. The engagement in the USA community is much greater, which is a little strange, as the Default community contains the origin country of Stella Artois, Belgium. With English being the language for content in both communities, it would probably create more engagement to combine the two communities. A

combination would give Stella Artois the opportunity to create better content, possibly with more celebrities which was very successful in the USA community. While these posts with celebrities could also be posted in the Default community, a combination of the communities would also provide extra social drivers through more members to engage with, and Stella Artois could reply to their comments, with only a minimal added resources. A merge of the communities could also raise the uncertainty avoidance which and information quality, which was a problem in the Default community.

## **4.7 CARLSBERG**

Carlsberg is the flagship beer in the Carlsberg Group's portfolio, which is sold in 140 countries. Carlsberg will be analyzed in the home market Denmark, as well as in USA and in the Default market.

The Carlsberg Facebook brand community has 2.3 million 'likes' placing it below both Bud Light, Budweiser, Corona, Stella Artois and Heineken which correlates with it not being in the top ten of most valuable beer brands (Millward Brown, 2015)

### **4.7.1 Carlsberg DK**

Not many post with monetary and explicit normative incentives, have been found in other communities, but for the Carlsberg DK they drive high engagement as long as the resources demanded from consumers are relatively low. However, with a high demand of resources the engagement is low in this community. As seen earlier, TV commercial video posts drive much engagement through entertainment and social identity. Although many posts are regionally targeted, few of them drive much engagement, while the high engagement commercial posts drive engagement in several communities with same symbolic function which could be an argument for a more standardized approach. As there are language barriers between the Danish and the Default community, and the successful post with monetary and explicit normative incentives being regionally targeted, a hybrid approach seems to be the optimal solution for Carlsberg.



(CarlsbergUSA, 2016a)

As the Cover photo indicates, football is a big part of the content posted in Carlsberg's communities. In the Danish Carlsberg community, the majority of content is related to football or the slogan which Carlsberg also use in their commercials "Probably the best in the world". This slogan is used through a campaign where Carlsberg take everything from train rides to hairdresser and shopping trips, and shows how it would ideally be if Carlsberg were in charge, a campaign that drives a high amount of engagement in the community. Carlsberg use a lot of monetary and explicit normative incentives in their community, giving out prizes of everything from a few beers, to tickets for the UEFA EURO CUP quarterfinal. (CarlsbergUSA, 2016a)

Row Labels	Sum of posts	Sum of Likes/reactions	Sum of Shares	Sum of Comments	Average likes/reactions	Average shares	Average comments
<b>Picture</b>	<b>47</b>	<b>22080</b>	<b>2137</b>	<b>12178</b>	<b>470</b>	<b>45</b>	<b>259</b>
Jan	3	1205	141	77	402	47	26
Feb	7	3604	350	2530	515	50	361
Mar	4	1127	80	666	282	20	167
Apr	5	2192	387	345	438	77	69
May	4	612	15	365	153	4	91
Jun	5	1397	157	1533	279	31	307
Jul	2	604	61	149	302	31	75
Aug	6	3600	286	563	600	48	94
Sep	3	656	44	265	219	15	88



Oct	4	4166	394	687	1042	99	172
Nov	2	1406	110	3926	703	55	1963
Dec	2	1511	112	1072	756	56	536
<b>Video</b>	<b>41</b>	<b>28087</b>	<b>8321</b>	<b>7117</b>	<b>685</b>	<b>203</b>	<b>174</b>
Jan	1	728	209	84	728	209	84
Feb	6	13491	5861	955	2249	977	159
Mar	4	873	147	199	218	37	50
Apr	11	4434	940	566	403	85	51
May	1	341	2	19	341	2	19
Jun	2	713	46	57	357	23	29
Aug	2	684	171	77	342	86	39
Sep	2	852	105	29	426	53	15
Oct	3	451	60	17	150	20	6
Nov	4	2639	516	2727	660	129	682
Dec	5	2881	264	2387	576	53	477
<b>Grand Total</b>	<b>88</b>	<b>50167</b>	<b>10458</b>	<b>19295</b>	<b>570</b>	<b>119</b>	<b>219</b>

Table 5.13 (Own creation, 2016)

The amount of engagement is almost the same for both types of content, pictures leading slightly in comments while videos have more 'likes'. The amount of shares is greater for videos than for pictures, in fact is it more than 4 times higher.

Carlsberg posted 10 posts during Marts and April with contest that could win you tickets to the EURO CUP, by spelling weekly words with Carlsberg beer cans. These post did not manage to get much engagement, in fact none of them got more than 100 'likes' 8 of them had less than 5 shares and 10 comments, while the one with most shares had 24, and one post managed to get 75 comments, all of which was still below average. Indicating that monetary and explicit normative incentive driver has very little effect on peoples' engagement, however taken into consideration that you had to buy Carlsberg 6-packs and post pictures, it is possible that people considered the resources needed to engage properly was too great. (CarlsbergDK, 2016a)

For two other posts with monetary and explicit normative incentives in form of tickets for you and 9 friends for a Superliga (the best Danish football league) match (CarlsbergDK, 2016b) or a signed shirt for Odense Boldklub, a club from the Superliga, the engagement was much greater (CarlsbergDK, 2016c). These posts demanded less resources investment, as all it took to enter the contests was to comment, saying which friends to bring, or which team you liked the most. With the content around the Superliga with monetary and explicit normative

incentives managed to get above average 'likes' as well as 5 times the average comments, it seems that monetary and explicit normative incentives can be a driver of engagement, as long as it does not demand the consumers to put too many resources into it.

One post stands out from all others in the Carlsberg DK community, with 9.000 'likes', 787.000 views, 671 comments and 4696 shares, it leads all measures of engagement, except for comments. (CarlsbergDK, 2016d)



(CarlsbergDK, 2016d)

This video was also a TV commercial, which could help increase the engagement; however there are some clear drivers in the content. In the video a couple who are out shopping together is seen, as the woman enter the fitting room, the man is left with all her bags, until a lady in green shows him into a very different fitting room. The fitting room the man enters, is filled with other guys, drinking beer, watching sports, playing pool, flipper or foosball, all with Carlsberg beers in their hands. In the room, which is very retro in colors a woman greets the man with a burger and Carlsberg beer while the narrator says "If Carlsberg did fitting rooms, they would probably be the best in the world". Although this video has gained a lot of engagement and positive feedback,



there are also many who comments with a different view. Negative comments can be divided into two groups, those who deem the commercial as sexist, and those who disagree with the statement that Carlsberg is probably the best beer in the world; the later should be a clear indication of the posts reaching people who are not members of the brand community. The old saying that that all publicity is good publicity might not be true, but regardless the discussion of whether the video is sexist or not, drive engagement through social benefits as members interact with each other. Furthermore, it is plausible that members feel social enhancement, for being an important part of the community when defending the brand. The fact that a debate rose up, also tells that there is a brand symbolic function, which for some are negative, while it possibly for others their motivation to engage, in order to communicate their social identity corresponding with that of Carlsberg.

Interestingly, one post with monetary and explicit normative incentives has more than double the amount of comments as the 2nd most commented post.



(CarlsbergDK, 2016e)

This post only has 795 'likes' 50 shares, which is actually below the average shares, however with 3.448 comments, it is more than 15 times the average. The caption translates to *"last round for fan! You have 20 minutes to win 2 ticket to the game in Telia Parken between Denmark – Sweden. Just write here, whom you wish to bring to the game, then you are a part of the competition which ends at 00:20 PM. Terms and conditions: <http://cb-g.co/sW>"* This post is another example that Monetary and explicit normative incentives drive engagement in this community as long as the resource investment from the consumers is relatively low. The match that you could win tickets for were a national team match, which speaks to peoples social identity, in a very strong manner for football fans, as the game would decide whether Denmark would go through to the EURO CUP 2016 in France. The importance of the game was increased further, as the opponent were the arch enemies, the fellow Scandinavian nation Sweden.

This posts shows an incentive for dividing brand communities into regions instead of being global, as this competition would not have had the same effect in all other countries.

The least 'liked' posts in the community were the ones announcing winners of the contests that Carlsberg had for the UEFA EURO CUP quarterfinal (CarlsbergDK, 2016f; CarlsbergDK, 2016g). This makes sense as they only really relate to a very small part of the community; however the posts probably would have gained more engagement if the winners had been tagged in the post, to increase reach of the post and the social identity and social enhancement drivers for the winner and his Facebook friends.

#### 4.7.2 Carlsberg Default

As seen in many communities before, TV commercials especially with entertainment drivers, gain high amounts of engagement in the Default Carlsberg community. A post with practical drivers and information quality indicated that this type of post can be very successful, as long as they keep product relevance and integrity.

The Default Carlsberg Facebook page, just as the Danish has a lot of content related to football especially in the spring 2016. The football related posts, have content about their sponsored team Liverpool, the UEFA EURO CUP, and videos with the F2 Freestylers who they also sponsor. The content that is not related to football is mostly commercials with the "probably the best in the world theme" or post made explicitly for promoting the brands symbolic function.

Row Labels	Sum of posts	Sum of Likes/reactions	Sum of Shares	Sum of Comments	Average likes/reactions	Average shares	Average comments
Picture	33	22448	397	206	680	12	6



Jan	11	2533	62	94	230	6	9
Feb	5	92	12	1	18	2	0
Mar	8	230	9	3	29	1	0
Apr	3	173	5	4	58	2	1
May	1	7400	154	51	7400	154	51
Jun	2	5600	126	26	2800	63	13
Aug	2	6400	27	27	3200	14	14
Dec	1	20	2	0	20	2	0
<b>Video</b>	<b>40</b>	<b>47412</b>	<b>18535</b>	<b>1389</b>	<b>1185</b>	<b>463</b>	<b>35</b>
Feb	1	20	0	0	20	0	0
Mar	8	10054	1546	175	1257	193	22
Apr	4	1772	185	15	443	46	4
May	4	2804	172	41	701	43	10
Jun	4	10209	4898	353	2552	1225	88
Jul	2	4438	4005	147	2219	2003	74
Aug	5	9992	5530	356	1998	1106	71
Sep	3	2905	1039	85	968	346	28
Oct	5	2953	758	124	591	152	25
Nov	1	575	57	23	575	57	23
Dec	3	1690	345	70	563	115	23
<b>Grand Total</b>	<b>73</b>	<b>69860</b>	<b>18932</b>	<b>1595</b>	<b>957</b>	<b>259</b>	<b>22</b>

Table 5.14 (Own creation, 2016)

The data presented in the table 5.14 (Own Creation, 2016) show that a total of 73 posts were posted from May 1<sup>st</sup> 2015 to May 1<sup>st</sup> 2016 with an average engagement of 957 'likes', 259 shares, and 22 comments. When looking further into the data (Appendix 4, Own Creation, 2016) it is noticeable that there is a huge difference in the amount of engagement the posts get, 30 posts have less than 55 'likes', 5 comments, and 10 shares, while there are also 12 posts with more than 2.000 'likes'. It is also noteworthy that most of the top posts, including the top three were posted in 2015, even though the amount of posts was slightly higher for 2016. Among the top five posts, four of them are commercial videos with the "probably the best in the world theme" while the last post is a picture with the caption "Probably the fastest way to chill your beer. Try this at home! #DIY".



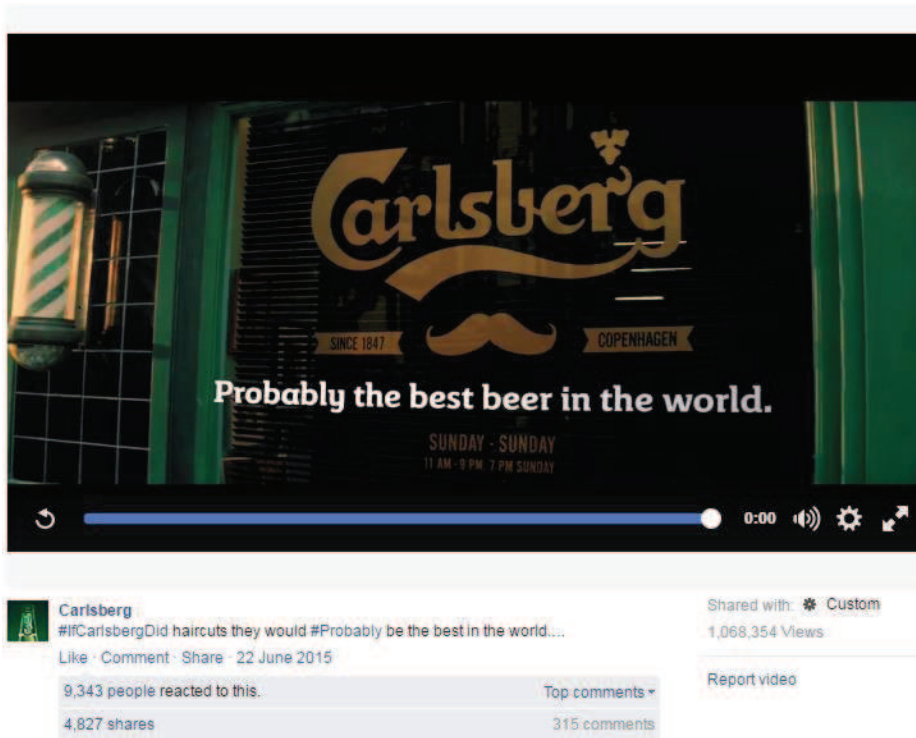
(Carlsberg, 2016a)

It is interesting that this picture ranks 3<sup>rd</sup> in terms of 'likes' with 7.400 as it is very different from other posts we have seen. While these DIY (do it yourself) tip posts, can gain a lot of attention online, it is not something we have seen much in the communities analyzed. The main driver of engagement in this post is very likely the practical benefit it provides, by introducing people to the best possible way to cool down their beer, hence the post is still related to the product. The post can also be seen as improving information quality and uncertainty avoidance although the information is not directly about the product; it is about the use of the product.

The second most 'liked' post in the Default Carlsberg community is the video, which had the most 'likes' in the Danish Carlsberg community. While the post had 9.000 'likes', 787.000 views, 671 comments and 4696 shares in the Danish community, it has 8.400 'likes', 642.000 views, 300 comments and 5.200 shares in the Default community (Carlsberg, 2016b).

Although the video was posted 6 months apart and with slightly different captions the amount of views, 'likes', and shares are almost the same. Being that the average 'like' and shares are higher in the Default community, the fact that the amount of 'likes' and shares on the post, are so much alike could indicate a couple of things. It could be that the communities are somewhat similar in size, and the content in the default simply are better at engaging the members. Another explanation could be that the post simply reached its maximum engagement potential, thus somehow the Facebook algorithm prevented it from reaching more. The amount of comments is lower both for the post and for the community as a whole, which is likely due to the language barrier, which prevents people from communicating with others in the community, unless they meet others from their own country or write in English. Surprisingly many of the comments on the post are in Danish, which could be a problem for the community. It is difficult to say why some Danes are in the default community instead of the Danish, it could be because they choose so themselves, or because they 'liked' the Carlsberg page, while being outside of Denmark. Regardless of why the Danes are in the Default community, it could be a problem as they do not get the content intended for them. If it is by own choice, Carlsberg should consider why they chose to change community. As there does not seem to be Danish comments on the other posts in the community, it could simply be that the post has reached Danes, thus engaging them and making them comment on the post. (Carlsberg, 2016b)

The post with most 'likes' in the Default community is a video from June 22<sup>nd</sup> 2015.



(Carlsberg, 2016c)

The video has 1 million views, 9,343 'likes', 4,827 shares, and 315 comments. The post is in many ways similar to the above post about shopping, as it is also a commercial with the slogan "*Probably the best beer in the world*" with #IfCarlsbergDid. This time it is a hairdresser, also in retro style with live singers, windows opening to possible fishing and even a trimmer that makes your hair grow back out. The post is entertaining and showing brand symbolic function, but does not create the same social identity as the comments showed in the fitting room video (Carlsberg, 2016b). Comments such as Ricky Petersen's "*Hehe! Every man understand this no matter where in the world u live*" showed how much men related to the shopping trip trouble (Carlsberg Default Facebook post 2, 2016). However, the hairdresser post manages to create stronger social benefits and social enhancement drivers by replying to the comments in this post (Carlsberg, 2016c).

30<sup>th</sup> of July was the date that the most viewed video in the community was posted. With 2.3 million total 'likes' for the Carlsberg communities, it is likely that the 1.1 million that watched this video, were not all from the Default community, and probably not even Carlsberg fans. (Carlsberg, 2016d)



(Carlsberg, 2016d)

With 3.999 shares almost equal to the 4.462 'likes', it is obvious that this post gave people saw something they thought others too would enjoy. The video shows two guys in respectively a Liverpool, whom are sponsored by Carlsberg, and a Manchester City fan, entering a game of football in a park, with a group of other guys all wearing premier league jerseys. With Carlsberg being a sponsor of both the Barclay premier league and Liverpool, it shows brand symbolic function, as well as being entertaining. The video is a great social identity driver, as many guys, especially fans of Carlsberg, likes to play football, and wish for a game like the one shown here. The video shows a magical football game, including the slimming of an overweight guy, instant painless tattoos, endless beer etc. There is even a slow motion sequence in the video, which ends with the guy in the Manchester City jersey missing a shot, which then gets picked up by former Manchester United and Denmark keeper Peter Schmeichel. The social identity can be seen in Kevin D Sheahan's comment *"Nearly like the matches down the green years ago Michael Griffin Alan Meade 😊😊"* he even tags two friends in the post, so they too can engage with the content. Making the guy in Manchester City miss his shot, was a bold move, which could make some people dislike the video, however it shows more brand symbolic function, even if it is just a choice of which team to support, it seems to pay off, by making people identify even more as seen in the



comments *"It's realistic how the guy in the City shirt misses the shot at the end... always in blue wink emoticon #Unmissable"* by Albion, supported by Neil Houghton *"Yeh note the city guy is useless!! Lol."* (Carlsberg, 2016d)

The posts in the community with least engagement are overwhelmingly pictures. During the period from December 24<sup>th</sup> 2015 to 2<sup>nd</sup> of marts 2016 only one out of 18 posts managed to gain more than 50 'likes'. Four of these low engagement posts were about the ingredients used in Carlsberg beer, with part of the caption being "probably good for you". Three ingredients; Barley, Hops, and Yeast are the content of the pictures, with the captions telling about the advantages of the ingredient for example the caption on the barley post from January 20<sup>th</sup> is *"Selenium, copper, vitamin B1, chromium, phosphorus, magnesium, niacin, fiber... There are so many great nutrients in barley we'll let them do the talking... Probably good for you. Find more about our ingredients here. <http://bit.ly/cbbrly>".* The post provides practical information, and an attempt at showing a brand symbolic function of using only the best natural ingredients (Carlsberg, 2016e). While the popular post about cooling beer, also mainly used practical benefits to drive engagement, it was a practical benefit which drove more social drivers. The info about the ingredients does not provide any new information which people feel the need to share, nor is the information quality high, with the statement "probably good for you" as it is common knowledge that beer is unhealthy. The information quality might very well be the reason that the brand symbolic function doesn't drive engagement either, as a beer company claiming to healthy is a very far stretched claim. The out of touch brand symbolic function, was probably also a contributing factor for three pictures with "The keg Squat" (Carlsberg, 2016f), "The 6-pack twist" (Carlsberg, 2016g) and "The Crate plank" all with the caption *"Let us help you get back in shape this January. Exercise regularly, drink in moderation: probably the best workout."* to gain almost no engagement (Carlsberg, 2016h). These post, like the post about the ingredients provide very few social drivers. Although it is possible that Carlsberg had expectation of reaching some entertainment benefits, and social identity from people who understand the struggle of preferring beer over a workout it clearly failed. As it can be difficult to know what exactly consumers perceive to be entertaining it can be worth testing different things, however there was no real reason to post three and four of these kind of posts. It can have a negative influence to post content that people don't find relevant, as it reduces the reach of content posted later.

#### 4.7.3 Carlsberg overall

Many posts were reused in the two communities where the top post in the DK community also got a lot of engagement in the Default community, although with less comments. The drivers seen in most of the top post in Carlsberg's Facebook communities are entertainment, social benefits, brands symbolic function, and social

identity. Two posts stand out by being very successful, with the use of social enhancement and monetary and explicit normative incentives respectively. In the most popular post in the Default community, both in terms of 'likes' with 9.300 and comments with 315, replied to comments which can increase social enhancement. In the Danish community a post managed to get 3449 comments by encouraging people to comment, in order to win a trip to UEFA EURO CUP 2016 thus using monetary and explicit normative incentives to drive engagement. It is however still unknown if the engagement through monetary and explicit normative incentives are long lasting, but it does due to the Facebook algorithm create more reach for future posts in the community. With the Danish community being in another language, with decent engagement, and even more comments than in the Default, it would be recommended to keep these communities separate. However, Carlsberg had other communities with very low engagement, that could be included in the Default community.

#### **4.8 KEY FINDINGS OF THE ANALYSIS**

During the analysis of the different brand communities, a difference between the type of content posted has been noticed, where pictures, in general, get a higher level of engagement with users 'liking' them. While pictures do get a higher number of 'likes' in general, the videos, if produced well, are able to increase the amount of shares, making the post gain a wider reach, than that of the picture related posts. The average engagement on videos is highly influenced by the amount of resources invested into them, where poorly created videos have a tendency to hardly have any consumer engagement into them at all. This is a contrast to the most engaged posts, where videos are often seen at the top, only enhancing the fact that videos should be more delicately handled when posted on an online brand community. Based on the average numbers for each type of engagement, 'likes', comments and shares, the pictures generally gain more 'likes', while the shares and comments are somewhat equal in terms of consumer engagement. Only a few examples of links or texts were observed, and while these posts did not have a high level of consumer engagement, they sought to show support or improve the trust with the given brand.

Deciding to post a type of content is one thing, but figuring out what the content should include is another step that the brand has to consider. It can be difficult to conclude on the impact that interest have in a brand community, as all the communities analyzed had some sort of interest in them, however this fact in its self along with the interest related posts gaining high amount of 'likes', indicates that it is indeed important to have interest to post content about. Interests have been seen to drive social benefits and social identity, as well as representing a brands symbolic function.

As an extent to figuring out what to post as content to a brand community, the brand can also consider which type of drivers they seek to influence with their content. Throughout the analysis of the various brand communities, some drivers have seen more action than others, both in the content posted by the brand as well as the consumer engagement made towards the content. One of the most prominent drivers, as seen on all the brand communities, is the brand's symbolic function, where all the brands are trying to link their brand or product towards a specific, or multiple, themes or interest, which the brand and users of the brand community can bond over. Especially interests that the brand is supporting financially has been seen to create consumer engagement, however, engaging in the local culture or traditions has also shown tendencies to be an influential factor.

Another driver that has proven to be highly influential in creating consumer is entertainment, which has been used as a driver across all the brands and their brand communities, being a highly influential driver amongst some of the most engaged posts on the brand communities. While entertainment is, to some extent, subjective in the eyes of the user, the brand communities has used entertainment to create some intriguing content for their users, where the reach of the post has often gone far. Based on the subjectivity of entertainment, there has also been cases where the users and the brands view on entertainment has not been aligned, making the posted content getting ignored by the users.

A thing both entertainment and brands symbolic function has in common, is that they only appear in the content posted by the brand, whereas many of the drivers like social identity, practical benefits or social enhancement are more likely to be found in the comments made to any given post on a brand community.

In relation to the type of content a brand can choose the post, the frequency of their posted content also influences the engagement. The frequency of content posted by the brand on its brand community is mainly influenced if the brand chooses to post more than one post on specific date. While a post can have success when posting alongside another post on the same date, they generally have a lower level of consumer engagement, than when posted alone. This said, posting an excessive amount of posts, even when there is only posted one each day, does not seem to have a positive influence on the average level of consumer engagement overall.

After a post has been uploaded to the brand community, the brand has to consider how the consumers will engage as well as how the brand will react to the consumers' engagement towards the content. Engagement in the conversations has shown to be one of the most influential actions a company can take, to increase the

engagement on their posts. Replying to people's comments can increase practical benefits, social benefits, uncertainty avoidance, trust, satisfaction and social enhancement, thus increasing the engagement in the community.

## 5 DISCUSSION AND LIMITATIONS

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This project has had quite a few implications, making the research limited. Many of the limitations are because we were unable to get an agreement with a global company to get an insight into their Facebook community, combined with Facebook's strange settings, this prevented many data which could have been useful from being collected. While it was possible to see the total number of 'likes' for a brand, it was not possible to see it for each community, thus not making it possible to conclude anything based on the size of the OBC's. Neither was it accessible whether or not the brands have paying for their content have a greater or more focused reach and whether they encouraged employees to engage with content. While expert interviews and supporting articles provided information about the Facebook algorithm, these were only guesses as Facebook wishes to keep their algorithm a secret. This secretive algorithm means that we cannot completely know what makes posts be seen in peoples' Facebook feed, thus encouraging them to engage. Through the literature review, information about brand communities was collected, including many theories. This information however, was based on earlier research and somewhat lacking the digital aspect, although it had focus on online brand communities. While some researched had attempted to analyze online brand communities, they had not focused entirely on Facebook, highlighting the differences Facebook might have compared to other brand communities. This means, that although Facebook the definition of an online brand community stated in this project, the drivers found from other online communities, might not cover all the drivers for a Facebook community. The drivers found through the literature review, although many where removed, were still more or less overlapping. For the drivers' brands symbolic function and social identity, the latter is a natural consequence if the brand symbolic function related to the self-concept of the user. The social identity can also help drive social benefits, which if done through conversation with the brand or other members, can lead to social enhancement. This connection between all the drivers can be a strength for the OBCs as it keeps the user in some kind of 'loop' of engagement, however it makes the classification of drivers difficult for individual posts or users, thus in the project the focus has been on the drivers which seems to me most prominent for the individual posts, and the community as a whole. It is recommended for further research to find drivers better suited for analysis of engagement in social media. Problems also occur with brand related drivers such as trust and satisfaction, even though there are important drivers, they are hard to measure, and to know whether the engagement lead to higher trust and satisfaction, or if it was an effect of these, require further research through e.g. A survey or interviews with community members over a period of time.

For consumer engagement the implication has been measuring them. It was found through the literature review that measuring the 'likes', shares, comments and views for the posts, could be a measurement for the engagement in the posts, however these measurements are not precise. There are no findings saying exactly how much engagement a like, comment, share or view of a post actually drives, and it is very unlikely that every 'like' on a post represent the same amount of engagement. Although it can be analyzed which types of content that drive engagement, an exact measurement of consumer engagement, cannot be made based on these findings.

## 6 CONCLUSION

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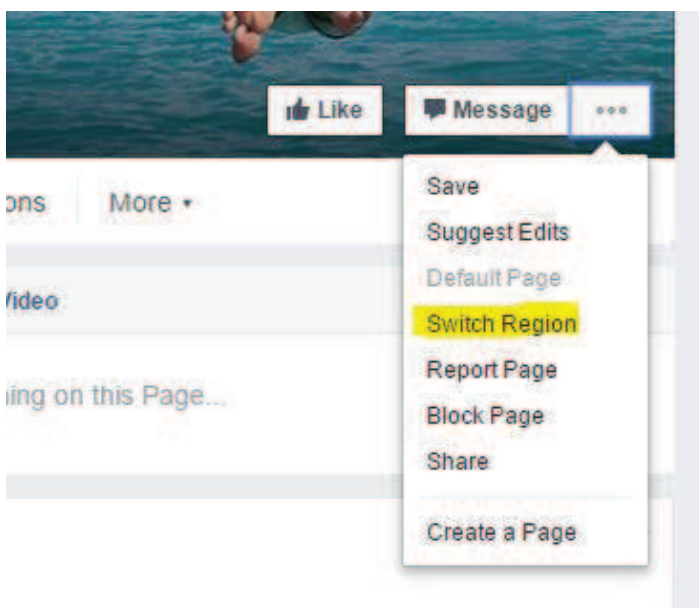
Through the analysis it was found that there was not one single method for getting engagement in Facebook communities, but rather several different ways. One of the ways that proved very successful was to use professionally made TV-commercial videos with entertainment and social identity drivers. These videos often include brand symbolic function drivers, which show itself as a unique brand resource and have the potential to increase the engagement in the brand community. It was also found that posts starring celebrities increased engagement through the same drivers, social identity, brands symbolic function and in most cases entertainment. The social identity and entertainment drivers are good at making people comment, which thus drive social benefits. By replying to comments on posts in the community the brand can drive engagement through social benefits and social enhancement, improving the social drivers the users have towards the brand. In many cases, the brand can also provide practical benefits, information quality and uncertainty avoidance by answering the questions users might ask on the posts. Replying to peoples' comments can also increase the long term trust and satisfaction with the brand, thus increasing long term engagement. For posts with monetary and explicit normative incentives, it is important to make sure that the resources demanded by the community members are limited. While users seem to be willing to comment and 'like' posts to compete, willingness to engage in the posts seemed to decrease as the amount of need resources increased. Many of the social drivers are linked with the engagement on the post, like commenting and getting replies, thus there is a need of other users or an active brand to have social drivers on a brand community. Varying sizes of brand communities as well as the resources put into them has a huge impact on the level of engagement. This is the reason for using a more hybrid like setup for the brand communities, thereby requiring less resources for each brand community, still having decent content as well as having the possibility to create localized content for the users of a specific brand community. A customer's engagement, in an online brand community, is influenced by the settings the brand is using as well as the settings the social media makes available. In the case of Facebook, each brand can divide their brand into several brand communities, dependent on where the users are from. Most of the global companies analyzed in the research had divided their brand community into several brand communities that influenced the level of engagement on each brand community, as well as the content being posted. Having multiple brand communities allows the brand to post more localized content, but also increases the level of resources being invested.



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Due to the vast amount of references to Facebook pages and posts, it has been chosen to divide the bibliography into two part, one for books and articles (Both offline and online) and for the Facebook specific references, to make it easier for readers to navigate in the bibliography. Under each section, the references have been listed alphabetically using Harvard style references. Furthermore, it should be noted that all posts from Facebook have been referenced for 2016, even when posted in 2015. This was due to technical issues with Facebook, which by always updating, makes their posts appear as newly edited. Further technical issues with Facebook; also influence the brand community links. Because of an automatic redirection some links will lead to the readers own market, instead of the one linked to, thus making it necessary to press the redirect button, or manually enter the correct market through the 'Switch Region' button located as seen below.



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