



UNIVERSIDADE CATÓLICA PORTUGUESA

Using Social Media to reach consumers of Alento

A content analysis of its official Facebook page

Final Assignment in the form of Internship Report presented to Universidade
Católica Portuguesa to obtain the Master Degree in Marketing

by

Marta da Costa Jácome de Vasconcelos

Supervised by

Prof. Dra. Susana Cristina Lima da Costa e Silva

Católica Porto Business School

March, 2017

Acknowledgments

I would like to thank my research supervisor, Professor Susana Costa e Silva, for her dedication, suggestions, availability and patience.

Additionally, I want to exalt all my gratitude to my family and friends for their support and encouragement.

Lastly, I would like to thank “Alento – Recursos Humanos e Consultoria” for the opportunity they gave me to learn about digital marketing and for providing all the resources for my analysis.

Abstract

Traditionally, consumers spent time on the Internet purely to expend content: they read, watched, and used it to purchase products and services. However, nowadays consumers are using social media platforms to co-create, share, modify and discuss Internet content. This symbolises a “social media phenomenon” that can now influence a company’s sales, reputation and survival (Kietzmann et al., 2011, p. 241). According to one recent estimate, there are over 1.79 billion monthly active Facebook users (Facebook newsroom, 2016), with an increase of 16% year-over-year, giving Facebook the largest number of Social Networking Sites (SNS) users in the world. Therefore, Facebook has become a very popular form of social media for companies to promote their brands or products (Cheung & Leung, 2016). Nevertheless, many executives mismanage or ignore this social network because they do not understand its importance and how to engage with it (Kietzmann et al., 2011).

The purpose of this thesis is to provide a solution for a problem raised by Alento. Alento is a human resources and consulting company that intended to understand how the company should engage with its official Facebook page. With this in mind, an internship program was created which would focus on the gathering of information to access and analyse the company’s presence on Facebook.

Kietzmann et al. (2011) proposed seven functional building blocks of social media engagement with fans: identity, conversations, sharing, presence, relationships, reputation and groups. This paper aims to find out which of the functional blocks of social media engagement with fans are the most important for Alento’s Facebook fan page, in order to understand how the company should engage with it. We also tried to understand the effect of some demographic and social factors in the perception of the importance of the seven

functional building blocks of Facebook engagement with fans. In order to understand it, we conducted a survey that was taken by 205 Alento Facebook fans.

Results contradicted expectations; they showed that the most important functional building blocks for Alento's Facebook fan page's engagement with fans are "presence", "identity" and "reputation". Furthermore, there are some factors that influence the perception of the importance of each of the seven functional building blocks for Alento's Facebook fan page's engagement with fans.

In parallel, we analysed the results of some Facebook Marketing strategies developed during the internship. After extensive analysis of the data collected, and with the organisation's collaboration, a plan of action was defined. The aim of this plan was to implement structural changes in Alento's Facebook Marketing strategies on a short to medium term basis.

Keywords: Digital Marketing, Social Media, Digital Social Networks, Facebook Marketing

Table of Contents

1. Introduction.....	1
2. Literature Review	4
2.2. Digital Marketing	4
2.3. Social Media	4
2.3.1. Companies and Social Media.....	5
2.3.2. The Seven Functional Blocks of Social Media	6
2.3.3. Differences matter: The 4 Cs	11
2.4. Digital Social Networks	13
2.5. Facebook as a Digital Marketing tool.....	14
2.5.1. Companies and Facebook Marketing	14
2.5.2. Demographic and Social factors that influence consumer Facebook activity.....	15
3. Research Model and Prepositions Formulated	17
4. Methodology	21
5. Alento – Recursos Humanos e Consultoria	25
5.1. Alento’s Facebook Strategy	25
5.2. Problem.....	26
6. Empirical Work	27
6.1. Independent and Dependent variables	27
6.2 Scales used to formulate the questions in the survey	27
6.3. Results.....	28
6.3.1. Sample	28
6.3.2. Reliability of Constructs	30
6.3.3. One-way repeated measures ANOVA.....	31
6.3.4. One-way ANOVA	34
7. Discussion.....	44
8. Operational plan implemented	50
9. Conclusion	55
9.1 Limitations and suggestions for further research	56

Bibliography	58
Appendices	65

List of Figures

Figure 1 - Contrasting the functionalities of different sites. Source: Kietzmann et al., 2011.....	11
Figure 2- Research model demonstrating the seven functional building blocks on Facebook engagement with fans by firms.....	17
Figure 3 - The action research spiral. Source: Valencia College, 2016.....	22
Figure 4 - Estimate Marginal Means of the seven functional building blocks. Source: Output from SPSS.....	32
Figure 5 - Means of the participants' age x "conversations" block. Source: Output from SPSS.....	35
Figure 6 - Means of the participants' age x "sharing" block. Source: Output from SPSS.....	36
Figure 7 - Means of the participants' place of residence x "relationships" block. Source: Output from SPSS	39
Figure 8 - Means of the participants' place of residence x "reputation" block. Source: Output from SPSS.....	40
Figure 9 - Means of the participants' time on facebook per day x "presence" block. Source: Output from SPSS	41
Figure 10 - Means of the participants' gender x "conversations" block. Source: Output from SPSS.....	43
Figure 11 - Means of the participants' gender x "relationships" block. Source: Output from SPSS.....	43
Figure 12 - Honeycomb of Facebook engagement results from theory. Source: Kietzmann et al., 2011	50
Figure 13 - Honeycomb of Alento's Facebook engagement results from data collection.....	50

Figure 14 - Alento sharing holiday greetings	69
Figure 15 - Special offers: job offers.....	70
Figure 16 - Daily tips	70
Figure 17 - Calls for involvement	71
Figure 18 – News.....	71
Figure 19 – Event of Digital Marketing course organized by Alento.....	72
Figure 20 - Acknowledgements and photos of the event	73
Figure 21 - Product information	73

List of Tables

Table 1 - Respondents by gender. Source: Output from SPSS	28
Table 2 - Distribution by age group. Source: Output from SPSS	28
Table 3 - District of residence. Source: Output from SPSS.....	29
Table 4 - Respondents by education level. Source: Output from SPSS.....	29
Table 5 - Occupations of the respondents. Source: Output from SPSS	30
Table 6 - Time spent on Facebook per day. Source: Output from SPSS.....	30
Table 7 - Number of constructs and Cronbach Alpha. Source: Output from SPSS	30
Table 8 - Anova Repeated Measures of the seven functional building blocks. Source: Output from SPSS.....	32
Table 9 - Paired comparisons of the seven functional building blocks. Source: Output from SPSS.....	33
Table 10 - One Way Anova for Age x seven functional building blocks in social media. Source: Output from SPSS.....	35
Table 11 - One Way Anova for the Education x seven functional building blocks in social media. Source: Output from SPSS	37
Table 12 - One Way Anova for the Profession x seven functional building blocks in social media. Source: Output from SPSS	38
Table 13 - One Way Anova for Residence x seven functional building blocks in social media. Source: Output from SPSS	39
Table 14 - One Way Anova for the time spend on facebook x seven functional building blocks in social media. Source: Output from SPS	41
Table 15 - One Way Anova for the gender of participants x seven functional building blocks in social media. Source: Output from SPSS.....	42
Table 16 - Strategies implemented before and during the internship.....	51

Table 17 - Number of followers between September 2016 and January 2017 (likes)	52
Table 18 - Number of fans who interacted (Reactions, comments and shares) with Alento's Facebook Page between September 2016 and January 2017	52
Table 19 - The number of people who saw any content associated with Alento's Facebook Page (reach).....	52
Table 20 - The number of fans who clicked on Alento's Facebook page's content, by type.....	53
Table 21 - Published scales used to formulate the survey	68
Table 22 - Frequency of posts	69
Table 23 - Post – Hoc / Tests Bonferroni for the Age x seven functional building blocks of social media	74
Table 24 - Post - Hoc / Tests Bonferroni for the Education x seven functional building blocks of social media	75
Table 25 - Post - Hoc Tests / Bonferroni for the Residence x seven functional building blocks of social media	77
Table 26 - Post - Hoc Tests/ Bonferroni for the time spent on Internet per day and presence building block	77

1. Introduction

Digitalisation has become part of our daily life. As a result, digitalisation, and particularly social media, have been claimed to transform consumer behavior (Kaplan & Haenlein, 2010), with important consequences for companies, products and brands (Muntinga et al., 2010). Nowadays consumers spend much of their time on the Internet. They participate in companies' content and are much more proactive. However, it is gradually becoming more and more difficult to build customer loyalty, which means that the effective use of social media is crucial for companies to stay competitive and grow. Nowadays, considering the use of social media in advertising and having a marketing strategy is very important for companies (Parsons, 2013).

Understanding social media users' habits is crucial for both marketers and academics. Marketers need to discover how to attract customers and maintain customer relationships through social media platforms (Cheung & Leung, 2016). This paper aims to investigate the applicability of Facebook in a company by analysing the seven functional building blocks of Social Media engagement with fans.

This paper assignment focuses on an internship that took place in Alento – Recursos Humanos e Consultoria, LDA, between September and February 2016/2017. The main objective of this internship was to develop digital marketing strategies for Alento in order to improve its digital marketing plan. We will focus on Facebook, as it is the largest social networking website in the world, and therefore the most representative. Therefore, my research question is **“How should Alento engage with its official Facebook fan page?”**.

In order to answer this question, the methodology used will be action research. As part of the methodology, we will study the framework used by Kietzmann et al. (2011), which defines social media by using seven functional building blocks: identity, conversations, sharing, presence, relationships, reputation, and groups. As different social media activities are defined by the extent to which they focus on some or all these blocks, the implications that each block can have on how Alento should engage with its fans on its official Facebook fan page shall be explained. To conclude, a number of strategies Alento should implement on its Facebook fan page will be presented.

Action research considers how useful survey results are in helping the organisation to achieve insights and accomplish change (Zhang et al., 2015). For this reason, a survey to explore Alento Facebook fans' habits when using Facebook will be conducted. The survey will be taken online via email and Facebook instant messaging. Subsequently, the effects of strategies developed during the internship will be analysed. Considering the results obtained in the quantitative study and the effectiveness of strategies developed during the internship, a set of strategies that Alento should implement on its Facebook fan page will be proposed.

This dissertation is composed of 9 chapters, the first one being the introduction, where the objective of the study will be presented. The second chapter will be a literature review about digital marketing, social media, digital social networks and Facebook as a digital marketing tool. In the third the research model and the propositions formulated will be presented. In chapter 4 the methodology will be described. In 5, information about "Alento – Recursos Humanos e Consultoria" and its Facebook strategy will be discussed. In chapter 6, the empirical work and the results obtained will be introduced. In chapter 7, the results will be discussed in detail. Chapter 8 shall contain the operational plan that was implemented and finally, chapter 9 will be a

conclusion where the limitations and hints for future research shall be discussed.

2. Literature Review

2.2. Digital Marketing

Digital marketing, also known as e-marketing, is the practice of promoting products and services using digital distribution channels. It includes digital or online advertising, which sends marketing messages to consumers (Smith, 2011). No matter the type of company, they must consider digital marketing in their marketing strategy. Digital marketing can be seen as a tool to promote the company more efficiently. Through the use of digital channels, a company can get closer to its customers and potential customers. Digital marketing should be understood effectively by companies for them to be better able to select efficient marketing tactics and strategies (Taimanin & Karjaluoto, 2015).

There are different types of digital marketing tools, but in this dissertation, I will focus on social media, particularly Facebook, and analyse it in more detail since there has not been much research that examines Facebook marketing and its effect on organisations.

2.3. Social Media

Social Media (SM) is defined as “a group of internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of user generated content” (Kaplan & Haenlein, 2010, pp. 61). Social networking tools (e.g. Twitter and Facebook), professional networking sites (e.g. LinkedIn), media sharing sites (e.g. Instagram and YouTube), commerce communities (e.g. Amazon and eBay), blogs (e.g. Blogger and Bloglines) and discussion forums are examples of SM

platforms. Currently, companies use social media platforms in order to achieve certain goals. Facebook, with more than 1.3 million users, is the largest form of SM worldwide. It is important for companies to have a Facebook fan page, which must be well configured and customised (Valos et al., 2006).

Nowadays, the use of SM has brought so many benefits and opportunities that it is becoming essential to consider it in marketing strategies (Barnes, 2010). These benefits include reaching a wide array of customers in vast geographical areas (Wright et al., 2010), enhancing service quality, facilitating timely and cost-effective research, building and enhancing databases, and reducing costs (Barnes, 2010).

2.3.1. Companies and Social Media

Social media has changed the way companies do business over the years (Ramsaran-Fowdar & Fowdar, 2013), and as a result, in recent years social media sites have become essential for users and companies (Maecker, Barrot & Becker, 2016). Social media has become an important tool in an organisation's marketing strategy (Bruhn et al., 2012), as it is a significant tool for allowing companies to communicate with their customers (Murdough, 2009). Nowadays consumers interact with companies in the same way that they do with their community. Today's consumers almost assume companies will have a SM presence, and companies need to find out how to get involved and establish their presence (Nair, 2011). Although the Internet has created huge new opportunities for companies over the years; it has also generated new challenges (Strand, 2011). Through social media platforms, customers can interact and participate with companies and brands so they can share their opinions with other users and help to influence a company's reputation (Nair, 2011). Studies have shown that consumers consider SM as a more trustworthy source of information than the traditional marketing communications tools

used by companies (Karakaya & Barnes, 2010). Through the use of these platforms, companies can build relationships with pre-existing as well as potential audiences (Tsimonis & Dimitriadis, 2014). Therefore, social media seems to be a successful tool for a company's growth and for building relationships with customers (Taiminen & Karjaluoto, 2015). However, there is a lack of understanding of how and why organisations are actually using these platforms (Tsimonis & Dimitriadis, 2014).

2.3.2. The Seven Functional Blocks of Social Media

Kietzmann et al. (2011) developed a honeycomb framework that identifies seven functional building blocks of social media: identity, conversations, sharing, presence, relationships, reputation and groups. According to them, each block allows us to "unpack and examine a specific facet of social media user experience" (p.243), and its consequences for companies. It is not necessary to include all of the building blocks in any given social media action. They are constructs that allow us to understand the different levels of SM functionality.

Identity

Kietzmann et al. (2011) stated, "identity represents the extent to which users reveal their identities in a social media setting" (p. 243). On Facebook, users can define the information they share and with whom they share that information. For example information such as name, age, gender, profession, location, and also information that exposes Facebook users in certain ways. For instance, the authors explain that thoughts, feelings, likes, and dislikes of users can also be shared, both consciously or uncounsciously.

One major implication of “identity” is privacy. Users share their identities on social media sites, although this does not mean they do not care what happens to this information (Kietzmann et al., 2011).

According to Cheung & Leung (2016), “revealing own information to others” is related to the “identity” building block of social media. Moreover, Machado, et al. (2015) state that on Facebook, trust in brands and in other users who like the same brand can influence consumers’ decisions to engage online with brands. They also mention that according to Swani et al. (2013), positive Word Of Mouth (WOM) can be comparable to “liking”. When a user likes certain content, it appears on their Facebook news feed as well as in their friends’ newsfeeds.

Conversations

The “conversations” block of the framework represents a level of communication on a social media platform with other users that could be the number or regularity of postings (Kietzmann et al., 2011). According to Machado, et al. (2015), on social media platforms consumers can find out more about a certain company through the knowledge and know-how of other users. Through comments, consumers can also contribute to brand-related content (Shu & Chuang, 2011).

One major implication of “conversations” block is “conversation velocity and the risks of starting and joining” (Kietzmann et al., 2011, p. 243)

Sharing

“Sharing” refers to the sending and receiving of content between users on the same SM platform, such as photos, comments and videos (Kietzmann et al., 2011). Machado, et al. (2015) mention that as well as “likes” and “comments”, social media metrics should comprise the number of “shares”

(Hoffman & Fodor, 2010). By interacting with a brand on social media, consumers can feel an interpersonal social interaction (Hudson et al., 2016).

According to Kietzmann et al. (2011), the “sharing” block of the honeycomb has two implications for companies with ambition to engage in SM. Firstly, companies need to understand “what objects of sociality their users have in common, or to identify new objects that can mediate their shared interests”, secondly companies need to evaluate “the degree to which the object can or should be shared” (p.245).

Presence

Presence refers to the ability of one user to know if other users are available. This includes knowing where other social media users are in virtual and in real life. In the virtual world, we can control this “through status lines like available or hidden” (p. 245). For example, on Facebook users can click on a Chat button to indicate if they are online and available, or do not wish to connect with other users (Kietzmann et al., 2011).

Kietzmann et al. (2011) referred that an implication of the framework building block “presence” is that “firms need to pay attention to the relative importance of user availability and user location. A firm might also want to investigate if users have a desire for selective presences, where one can be visible to some people while staying hidden to others” (p. 246). Another implication of “presence” is that it is related to other functional blocks in the honeycomb framework, such as “conversations” and “relationships”. For instance, companies should recognise that “social media presence is influenced by the intimacy and immediacy of the relationship medium, and that higher levels of social presence are likely to make conversations more influential” (p. 246).

Relationships

“Relationships” refer to how people are connected to each other on a social media platform. Facebook users can identify family members and make notes of mutual friends between users. When users are “relating” to each other on social media platforms, it means that they have a form of connection that leads them to “converse, share objects of sociality, meet up, or simply just list each other as a friend or fan”. When a certain social media site or company desires to engage with their fans, they should find out how they can maintain and/or build relationships (Kietzmann et al., 2011, p. 246).

According to Hudson et al. (2016), when a company interacts with its fans by replying to comments, solving problems, and inviting them to participate, fans feel a higher level of relationship quality and create a feeling of connection. Machado, et al. (2015) state that in social networking sites, consumers use brands in order to create a self-identity (Schau & Gilly, 2003), and when they “like” a brand via Facebook, they create an impression on others (Hollenbeck & Kaikati, 2012; Wallace et al., 2012) and increment their social involvement (Shu & Chuang, 2011).

Reputation

“Reputation” refers to the ability of users to identify the standing of others (including themselves) within a SM platform. For example, Facebook users can “like” certain content and comment on it. Online reputation management is very important for online community marketers. According to Baxi et al. (2016), one negative comment on company social media platforms can create a negative impact in the minds of other community members. In order to restrict the negative impact, quick responses to every negative comment are required. Negative word of mouth publicity has a higher impact than positive WOM publicity.

According to Kudeshia, Sikdar & Mittal (2015), online reputation is an important element for the success of a company. Online presence allows companies to understand their customer's feelings about the brand and it could also be an opportunity to avoid any negative thoughts.

Groups

“Groups” refer to the capacity of users to “form communities and sub-communities”. When social media users “like” the same brand, they are forming a community (Kietzmann et al., 2011, p. 247). On Facebook, users can also form communities by organising their friends into different groups (Parsons, 2013). According to Machado et al. (2015) & Daugherty et al. (2008) social interaction is very important for the creation of user-generated content, “as by creating content consumers are able to connect with others, experience a sense of community and feel important” (p. 171). Moreover, by interacting with a brand through social media platforms, consumers can feel an interpersonal interaction and an intimacy feeling (Hudson et al., 2016).

A fanpage's success on any social media depends on consumer engagement with the brand or company. In order to achieve this, it is important to have good planning in the networks and the web as a whole, carried out proficiently (Trainini & Torres, 2015).

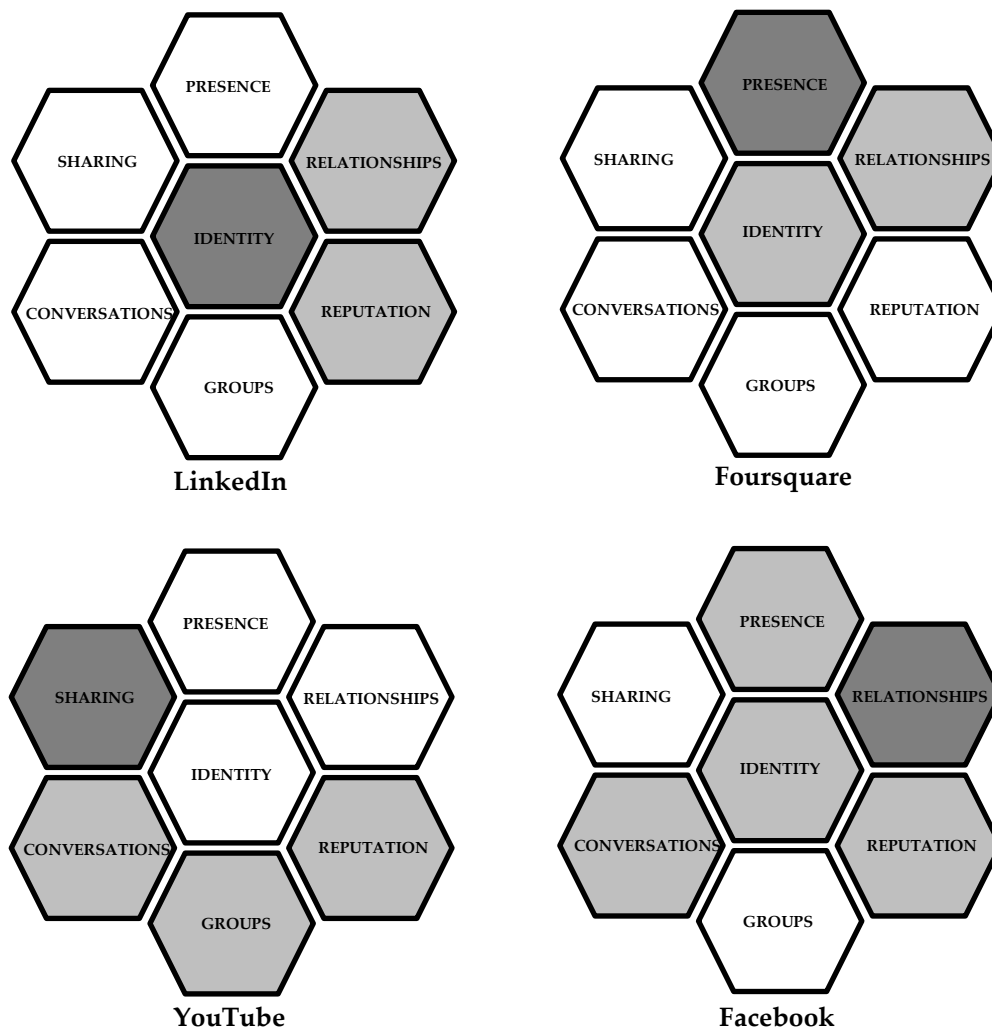


Figure 1 - Contrasting the functionalities of different sites. Source: Kietzmann et al., 2011

2.3.3. Differences matter: The 4 Cs

According to Kietzmann et al. (2011), many social media sites have reached a careful equilibrium among the different blocks of the honeycomb framework. Some focus more on “relationships”, some more on “identity”, etc. Gene Smith (2007), one of the people who helped to develop this honeycomb framework, claims that social media sites tend to focus on three or four main blocks. Figure 1 illustrates this with some examples: LinkedIn, Foursquare, YouTube and Facebook. “The darker the color of a block, the greater this social media functionality is within the site” (Kietzmann et al., 2011, p. 249).

It is increasingly important to use tools like the honeycomb framework in order to understand and develop social media platforms. We are now going to present a guideline - the 4 Cs: cognise, congruity, curate, and chase - relating "how firms should develop strategies for monitoring, understanding, and responding to different social media activities" (Kietzmann et al., 2011, p.249).

Cognise

A company should first identify and comprehend its social media landscape through use of the honeycomb framework in order to disclose the "social media functionality and engagement implications for understanding" its customers. "It is important to find out if and where conversations about a company are already being held, and how these are enabled by the different functionalities" in the honeycomb framework (Kietzmann et al., 2011, p. 249).

Congruity

Afterwards, a company should develop strategies suitable for the different SM functionalities and the purposes of the company. This comprises "focusing on the core honeycomb blocks of social media activity" that will help meet the needs of its business (Kietzmann et al., 2011, p. 249).

Curate

A company should "act as a curator of social media interactions and content". This includes understanding how often and when a company should interrupt or speak into conversations on a social media setting, and elect someone to carry out its online activity (Kietzmann et al., 2011, p. 249).

Companies should elect employees that are able to listen and care about online chatter. They should also be able to create content that is interesting for the community (Hbr, 2009). Effective use of social media can be a challenge, and

many companies probably will not be competent enough to succeed initially. Therefore, it is important to properly train consultants who are responsible for their online activity in order to guarantee that opportunities are maximised and risks minimised (Kietzmann et al., 2011).

Chase

Companies should examine their environments in order to comprehend the conversations and other information that could imply its position in the market (McCarthy et al., 2010). The honeycomb framework is a tool that enables companies to evaluate the changing ecology of social media. If used constantly, a company can analyse the evolution of “community’s engagement needs”, understand the evolution of other SM platforms and evaluate its competitors. In conclusion, it is very important to “follow conversations and other interactions” on the social media platform of any particular company (Kietzmann et al., 2011, p. 250).

2.4. Digital Social Networks

According to Erragcha & Romdhane (2014) there is no global definition of Digital Social Networks (DSN). However, in marketing literature, the most suitable definition of DSN is that they are web services that “allow individuals to construct a public or semi-public profile within a system, to maintain a list of users with whom they share a bond, to view and navigate their list of connections and those established by others within the system” (Boyd & Ellison, 2007, p. 2).

DSN sites allow for interaction between consumers and the community and facilitate the “asynchronous, immediate, interactive, low-cost communications” (Miller et al., 2009). “Social network sites can be seen as alternative communication tools which support existing relationships and

activities in a fun and colorful way that can enrich the users' experiences" (Ofcom, 2008).

2.5. Facebook as a Digital Marketing tool

Marketeers are clearly obsessed with Facebook these days (Lapointe, 2012). Facebook can be seen as a crystal ball for understanding customers (Casteleyn, Mottart, & Rutten, 2009). The most visited online SNS is Facebook, which was founded in 2004. User actions on Facebook appear in news-feed statuses, and every Facebook friend is able to see it (Shannon et al., 2008). However, as users can create their own profiles and write whatever they want on Facebook, it does not necessarily mean they are providing correct, accurate and real information about themselves (Doyle, 2007; Palmer & Koenig-Lewis, 2009; Treadaway & Smith, 2010). Facebook has many types of pages and other ways that allow people to connect, but there are four main types of Facebook pages: personal pages, fan pages, official pages and community pages (Strand, 2011).

2.5.1. Companies and Facebook Marketing

Facebook has become a significant tool in engaging with consumers and creating brand awareness (Malhotra et al., 2013). Approximately 1.2 billion people use Facebook worldwide to follow brands (53% at least once per month), learn more about brands (65%) or hear of others' experiences with brands (70%; The Nielsen Company, 2012). Consequently, companies invest a lot in social media platforms by creating brand fan pages on which companies publish brand posts that users can like, comment on, or share, and where the company can reply to comments (De Vries et al., 2012; Labrecque, 2014).

Through Facebook, companies can connect with many more people, more than through phone calls, emails or meetings (Luke, 2009). The analysis

of SM statistics offers important new ways of getting to know audiences. Through Facebook, companies can understand how audiences communicate and behave, what they think and feel, and how they relate to one another (Moss et al., 2015).

Moreover, costs of communication have fallen drastically with this SN, generating opportunities for companies to communicate quickly, directly and consistently with millions of customers (Mize, 2009; Palmer & Koenig-Lewis, 2009).

In short, the benefits of Facebook for organisations are: lower communication costs, personalised and directed advertising, immediate feedback from customers, positive word-of-mouth and influence on buyer behavior (Ramsaran-Fowdar & Fowdar, 2013).

2.5.2. Demographic and Social factors that influence consumer Facebook activity

Social networks are used by people of different ages, education levels, genders, social statuses, people who speak different languages and who come from different cultures, all of whom participate and incorporate social networks into their daily lives (Mazman & Usluel, 2010).

Previous studies have shown the differences between adolescents and older adults (over 60s) in the use of different SNS features and content (Pfeil et al., 2009). Muscanell & Guadagno (2012) found that young SNS users are much more active, have a larger number of Facebook friends, spend more time online, and participate in the different activities available on Facebook. However, in comparison, older users prefer to engage in family activities on Facebook (Dhir & Torsheim, 2016).

“Facebook is being considered as an educational tool because of its beneficial qualities such as enabling peer feedback, goodness of fit with social

context, and interaction tools” (Mason, 2006, p. 358). Most Facebook users are university students. Hence, it can easily be deduced that it can be a useful educational tool especially by providing active participation and collaboration (Bumgarner, 2007).

Moreover, individuals can use these SNS to create and promote business relationships as well as using them as tools to execute work related tasks. Through these Social Media platforms, users can access and share the information they need to support their work (Sánchez, 2014).

Users can spend their time on Facebook, doing many different activities such as playing video games, joining groups, getting up-to-date information from friends and family, or having fun (Sánchez, 2014).

Previous literature has observed gender differences in SNS use. Gender differences were observed in the use of different SNS features, e.g. females tend to comment on friends’ posts (Yuan, 2011) and they also post more photos and videos (Hargittai, 2007; Madden et al., 2013 & Muscanell and Guadagno, 2012). In comparison, males tend to play games on SNS (Joiner et al., 2012; Muscanell & Guadagno, 2012) and seek entertainment related to social networking activities (Joiner et al., 2012 & Weiser, 2000).

3. Research Model and Propositions Formulated

Based on the seven building blocks of Facebook engagement with fans identified above in the literature review, we propose the following framework:

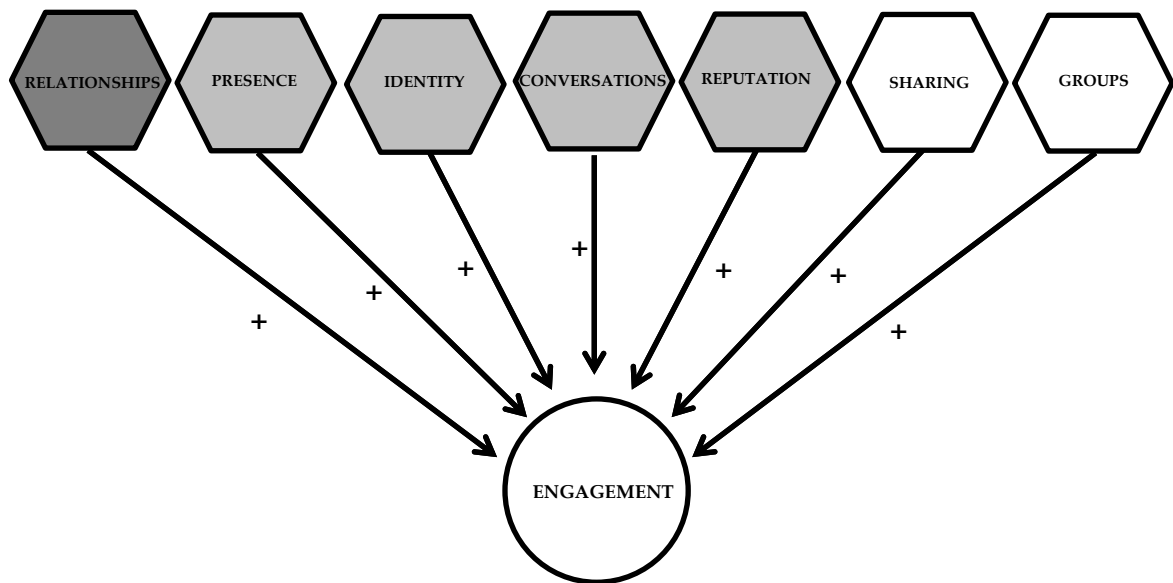
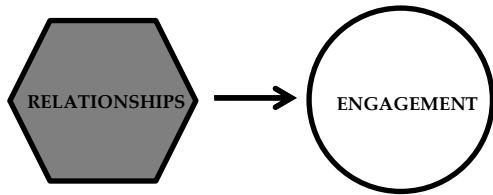


Figure 2- Research model demonstrating the seven functional building blocks on Facebook engagement with fans by firms.

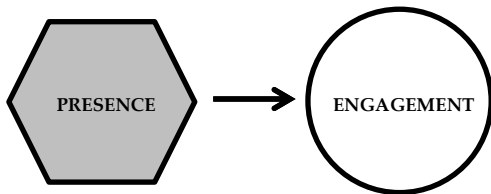
In this framework, we suggest the possible influence of the seven building blocks of social media (independent variables), previously described in chapter 2, of Facebook engagement with fans by companies (dependent variable).

The darker the color of a block, the greater the SM functionality within the site. According Kietzmann et al. (2011) on Facebook, “relationships” is the most important building block. The second most important blocks are “presence”, “identity”, “conversations” and “reputation”, and the least important blocks are “sharing” and “groups”. Thus, in our research model we consider the colour pattern according to the authors. Based on this framework, we then formulated the following propositions that we intend to study:



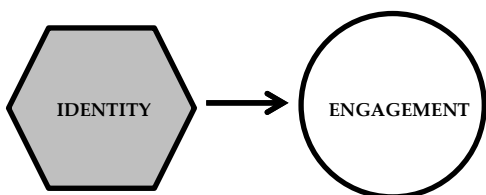
P1: The “relationships” block has a positive influence on how companies should effectively engage with their Facebook fan page.

According to Kietzmann et al. (2011) “relationships” refer to how people are connected to each other on a social media platform. Facebook users can identify family members and make notes of mutual friends between users. When a company needs to engage with their users, they should find out how they can maintain and/or build relationships on Facebook. Kietzmann et al. (2011) consider this block to be the darkest one, which means this building block is the most important for Facebook engagement with fans. Thus, we predict that this building block will have a positive influence on how companies should effectively engage with their Facebook fan page.



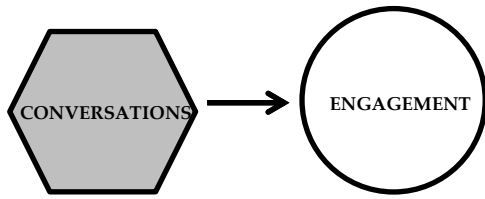
P2: The “presence” block has a positive influence on how companies should effectively engage with their Facebook fan page.

As Kietzmann et al. (2011) state, “presence” refers to the ability of one user to know if other users are accessible. An implication of presence is that companies need to pay attention to the relative importance of user availability and location. Another implication is that it is related to other functional blocks in the honeycomb framework as “conversations” and “relationships”. Kietzmann et al. (2011) consider “presence” to be one of the second most important blocks of Facebook engagement with fans. Therefore, we propose that this building block will have a positive influence in how companies should effectively engage with their Facebook fan page.



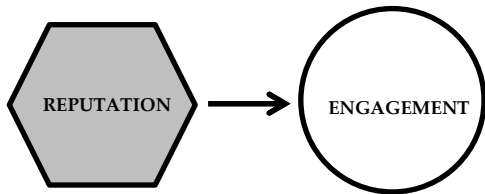
P3: “identity” has a positive influence on how companies should effectively engage with their Facebook fan page.

As can be verified in chapter 2, the “identity” functional block represents the extent to which users reveal their identities in a social media setting. This can include disclosing information such as name, age, gender, profession, location, and also information that portrays users in certain ways. The authors consider “identity” as one of the second most important blocks in Facebook engagement with fans. Consequently, we predict that this building block will have a positive influence on how companies should effectively engage with their Facebook fan page.



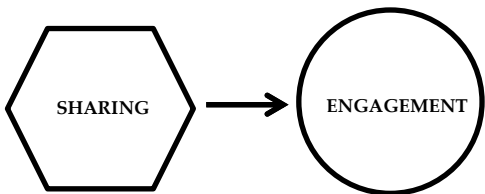
P4: The “conversations” block has a positive influence on how companies should effectively engage with their Facebook fan page.

Kietzmann et al. (2011) claim that “conversations” represents the level of communication on a SM platform with other users, which could be the number or regularity of postings. The authors consider “conversations” as one of the second most important blocks in Facebook engagement with fans. Consequently, we propose that this building block will have a positive influence on how companies should effectively engage with their Facebook fan page.



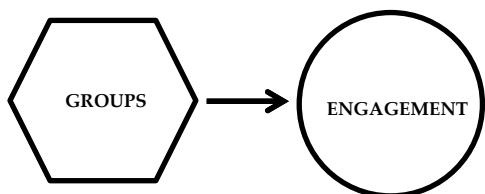
P5: The “reputation” block has a positive influence on how companies should effectively engage with its Facebook fan page.

“Reputation” refers to the ability of users to identify the standing of others (including themselves) within a SM platform. “Reputation has significant implications for how companies should effectively engage in SM” (Kietzmann et al., 2011, p. 247). The authors consider “reputation” as one of the second most important blocks. Accordingly, we predict that this building block will have a positive influence on how companies should effectively engage with their Facebook fan page.



P6: The “sharing” block has a positive influence on how companies should effectively engage with their Facebook fan page.

According to Kietzmann et al (2011) “sharing” refers to the sending and receiving of content between users on the same SM platform, such as photos, comments, videos, etc. The authors consider “sharing” as one of the least important blocks in Facebook engagement with fans. However, we expect that this building block will have a positive influence on how companies should effectively engage with their Facebook fan page.



P7: The “groups” block has a positive influence on how companies should effectively engage with their Facebook fan page.

“Groups” refer to the capacity of users to form communities and sub-communities (Kietzmann et al., 2011). When SM users “like” the same brand they are forming a community. The authors consider “groups” to be one of the least important blocks in Facebook engagement. However, we expect that this building block will have a positive influence on how companies should effectively engage with their Facebook fan page.

Although variables such as “age groups”, “education level”, “profession”, “residence”, “time spent on Facebook per day” and “gender” were not included in the research model, we regard them as important concepts to study. Therefore, we intend to assess if there is an effect of these variables (control variables) on the perception of the importance of the seven different building blocks of Facebook fan page engagement (identity, conversations, sharing, presence, relationships, reputation and groups), but opted not to formulate any specific propositions regarding this influence. To ascertain this influence it is necessary to determine if the importance of each of the seven functional building blocks of Alento’s Facebook fan page differ across the variables of “age group”, “education level”, “profession”, “residence”, “time spent on Facebook per day” and “gender”.

4. Methodology

4.1. Method

Considering the aim of this thesis and the research question identified above, the method chosen will be action research. Action research, as depicted by Lewin (1946), is a spiral process of fundamental steps, which continue to loop repetitively for as long as is required to complete the project.

The action research spiral

According to French (2009), the four steps that appear regularly in the literature are:

- (1) Develop a plan;
- (2) Act to implement the plan;
- (3) Observe the action and collect data;
- (4) Reflect on the action and re-plan.

This can be succincted to: plan, act, observe and reflect. The action research process “begins with a notion in the practitioner’s mind that a change in work practice is desirable” (p. 192).



Figure 3 - The action research spiral. Source: Valencia College, 2016

The notion

According to Taba and Noel (1957) the first step of action research is to identify the problem, suggesting that a “diagnosis” of the problem is needed. Concerning our study, we identified that Alento really needs to be committed to making the best use of its Facebook fan page. They do not have a defined strategy, people focus on it or exciting activities going on.

Plan

It is essential to develop a plan of informed action to improve the current situation. “The plan must be flexible to allow adaptation for unforeseen effects or constraints” (French, 2009, p. 194). Planning begins with a general idea, in order to reach a certain goal (Lewin, 1946). Therefore, we are going to create a survey (to be taken by Alento Facebook fans) in order to determine the extent to which a company should focus on some or all of the building blocks of Facebook engagement with fans identified in chapter 2 (identity, conversations, sharing, presence, relationships, reputation and groups). We plan to explore Alento’s Facebook fans’ habits when using Facebook. Additionally, we are going to analyse some Facebook strategies developed during the internship. Lastly,

considering the results obtained in the quantitative study and strategies developed during the internship we will propose some strategies (actions) that the company must implement on its Facebook page.

Act

Fench (2009) stated that:

Action is a careful and controlled process that leads to a deliberate and thoughtful change in practice. The group members act to perform the plan and use the action as a platform for the further development of further action. Action is conducted by the planning in that it looks back to the planning phase (p. 194).

As mentioned before, in the planing phase we will conduct a quantitative study in order to analyse Alento's Facebook fans' habits when using Facebook. The survey will have 86 questions, of which 6 are related to demographic factors. We will also develop some Facebook strategies during the internship.

Observe

The action is observed in order to be evaluated. Observation provides a basis for the reflection phase. We should carefully observe the action, and it should be planned, but responsive and flexible enough so as to lead to unforeseen situations (Kemmis & McTaggart, 1988). With regard to our study, we will analyse the results obtained in our quantitative study. We will also evaluate the impact of some Facebook strategies developed during the internship through "statistics" available on Facebook.

Reflect

According to Fench (2009), Grundy & Kemmis (1981) suggest that:

Data analysis occurs during the reflective moment of the action research cycle. The reflective stage has the goal of providing the practitioner with important insights with which to move the process forward. The practitioner is the sole arbiter of the interpretation, but need be aware and take steps to ensure that no self-deception occurs (p. 194).

After analysing the strategies developed during the internship and the quantitative study obtained, we will propose some actions that Alento must implement on its Facebook page. Since the internship ends in February, the effects of these actions will not be analysed in this thesis, however, we will propose that Alento studies its results in 6 months time.

5. Alento – Recursos Humanos e Consultoria

5.1. Company Overview

Alento was founded in 2012 and operates in the areas of Human Resources and Consulting. Based in the north of Portugal, Alento operates within the national market, always with a careful insight into the world panorama and paying special attention to PALOP (Portuguese-speaking African countries).

It is defined as a flexible and innovative company and it believes that through its services, it can save time and reduce costs in selection and recruitment within their client companies. Additionally, the company enhances the professional performance and quality of life of everyone who uses their services.

The basis of its success is related to Alento know-how. Alento makes the difference through the cost-effectiveness of its services, its complementarity and its commitment to a close relationship with its clients.

5.1. Alento's Facebook Strategy

Alento joined Facebook in 2012. It started slowly with a Fan Page created by a company partner. At the time, its Facebook fan page was not very well known, however, over time it is getting more fans and recognition. As a consequence of the increasing number of business partnerships with Alento, it was also decided that an individual profile should be created to allow clients to communicate directly with them.

Before my internship, Alento was present but not fully committed since there was no a strategy defined. Usually, company Facebook posts are related to daily tips, job offers, product advertising and company events.

Currently, Alento has more than 3600 Facebook Fans. The top 3 nationalities of fans are Portuguese (90%), Angolan (3%) and English (2%). When it comes to user demographics, 66% of them are female, versus 33% male, and the most popular age segment is 25 to 34 years old. Also, 11% are from Braga, 6% from Porto and 5% from Guimarães.

5.2. Problem

As can be seen from all this information and activities carried out by Alento, the company really needs to be committed to making the best use of social media. They do not have a strategy defined, people to focus on it or exciting activities going on.

Therefore, we will conduct a survey among Alento Facebook fans in order to determine the extent to which the company should focus on some or all of the building blocks, indentified in chapter 2, on its Facebook page. We plan to explore Alento's Facebook fans' habits when using Facebook. Therefore, we will analyse some Facebook strategies developed during the internship and then, taking into consideration the results we will obtain in our quantitative study, we will propose some strategies that Alento must implement on its Facebook page.

6. Empirical Work

6.1. Independent and Dependent variables

The seven independent constructs (identity, conversations, sharing, presence, relationships, reputation and groups), the dependent variable (Facebook engagement) and the control variables (age group, education level, profession, residence, time spent on Facebook per day and gender) were all measured by multiple item scales using a seven-point Likert scale with the endpoints being “strongly disagree” to “strongly agree”.

6.2 Scales used to formulate the questions in the survey

To study the “identity” building block we adapted the scales used by Cheung & Leung (2016), and Machado et al. (2015) in their study (in appendix). Regarding the “conversations” building block, we adjusted the scales used by Machado et al. (2015). To study the “sharing” building block we adjusted the scales used by Machado et al. (2015) and Hudson et al. (2016) in their study. To analyse the “presence” building block we created a scale, based on the “presence” functional building block of social media of Kietzmann et al. (2011). To investigate the “relationships” building block we adapted the scales used by Machado et al. (2015) and Hudson et al. (2016). For the “reputation” building block we created a scale, based on “reputation” functional building block of social media of Kietzmann et al. (2011). Finally, to study the “groups” building block we adapted the scales used by Machado et al. (2015) and Hudson et al. (2016) in their research.

6.3. Results

6.3.1. Sample

A convenience sample of 205 useable questionnaires was collected. The population of the study comprised Portuguese Facebook users who like the Alento Facebook Fan Page. 119 of the respondents were female (58%) and 86 were male (42%).

		Frequency	Percentage
Gender	Female	119	58.0
	Male	86	42.0
	Total	205	100.0

Table 1 - Respondents by gender. Source: Output from SPSS

Characterising the respondents by age group, the majority of participants are concentrated in the age group “15 to 24 years old” (72.7%). The 25 to 34 age group also stood out, representing 17.1% of the respondents.

		Frequency	Percentage
Age	15-24	149	72.7
	25-34	35	17.1
	45-54	6	2.9
	55-64	6	2.9
	35-44	9	4.4
	Total	205	100.0

Table 2 - Distribution by age group. Source: Output from SPSS

The majority of respondents were from Porto, Braga and Lisboa, representing 47.3%, 33.7% and 9.8% respectively.

		Frequency	Percentage
Residence	Braga	69	33.7
	Porto	97	47.3
	Outside Portugal	6	2.9
	Lisboa	20	9.8
	Aveiro	2	1.0
	Castelo Branco	2	1.0
	Viana do Castelo	2	1.0
	Vila Real	3	1.5
	Other	4	2.0
	Total	205	100.0

Table 3 - District of residence. Source: Output from SPSS

The majority of the respondents have a university degree (51.7%), 29.3% have a postgraduate or Masters degree and 17.1% completed secondary education.

		Frequency	Percentage
Education	Postgraduate/Masters	60	29.3
	University Degree	106	51.7
	Elementary School	2	1.0
	Secondary School	35	17.1
	Other	2	1.0
	Total	205	100.0

Table 4 - Respondents by education level. Source: Output from SPSS

Regarding the professions of the respondents, there is a predominance of students (57.1%), followed by managers/ businessman (8.8%) and marketing, communication and sales professionals (6.8%).

		Frequency	Percentage
Profession	Students	117	57.1
	Education Professionals/Researchers	8	3.9
	Marketing, Communication and Sales	14	6.8
	Managers/Businessmen	18	8.8
	Architects/Designers	6	2.9
	No professional activity/Unemployed	8	3.9

	Other	10	4.9
	Consultants	5	2.4
	IT Professionals	4	2.0
	Economists	2	1.0
	Healthcare Professionals	10	4.9
	Trainees	3	1.5
	Total	205	100.0

Table 5 - Occupations of the respondents. Source: Output from SPSS

Concerning the time spent on Facebook, 31.7% of the respondents spend between 1 a 2 hours per day on Facebook, 30.7% of them spend between 30 minutes and 1 hour, 22% spend more than 2 hours on it and only 15.6% use it for less than 30 minutes per day.

		Frequency	Percentage
Time spent on Facebook	Less than 30 minutes	32	15.6
	Between 30 minutes and 1 hour	63	30.7
	Between 1 hour and 2 hours	65	31.7
	More than 2 hours	45	22.0
	Total	205	100.0

Table 6 - Time spent on Facebook per day. Source: Output from SPSS

6.3.2. Reliability of Constructs

Construct	Number of Items	Cronbach Alpha
Identity	23	0.814
Conversations	15	0.919
Sharing	13	0.912
Presence	2	0.807
Relationships	2	0.855
Reputation	5	0.827
Groups	2	0.818

Table 7 - Number of constructs and Cronbach Alpha. Source: Output from SPSS

A Cronbach's α higher than 0.9 is excellent; between 0.8 and 0.9 is good; between 0.7 and 0.8 is reasonable; between 0.6 and 0.7 is weak and lower than 0.6 is unacceptable (Hill & Hill, 2012). As we can see on the table above, our constructs were good and excellent.

6.3.3. One-way repeated measures ANOVA

We conducted this test in order to understand if there are any differences between the building blocks. The RM-ANOVA was conducted jointly with the multivariate test in the statistical software package SPSS®.

One of the core underlying assumptions in the univariate RM-ANOVA procedure is that of sphericity. Sphericity, a special case of circularity assumptions, checks whether the variance/covariance matrix of the observed data follows a particular pattern.

In order to test sphericity we inspected Mauchly's Test, which tests for the equivalence of the hypothesised and the observed variance/covariance patterns. The test was highly significant, $W = .278$, $\chi^2(20) = 258,22$, $p < .001$, suggesting that the observed matrix does not have approximately equal variances and equal covariances. So we must accept the hypothesis that the variances of the differences between levels were significantly different. In other words, the assumption of sphericity has been violated.

Several corrections have been proposed, most notably the Greenhouse-Geisser and Huynh-Feldt epsilon corrections. These do not affect the computed F-statistic, but instead raise the critical F value needed to reject the null hypothesis. For our data, these corresponding corrective coefficients were: Greenhouse-Geisser $\epsilon = .72$ and Huynh-Feldt $\epsilon = .74$. Because these values are less than .75 we should use the Greenhouse-Geisser corrected values.

The results show that the ratings of the seven functional building blocks differed significantly, $F(4,34, 885,64) = 159,50$, $p < .001$ (Table 8). The

dimension of the functional building blocks that the subjects perceived to have greater degree of importance for the companies is “presence” and less important is “groups” (Figure 4).

Post hoc tests revealed a significant difference between “block1” and “block 2, 3, 4, 5, and 7”; between “block 2” and “block 3, 4, 5, 6 and 7”; between “block 3” and block “4, 5, 6 and 7”; between “block 4” and “block 5, 6 and 7”, between “block 5 and “block 6 and 7” and finally between “block 6” and “block 7” (both $p < .001$). “Block1” was not rated significantly differently from “block 6” (both $p > .05$).

	Mean	Std. Deviation	MS	df	F	Greenhouse- Geisse
Identity	3.21	.472				
Conversations	2.88	.782				
Sharing	2.70	.820				<.001
Presence	4.08	.677				
Relationships	2.35	1.14				
Reputation	3.17	.838				
Groups	2.16	1.00				

Table 8 - Anova Repeated Measures of the seven functional building blocks. Source: Output from SPSS

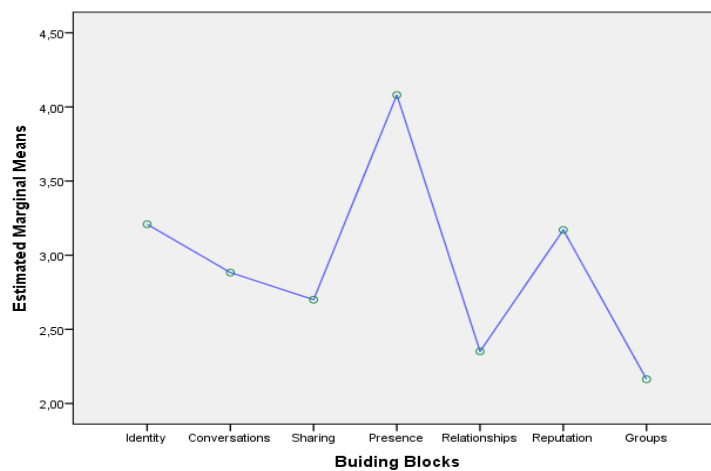


Figure 4 - Estimate Marginal Means of the seven functional building blocks. Source: Output from SPSS

Measure: MEASURE_1

(I) block	(J) block	Mean Difference (I-J)	Std. Error	Sig. ^b	95% Confidence Interval for Difference ^b	
					Lower Bound	Upper Bound
1	2	.326*	.062	.000	.135	.516
	3	.509*	.065	.000	.308	.709
	4	-.872*	.059	.000	-1.054	-.689
	5	.858*	.088	.000	.587	1.128
	6	.038	.069	1.000	-.173	.249
	7	1.045*	.076	.000	.810	1.281
2	1	-.326*	.062	.000	-.516	-.135
	3	.183*	.036	.000	.071	.295
	4	-1.197*	.072	.000	-1.419	-.975
	5	.532*	.077	.000	.296	.768
	6	-.287*	.063	.000	-.482	-.093
	7	.720*	.071	.000	.502	.938
3	1	-.509*	.065	.000	-.709	-.308
	2	-.183*	.036	.000	-.295	-.071
	4	-1.380*	.071	.000	-1.599	-1.161
	5	.349*	.080	.000	.103	.595
	6	-.471*	.069	.000	-.683	-.258
	7	.537*	.071	.000	.320	.754
4	1	.872*	.059	.000	.689	1.054
	2	1.197*	.072	.000	.975	1.419
	3	1.380*	.071	.000	1.161	1.599
	5	1.729*	.091	.000	1.450	2.009
	6	.910*	.072	.000	.689	1.130
	7	1.917*	.080	.000	1.672	2.162
5	1	-.858*	.088	.000	-1.128	-.587
	2	-.532*	.077	.000	-.768	-.296
	3	-.349*	.080	.000	-.595	-.103
	4	-1.729*	.091	.000	-2.009	-1.450
	6	-.820*	.079	.000	-1.064	-.575
	7	.188*	.060	.046	.002	.374
6	1	-.038	.069	1.000	-.249	.173
	2	.287*	.063	.000	.093	.482
	3	.471*	.069	.000	.258	.683
	4	-.910*	.072	.000	-1.130	-.689
	5	.820*	.079	.000	.575	1.064
	7	1.007*	.069	.000	.796	1.219
7	1	-1.045*	.076	.000	-1.281	-.810
	2	-.720*	.071	.000	-.938	-.502
	3	-.537*	.071	.000	-.754	-.320
	4	-1.917*	.080	.000	-2.162	-1.672
	5	-.188*	.060	.046	-.374	-.002
	6	-1.007*	.069	.000	-1.219	-.796

Based on estimated marginal means

*. The mean difference is significant at the .05 level.

b. Adjustment for multiple comparisons: Bonferroni.

Table 9 - Paired comparisons of the seven functional building blocks. Source: Output from SPSS

6.3.4. One-way ANOVA

We wished to discover if the age group of participants affected the seven different building blocks of social media (identity, conversations, sharing, presence, relationships, reputation and groups).

One-way Analysis of Variance (ANOVA) can be used when there is a quantitative outcome with a categorical explanatory variable that has two or more levels. The statistical model for which one-way ANOVA is appropriate is that the (quantitative) outcomes for each group are normally distributed with a common variance (σ^2). The errors (deviations of individual outcomes from the population group means) are assumed to be independent.

For one-way ANOVA, the assumptions are normality, equal variance, and independence of errors. Correct assignment of individuals to groups is sometimes considered to be an implicit assumption. The overall null hypothesis for one-way ANOVA with k groups is $H_0 : \mu_1 = \dots = \mu_k$. The alternative hypothesis is that "the population" means are not all equal.

The exploratory data analysis (AED) revealed that the assumption of normality is guaranteed (Kolmogorov-Smirnov and Shapiro-Wilk) as well as homogeneity (Levene Statistic).

In analysing the results, we verified that there is no statistically significant effect of the participants' age at the level of perception of importance of the "Identity" block $F(4,200) = .614, p > .05$), there is a statistically significant effect of the participants' age for the "conversations" block ($F(4,200) = 3.28, p < .05$), the block "sharing" ($F(4, 200) = 3.17, p < .05$), and for the "presence" block ($F(4, 200) = 3.75, p < .05$). However, there is no statistically significant effect of age on the "relationships" block ($F(4,200) = .848, p > .05$), the "reputation" block ($F(4, 200) = .469, p > .05$), or the "groups" block ($F(4, 200) = .293, p > .05$) (**Table 10**).

The Bonferroni correction post hoc tests (**Table 23 in appendix**) revealed that participants aged 25-34 have a higher perception of the importance of the “conversations” block compared to participants aged 15-24 ($p < .05$) (**Figure 5**) and in perceptions regarding the “sharing” block. The participants aged 25-34 give more importance to this component compared to those who are 15-24 years old ($p < .05$) (**Figure 6**).

	<i>MS (Between Groups)</i>	<i>df</i>	<i>F</i>	<i>Sig.</i>
Identity	.138	4 (200)	.61	$p > .05$
Conversations	1.92	4 (200)	3.29	$p < .05$
Sharing	2.05	4 (200)	3.17	$p < .05$
Presence	1,63	4 (200)	3.76	$p < .05$
Relationships	1,11	4 (200)	.85	$p > .05$
Reputation	.33	4 (200)	.47	$p > .05$
Groups	.30	4 (200)	.30	$p > .05$

Table 10 - One Way Anova for Age x seven functional building blocks in social media. Source: Output from SPSS

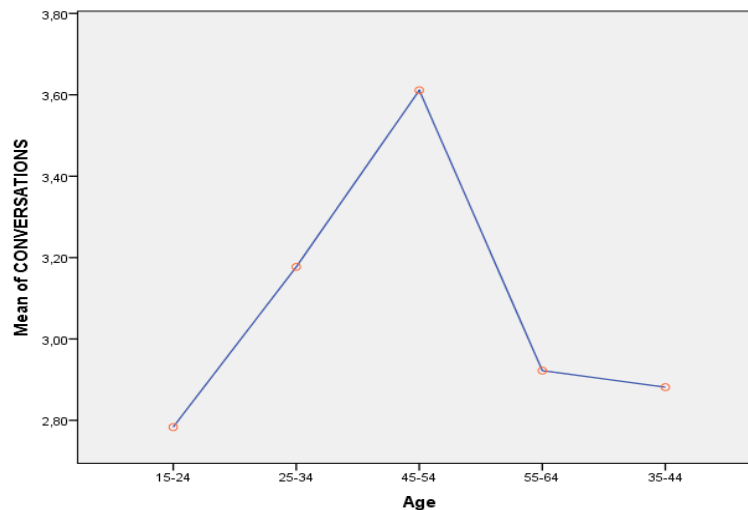


Figure 5 - Means of the participants' age x “conversations” block. Source: Output from SPSS

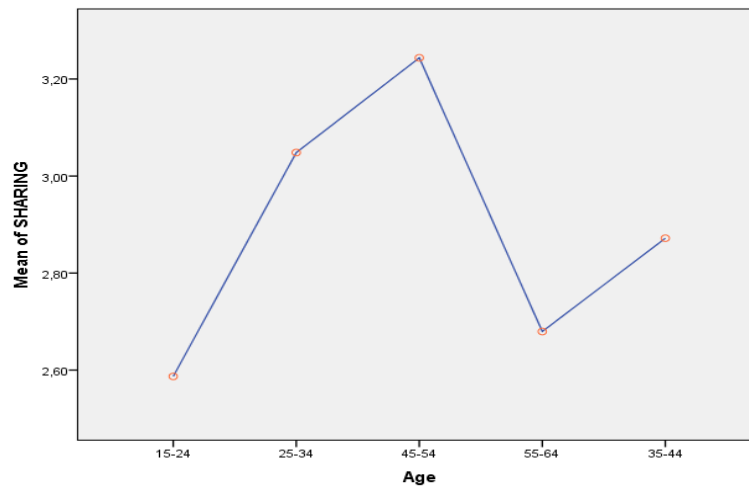


Figure 6 - Means of the participants' age x "sharing" block. Source: Output from SPSS

We wished to analyse whether the degree of education of the participants had an effect on the seven different building blocks of social media (identity, conversations, sharing, presence, relationships, reputation and groups).

The exploratory data analysis (AED) revealed that the assumption of normality is guaranteed (Kolmogorov-Smirnov and Shapiro-Wilk) as well as homogeneity (Levene Statistic).

By analysing the results, we verified that the degree of education of the participants has a statistically significant effect on their perception of the "conversations" block ($F(4,200) = 2.63, p < .05$). On the other hand, there is no statistically significant effect of the degree of education of the participants in terms of significance of the "identity" ($F(4, 200) = 1.23, p > .05$), "sharing" ($F(4,200) = 2.40, p > .05$), "presence" ($F(4,200) = 2.12, p > .05$), "relationships" ($F(4, 200) = .80, p > .05$), "reputation" ($F(4,200) = 1.62, p > .05$) and "groups" blocks ($F(4,200) = 1.39, p > .05$) (Table 11).

The post hoc tests with bonferroni correction confirm that there are no statistically significant differences between means (Table 24 in appendix).

	<i>MS (Between Groups)</i>	<i>df</i>	<i>F</i>	<i>Sig.</i>
Identity	.274	4 (200)	1.23	p>.05
Conversations	1.56	4 (200)	2.63	p<.05
Sharing	1.58	4 (200)	2.40	p>.05
Presence	.95	4 (200)	2.12	p>.05
Relationships	1.05	4 (200)	.80	p>.05
Reputation	1.13	4 (200)	1.63	p>.05
Groups	1.38	4 (200)	1.40	p>.05

Table 11 - One Way Anova for the Education x seven functional building blocks in social media. Source: Output from SPSS

We wished to analyse whether the profession of participants has an effect on the seven different building blocks of social media (identity, conversations, sharing, presence, relationships, reputation and groups).

The exploratory data analysis (AED) revealed that the assumption of normality is guaranteed (Kolmogorov-Smirnov and Shapiro-Wilk) as well as homogeneity (Levene Statistic).

The research showed that there is no statistically significant effect of the profession of participants in terms of significance of the “identity” ($F(11,193) = .97, p > .05$), “conversations” ($F(11,193) = 1.05, p > .05$), “sharing” ($F(11,193) = .849, p > .05$), “presence” ($F(11,193) = 1.13, p > .05$), “relationships” ($F(11,193) = 1.48, p > .05$), “reputation” ($F(11,193) = 1.44, p > .05$) and “groups” blocks ($F(11,193) = 1.77, p > .05$) (**Table 12**).

	<i>MS (Between Groups)</i>	<i>df</i>	<i>F</i>	<i>Sig.</i>
Identity	.22	11 (193)	.97	p>.05
Conversations	.65	11 (193)	1.06	p>.05
Sharing	.58	11 (193)	.85	p>.05
Presence	.51	11 (193)	1.13	p>.05
Relationships	1.89	11 (193)	1.50	p>.05
Reputation	.99	11 (193)	1.44	p>.05
Groups	1.70	11 (193)	1.77	p>.05

Table 12 - One Way Anova for the Profession x seven functional building blocks in social media. Source: Output from SPSS

We wished to analyse whether the place of residence of the participants has an effect on the seven different building blocks of social media (identity, conversations, sharing, presence, relationships, reputation and groups).

The exploratory data analysis (AED) revealed that the assumption of normality is guaranteed (Kolmogorov-Smirnov and Shapiro-Wilk) as well as homogeneity (Levene Statistic).

The results of Anova confirm that there is a statistically significant effect of the residence of participants in the perceptions of importance of the “relationships” block ($F(8,196) = 2.09, p < .05$) and of the “reputation” block ($F(8,196) = 3.11, p < .05$). However, there is no statistically significant effect for the “identity” ($F(8,196) = .40, p > .05$), “conversations” ($F(8,196) = 1.93, p > .05$), “sharing” ($F(8,196) = .68, p > .05$), “presence” ($F(8,196) = 1.22, p > .05$), and “groups” blocks ($F(8,196) = .97, p > .05$) (**Table 13**).

Post hoc tests with Bonferroni correction (**Table 25 in appendix**) reveal that participants from Braga have a greater perception of the importance of the “relationships” block compared to participants living in Lisboa (**Figure 7**) participants from Porto also have a higher perception of the importance of the “reputation” block compared to participants living in Lisboa (**Figure 8**).

	<i>MS (Between Groups)</i>	<i>df</i>	<i>F</i>	<i>Sig.</i>
Identity	.90	8 (196)	.40	p>.05
Conversations	1.14	8 (196)	1.93	p>.05
Sharing	.47	8 (196)	.68	p>.05
Presence	.55	8 (196)	1.22	p>.05
Relationships	2.62	8 (196)	2.09	p<.05
Reputation	2.02	8 (196)	3.11	p<.05
Groups	.97	8 (196)	.97	p>.05

Table 13 - One Way Anova for Residence x seven functional building blocks in social media. Source: Output from SPSS

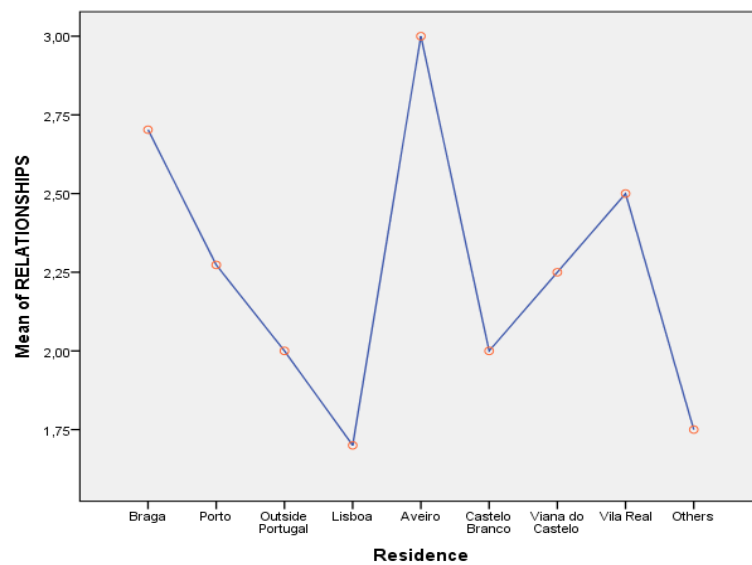


Figure 7 - Means of the participants' place of residence x "relationships" block. Source: Output from SPSS

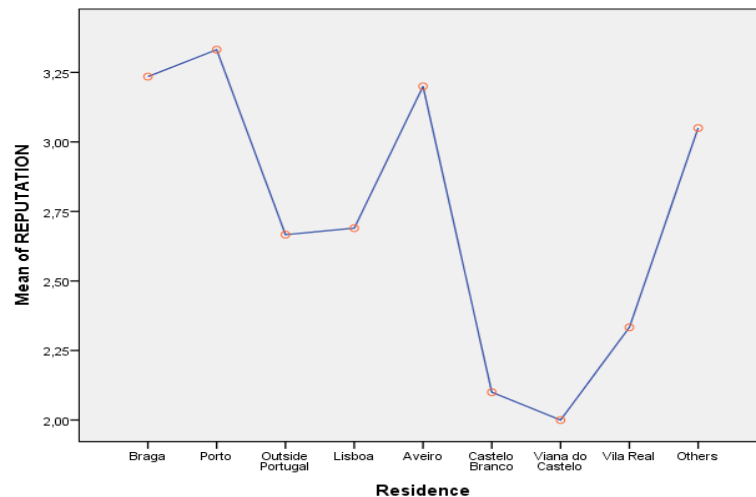


Figure 8 - Means of the participants' place of residence x "reputation" block. Source: Output from SPSS

We wished to analyse whether the time participants spent on Facebook per day had an effect on the seven different building blocks of social media (identity, conversations, sharing, presence, relationships, reputation and groups).

The exploratory data analysis (AED) revealed that the assumption of normality is guaranteed (Kolmogorov-Smirnov and Shapiro-Wilk) as well as homogeneity (Levene Statistic).

The Anova results confirm that there is a statistically significant effect of the time participants spend per day on Facebook in their perceptions of the importance of the "presence" block ($F(3,201) = 139.29, p < .05$). However, there is no statistically significant effect of the "identity" ($F(3,201) = 1.49, p > .05$), "conversations" ($F(3,201) = .76, p > .05$), "sharing" ($F(3,201) = 2.06, p > .05$), "relationships" ($F(3,201) = 2.49, p > .05$), "reputation" ($F(3,201) = 2.00, p > .05$) and "groups" blocks ($F(3,201) = 2.38, p > .05$) (Table 13).

Post hoc tests with Bonferroni (Table 26 in appendix) revealed that participants who spent more than two hours a day on Facebook have a greater perception of the importance of the "presence" block compared to those who

spend between one hour and two hours and between thirty minutes and an hour (Figure 9).

	<i>MS (Between Groups)</i>	<i>df</i>	<i>F</i>	<i>Sig.</i>
Identity	.33	3 (201)	1.49	p>.05
Conversations	.47	3 (201)	.76	p>.05
Sharing	1.36	3 (201)	2.06	p>.05
Presence	21.03	3 (201)	139.29	p<.05
Relationships	3.19	3 (201)	2.49	p>.05
Reputation	1.39	3 (201)	2.00	p>.05
Groups	2.33	3 (201)	2.38	p>.05

Table 14 - One Way Anova for the time spend on facebook x seven functional building blocks in social media. Source: Output from SPSS

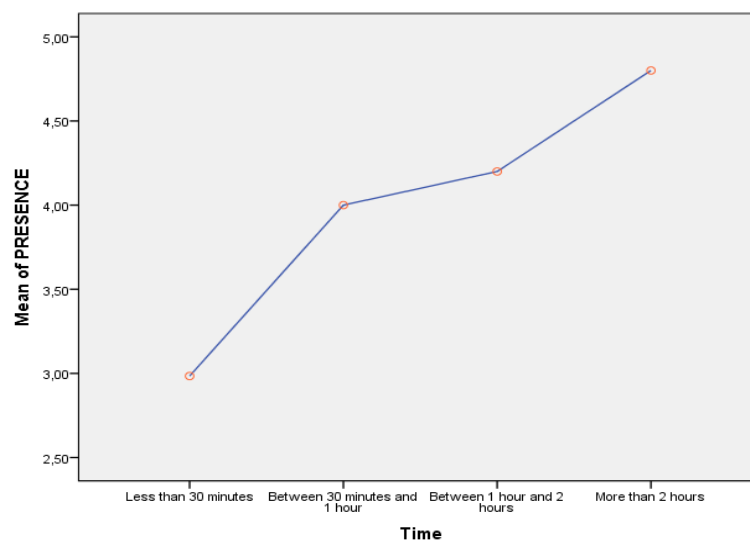


Figure 9 - Means of the participants' time on facebook per day x "presence" block. Source: Output from SPSS

We wished to analyse whether the participants' gender has an effect on the seven different building blocks of social media (identity, conversations, sharing, presence, relationships, reputation and groups).

The exploratory data analysis (AED) revealed that the assumption of normality is guaranteed (Kolmogorov-Smirnov and Shapiro-Wilk) as well as homogeneity (Levene Statistic).

The Anova results indicate that there is a statistically significant effect of the gender of the participants on the level of perception for “conversations” ($F(1,203) = 5.64, p < .05$), and “relationships” ($F(1,203) = 7.87, p < .05$). However, there is no statistically significant effect on the “identity” ($F(1,203) = .04, p > .05$), “sharing” ($F(1,203) = 2.19, p > .05$), “presence” ($F(1,203) = .11, p > .05$), “reputation” ($F(1,203) = .12, p > .05$), “groups” blocks ($F(1,203) = 1.79, p > .05$) (**Table 15**). In the “conversations” block men have a higher average than women, as well as in the “relationships” block (**Figure 10 and 11**).

	<i>MS (Between Groups)</i>	<i>df</i>	<i>F</i>	<i>Sig.</i>
Identity	.01	1 (203)	.04	$p > .05$
Conversations	3.37	1 (203)	5.64	$p < .05$
Sharing	1.47	1 (203)	2.19	$p > .05$
Presence	.05	1 (203)	.11	$p > .05$
Relationships	9.96	1 (203)	7.87	$p < .05$
Reputation	.09	1 (203)	.12	$p > .05$
Groups	1.79	1 (203)	1.79	$p > .05$

Table 15 - One Way Anova for the gender of participants x seven functional building blocks in social media. Source: Output from SPSS

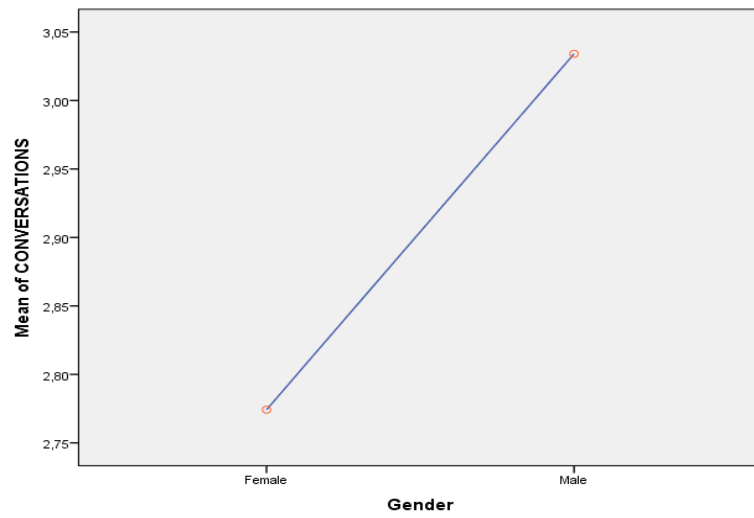


Figure 10 - Means of the participants' gender x "conversations" block. Source: Output from SPSS

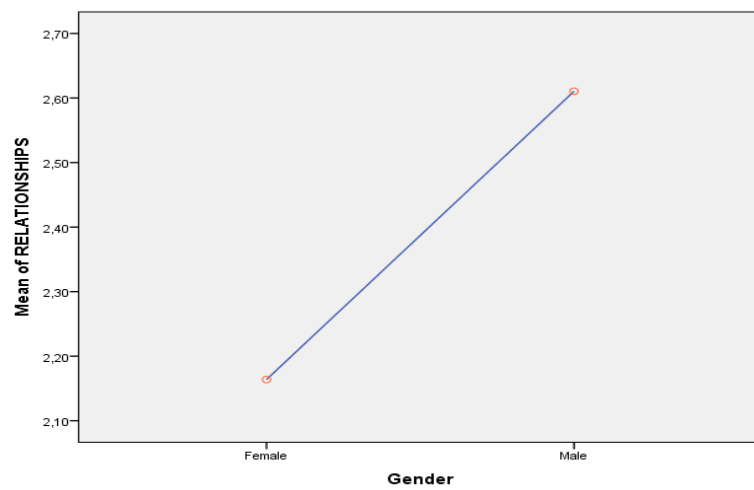


Figure 11 - Means of the participants' gender x "relationships" block. Source: Output from SPSS

7. Discussion

P1: The “relationships” block has a positive influence on how a company should effectively engage with its Facebook fan page

Contrary to what was expected, when examining the Alento Facebook fan page, “relationships” was not the most important block of the honeycomb. Surprisingly, it was one of the least important blocks of the honeycomb.

“Relationships” refer to how people are connected to each other on social media. “Firms seeking to engage with their users must understand how they can maintain or build relationships or both” (Kietzmann et al., 2011, p. 246). Nevertheless, respondents agreed that interacting with the brand does not help them to develop a relationship with others who use the same brand. In addition, their interaction with brands on Facebook does not allow them to increase their social involvement. However, this block had a positive influence on how companies should effectively engage with their Facebook fan page.

P2: The “presence” block has a positive influence on how a company should effectively engage with its Facebook fan page.

Based on our quantitative research, surprisingly “presence” was the most important block of the honeycomb, which makes us agree with this proposition. As Kietzmann et al. (2011) state, “presence refers to the ability of one user to know if other users are available” (p. 245). According to our results, Alento’s Facebook fan page users usually click on a Chat button to indicate that they are online and available to communicate with other users. As stated by the authors, “presence” implies that “firms need to pay attention to the relative importance of user availability and user location” (p. 245). Our results also indicated that most of respondents usually state where they are on Facebook. Therefore, we

concluded that the “presence” block has a positive influence on how companies should effectively engage with their Facebook fan page.

Another direct implication of “presence” is that it is also linked to other functional blocks in the honeycomb framework, including “conversations” and “relationships”. However, we did not verify this information, as the tests performed were not statistically significant.

P3: The “identity” block has a positive influence on how a company should effectively engage with its Facebook fan page.

Considering our results, “identity” had a positive influence on Facebook engagement by companies and was one of the second most important blocks in Facebook engagement with fans by companies. The “identity” functional block represents “the extent to which users reveal their identities in a social media setting. This can include disclosing information such as name, age, gender, profession, location, and also information that portrays users in certain ways” (Kietzmann et al., 2011, p. 243). According to our results, the majority of Alento Facebook fan users were willing to share their real name, their age and their gender. However, they were not willing to share their address, their thoughts and feelings. One major implication of this building block is privacy, but most of the respondents had a neutral attitude towards the invasion of their privacy by companies.

P4: The “conversations” block has a positive influence on how a company should effectively engage with its Facebook fan page.

Kietzmann et al. (2011) state that the “conversations” block of the framework represents “the extent to which users communicate with other users in a social media setting” (p. 244). According to the authors, this is one of the second most important blocks, however, our results demonstrated that this is

one of the least important blocks of Facebook engagement with fans by companies. Most respondents agreed that their interaction with brands on Facebook allowed them to better understand the brand. However, they had a neutral opinion about the sentences “I like to interact with brands on Facebook because it allows me to find out the opinions of other consumers about the brand” and “my interaction with brands on Facebook gives me convenient access to information about brands, as the brand’s posts appear directly on my news feed”. Furthermore, they do not usually comment on the brand’s posts. However, “conversations” had a positive influence on how companies should effectively engage with their Facebook fan page.

P5: The “reputation” block has a positive influence on how a company should effectively engage with its Facebook fan page.

According to Kietzmann et al. (2011) “reputation” refers to the ability of users to identify the standing of others within a social media network. “Reputation has significant implications on how companies should effectively engage with social media” (p. 247). According to the authors, this is one of the second most important blocks and we can verify that information. Most respondents were more likely to join a brand page on Facebook that has quality posts and a good rating, so we consider the “reputation” block as having a positive influence on how companies should effectively engage with their Facebook fan page.

P6: The “sharing” block has a positive influence on how a company should effectively engage with its Facebook fan page.

According to Kietzmann et al. (2011) “sharing” refers to the sending and receiving of content between users which could include photos, comments, videos, etc. Regarding this block, there are two implications that companies

should evaluate: “what objects of sociality their users have in common, or identify new objects that can mediate their shared interests, and the degree to which the object can or should be shared” (p.245). Most of our respondents do not usually share brand posts. The authors considered this one of the least important blocks, and our results confirmed this. Therefore, we concluded that the “sharing” block has a positive influence on how companies should effectively engage with their Facebook fan page.

P7: The “groups” block has a positive influence on how a company should effectively engage with its Facebook fan page.

Kietzmann et al. (2011) state “groups” refer to “the ability of users to form communities and sub-communities. Facebook users who “like” a certain brand are identifying themselves as members of a community of users who “like” the same brand” (p. 247). According to the authors, this is one of the least important blocks of Facebook engagement with fans and our results indicated that by interacting with the brand on Facebook, the respondents do not feel they are part of a community. Moreover, they do not join a brand page on Facebook to fit in with a group of people. However, the authors consider this one of the least important blocks and our results confirmed this. The “groups” block had a positive influence on how companies should effectively engage with its Facebook fan page.

The importance of the seven functional building blocks of Alento’s Facebook fan page differ across age groups, education level, profession, residence, time spent on Facebook per day and gender.

According to chapter 2, young users have more Facebook friends, spend more time online and participate in the different activities available on Facebook. In contrast, older users are most likely to engage in family activities

in the online environment. For that reason, we tried to understand if the importance of the seven functional building blocks of Alento's Facebook fan page differs across age groups. Thus, we concluded that participants aged 25-34 have a greater perception of the importance of the "conversations" block compared to participants aged 15-24. Regarding the "sharing" block, participants who are 25-34 years old gave more importance to this component compared to those aged 15-24.

As Facebook is being considered as an educational tool and most Facebook users are university students (Bumgarner, 2007), we wanted to test if the importance of the seven functional building blocks of Alento Facebook fan page differs across education level. However, we could not confirm that though the analysis of our results.

Individuals can use Facebook not only to create and promote business relationships, but also as a tool to perform work related tasks. However, we did not verify that the importance of the seven functional building blocks of Alento's Facebook fan page differ across professions, as the tests performed were not statistically significant.

We also analysed if the city of residence of the participants affected the importance of the seven functional building blocks of Alento's Facebook fan page. Through the analysis of our results, we found that participants from Lisboa had a greater perception of the importance of "relationships" when compared to participants living in Porto. Also, participants from Lisboa had a greater perception of the importance of "reputation" when compared to participants living in Porto.

Since users can spend their time on Facebook doing many different activities, we analysed the importance of the seven functional building blocks of Alento's Facebook fan page to see if it differed across time spent on Facebook

per day. However, our results indicated that only the “presence” building block differs across time spent on Facebook per day.

According to chapter 2, there are gender differences in the use of SNS. Therefore, we wanted to study if the importance of the seven functional building blocks of Alento’s Facebook fan page differed across gender. However, our results indicated that only the “relationships” and “conversations” building blocks differ across gender.

8. Operational plan implemented

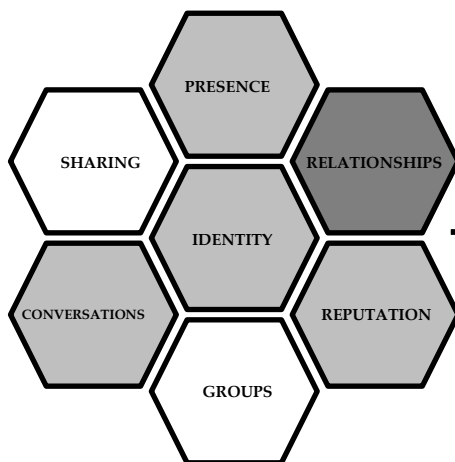


Figure 12 - Honeycomb of Facebook engagement results from theory. Source: Kietzmann et al., 2011

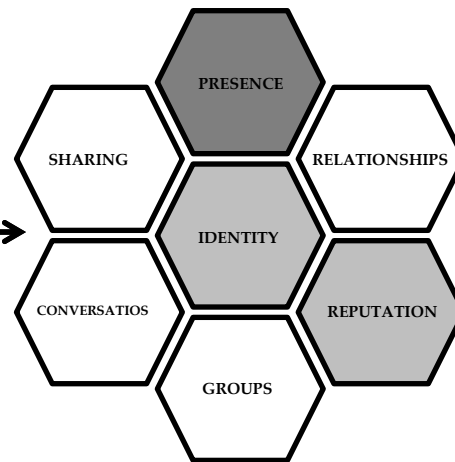


Figure 13 - Honeycomb of Alento's Facebook engagement results from data collection

Based on the seven functional blocks of Social Media engagement with fans by companies, identified in chapter 2, and on the results obtained through our empirical work, we propose a honeycomb of Alento's Facebook fan page (**figure 13**). The darker the color of a block, the greater its social media functionality within the site.

According to chapter 2, a company should first identify and comprehend its social media landscape, through the use of the honeycomb framework in order to disclose the "social media functionality and engagement implications for understanding" its customers (Kietzmann et al., 2011, p. 249). By analysing this honeycomb framework, we could now understand and develop Alento Facebook fan page strategies.

Afterwards, a company should develop strategies suitable to the different social media functionalities and the purposes of the company. This comprises "focusing on the core honeycomb blocks of a social media activity" that will help the needs of its business (Kietzmann et al., 2011, p. 249). Based on

seven functional blocks of Facebook engagent with fans identified in chapter 2 and on the results obtained though our empirical work, we concluded that the core honeycomb blocks of Alento’s Facebook activity are “presence”, “identity” and “reputation”.

Thus, this first action plan aims to define strategies that allow for correcting, improving and implementing other aspects that can help the organisation to fulfill the objectives of this internship. In the table below, we can see the strategies that were implemented before and during the internship (between September and January), allocated to each building block. In the appendix we can see some practical examples.

	BEFORE	NOW
IDENTITY	Tabs for homepage, publications, videos, photos, information about Alento (where Alento is, general information, history), likes, online store, contact us.	Exclude online store tab, maintain the others and add tabs for events, careers and job offers.
	Few posts about product information, acknowledgements, events, information about changes to website, photos and videos.	Posts containing announcements about special offers, news, daily tips and fun facts.
CONVERSATIONS		Tabs for discussions, quizzes and FAQs.
		Promote calls for involvement, customer comments, polls/poll questions, and product reviews/tips/uses/recipes.
SHARING		Tabs for discussions and reviews.
		Posts about job offers, links, photos, product reviews/ tips/ uses/recipes, promotions, and Video/You Tube links.
PRESENCE	Tabs for “contact us”.	Create tabs for FAQs.
		Dedication to posting frequently.
RELATIONSHIPS		Tabs for discussions and reviews.
		Post sharing Holiday greetings, polls/poll questions, and calls for involvement.
REPUTATION		Tabs for photos, videos, events, information about Alento (where Alento is, general information, history).
GROUPS		Analyse the number of likes.

Table 16 - Strategies implemented before and during the internship

In order to analyse the impact of some of these actions, it is important to consider the "statistics" available on Facebook. In this section we can see an overview of the results of these actions and the company's impact on Facebook, through an analysis of certain metrics relevant to this type of action, such as the number of "followers", "interactions", "reach of publications" and "clicks on publications by type". However, there are some aspects that these metrics do not reveal, such as the impact of the creation of new tabs.

Total Followers of Alento's Facebook Fan Page	
September	3616
October	3630
November	3720
December	3728
January	3781

Table 17 - Number of followers between September 2016 and January 2017 (likes)

Total number of Fans who interacted with Alento's Facebook Fan Page	
September	596
October	696
November	911
December	785
January	805

Table 18 - Number of fans who interacted (Reactions, comments and shares) with Alento's Facebook Page between September 2016 and January 2017

Total number of Fans who saw any of Alento's Facebook page's content	
September	21869
October	32959
November	44704
December	45714
January	48526

Table 19 - The number of people who saw any content associated with Alento's Facebook Page (reach)

	Link clicks	Other clicks	Photo view	Video play
September	138	195	167	2
October	285	199	125	5
November	263	271	205	1
December	313	201	133	4
January	340	196	89	1

Table 20 - The number of fans who clicked on Alento's Facebook page's content, by type

By analysing this data, Alento is increasing its number of followers, interactions, views and fans who clicked on Alento's Facebook page's content.

Taking into account the results of our empirical work and the metrics obtained in strategies developed during the internship, we proposed a greater incidence in strategies allocated to the "presence", "identity" and "reputation" building blocks to Alento. Therefore, it is recommended that a company dedicate its time to posting frequently, analysing the number of likes (to see if likes have increased or decreased) and the reviews of fans. It is also necessary to create posts containing announcements about special offers, product information, news, daily tips and fun facts.

Through our empirical study, we emphasise the importance of some demographic and social aspects. For example, regarding age groups, we concluded that participants aged 25-34 have a greater perception of the importance of the "conversations" block compared to participants aged 15-24, and in perceptions regarding the "sharing" block, participants who are 25-34 years old give more importance to this component compared to those who are 15-24 years old. Thus, when developing Facebook strategies, Alento must consider these age groups. Place of residence is another demographic factor that Alento should contemplate. Participants from Braga have a greater perception of the importance of the "relationships" block when compared to participants living in Lisboa. Also, participants from Porto have a higher perception of the

importance of the “reputation” block compared to participants who live in Lisboa.

Furthermore, participants who spend more than two hours a day on Facebook have a higher perception of the importance of the “presence” block compared to those who spend less time per day on Facebook. Therefore, Alento should take this into consideration when managing its Facebook page. Finally, the company should also consider the gender of respondents when developing Facebook strategies for the “relationships” and “conversations” blocks.

Since the internship ends in February, we could not analyse the effects of these actions, however, we will propose that Alento study these results in 6 months time.

9. Conclusion

The main objective of this research was providing a solution for a problem raised by Alento, which was to understand how the company should engage with its official Facebook page.

This investigation explored the seven functional building blocks of social media engagement proposed by Kietzmann et al. (2011): identity, conversations, sharing, presence, relationships, reputation and groups. We tried to find out which of the functional blocks of social media engagement were more important for Alento's Facebook fan page in order to understand how the company should engage with it. Other variables were also studied, such as "age", "groups", "education level", "profession", "residence", "time spent on Facebook per day" and "gender" of Alento Facebook fans, to understand their perception of the importance of "functional building blocks of Alento's Facebook engagement".

Consequently, we conducted a survey among 205 Alento Facebook fans, to explore Alento's Facebook fans' habits when using Facebook, with the intention of understanding the extent to which Alento should focus on some or all of the functional building blocks of Facebook engagement. Results indicated that, contrary to what was expected; the most important functional building blocks for Alento's Facebook fan page's engagement were "presence", "identity" and "reputation". Furthermore, there are some factors that Alento should consider when engaging with its Facebook page, such as the 25-34 age group when developing strategies to increase "conversations" and "sharing". Regarding place of residence, Alento must consider participants from "Braga" and "Porto" when developing strategies for "relationships" and "reputation", respectively. Concerning time spent on Facebook per day, participants who

spent more than two hours a day on Facebook had a greater perception of the importance of the "presence" block compared to those who spent less time on Facebook. Finally, the company should also consider gender when developing strategies for the "relationships" and "conversations" functional building blocks of Alento's Facebook engagement.

In parallel, we analysed some Alento Facebook strategies developed during the internship, through "statistics" available on Facebook. Our results indicated that Alento's number of followers was increasing, as well as interactions, views and fans that clicked on Alento's Facebook page's content. Considering the results obtained in our empirical study, we concluded that Alento should focus on the "presence", "identity" and "reputation" functional building blocks of Facebook engagement. Additionally, Alento must implement Facebook strategies developed during the internship that focused on these blocks, considering some demographic and social factors.

Since the internship ended on 10th February, we could not analyse the effects of these strategies, however, we suggested that Alento study these results in 6 months time.

9.1 Limitations and suggestions for further research

The main limitation this study presents is that it cannot be generalised to other companies. This is due to the chosen methodology, which was action research. This investigation was developed in an organisational context, so the results obtained were related to the case of the Alento Company. For future development, it is suggested that the survey based on the framework developed by Kietzmann et al. (2011) is given to on a large number of Portuguese people in order to find out which of the functional blocks of Facebook engagement are more important for Portuguese Facebook fan pages,

in order to understand how Portuguese companies should engage with this social media.

There were also some limitations related to the sample, since we only obtained 205 responses. Therefore, the second suggestion for future investigations would be to conduct the survey on a larger number of people.

We also had some time restrictions, since the internship ended on 10th February. We could not analyse the effects of the strategies we proposed to the company, however, we suggested that Alento study the results in 6 months time.

Bibliography

- Barnes, N.G. 2010. Tweeting and blogging to the top. *Marketing Research*, 22 (1): 8-13
- Baxi, B., Panda, R. & Karani, A. 2016. Community Marketing: an effective Marketing Strategy. *Romanian Journal of Marketing*, 3: 2-11
- Boyd, D.M. & Ellison, N.B. 2007. Social network sites: definition, history and scholarship. *Journal of Computer-mediated Communication*, 13 (1): 210-30.
- Bruhn, M., Schoenmueller, V., & Schäfer, D. B. 2012. Are social media replacing traditional media in terms of brand equity creation?. *Management Research Review*, 35(9): 770-790
- Bumgarner, B. A. 2007. You have been poked: exploring the uses and gratifications of Facebook among emerging adults. *Firstmonday.org*. <http://firstmonday.org/htbin/cgiwrap/bin/ojs/index.php/fm/article/viewArticle/2026/1897>, November 16.
- Casteleyn, J., Mottart, A, & Rutten, K. 2009. How to use Facebook in your market research. *International Journal of Market Research*, 51 (4): 439-447.
- Cheung, F. & Leung, W. 2016. Facebook users' habits in getting commercial information: a study on Hong Kong students. *Journal of Economics, Management, and Financial Markets*, 11 (3): 56-71.
- Daugherty, T., Eastin, M. and Bright, L. 2008. Exploring consumer motivations for creating usergenerated content. *Journal of Interactive Advertising*, 8(2): 16-25.
- Dhir, A. & Torsheim, T. 2016. Age and gender differences in photo tagging gratifications. *Journal of computers in Human Behavior*, 63: 630-638.
- Doyle, S. 2007. The role of social networks in marketing. *Journal of Database Marketing & Customer Strategy Management*, 15 (1): 60-64.
- De Vries, L., Gensler S. & LeeFlang, P. 2012. Popularity of brand posts on

- brand fan pages: an investigation of the effects of social media marketing. *Journal of Interactive Marketing*, 26 (2): 83-91.
- Erragcha, N. & Romdhane, R. 2014. Social Networks as Marketing Tools. *Journal of Internet Banking and Commerce*, 19 (1): 1-12.
- Facebook Newsroom (2016), *Facebook Reports Third Quarter 2016 Results*, available on https://s21.q4cdn.com/399680738/files/doc_financials/2016/Q3/3.-Facebook-Reports-Third-Quarter-2016-Results.pdf
- French, S. 2009. Action research for practising managers. *Journal of Management Development*, 28 (3): 187 – 204.
- Grundy, S & Kemmis, S. 1981. Educational action research in Australia: The state of the art (an overview). Paper presented at the Annual Conference of the Australian Association for Research in Education, Adelaide.
- Hargittai, E. 2007. Whose space? Differences among users and non-users of social network sites. *Journal of Computer-Mediated Communication*, 13 (1): 276-297.
- Hbr. 2009. Six social media trends for 2010. Available in http://blogs.hbr.org/cs/2009/11/six_social_media_trends.html (2016/11/05; 15H 05M).
- Hill, M. M., & Hill, A. 2012. *Investigação por Questionário* (2nd edition.). Lisboa: Edições Sílado, LDA.
- Hoffman, D. & Fodor, M. 2010. Can you measure the ROI of your social media marketing?. *MIT Sloan Management Review*, 52 (1): 55–61.
- Hollenbeck, C. & Kaikati, A. 2012. Consumers' use of brands to reflect their actual and ideal selves on Facebook. *International Journal of Research in Marketing*, 29 (4): 395–405.
- Hudson, S., Huang, L., Roth, M. & Madden, T. 2016. The influence of social media interactions on consumer–brand relationships: A three-country study of brand perceptions and marketing behaviors. *International Journal of Research in Marketing*, 33 (1): 27-41.
- Joiner, R., Gavin, J., Brosnan, M., et al. 2012. Gender, internet experience,

- internet identification and internet anxiety: a ten year follow-up. *Journal of Cyberpsychology, Behavior, and Social Networking*, 15: 370-372.
- Kaplan, A.M. & Haenlein, M. 2010. Users of the world, unite! The challenges and opportunities of social media. *Business Horizons*, 53 (1): 59-68.
- Karakaya, F., & Barnes, N. G. 2010. Impact of online reviews of customer care experience on brand or company selection. *Journal of Consumer Marketing*, 27 (5): 447-457.
- Kietzmann, J.H., K. Hermkens, I. McCarthy & B. Silvestre. 2011. Social media? Get serious! Understanding the functional building blocks of social media. *Business Horizons*, 54 (3): 241-251.
- Kemmis, S. & McTaggart, R. 1988. *The Action Research Planner*. Deakin University, Melbourne.
- Kudeshia, C., Sikdar, P. & Mittal, A. 2015. Spreading love through fan page liking: A perspective on small scale entrepreneurs. *Computers in human behavior*, 54: 257-270.
- Labrecque, I. 2004. Fostering consumer-brand relationships in social media environments: the role of parasocial interactions. *Journal of Interactive Marketing*, 28 (2): 134-148.
- Lapointe, P. 2012. Measuring Facebook's Impact on Marketing. *Journal of Advertising Research*.
- Lewin, K. 1946. Action research and minority problems. *Journal of Social Issues*, 2 (4): 34-46.
- Luke, K. 2009. Marketing the new-fashioned way: connect with your target market through social networking sites. *Journal of Financial Planning*, November/December 2009: 18-19.
- Machado, J., Azar, S., Vacas de Carvalho, L. & Mender, A. 2016. Motivations to interact with brands on Facebook – Towards a typology of consumer-brand interactions. *Journal of Brand Management*, 23 (2): 153-178.
- Madden, M., Lenhart, A. & Duggan, M. 2013. *Teens and Technology 2013*. Pew Research Center's Internet & American Life Project.

- Maecker, O., Barrot, C. & Becker, J.U. 2016. The effect of social media interactions on customer relationship management. *Journal of Business Research*, 9 (1): 133-155.
- Malhotra, A., Kubowicz Malhotra, C. & See, A. 2013. How to create brand engagement on Facebook. *MIT Sloan Management review*, 54 (2): 18-20.
- Mason, R. 2006. Learning technologies for adult continuing education. *Journal of Studies in Continuing Education*, 28 (2): 121–133.
- Mazman, S. & Usluel, Y. 2010. Modeling educational usage of Facebook. *Journal of Computers & Education*, 55 (2): 444-453.
- McCarthy, I., Lawrence, T., Wixted, B., & Gordon, B. 2010. A multidimensional conceptualization of environmental velocity. *Journal of The Academy Management Review*, 35 (4): 604-626.
- Miller, K.D., Fabian, F. & Lin, S.J. 2009. Strategies for online communities. *Strategic Management Journal*, 30 (3): 305-22.
- Mize, S. R. 2009. Social network benefits. *Ezinearticles.com*.
<http://ezinearticles.com/?Social-Network-Benefits&id=464645>., February 10
- Moss, G., Kennedy, H., Stylianos, M. & Birchall, C. 2015. Knowing your publics: The use of social media analytics in local government. *The International Journal of Government & Democracy in the Information Age*, 20: 287-298.
- Murdough, C. 2009. Social media measurement: It's not impossible. *Journal of Interactive Advertising*, 10: 94-99.
- Muscanell, N. L. & Guadagno, R. E. 2012. Make new friends or keep the old: gender and personality differences in social networking use. *Journal of Computers in Human Behavior*, 28 (1): 107-112.
- Mutinga, D.G., Moorman, M. & Smit, E.G. 2011. Introducing COBRAs: exploring motivations for brand-related social media use. *International Journal of Advertising*, 30 (1): 13-46.
- Nair, M. 2011. Understanding and measuring the value of social media. *The*

Journal of Corporate Accounting & Finance, 22 (3): 45-51.

Ofcom. 2008. Social networking: a quantitative and qualitative research report into attitudes, behaviors and use. Available on: http://news.bbc.co.uk/2/shared/bsp/hi/pdfs/02_04_08_ofcom.pdf.

Palmer, A. & Koenig-Lewis, N. 2009. An experimental social network-based approach to direct marketing. *Direct Marketing: An International Journal*, 3 (3).

Parsons, A. 2013. Using social media to reach consumers: a content analysis of official Facebook pages. *Academy of Marketing Studies Journal*, 17 (2): 27-36.

Pfeil, U., Arjan, R., & Zaphiris, P. 2009. Age differences in online social networking: a study of user profiles and the social capital divide among teenagers and older users in MySpace. *Journal of Computers in Human Behavior*, 25 (3): 643-654.

Ramsaran-Fowdar, R. and Fowdar, S. 2013. The Implications of Facebook Marketing Organizations. *Contemporary Management Research*, 9 (1): 73-84.

Sánchez, R., Cortijo, V. & Javed, U. 2014. Students' perceptions of Facebook for academic purposes. *Journal of Computers & Education*, 70: 138-149.

Schau, H. & Gilly, M. 2003. We are what we post? Self-presentation in a personal web space. *Journal of Consumer Research*, 30 (3): 385-404.

Strand, J. 2011. Facebook: Trademarks, Fan Pages, and Community Pages. *Intellectual Property & Technology Law Journal*, 23 (1): 10-13.

Shannon, R., Stabaler, M., Quigley, A., & Nixon, P. 2009. Profiling and targeting opportunities in pervasive advertising, *1st Workshop on Pervasive Advertising, Pervasive*, 1, Nara, Japan.

Shu, W. & Chuang, Y.H. 2011. The perceived benefits of six-degree-separation social networks. *Internet Research*, 21 (1): 26-45.

Smith, A.N., Fischer, E. & Yongjian, C. 2012. How Does Brand-related User-generated Content Differ across YouTube, Facebook, and Twitter?. *Journal of Interactive Marketing, Direct Marketing Educational Foundation, Inc.*, 26 (2): 102-113.

- Smith, K.T. 2011. Digital marketing strategies that Millennials find appealing, motivating, or just annoying. *Journal of Strategic Marketing*, 19 (6): 489-499.
- Swani, K., Milne, G. and Brown, B. 2013. Spreading the word through likes on Facebook: Evaluating the message strategy effectiveness of Fortune 500 companies. *Journal of Research in Interactive Marketing*, 7(4): 269–294.
- Taba, H. & Noel, E. 1957. *Action research a case study*. Washington, D.C: Association for Supervision and Curriculum Development (NEA).
- Taiminen, H. & Karjaluoto, H. 2015. The usage of digital marketing channels in SMEs. *Journal of Small Business and Enterprise Development*, 22(4): 633 – 651.
- The NielsenCompany. 2012. State of the Media: The Social Media Report. Available on: <https://womseo.com/wp-content/uploads/2012/12/The-Social-Media-Marketing-Report-2012.pdf>
- Trainini, M. & Torres, J. 2015. Mídias Sociais como ferramentas de estratégias de Marketing. *Revista Ciência e Conhecimento*, 9 (1): 23-40.
- Treadway, C. & Smith, M. 2010. *Facebook Marketing: An Hour a Day*. Wiley Publishing Inc.
- Tsimonis, G. & Dimitriadis, S. 2014. Brand strategies in social media. *Marketing Intelligence & Planning*, 32 (3): 328-344.
- Valencia College (2016) Purpose of Action Research, available on http://valenciacollege.edu/faculty/development/tla/actionResearch/ARP_soft_chalk/ (2017/02/10; 16H 52M).
- Valos, M.J.; Habibi, F.H.; Casidy, R.; Driesener C.B. & Maplestone V.L. 2006. Exploring the integration of social media within integrated marketing communication frameworks. *Marketing Intelligence & Planning*, 34 (1): 19 - 40.
- Wallace, E., Buil, I. & Chernatony, L. 2012. Facebook ‘friendship’ and brand advocacy. *Journal of Brand Management*, 20 (2): 128–146.
- Weiser, E. 2000. Gender differences in Internet use patterns and Internet

application preferences: a two-sample comparison. *Journal of CyberPsychology & Behavior*, 4: 167-178.

Wright, E., Khanfar, N.M., Harrington, C. & Kizer, L.E. 2010. The lasting effects of social media trends on advertising. *Journal of Business & Economics Research*, 8 (11): 73-80.

Yuan, Y. 2011. A survey study on uses and gratification of social networking sites in China. Master of Science, Ohio University.

Zhang, W., Levenson, A., Crossley, C. 2014. Move Your Research From The Ivy Tower To The Board Room: A Primer On Action Research For Academics, Consultants, And Business Executives. *Journal of Human Resource Management*, 54 (1): 151-174.

Appendices

Appendix I - Published scales used to formulate the survey

Identity	
<p>On Facebook I will be willing to share:</p> <ul style="list-style-type: none"> My real name My age My profession My location My thoughts My feelings 	<p>Cheung and Leung (2016)</p> <p>Description: “revealing own information to others” is related to “identity” building block of social media.</p> <p>Type of scale: multiple item scales using a seven-point Likert scale with the endpoints being “strongly disagree” to “strongly agree”</p>
<p>I interact with brands on Facebook to state my interests and preferences to my friends</p> <p>I believe it is safe to interact with brands on Facebook</p> <p>I believe that brands respects my privacy when I interact with them on Facebook</p> <p>I believe that brands will not provide the information that they have obtained about me, through Facebook, to other people or entities</p> <p>I do not usually like the brand’s posts</p> <p>When I do I usually like:</p> <ul style="list-style-type: none"> Posts containing photos Posts containing videos Posts related to special dates (e.g. Christmas, Valentine’s, etc.) Posts that explicitly promote the brand’s products Posts referring to the brand’s success Posts related to the brand’s history or information about the brand Posts that appeal to emotions humorous posts Posts about events Posts about the brand’s link to social causes Posts containing announcements about special offers 	<p>Machado, Azar, Vacas de Carvalho, and Mender (2015)</p> <p>Description: on Facebook, trust in brands and in other users who like the same brand can influence consumers’ decisions to engage online with brands. Positive WOM can be comparable to “liking”. When a user likes certain content, it appears on their Facebook news feed as well as in their friends’ newsfeeds.</p> <p>Type of scale: multiple item scales using a seven-point Likert scale with the endpoints being “strongly disagree” to “strongly agree”</p> <p>Cronbach’s alpha: 0,81</p>
Conversations	
<p>My interaction with brands on Facebook allows me to better understand the brand</p> <p>I like to interact with brands on Facebook because it allows me to find out the opinions of other consumers about the brand</p> <p>My interaction with brands on Facebook gives me</p>	<p>Machado, Azar, Vacas de Carvalho, and Mender (2015)</p> <p>Type of scale: multiple item scales using a seven-point Likert scale with the endpoints being “strongly disagree” to “strongly agree”</p>

<p>convenient access to information about brands, as the brand's posts appear directly on my news feed I do not usually comment on the brand's posts When I do I usually comment:</p> <ul style="list-style-type: none"> On posts containing photos On posts containing videos On posts related to special dates (e.g. Christmas, valentine's, etc.) On posts that explicitly promote the brand's products Posts referring to the brand's success On posts related to the brand's history or information about the brand On posts that appeal to emotions On humorous posts On posts about events On posts about the brand's link to social causes On posts containing announcements about special offers 	<p>Description: on social media platforms consumers can find out more about a certain company through the knowledge and know-how of other users. Through comments, consumers can also contribute to brand-related content.</p> <p>Cronbach's alpha: 0,81</p>
Sharing	
<p>By interacting with a brand, I feel I'm part of a shared community</p>	<p>Hudson, Huang, Roth and Madden (2016)</p> <p>Type of scale: multiple item scales using a seven-point Likert scale with the endpoints being "strongly disagree" to "strongly agree"</p> <p>Description: By interacting with a brand on social media, consumers can feel an interpersonal social interaction</p> <p>Cronbach's alpha: 0,98</p>
<p>I do not usually share the brand's posts When I do I usually share:</p> <ul style="list-style-type: none"> Posts containing photos Posts containing videos Posts related to special dates (e.g. Christmas, valentine's, etc.) Posts that explicitly promote the brand's products Posts referring to the brand's success Posts related to the brand's history or information about the brand Posts that appeal to emotions Humorous posts Posts about events Posts about the brand's link to social causes Posts containing announcements about special offers 	<p>Machado, Azar, Vacas de Carvalho and Mender (2015)</p> <p>Type of scale: multiple item scales using a seven-point Likert scale with the endpoints being "strongly disagree" to "strongly agree"</p> <p>Description: as well as "likes" and "comments", social media metrics should comprise the number of "shares"</p>
Presence	
<p>I'm usually available at Facebook chat I usually inform where I am on Facebook</p>	<p>Type of scale: multiple item scales using a seven-point Likert scale with the endpoints being "strongly disagree" to "strongly agree"</p>

Relationships	
By interacting with the brand helps me develop relationship with others who use the same brand.	<p>Hudson, Huang, Roth and Madden (2016)</p> <p>Type of scale: multiple item scales using a seven-point Likert scale with the endpoints being "strongly disagree" to "strongly agree"</p> <p>Description: when a company interacts with its fans by replying to comments, solving problems, and inviting them to participate, fans feel a higher level of relationship quality and create a feeling of connection</p> <p>Cronbach's alpha: 0,98</p>
My interaction with brands on Facebook allows me to increase my social involvement	<p>Machado, Azar, Vacas de Carvalho and Mender (2015)</p> <p>Type of scale: multiple item scales using a seven-point Likert scale with the endpoints being "strongly disagree" to "strongly agree"</p> <p>Description: in social SNS, consumers use brands in order to create a self-identity and when they "like" a brand via Facebook, they create an impression on others and increment their social involvement</p> <p>Cronbach's alpha: 0,81</p>
Reputation	
<p>I am more likely to join a brand page on Facebook which has many followers</p> <p>I am more likely to join a brand page on Facebook which has quality posts</p> <p>I am more likely to join a brand on Facebook whose posts contain many likes</p> <p>I am more likely to join a brand page on Facebook which publish a certain number of posts over time</p> <p>I am more likely to join a brand page on Facebook which has a good rating</p>	<p>Type of scale: multiple item scales using a seven-point Likert scale with the endpoints being "strongly disagree" to "strongly agree"</p>
Groups	
By interacting with the brand on Facebook, I feel I am part of a community	<p>Machado, Azar, Vacas de Carvalho and Mender (2015)</p> <p>Type of scale: multiple item scales using a seven-point Likert scale with the endpoints being "strongly disagree" to "strongly agree"</p> <p>Description: social interaction is very important for the creation of user-generated content, "as by creating content consumers are able to connect with others, experience a sense of community and feel important"</p> <p>Cronbach's alpha: 0,81</p>
I join a brand page on Facebook to fit in with a	Hudson, Huang, Roth and Madden (2016)

group of people	<p>Type of scale: multiple item scales using a seven-point Likert scale with the endpoints being “strongly disagree” to “strongly agree”</p> <p>Description: By interacting with a brand through social media platforms, consumers can feel an interpersonal interaction and an intimacy feeling</p> <p>Cronbach’s alpha: 0,98</p>
-----------------	--

Table 21 - Published scales used to formulate the survey

Appendix II: Some examples of strategies developed during the internship

Posts	Frequency of posts
Daily tips	Monday to Friday
News	Monday to Friday
Inspiring quote	Fridays
Events	Whenever required
Holiday greetings	Whenever required
Photo albuns	Whenever required
Special offers: Job offers	Whenever required
Product/service information	Once a week

Table 22 - Frequency of posts



Figure 14 - Alento sharing holiday greetings

Alento
Publicado por Marta Jácome de Vasconcelos [?] · 15 de Dezembro de 2016 · 🌐

OFERTAS DE EMPREGO
ENGENHEIRO CIVIL - DIRETOR DE OBRA (M/F)

Recrutamos Engenheiro Civil - Diretor de Obra (M/F) para empresa nossa cliente em Braga.



Engenheiro Civil - Diretor de Obra (M/F) | Alento - Gestão de Recursos Humanos e Consultoria

Engenheiro Civil - Diretor de Obra (M/F)

ALENTO.PT

Figure 15 - Special offers: job offers

Alento
Publicado por Marta Jácome de Vasconcelos [?] · 2/1 às 10:00 · 🌐

Bom dia! Aproveita o início do ano para elaborares a tua Carta de Apresentação 😊

#alento #alento para o sucesso #cartas de apresentação



CARTA DE APRESENTAÇÃO

alento

Os *pequenos* pormenores são tão importantes como o conteúdo.

Na elaboração da tua carta não descures aspetos essenciais como o nome da empresa, o endereço, etc. Estes lapsos podem ser determinantes numa triagem inicial.

good idea

Figure 16 - Daily tips

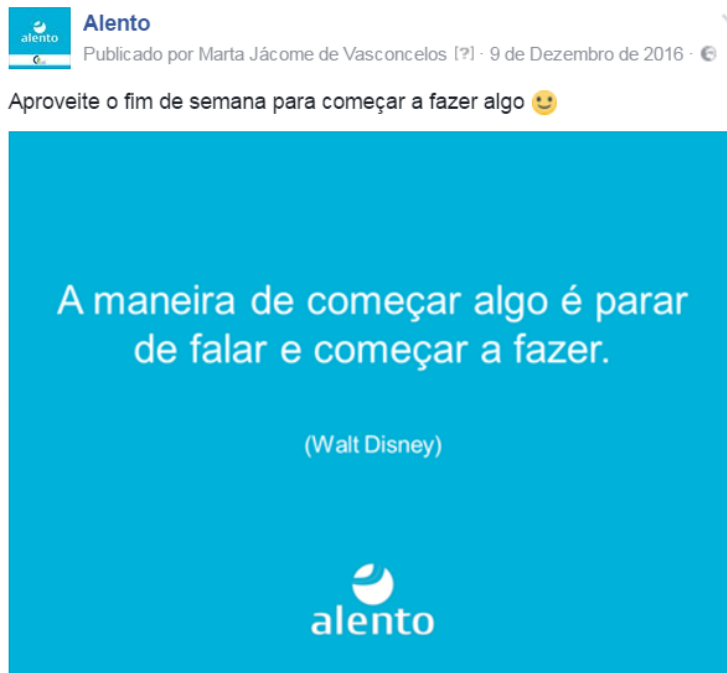


Figure 17 - Calls for involvement



Figure 18 – News

 **Alento** adicionou um evento.
21 de Novembro de 2016 · 



JAN
14

Marketing Digital - II Edição
14/1 - 21/1 · Porto
5 pessoas com interesse

★ Com interesse

Figure 19 – Event of Digital Marketing course organized by Alento

Alento adicionou 14 fotos novas de 14 de Novembro de 2016
ao álbum: Simulador de Entrevista_AEFCNAUP — em Faculdade de Ciências da Nutrição e Alimentação da Universidade do Porto.
Publicado por Marta Jácome de Vasconcelos [?] · 14 de Novembro de 2016 ·

Muito obrigado à Associação de Estudantes da Faculdade de Ciências da Nutrição e Alimentação da Universidade do Porto por nos presenciar com pessoas tão interessadas e simpáticas! Foi um prazer dar dicas e simular Entrevistas para que os participantes se possam sentir mais confiantes numa futura Entrevista de Emprego 😊



Figure 20 - Acknowledgements and photos of the event

Alento
Publicado por Alento - Recursos Humanos e Consultoria, Lda. [?] · 26 de Outubro de 2016 ·

É Coach?
Gostava de aprofundar os seus conhecimentos sobre Gestão de Carreira?
[#gestãodecarreira](#) [#empregabilidade](#) [#coachingdecarreira](#) [#alento](#)



CERTIFICAÇÃO EM GESTÃO DE CARREIRA | Alento
- Gestão de Recursos Humanos e Consultoria

Esta Certificação em Gestão de Carreira permite-lhe ver o mercado de trabalho pelos olhos do Técnico de Recrutamento e Selecção, do Empregador Directo, do...

ALENTO.PT

Figure 21 - Product information

Appendix III: Outputs from SPSS

Dependent Variable	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.
CONVERSATIONS	15-24	25-34	-,39370	,14366	,067
		45-54	-,82767	,31846	,100
		55-64	-,13878	,31846	1,000
		35-44	-,09804	,26253	1,000
		15-24	,39370	,14366	,067
		25-34	-,43397	,33794	1,000
	25-34	55-64	,25492	,33794	1,000
		35-44	,29566	,28585	1,000
		15-24	,82767	,31846	,100
		25-34	,43397	,33794	1,000
		55-64	,68889	,44157	1,000
		35-44	,72963	,40310	,718
	45-54	15-24	,13878	,31846	1,000
		25-34	-,25492	,33794	1,000
		45-54	-,68889	,44157	1,000
		35-44	,04074	,40310	1,000
		15-24	,09804	,26253	1,000
		25-34	-,29566	,28585	1,000
	35-44	45-54	-,72963	,40310	,718
		55-64	-,04074	,40310	1,000
		25-34	-,46136	,15088	,025
		45-54	-,65660	,33447	,510
		55-64	-,09250	,33447	1,000
		35-44	-,28480	,27572	1,000
SHARING	15-24	15-24	,46136	,15088	,025
		45-54	-,19524	,35493	1,000
		55-64	,36886	,35493	1,000
		35-44	,17656	,30021	1,000
	25-34	15-24	,65660	,33447	,510
		25-34	,19524	,35493	1,000
		55-64	,56410	,46376	1,000
		35-44	,37179	,42335	1,000
	45-54	15-24	,09250	,33447	1,000
		25-34	-,36886	,35493	1,000
		45-54	-,56410	,46376	1,000
		35-44	-,19231	,42335	1,000
55-64	15-24	,28480	,27572	1,000	
	25-34	-,17656	,30021	1,000	
	45-54	-,37179	,42335	1,000	
	35-44	,19231	,42335	1,000	

Table 23 - Post – Hoc / Tests Bonferroni for the Age x seven functional building blocks of social media

Multiple Comparisons

Bonferroni

Dependent Variable	(I) Education	(J) Education	Mean Difference (I-J)	Std. Error	Sig.
CONVERSATIONS	Postgraduate/Masters	University Degree	,28291	,12433	,239
		Elementary School	-,16111	,55317	1,000
		Secondary School	-,10683	,16368	1,000
		Others	-,42778	,55317	1,000
	University Degree	Postgraduate/Masters	-,28291	,12433	,239
		Elementary School	-,44403	,54928	1,000
		Secondary School	-,38974	,15003	,101
		Others	-,71069	,54928	1,000
	Elementary School	Postgraduate/Masters	,16111	,55317	1,000
		University Degree	,44403	,54928	1,000
		Secondary School	,05429	,55951	1,000

	Others	-,26667	,76958	1,000
	Postgraduate/Masters	,10683	,16368	1,000
	University Degree	,38974	,15003	,101
Secondary School	Elementary School	-,05429	,55951	1,000
	Others	-,32095	,55951	1,000
	Postgraduate/Masters	,42778	,55317	1,000
Others	University Degree	,71069	,54928	1,000
	Elementary School	,26667	,76958	1,000
	Secondary School	,32095	,55951	1,000

Table 24 - Post - Hoc / Tests Bonferroni for the Education x seven functional building blocks of social media

Dependent Variable	Mean				
	(I) Residence	(J) Residence	Difference (I-J)	Std. Error	Sig.
RELATIONSHIPS	Braga	Porto	,42970	,17634	,566
		Outside Portugal	,70290	,47659	1,000
		Lisboa	1,00290*	,28436	,019
		Aveiro	-,29710	,80316	1,000
		Castelo Branco	,70290	,80316	1,000
		Viana do Castelo	,45290	,80316	1,000
		Vila Real	,20290	,66038	1,000
	Porto	Others	,95290	,57587	1,000
		Braga	-,42970	,17634	,566
		Outside Portugal	,27320	,47105	1,000
		Lisboa	,57320	,27498	1,000
		Aveiro	-,72680	,79989	1,000
		Castelo Branco	,27320	,79989	1,000
		Viana do Castelo	,02320	,79989	1,000
	Outside Portugal	Vila Real	-,22680	,65640	1,000
		Others	,52320	,57129	1,000
		Braga	-,70290	,47659	1,000
		Porto	-,27320	,47105	1,000
		Lisboa	,30000	,52121	1,000
		Aveiro	-1,00000	,91426	1,000
		Castelo Branco	,00000	,91426	1,000
	Lisboa	Viana do Castelo	-,25000	,91426	1,000
		Vila Real	-,50000	,79177	1,000
		Others	,25000	,72278	1,000
		Braga	-1,00290*	,28436	,019
		Porto	-,57320	,27498	1,000
		Outside Portugal	-,30000	,52121	1,000
		Aveiro	-1,30000	,83042	1,000
	Aveiro	Castelo Branco	-,30000	,83042	1,000
		Viana do Castelo	-,55000	,83042	1,000
		Vila Real	-,80000	,69327	1,000
		Others	-,05000	,61330	1,000
		Braga	,29710	,80316	1,000
		Porto	,72680	,79989	1,000
		Outside Portugal	1,00000	,91426	1,000
	Castelo Branco	Lisboa	1,30000	,83042	1,000
		Castelo Branco	1,00000	1,11973	1,000
		Viana do Castelo	,75000	1,11973	1,000
		Vila Real	,50000	1,02217	1,000
		Others	1,25000	,96972	1,000
		Braga	-,70290	,80316	1,000
		Porto	-,27320	,79989	1,000
	Outside Portugal	Outside Portugal	,00000	,91426	1,000
		Lisboa	,30000	,83042	1,000
		Aveiro	-1,00000	1,11973	1,000

REPUTATION

	Viana do Castelo	-25000	1,11973	1,000
	Vila Real	-50000	1,02217	1,000
	Others	,25000	,96972	1,000
Viana do Castelo	Braga	-45290	,80316	1,000
	Porto	-,02320	,79989	1,000
	Outside Portugal	,25000	,91426	1,000
	Lisboa	,55000	,83042	1,000
	Aveiro	-,75000	1,11973	1,000
	Castelo Branco	,25000	1,11973	1,000
	Vila Real	-,25000	1,02217	1,000
	Others	,50000	,96972	1,000
Vila Real	Braga	-,20290	,66038	1,000
	Porto	,22680	,65640	1,000
	Outside Portugal	,50000	,79177	1,000
	Lisboa	,80000	,69327	1,000
	Aveiro	-,50000	1,02217	1,000
	Castelo Branco	,50000	1,02217	1,000
	Viana do Castelo	,25000	1,02217	1,000
	Others	,75000	,85521	1,000
Others	Braga	-,95290	,57587	1,000
	Porto	-,52320	,57129	1,000
	Outside Portugal	-,25000	,72278	1,000
	Lisboa	,05000	,61330	1,000
	Aveiro	-1,25000	,96972	1,000
	Castelo Branco	-,25000	,96972	1,000
	Viana do Castelo	-,50000	,96972	1,000
	Vila Real	-,75000	,85521	1,000
Braga	Porto	-,09718	,12687	1,000
	Outside Portugal	,56812	,34288	1,000
	Lisboa	,54478	,20458	,302
	Aveiro	,03478	,57783	1,000
	Castelo Branco	1,13478	,57783	1,000
	Viana do Castelo	1,23478	,57783	1,000
	Vila Real	,90145	,47510	1,000
	Others	,18478	,41430	1,000
Porto	Braga	,09718	,12687	1,000
	Outside Portugal	,66529	,33889	1,000
	Lisboa	,64196	,19783	,050
	Aveiro	,13196	,57547	1,000
	Castelo Branco	1,23196	,57547	1,000
	Viana do Castelo	1,33196	,57547	,780
	Vila Real	,99863	,47224	1,000
	Others	,28196	,41101	1,000
Outside Portugal	Braga	-,56812	,34288	1,000
	Porto	-,66529	,33889	1,000
	Lisboa	-,02333	,37498	1,000
	Aveiro	-,53333	,65775	1,000
	Castelo Branco	,56667	,65775	1,000
	Viana do Castelo	,66667	,65775	1,000
	Vila Real	,33333	,56963	1,000
	Others	-,38333	,52000	1,000
Lisboa	Braga	-,54478	,20458	,302
	Porto	-,64196	,19783	,050
	Outside Portugal	,02333	,37498	1,000
	Aveiro	-,51000	,59743	1,000
	Castelo Branco	,59000	,59743	1,000
	Viana do Castelo	,69000	,59743	1,000
	Vila Real	,35667	,49877	1,000
	Others	-,36000	,44123	1,000
Aveiro	Braga	-,03478	,57783	1,000
	Porto	-,13196	,57547	1,000
	Outside Portugal	,53333	,65775	1,000
	Lisboa	,51000	,59743	1,000

		Castelo Branco	1,10000	,80558	1,000
		Viana do Castelo	1,20000	,80558	1,000
		Vila Real	,86667	,73539	1,000
		Others	,15000	,69765	1,000
	Castelo Branco	Braga	-1,13478	,57783	1,000
		Porto	-1,23196	,57547	1,000
		Outside Portugal	-,56667	,65775	1,000
		Lisboa	-,59000	,59743	1,000
		Aveiro	-1,10000	,80558	1,000
		Viana do Castelo	,10000	,80558	1,000
		Vila Real	-,23333	,73539	1,000
		Others	-,95000	,69765	1,000
	Viana do Castelo	Braga	-1,23478	,57783	1,000
		Porto	-1,33196	,57547	,780
		Outside Portugal	-,66667	,65775	1,000
		Lisboa	-,69000	,59743	1,000
		Aveiro	-1,20000	,80558	1,000
		Castelo Branco	-,10000	,80558	1,000
		Vila Real	-,33333	,73539	1,000
		Others	-1,05000	,69765	1,000
	Vila Real	Braga	-,90145	,47510	1,000
		Porto	-,99863	,47224	1,000
		Outside Portugal	-,33333	,56963	1,000
		Lisboa	-,35667	,49877	1,000
		Aveiro	-,86667	,73539	1,000
		Castelo Branco	,23333	,73539	1,000
		Viana do Castelo	,33333	,73539	1,000
		Others	-,71667	,61527	1,000
	Others	Braga	-,18478	,41430	1,000
		Porto	-,28196	,41101	1,000
		Outside Portugal	,38333	,52000	1,000
		Lisboa	,36000	,44123	1,000
		Aveiro	-,15000	,69765	1,000
		Castelo Branco	,95000	,69765	1,000
		Viana do Castelo	1,05000	,69765	1,000
		Vila Real	,71667	,61527	1,000

Table 25 - Post - Hoc Tests / Bonferroni for the Residence x seven functional building blocks of social media

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.
Variable	(I) Time	(J) Time	(I-J)		
PRESENCE	Less than 30 minutes	Between 30 minutes and 1 hour	-1,01563*	,08434	,000
		Between 1 hour and 2 hours	-1,21563*	,08390	,000
		More than 2 hours	-1,81563*	,08984	,000
	Between 30 minutes and 1 hour	Less than 30 minutes	1,01563*	,08434	,000
		Between 1 hour and 2 hours	-,20000*	,06869	,024
		More than 2 hours	-,80000*	,07583	,000
	Between 1 hour and 2 hours	Less than 30 minutes	1,21563*	,08390	,000
		Between 30 minutes and 1 hour	,20000*	,06869	,024
		More than 2 hours	-,60000*	,07535	,000
	More than 2 hours	Less than 30 minutes	1,81563*	,08984	,000
		Between 30 minutes and 1 hour	,80000*	,07583	,000
		Between 1 hour and 2 hours	,60000*	,07535	,000

Table 26 - Post - Hoc Tests/ Bonferroni for the time spent on Internet per day and presence building block