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What different types of Facebook marketing objectives are there, and what tactics can you use to reach those.

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Acknowledgements

The background for this dissertation is based on researching something new. We wanted to contribute to the relevant and existing theories, in addition to develop our own theory. In many courses at Oslo School of Management, there was more negative attitude towards social media marketing than any educational content. After seeing requirements in job applications, having knowledge regarding this subject seemed relevant to us. Marketing as a subject is constantly changing, that is why we felt the need to compliment the education from Oslo School of Management with a research on marketing in Facebook.

We have never done a research like this before. The method we chose was an advanced one as well – but through great guidance from our advisor, Anastasia Mariussen, we managed to conduct the research and present the findings in this dissertation.

Thanks to Anastasia Mariussen for the great amount of help given to us under development of this dissertation, as well as challenging us on a more academic level. We would also like to thank all participants in the qualitative part of the research, as well as Geir Sand Nielsen for sharing critical data and information that have made this dissertation possible.

Abstract

Social media is creating attractive business opportunities for brands and companies worldwide. It is because of the huge amount of businesses and costumers on Facebook, which reflects the importance of research on future marketing. The purpose of this dissertation is first to identify different types of marketing objectives on Facebook, and secondly to identify tactics to reach the different objectives. We conducted an inductive and a deductive approach based on a grounded theory method. Grounded theory differs from other qualitative methods because of the explicit guidelines that explain researchers how to proceed. We conduct eight in-depth interviews with four different communication agencies and four different businesses already integrated in social media marketing on Facebook. We built concepts and categories based on grounded theory and built a theory for our purpose of this dissertation. To get some more verification of our grounded theory we approached a Norwegian software agency that works with building platforms for creating Facebook applications. We analysed data given to us by the agency and compared their data with ours.

Our findings suggest that sales, branding, customer service and conversions, are the overlying objectives businesses can achieve on Facebook. All of these objectives have more specified objectives underlying them, and to reach these objectives on Facebook our findings suggest four important success factors. It is important for businesses to define and gather their audience on Facebook in order to achieve any of the objectives, and they need to communicate their brand and create value on their Facebook page. It is a constant battle on Facebook to entertain your audience through engaging content. In order to know what your audience thinks is engaging, our data suggest that constant research on your audience is importuning. We create a model for engaging content based on our findings, and define tactical elements to achieve the different objectives. Our findings contribute to earlier research on social media objectives and create an overview of the objectives that can be achieved on Facebook. We believe that our findings will help businesses to make better decisions in their future marketing campaigns and strategies.

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1.0 Introduction

There is no secret that the rise of the digital age has brought along some great innovations. The most relevant here, is the rise of social media sites. If we rewind to 2002, we can find the traces of where Facebook got their inspiration. Friendster was launched and had 3 million active users within three months (UNCP). This was the dawn of social media, as we know it today. So, in some ways you can say that social networking sites has been around for a while, but the media sites as we know it today, first saw the light of day around 12 years ago.

1.1 Social media today

One of the really debated aspects of the Internet, that has gained a lot of attention for the last 10 years, is the emerging usage of social media sites. Facebook has today over 1.3 billion users (Statistic brain). Twitter has 645 million users (Statistic brain), 65 hours of YouTube videos are watched every minute (Statistic brain), Linked-in has 43 million visitors every month, 53 million visits BlogSpot every month (Statistic brain). The point is that the consumers are there, and business sees the opportunity this channels may provide. We believe that it is important for marketers to have some focus on what is going on in social media. We believe that some of the research of future marketing should focus on possibilities that social media may provide, and teach social media as a part of a communication possibility beside traditional media.

There is some criticism among professors in our class, who see social media as a possibility, but not the difference in the use of social media and traditional media. We understand why they say that, because from a marketing perspective, the process from having an objective and to execute your plan in traditional media is believed by us, to apply for your social media strategy as well. But what kind of objectives can we expect to reach by using social media is a different question. We will not argue against our professors and say that they do not understand the importance of us knowing about what kind of objectives we can expected to use in social media, as a part of our communication strategy. We believe that our professors understand it; there is just too little precise academic approach on the subject today that we know of.

1.1.2 The need for defined terminology and objectives

There are researchers today that try to define different aspects of Social media marketing, and some are striving after agreement on terminology between them (Campbell, Cohen and Junzhao 2014, 8). Earlier studies show that social media metrics need to be defined. In 2009, just three years after Twitter launched, and Facebook opened up for general public, Berkowitz (2009, 69) identified 100 social media metrics. The needs for standardization of social media metrics have been present for a while. Both academics and business professional's call for consensus on new media metrics. (Wurtzel 2009, 263).

Identified as a step to make your digital marketing campaigns effective, it is stated that you as a business need to clearly define and communicate the goals of your campaigns, and not in metrics (Rappaport 2014, 111). For instance, you cannot define your goal as achieving an X number of clicks. What would the business reason be for getting more 'Likes' on Facebook? Many businesses focus on increasing 'Likes' on their Facebook page. But Rappaport's report shows that building a strategy revolving around increasing the amount of likes on your page unintentionally risks a growth play into volume and promotion play. It will achieve results, but probably, not the growth outcome that one might expect from marketing a brand in digital media.

1.1.3 Facebook, business opportunities.

To understand the massive opportunities marketers have, we can take a look at the top three brand pages on Facebook. Coca-Cola has more than 82 million fans, Red Bull has over 43 million fans, and Converse has roughly below 40 million fans. What this tells us is that 82 million of Coca-Cola's existing or potential customers are present, as well as the opportunity to reach the other part of the 1.3 million users on the social media platform (Social bakers).

Facebook is becoming more and more absolute when it comes to marketing your brand, in a highly technological world. Just like any other media that organizations use to meet or exceed their goals. It occurs to be more complex to do marketing in social media, than it is done in traditional media, in form of locating your target group and testing. Another thing to take in consideration for the background of this dissertation is the fact that we will with most certainty, be required to work with

marketing on social media network sites at the time we are employed by a business. To think that social media, as a link in a marketing strategy recently got included in course descriptions (Pentina, 2010, 104), frightens us a little. As we are aware of the requirements that will be set for us, we also think that it's equally important that students come fully prepared, and understand mechanics of the social networking sites – and especially Facebook, as it's the most used social media network, both by general people and businesses.

1.2 Limitations of this dissertation.

Based on the amount of time we have to create and finish this dissertation, and the huge amount of social media sites created, we choose to focus on Facebook as a marketing channel. This is mainly because of the amount of consumers that use Facebook everyday. It is the biggest social media channel with its 1.3 billion users (Statistic brain), and the wide possibilities of a many to many communication made it an attractive choice for our research. A study conducted by Stelzner (2013) shows that over 86% of all marketers asked, will focus their marketing efforts on Facebook.

1.3 The purpose of this dissertation

As one of our professors dismissed social media platforms as a marketing channel in the very first lecture, one of us quickly gained traction in trends and blogs written by popular speakers and marketers in Oslo. There was, and is still today, a lot of assumptions and options on how to use social media, but no further facts with underpinning theory and data. If you take a search on Google for instant you, you will soon land on a page where someone tries to explain the ten steps on how to use social media to succeed. This might explain the need for specified terminology in social media marketing in general. We need to understand what you can do, and what you have to do to perform, in order to be a little more prepared for a potential interaction with social media in our future work environment. And it is important to understand what kind of opportunities Facebook and social media can provide future marketing.

The purpose of this dissertation is to identify different types of marketing objectives on Facebook, and tactics to reach these.

1.4 Structure of this dissertation

In order to deliver the purpose of this dissertation, the following structure was used.

1. We make an introduction to why we believe that focusing on social media and Facebook in particulate is important for future marketing and present our purpose of this dissertation.
2. A description of our research mythology is presentment and an overview on the research process we conducted to answer our aims.
3. A presentation of our findings
4. We discuss our findings and try to see similarities and distinctive differences between earlier researches.
5. At last we present our conclusions, contributions and personal reflections besides discussions for future research.

2.0 Research method - Introduction

As we stated in the introduction there is not a lot of academic theory on marketing objectives on Facebook and social media in general. To answer our research questions, we conducted an inductive approach to create a theory on this subject of matter. We combined our inductive approach with a deductive approach to verify and strengthen our findings. The first step of our research is based on 8 in-depth interviews, lasting 30 - 60 minutes, through a grounded theory approach. Four of our participants represent communication agencies, and the other 4 represents businesses using social media. The second step of our research is an analysis of data collected and given to us, by a Norwegian software agency that offers a platform for Facebook marketing.

2.1 Step 1 - Grounded theory:

The method of data collection during this stage of our research was in-depth interviews. In a grounded theory approach the interview and the analysis of the data goes hand in hand. The research and the analysis of the data are continued throughout the interviews, this means that after the first interview we started analyzing the data. Once you begin collecting data, your participants may give you material that you had not anticipated, but help develop your ideas (Charmaz 2006, 15). Most qualitative methods allow researchers to follow up on interesting data in whatever way they devise. Grounded theory has the advantage of containing explicit guidelines that show us how we may proceed (2006, 3).

2.1.1 Criteria and participants - communication agencies

We believe that the best participants we could get for our study was communication agencies, that believe in social media as a communication possibility for business worldwide. These agencies work with some of the biggest brands in the world, and make a living out of focusing on social media. The communication agencies we chose for our research contains of four participants that has dedicated their career to understand and provide businesses with help in their social media strategies. Some of our participants are founders of their own companies that specialize in social media marketing. The main criteria we had for our participants was that they had to have broad experience in working with Facebook marketing.

2.1.1.2 Criteria and participants - Businesses

There is no secret that more and more businesses use Facebook as a part of their communication strategy. By combining communication agencies with businesses, we hoped to get a practical perspective on how they use Facebook and what they get out of it. We conducted four interviews with four different businesses that operate B2C, who run their business both on-site and off-site. The main criteria for our businesses was that they have used Facebook for some time, and are well known with the possibilities and the costs of using the channel. The participants that represent the businesses, had to have a position in the actual construction of their Facebook strategies.

2.1.2 Data collection process

We began our research open minded and curious to where the research may bring us. To do that, we wanted to make our participants as comfortable as possible, and not make our questioning seem as an interview. As Charmaz (2006, 25) explains it, the interviewer is there to listen, to observe with sensitivity, and to encourage the person to respond (2006, 25). We constructed three open-ended questions, that we hoped would break the participants need to stay professional and rather open their thoughts in a more personal manner. By creating open-ended, non-judgmental questions, you encourage unanticipated statements and stories to emerge. We constructed three questions as an introduction and continued with follow up questions.

Table 2.1 Draft of our introduction questions

Nr	Questions	Intentions
1	What is it about social media that interest you?	We wanted to personalize their answers and show interest in their opinion
2	What do you think a business can expect to achieve in social media?	We guided the participants more to our area of interest
3	What kind of objectives should a business set for themselves on Facebook?	We guided the participants more to our area of interest

Our comments and follow-up questions help the research participant to articulate his or her intentions and meanings (2006, 26). That is why we guided our interview by asking questions on the participant’s own meanings and expressions. We made them explain different words, we made them give us examples and we tried to understand further than what might seem like obvious. As we got the conversation going new questions occurred, and new concepts create more questions, and this inspired our interview-guide throughout our research, see Appendix 1 and 2.

2.1.3 Data analyzing process

A Grounded theory approach requires us to analyze after each interview, and the first part of our analysis consisted of what Corbin and Strauss describes as open coding. We recorded our interviews, wrote them down and we analyzed it, and tried to make sense of it. To understand the dimensions in our data we had to break the data more apart. We broke up our data into its various components, and then examined those components in order to identify their properties and dimensions (Corbin and Strauss 2007, 46). We used an open coding technique named line-by-line coding. Line-by-line coding means naming each line of your written data (Glaser 1978). As Charmaz (2006, 50) explains it, fresh data and line by line coding prompt you to remain open to the data and to see nuances in it. We looked at the different objectives, tools, advantages, disadvantages, meanings, and motives as shown in Table 2.2.

Table 2.2 Draft from the coding process

Draft from participant		
<p>" So it is using Facebook in a way to collect all this information, which allow you to use that for future marketing campaigns going forward. It could be something simple like a mobile number, because you can send them a code that entitles the customers to a 20% discount. How else are you able to get that information across to people in such an easy and low-entry way? It takes in branding, sales, customer information, general information, general news, and its done a very smooth and seamless way".</p>		
<p>Objectives:</p> <ul style="list-style-type: none"> - Collect information - Marketing - Branding and - sales 	<p>Tools:</p> <ul style="list-style-type: none"> - Campaigns - News 	<p>Advantages:</p> <ul style="list-style-type: none"> - Get information across to people in an easy and low cost way - Done in a smooth way

After an analysis of the first survey, a grounded theory approach requires us to use this as a foundation for the next interviews (Corbin and Strauss 2007, 162). By doing this we constantly compared our data with new data, we compared concepts and tried to find leads to follow and to dismiss. Constant comparison allows the researcher to differentiate on category from another and to identify properties and dimensions specific to that category (2007, 73).

2.1.3.1 Development of concepts

The coding process continued throughout the interviews and codes became later our concepts and categories. The category represents a broader explanation of our finding, and is build up by our concepts. Our categories came through after what Corbin and Strauss describes as axial coding. Axial coding shows the relationship between two or more concepts, and result in memos, which explained our categories, as shown by Corbin and Strauss (2007, 183). We categorized our codes through axial coding, and created tables and diagrams to further explain and categorize our codes and concepts.

Table 2.3 Draft from early comparisons in tables

Objective 1	Participant 1	Participant 2	Participant 3
Critical success factors	<ul style="list-style-type: none"> - Tell about the brand. - Show knowledge - Build value - Keep people happy - Be an expert - Impress - Engagement 	<ul style="list-style-type: none"> - Have the right audience. - Testing and failing. - Tell about you - Trade off between your brand and brand audience 	<ul style="list-style-type: none"> - I want them to get involved. - Find your flag carriers. - Create engagement - New content all the time. - Interesting content - Gather your audience - Invite friends to get the ball rolling - Get interested in their conversations.

Tables helped us to visualize our findings, and structure our findings based on our codes (Table 2.3). By using tables we so nuances much better, and we could focus our direction and create tables for all of our objectives, types of tools and different success factors for different tools.

To understand meaning, capture points and follow leads to go from, we wrote memos. Memos are storehouses of ideas generated through interaction with the data (2007, 108). Memos really helped ideas to emerge from our data, and it was a fantastic way of developing categories (Table 2.4).

Table 2.4 Example from our early memo writing

<p>Memo - Participant 3 - Organic Reach.</p> <p><i>" Now you go around finding out whether people are talking about certain tings, whether there talking about okay: " I am looking for a new shirt shop ", "I am looking for a new type of wetsuit or whether it may be". So you have go to the top of the mountain a little bit, but once you get there, then you start asking yourself how we are going to keep them engaged, with new news and new content, once I know who they are ".</i></p>
<p>First off all there is a process being explained by our participant, as he last states you need to identify which audience you want to reach. Then you have to start searching for information that may be relevant for your business, but the key factor for reaching your audience the organic way is to keep them engaged with new content and news. So our participant is talking about a process that he uses: - Get your audience - do research - engage with content.</p>

We tore up our interviews and analyzed sections for meaning and combined these with our tables. After a memo was developed we collided the memos that explained the same phenomena or were similar, until they became our concepts.

2.1.3.2 Categories.

When different concepts had similar explanations, we combined these concepts and they became our categories. The categories that were well developed and had the most similarities became our core categories. The core category represents the main theme of the research, and it represents our findings. It is the concept that all the other concepts will be related to (2007, 104). The other concepts that were developed, was integrated with the core categories through analysis for process. Looking for a process, or further explanations in our concepts, was a good way for us to see context in our core categories. Concepts that led to nowhere were dropped from further analysis, and we were left with the core categories that represent the framework of our theory.

2.1.3.3 Theoretical sampling

The ultimate criteria for determining whether or not to end the data gathering process remain to be theoretical saturation. This is when you get back to the data and fill the gaps until there are no more gaps left (2007, 112). Early on in our interviews and analyzing process, we saw concepts being developed and concepts being repeated by our participants. To get further confirmation of our analysis, we did what Corbin and Strauss explains as theoretical sampling. Theoretical sampling is a method of data collection based on concepts derived from data (2007, 143). Theoretical sampling is usually described as going back to our participants for verification of our findings. Instead of having more interviews, we approached a Norwegian software agency that specifically works with Facebook as a marketing channel to get some verification for our concepts and categories.

2.2 Step 2 - Analysis of data collected by a Norwegian software agency

We got in contact with a Norwegian software agency that works with building platforms for creating Facebook applications and guiding business by tracking and monitoring their Facebook activity. They have recently started a research division because of their access to data from different clients. They chose six different firms for their research, which use Facebook as one of their communication platforms. Their main goal for the research was to analyze different movements in the firms post activity, and they chose firms that generate a huge number of posts on Facebook each month. They let us use their research for further analysis.

2.2.1 Data collected by agency

The agency collected 1767 post for their analysis, and in the period between December 2013 and March 2014, they categorized the posts under objectives they thought were right for the post. They focused on three overlying objectives but categorized mainly after objectives underlying these. They hired students from Østfold University College in Norway to analyze the amount of posts for each category and the percentage of reach these categories got. This is their categorization (Table 2.5).

Table 2.5 Categories based on agency assumptions.

Branding	Engagement	Conversions
- Branding - General branding - Click to website	- Post page engagement - Fan activity	- Offline sales - Online sales - Other conversions

2.2.2. Triangulate approach

In our study we use what Corbin and Strauss (2007, 27) explain as a triangulate approach. A triangulate approach gives us the opportunity to obtain various types of data on the same problem, and is basically a combination of qualitative and quantitative data collection. We have to take in count that the analysis of the posts done by the agency is based on assumptions on what they think are objectives you can achieve in Facebook. This might cause discussions about the validity of their categorization. It may be a combination of lack in academic terminology and a different mindset for their research, which results in undefined specific marketing objectives. Still our findings are based on a grounded theory, where we go through the same process of analyzing the data form the agency as we analyzed our interviews, this means that we only use the data that was building on our concepts. We still went through the process of constant comparisons as explained by Corbin and Strauss (2007, 73). Although they categorize the objectives based on their assumptions, we still use it as a validation for our grounded theory approach.

Table 2.6 Summary of Research method

Research Method	Direction	Explanation
Research approach Step 1	Inductive	An inductive direction allows us to explore our topic before building theory.
Research strategy Step 1	Grounded Theory	The method builds a strong foundation for theory building (Corbin and Strauss 2007, 16).
	Data collection	In-depth interviews. Helped with providing an understanding of our participants through meaning and experience (Charmaz 2006, 29).
	Sampling	8 interviews 4 communication agencies, 4 firms. Criteria: Good experience with the usage of social media and Facebook. Duration: Between 30 - 60 minutes.
	Analysis stage 1	Open coding We used Line by line coding to identify nuances (Charmaz 2006, 50).
	Analysis stage 2	Axial coding We used tables to build relationship between out codes to build concepts (Corbin and Strauss 2007, 183).
	Analysis stage 3	Memos A really good way of letting our ideas develop, and building concepts (Corbin and Strauss 2007, 108).
	Analysis stage 4	Concepts and categories Concepts are developed throughout our data collection, and later on became our categories, and core categories.
	Analysis stage 5	Theoretical sampling Validating our inductive approach through a deductive approach.
Research approach Step 2	Deductive	Approaching the topic with assumptions and testing these assumptions. Allows a larger amount of data to represent a population.
Research strategy Step 2	Data collected by agency	1767 posts made by 6 different firms on Facebook.
	Analysis	Triangulate approach Combining qualitative and quantitative data collection (Corbin and Strauss 2007, 27).

3.0 Data findings on marketing objectives - Introduction

Due to the limited research on marketing objectives in social media, this study aims to explore what kind of marketing objectives businesses can expect to achieve in social media. The study also aims to find out how business can achieve these objectives by using Facebook. The analysis is limited to Facebook as a social media channel. In this stage of our analysis we focus on our inductive approach through a grounded theory strategy. The first analysis of this study will be focused on marketing objectives that we have identified through our inductive and deductive research. We will look at different overlying objectives that have more broad explanations, and the more specific marketing objectives underlying these objectives.

3.1 Objectives

To understand the marketing objectives presented in this study we first need to understand the properties and dimensions these objectives work under. According to our findings, social media can be defined as a platform where small and big businesses can share the same marketing possibilities more than in traditional media.

In social media, businesses operate on a more equal ground, although it not entirely equal because big businesses have more capital to use on advertising, and usually already have a big known brand. But it is an opportunity for small businesses to actually become a big business in different social media channels (from one of our participants).

Social media is Internet based sites that allows for a two-way communication with your audience. The marketing objectives found on Facebook as our social media channel, have many properties and dimensions. To understand how our objectives work, we need to understand the properties and dimensions. We recognized two different properties that explain the difference among our objectives. The first property is defined as traffic, and by traffic we mean where you want your audience to go to, based on your objectives.

Table 3.1.1 Traffic and dimensions

Traffic	
On site	Off site

The different dimensions that we recognize on Facebook are on-site and off-site traffic (Table 3.1.1). When we talk about off-site traffic we refer to urging your traffic outside Facebook as a channel. By urging the traffic elsewhere we mean urging your audience to your web shop or website for instant. In the case of off-site traffic, your content is specifically designed to urge your audience out of the Facebook channel. The other dimension we recognize is on-site traffic. By on-site we mean that your content is specifically designed to interact with your audience on your Facebook brand page. A Facebook brand page can be defined as a small website, were you build a community and interact with your audience

You turn Facebook into a microsite. It turns into a mini-website. There are intact some extreme cases across the globe where people are now shut down their website and are only using their Facebook-page (from one of our participants).

We do not want our audience to leave the site when our content is designed for on-site traffic. The second property our data suggests is what we call amount of reach. This property is not moving outside Facebook as your channel, but explains the amount of your objectives reach. We define the dimensions of the properties as ‘width’ and ‘depth’.

Table 3.1.2 Reach and dimensions

Reach	
Width	Depth

Here you interact with your audience on your Facebook brand page. In situations were you want to interact with your audience through your brand page, you reach depth. There is also believed that through a brand page you can reach people outside your already connected audience, in these cases we reach width and for instant search for new leads. In other words, when you are focusing on depth, you are focusing on

your own target audience and the existing connections. When we're talking about reaching a bigger audience, let's say by promotions on Facebook, you are focusing on width. By systemising our objectives under the properties and dimensions that our data indicates, we can better understand their role in Facebook as our social media channel.

Table 3.1.3 Model of Properties and Dimensions of social media objectives.

Reach	Traffic		
		On site	Off site
	Width		
	Depth		

3.1.1 Branding

The data indicates that in Facebook, branding describes a significant marketing objective.

Table 3.2 Branding results from Norwegian software agency

Objective	How many times used	Amount of posts seen
Branding	30.6 % of the posts analysed by the Norwegian software agency are related to branding as an objective.	The amount of fans or audience that so the posts specifically designed for branding was 20.75 %.

Branding on Facebook is defined as the building of an atmosphere on your brand page. Brands talk directly to the audience with a voice that define the brand and reflect the audience. By defining the brand, we mean that it shows their presence on the page by communicating the brands personality. The brand has a voice, and the audience not only listens, but also talks back. It is a time consuming process with many underlying objectives that describes the process. By expressing your brands personality through content of different sort, the results will be an audience that knows you and seek you for engaging content. As we have already stated branding is

a broad explanation, but address different types of underlying objectives. We identify many objectives in our data that can be seen as underlying brand objectives, but there are still some objectives that our participants describes as the most important objectives. On the other hand, the data indicates that branding is not just branding, every marketing-effort you make in social media has a branding-effect to some extent. It is in some cases connected with other objectives as a hybrid.

If we should define our posts from last month and say that this is a branding post, this is a sells post, and this is post is for recruitments, you could do that to some extend. The point is that the best way is to have a mixture of more of these when you make posts (from one of our participants).

Branding is the most intrusive objective when in comes to combining different objectives in Facebook. For the branding objectives, we recognize two different properties on Facebook. There are two different marketing objectives that the data suggests are the most important branding objectives, and the following concepts will describe each one of these objectives. Our data points out that the objectives can strongly be categorized by the properties and dimensions found.

Table 3.3 Branding objectives - Properties and Dimensions.

Reach	Traffic		
		On site	Off site
	Width	Brand Awareness	Brand Awareness
Depth	Reputation management. Brand Awareness		

3.1.1.1 Building Brand Awareness

Our findings indicate that brand awareness is the strongest branding objective that you can achieve on Facebook. Brand awareness is defined as building awareness of your brand or products. On Facebook, brand awareness is reminding the audience of your brands existence. Your audience should recognize your brand, and build interest

around it. We recognise that brand awareness is an objective used when you want to traffic your content on-site, with the opportunity to reach width or depth. In some cases you want your audience to experience content in a more interactional context on your Facebook brand page. Social media channels like Facebook has many visitors on a daily bases, and you as a business have your audience to maintain (depth), but you also have the possibility to gather more potential costumers to your page through brand awareness (width).

Table 3.3 shows another combination of traffic and reach, when it comes to using brand awareness. In Facebook we recognize brand awareness as a way of reaching a wider audience by urging the traffic off-site. We introduced the concept of a hybrid objective, and our data indicates that brand awareness is the most common objective to interfere with other objectives.

Branding is about creating positive value, but also awareness about our brand. I believe we succeed in creating positive value, also through brand awareness. So everything we do is in fact branding, even if we advertise with intention of selling something. But advertising also creates brand awareness. So branding is an underlying ting that you always can achieve from Facebook, so I like to think that regardless of what my objectives are, I throw a little branding in the background (from one of our participants).

So in the context where branding operates like a hybrid objective, awareness is the objective that interacts the most with the other objectives. Brand awareness does not interact with all of the objectives. The data indicates a hybrid occur when awareness is correlated with sales objectives. It is when you want your traffic to go off-site, for instance to a web shop, that brand awareness interacts with sales.

3.1.1.2 Reputation management

We recognise two underlying concepts that represent reputations management as an objective. Reputation management is defined as a way of obtaining reputation, or change reputation. To obtain reputation of your brand, you usually seek to obtain the personality that you communicate as a brand. The personality of the brand is created

through what type of content the brands release, and by how the content rewards the audience.

If we took Red Bull as an example, under the Olympics they sponsored a lot of snowboarders, and people were watching this on TV, but typically in the breaks of the show, they pushed out relevant content as a tribute for the athletes. The most cliché example is maybe Oreos. "*You can still dunk in the dark*", were they made a post some minutes after the lights went off at the Super Bowl. So there is a lot of success examples of branding effects that does not directly effect sales, but creates an effect and ties the costumers closer to our brands reputation (from one of our participants).

According to the findings, changing your reputation in cases where it is strategically necessary to change it, represent another dimension of reputation management. Strategically changing your reputation is a big decision to make internally, but it is possible to do this on Facebook. If you have your audience connected on a Facebook brand page, then you are able to do the changes and try to retain the same audience over time. You need to be in contact with your audience directly for the reputation to change. You want to reach depth, and keep your audience interacted on your brand page, as shown in Table 3.3. On the other hand, reputation management is a time consuming process, and the data does not indicate that this is something you achieve by only using social media. You need a combination of internal changes and other marketing channels beside social media. A minor concept that describes the many dimensions in reputation as an objective is regulation of reputation. Social media is in fact a media, so in cases where your brand experience damage, you have the possibility to explain yourself and build upon your reputation.

3.1.2 Sales

According to our finding, 'sales' is the most significant objective in Social media.

Table 3.4 Sales results from Norwegian agency

Objective	How widely used	Total reach
Sales	40.5 % of the posts analysed by the Norwegian software agency are related to sales as an objective.	The amount of fans or audience that so the posts specifically designed for sales were 22.51 %.
Online Sales	16.8 %	26.2 %
Offline sales	23.7 %	19.8 %

Sales can be defined in Facebook as the expectation of money in return when presenting products or services from a physical shop or a web shop. By expectation we mean that the money should be a direct result of creating sales content on Facebook. We still recognize the same dimensions and properties described in Table 3.1.3, the difference is that the dimensions reflect our objectives. By reflecting our objectives we mean that our finding indicates two objectives we call online sales and offline sales. These two dimensions of sales are what represents sales as an objective, and will be described in the following concepts. As we have already stated, sales works as a hybrid with brand awareness, and this interaction can happen both in online and offline sales.

3.1.2.1 Online sales

Online sales can be defined as creating content that results in money exchange on a web shop. You can traffic your audience on your Facebook brand page in a more interactional way. You can traffic consumers outside your audience by reaching wider, or you can reach deeper by creating exclusive content for your audience. Sales in the context of your Facebook brand page, is usually described as advertising. Usually advertising can be described by creating attention, but in online sales you expect direct exchange of money because you link your audience to your web shop.

3.1.2.2 Offline sales

‘Offline sales’ is defined as creating content that results in money exchange in a physical store. This is the more traditional way of doing advertising by creating attention of your products. This is done directly on your Facebook brand page and you can reach your audience or other potential costumers that is a part of Facebook.

Often we use links to web stores, in this case Facebook works as a way of urging traffic elsewhere. But I have also been a part of brands that has sold cosmetics only by posting on their fan page (not to urge traffic), and this works really well (from one of our participants).

You do not link to a web shop in this case, because you either do not have a web shop, or you want your direction off attention to be in physical stores.

3.1.3 Customer Service.

Customer service in Social media is defined as creating value by solving issues related to the brand.

We have been approached with many ugly comments on our page, and focus on repairing these. We say: " I am sad to hear that, I will take a look at this and replay to you as soon as I know what is going on". And we usually get a lot of great feedback on our response (from one of our participants).

We recognise two underlying objectives that represents 'customer service'. These are problem solving objectives and informative objectives. Informative objectives can be defined as informing about changes internally or inconveniences that may occur. Our participants in this study see it as expensive to do customer service through telephone, or too time-consuming by e-mail. The dimension 'customer service' works within your Facebook page were you have a more interactional two-way communication possibility. In Facebook this can be done directly on your brand page or through an application specifically made for this purpose. An application is a part of Facebook's own native software, and allows for building Internet sites integrated into your Facebook page. If you have your audience as members on a brand page you can inform better and explain questions that may occur. The cost of having a call centre is believed to be reduced through social media, because of the dependence of a huge number of personnel. Another dimension of looking at this is as an objective to reduce cost.

3.1.4 Conversion

Besides customer service, conversions are suggested to be smaller objectives on Facebook in contrast with sales and branding. Our findings suggest that conversion is an objective that is used to some extent.

Table 3.5 Conversions results from Norwegian agency

Objective	How widely used	Total reach
Conversions	1.7 % of the posts analysed by the Norwegian software agency are related to conversions as an objective.	The amount of fans or audience that saw the posts specifically designed for conversions were 20.75 %.

Conversion means converting people from one state to another. As a marketing objective, conversion can be defined as getting your audience to participate in an event or apply for newsletters. Sometimes conversion has other overlying objectives as sales or branding, still our data suggest that it is a well-used terminology as a something you can achieve on Facebook, that is why it is an objective. It consists basically of getting your audience to do something, and it does not have to be other marketing objectives overlying conversion.

3.2 Data findings on achievement - Introduction

Due to the different types of objectives found in our analysis, we will now present the second part of our inductive approach to Facebook marketing objectives. We will focus on how businesses can achieve the objectives presented in our analysis. The limitations are still on Facebook as a social media channel. To understand how businesses can achieve the different objectives, we need to take in count some factors that are necessary for achieving these. Our focus is to describe how you achieve the objectives based on our findings.

3.2.1 Success factors

There are still some necessary factors that need to be addressed before you can follow the procedure of achieving your objectives. It is necessary to understand that your content is what let you communicate with your audience, which is done on your

Facebook brand page. According to our findings, what type of content you want to present is highly dependent on what type of content your audience wants to see.

Many of our costumers today have about ten different variations of a post on Facebook, which is defined for different gender and age. And that is because people respond different to different messages and content. In that case it can be an advantage to define your audience more (from one of our participants).

It is necessary to collect your defined audience to your page in order to achieve one or more of your objectives. It becomes harder to reach your objectives if your audience is not a part of your Facebook brand page. It is a constant battle to retain your audience on your brand page. You constantly need to entertain, and keep them engaged.

Our findings indicate that your social media strategy never should consist of only one social media channel, but rather a combinations of channels and Internet based websites besides traditional media. Social media works as we already have stated, as a two-way communication between your audience and your brand personality.

3.2.1.1 Facebook brand page

We recognised some properties and dimensions when we presented the objectives, and social media channels like Facebook may both work as a channel to urge traffic out, or maintain traffic in the channel. It is important to establish a Facebook brand page where you can create value for your audience. By creating brand value for you audience you expect to gain value for your effort. The Facebook brand page is where you create value, and one of the first things you need to establish is a voice. The voice is your way of communicating and it needs to reflect your brands personality. It is through the maintenance of your audience you make it possible to reach your objectives. Our data indicates that the most significant concept in how to obtain and create value for your business is through engagement.

Your goal should be to gather people on your Facebook page, people that believe you have something sensible to say, and then it is up to you to engage

your audience in some way, and give a value that will result in value for you (from one of our participants).

The reason why you should create engagement with your audience is because of how Facebook as a marketing channel works. In Facebook you have the opportunity to reach depth with your audience. If you want to reach a wider audience you do that through Facebook's own newsfeed. Facebook operates with an algorithm that decides what type of content that reaches out to your audience. This algorithm is a mathematical calculation of all metrics that can indicate the amount of people who has seen your content, or in some way interacted with your content. If your audience engage in the content, then the algorithm shares the content with their friends that also may be interested. If you as a business can engage your audience on your Facebook page, you are more likely to reach out to others.

Facebook gives businesses an option to pay for reaching new potential costumers. In other words, Facebook enables you to reach a wider part of your target group through their promotion options. This means, that Facebook helps you connect to people that are not already connected to your brand page. Using highly engaging content, puts the algorithm in work for you, as the more people that interact with the content; the more people will see your content. The battle for engaging content is so important to our participants because it reduces costs through organic reach. Still our findings indicate that you cannot achieve your objectives by organic reach only. The reason for that, is that there is so much content on Facebook that it gets harder and harder to reach out through the algorithm.

If we for instant have a blog post on our blog that we believe people should read or may have some interest in, then we sponsor our content. We pay to reach our audience, and those who like our page. We would not even be able to reach our audience in some cases, if we did not pay for it. And this is because of the algorithm (from one of our participants).

It is still necessary to create engaging content, it is not recommended to pay for reach without focusing on an engaging content. The following concepts will describe how

business can create engaging content in Social media, and how these concepts differ between our objectives.

3.2.1.2 Research process

A research process is a continuous process of gathering data from your audience. It is important to understand that you as a business should always try to understand your audience.

I want to see comments, I want to see shares, I want to see interactions, and I want to see that people are talking to each other. I want a real community-feel. When I make a post as a brand manager, I want to see how people respond to it. Likes are great, but what else can I get? I want their opinions. A like is a nodding head; it is the same as being in a meeting where everybody nods his or her head. Again, I want some feedback, and that is a bigger and bigger statistic to track and to follow. It's first then, I know people are interested in what I'm saying (from one of our participants).

The research process is not something you do when creating engaging content, it is something you should do all the time. There are two ways of collecting information in our findings, and a combination of both is recommended. You can collect information on your own by understanding your audience and memorising it, or you can use Facebook's own native software to collect information. In our case we talk about Facebook's native software, where they define engagement based on the amount of views, likes, shares, comments and reach. Your history of posted content will be saved on Facebook and you can analyse it. By understanding your audience we mean that you learn from your experience on your Facebook page. It is information from your previous content that is your starting point for creating new content. To find out what your audience thinks is engaging about your product, you need to track topics of their conversations in context with your brand. To create an interaction between your audience and your brands personality on your Facebook page, you have to talk about something that captures their focus. If they mention a product or talk about your product, then it might be a good time to choose that as your theme for your content. It is necessary to constantly gather information from your audience and use the

information for future marketing. When you are about to create engaging content and you have your objective in mind, you need to emerge in the information that you have already collected, to see what type of content you usually get engagement on.

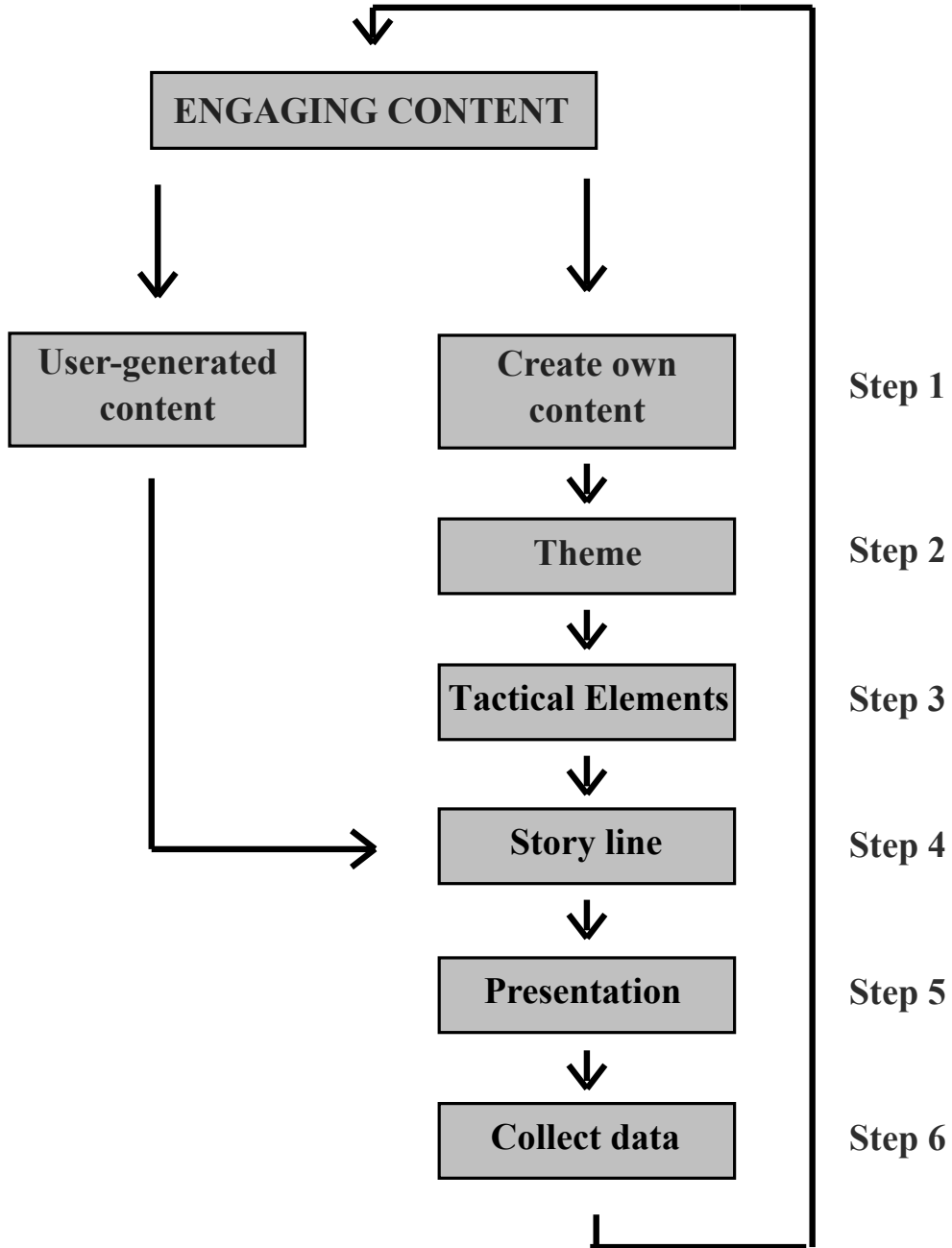
Generally, I would say that 90 % of all the brands that are on Facebook and other Social media channels do a bad job. It is a small amount of brands that actually do a good job, and these are the brands that use a lot of time in testing content to see what works (from one of our participants).

In the beginning of your presence on Facebook, you need to expect a lot of testing in order to getting to know your audience.

3.2.2 Engaging content.

What your content should communicate differs from what kind of business you are in, and what your audience consider as engaging. According to our findings, there are different concepts that show a process for what you should be focusing on when creating engaging content. As we have already stated, our content is the way we communicate with our audience. Your objective should be identified before you create your content. To reach your audience, this content needs to be engaging, and our findings indicate how you establish engaging content. Our participants were more then likely to speak of their experiences and how they create engaging content. Our data indicates a process of how engaging content look like, and we have strong indications of the model we would like to present:

Fig. 3.1 Model for creating engaging content



3.2.2.1 Step 1. Create content or not.

There are two different types of content; we identify content you can create from scratch, and user-generated content. User-generated content is defined as content constructed by an individual in your audience, where the content in some way is relevant for your brand. This content is usually photos that are posted in different social media channels.

If I see someone post a photo in relation with our brand, and I like the story that they are telling. Then I might ask them if I could borrow their photo and their story and post it on our Facebook page. If you do that a lot, you let the audience create your content for you, and in some cases create your own story (from one of our participants).

By using your audience's content, you create engagement for the people around the creator of the content, and for the creator him/her self. The content should reflect your objective or be presented with a storyline that helps you achieve your objectives. Beside user-generated content, you can create your own content that is specified by the objectives you have in mind.

3.2.2.2 Step 2. Theme and product

When creating content in form of posts, you need to choose a theme for your content. A theme can be defined as the particular topic for your content. The theme can also be a product you want to focus on, if your objective is sales for instance. The theme itself should have a connection with your brand, and be related to what your audience thinks is engaging. When it comes to your products, you already gain connection to your brand, and if your audience like your product, then they might be engaging as well. Themes are usually identified through research, and it is important that the theme obtains what the audience thinks as interesting.

3.2.2.3 Step 3. Tactical Elements

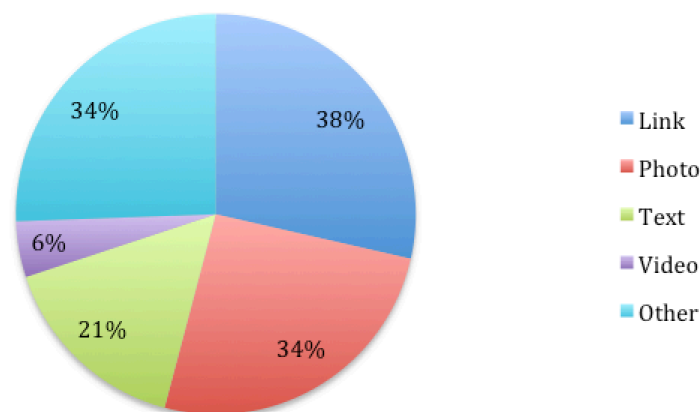
There are different types of elements you can use for creating engaging content. Pictures are the most used elements for catching your audience's attention. It is not needed to have a professional photographer to take your pictures, sometime is more

effective to use pictures that are similar to pictures that your audience usually post on their site. The picture should be relevant for what you are trying to achieve.

Videos are suggested as the element that gets the most reach, but it should also be relevant for what you try to achieve. Links are used to urge the audience to engage in off-site content or applications. Applications can contain all sorts of information, or engaging competitions. The use of text is what creates explanation for what you want to achieve. It is not always necessary to use text, sometimes a picture speaks for it self, but it is an element that is necessary for creating engaging content.

Links, photos, and text are the most commend tactical elements for achieving your objectives, se figure 3.2.

Fig. 3.2 Distribution of post per tactical element - Norwegian Agency



Applications can contain all sorts of information or engaging competitions. A combination of all of these elements are sometimes necessary, for instant when you post a link then it should be a picture attached to it. Links is used in context of events and offers, beside applications. Events are separate Facebook pages that are specifically designed for inviting people to attend different happenings. Offers is an integrated system for delivering coupons to your audience, and are used when special offers are given.

Table 3.6 All of the Tactical elements identified

Tactical elements	Pictures	Pictures are the most used elements for catching your audience attention.
	Videos	Videos are most used for achieving organic reach.
	Links	Links are used to connect ether applications or online content.
	Text	Text is used for explanation
Link to	Applications	- Competition - Information - Job application - Games
	Events	Event in this context is a invitation.
	Offers	Offers can be categorised as coupons that businesses can provide their audience

The data given to us by the Norwegian software agency helps us identify what tactical elements give you the better engagement.

Table 3.7 Effect of the tactical elements.

Type	% Of posts	Engagement %
Photo	61,6%	1,16%
Video	17,1%	1,92%
Link	20,2%	1,94%
Share	1,15%	1,0%

Table 3.7 shows that the more visually appealing the content is - the more engaging the post will be. Including photos and videos will have a bigger effect on engagement than having nothing but text.

3.2.2.4 Step 4. Story line

A Story line in social media can be defined as creating meaning for all of the tactical elements you have used in your content. You should have a story line that creates engagement beside the tactical elements.

When creating a story about one of our products, I may show them a cup and say that this is my favourite one. Our I may say that this cup was both in from India, and so on, In other words it is the ability to tell a story around our product, it is considered the most important thing to do. By telling a story you build credibility to your brand (from one of our participants).

The difference among the objectives, are that the particular perception you want your audience to have, needs to be told through your story. Text is used to tell the story line, and it needs to combine your intentions and the creation of engagement. What type of storyline you can create depends on what type of tone of voice you have with your audience.

3.2.2.5 Step 5. Presentation

The storyline needs to be told through the tone of voice that you have with your audience. The tone of voice can be described as a voice that your brand communicates in a less formal way. The tone of voice needs to reflect the voice of your audience.

I took a session with my husband on Facebook, and he asked me: "Can I write it like this?" So I answered: "No you can not, you need to have a heart there, and a sign there". In other words, it is those small details were you build up a gut feeling that tells you what works, and what does not work (from one of our participants).

It is defined through the knowledge you have of your audience that decides what tone of voice you should have. No one can tell you how you should be on Facebook, because it is a reflection of who your audience are. Our data indicates that having a sense of humour is well used, but this differs from what kind of business you are in. The only way of figuring out how you should be on your page is through research of your audience. Besides using your tone of voice, you need to define your call to action. Call to action can be defined as the approach your audience need to make to actually buy your product.

Table 3.8 Call to actions from Norwegian agency.

Call to actions	Description	Number of post used %	Engagement in %
Like and share	Asking your audience to like and share specifically	3.73 %	2,36%
None	No call to action at all	5.18 %	1,16%
Visit	Asking to visit website or store specifically.	42.42 %	2,55%
Buy	Straight up, tell them to buy right now.	6.30 %	1,01%
Participate	Asking your audience to attend or do a specific task.	15.33 %	1,74%
Other call to actions	Other non-categorized actions, and without significance.	27.04 %	-

When you present the content to your audience, you need to ask them to do something, and this should be implied in your sentence. It is not recommended to push your audience to buy for instant, but rather implement it. It is your call to action that differs the different objectives in your use of content. Facebook has specific call to action elements that follows every post that is posted. Elements such as comment, like, and share, are well known actions that you want your audience to take for instant.

3.2.2.6 Step 6. Collect data.

After the launch of your content or post, you need to monitor it to see if it reaches as deep or wide as you want it to. As we have already stated, Facebook have a native set of metrics for showing how your audience has responded to your content. Our data indicates that in some cases it is necessary to use software created outside Facebook's native software. It is necessary to use other software to obtain the amount of information collected and to analysis different aspects besides engagement. What type of software is needed depends on what kind of objective you chose, and will be discussed later on in our analysis. The information that you gather can be used to adjust your content, and be used for choosing themes and tone of voice.

3.3 Achieve objectives

As we have already stated, the way of achieving our objectives through our audience is by engaging content. Content is our way of communicating with our audience, and how we reach our objectives. It is not to say that the model for engaging content is to use for all the objectives that we identified. Customer service, for instance, is an objective that requires other success factors. We will describe how you can achieve your objectives by using the model for engagement and other material that our data indicates is necessary.

3.3.1 Achieve Brand Awareness

The best practice of creating awareness of your brand, is to create engaging content. When it comes to the choice of theme, you need to focus on the associations related to your brand, and communicate these through what your audience already know of you. Pictures are well used to communicate and identify when you want to achieve brand awareness, and competitions are also well used. According to our findings, competitions are used as an engaging element for creating awareness of your brand. If the prize in your competition is one of your products, then it might create attention on your product and hopefully more products will be sold. In this case competitions works as a hybrid, it is in the rules and terms of the competition that you create awareness, but it is the prize that usually creates sales. It is important to remember that when using competitions your brand should be in focus, not specifically the product that you give away as a prize. It is the associations of the product, our audience believe in, and you should use that in the creation of theme.

When you present the content you do not necessary need to have a specific call to action in your use of text. Our findings indicate that by encouraging people to like and share, are well used as a call to action. This again is depending on what type of tone of voice you have with you audience. As we have already stated, engagement can be measured through Facebook`s native software. It becomes difficult to show the actual results of Branding on Facebook, as there is no native way to analyse brand awareness instantly on Facebook. Our findings indicate that this can be done through traditional analysis, because you can analyse the actual audience you expose to different stimuli.

3.3.2 Reputation management

Reputation management is done the same way as brand awareness, the only difference is that you slowly and over time implement associations that describes your new path. It is through conversations with your audience that you can implement these associations, often as a new topic of conversation.

We build it, rock for rock, we focus on credibility, and our focus was our audience. We did not push sales content, we did not say, "run and buy now", and we just made great arguments for why our new direction was safe and nice. We took new photos, and made our own style in this area, and we stopped using our old photos. We used photos that reflected our new direction (from one of our participants).

3.3.3 Achieve Online sales

When creating engaging content for urging the traffic elsewhere, you should have focus on a website where you want your traffic to go. Web shops can contain a lot of different interesting products for your audience, you just need to know what type of products they are talking about, and use this. The product itself can be defined as the theme. In the presentation the audience needs to be lured in to the website, so actually clicking on the link is the call to action that you should expect from this objective. How radical you can lure them in, depends on your knowledge of your audience. By that we mean that you should to some extent lure them in by saying that they should buy these. Your tone of voice needs to indicate that they should buy this product. When it comes to tactical elements, photos will automatically be applied to your link, but videos are also a good way of creating engagement around your link. To see if your content actually result in sales or a different brand perception, other measurement tools need to be used. Online sales can be measured through following the path of your audience with click through analysis. Our findings indicate that this is possible to do, where you actually can see the effect of your Facebook presence.

3.3.4 Achieve Offline sales

When achieving offline sales you need to focus on the product or products that you want to sell. You need to create attention of your products, and try to engage your audience in conversations about the product. Offline sales differ from brand

awareness because it allows you to be more radical in the presentation. By radical we mean you can push call to actions that encourage your audience to buy. How radical you should be, depends on your audience and what kind of tone of voice you have. When creating content that is engaging for offline sales, you need to be more focused on the story line that you present than in the other objectives. The story line should have a connection with your product that is important to your audience.

When it comes to offline sales and measurement of the effect, this becomes very difficult. There is no way for your physical store to see which costumers came from Facebook. In this case, it is possible to give away coupons or offers through Facebook, and track the audience this way. Offers is a part of Facebook`s own native software which allows businesses to share discounts through coupons.

3.3.5 Conversions

When presenting the newsletters you might need to stay more professional in your tone of voice, and your call to action will be to get them to apply right away. You can measure conversion by tracking the users out of the native Facebook space and see how many converts to the state you wish. You can also track the click-through-rate to get an overview of the conversion. For actual metrics to see the results of your conversions, you can track the amount of people that has actually applied. This is usually done on the off-site page that you link your audience to.

3.3.6 Customer service

There is no need for engaging content when you use Facebook for customer service. It is important to answer your audience when they have something to complain about. To answer your audience as fast as possible, separate software is needed to obtain all the complainants or questions that may come. It is important to have a more professional tone of voice when actively using Facebook as a channel for customer service.

3.4 Summary of our data findings

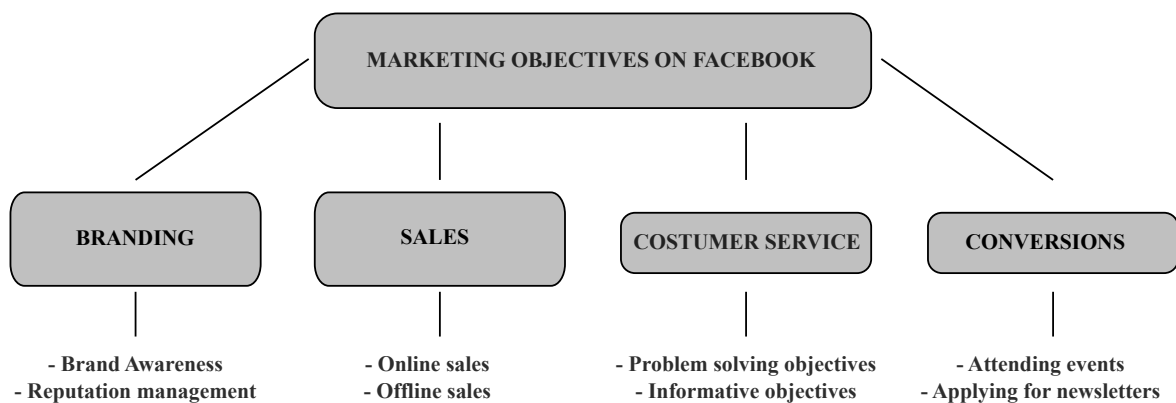
Our findings suggest that marketing objectives on Facebook can be categorised through some properties and dimensions.

Table 3.9 Properties and dimensions - all objectives.

Reach	Traffic		
		Online	Offline
	Width	- Brand Awareness - Online sales	- Brand Awareness - Offline sales
	Depth	Sales: - Online sales	- Reputation management. - Brand Awareness - Offline sales - Customer service - Recruitment

Branding and sales are the most used marketing objectives on Facebook according to our findings. Customer service and conversions are also marketing objectives that our data suggest should be focused on when working with Facebook marketing. The broader marketing objectives can be categorized in to more specific objectives.

Fig. 3.3 Marketing Objectives on Facebook.



Our findings suggest that your audience should be defined and gathered on your Facebook brand page, were you first need to create brand value and create a voice that reflects your brands personality. Research is necessary to know what you should

communicate to your brand. We present a model for how to create engaging content as shown in figure 3.1, and we suggest some differences in how to achieve the different marketing objectives we have presented.

Table 3.10 Summary of achieving objectives based on engagement model.

Objectives	Tactical Elements	Call to actions	Facebook Natives	Actual Metrics
Branding	- Photo - Video - Competitions	- Check - Comment - Like/Share	- Reach - Engagement	- Traditional analysis, for example brand awareness analysis.
Sales	- Links - Photos - Offers	- Buy	- No form of measurement found.	- Sales can be tracked by following your audience click through. - Offline cannot be measured unless you use coupons to track.
Conversion	- Links - Photo	- Participate - Video - Visit	- Click through rate	Increased amount of registrations.

Customer service is the only objective that is not associated with the engagement model in figure 3.1. It is a need for a separate software, besides Facebook's native software, for obtaining all the complaints that may occur.

4.0 Discussion

In this part of our dissertation we will discuss our findings and how today's marketers define the different objectives in Internet based media and social media. Our focus will be our marketing objectives and tactics for achieving the objectives. We discuss whether or not our findings build on existing theory about specific marketing objectives and discuss the amount of research done on this area.

4.1 Objectives

4.1.1 Branding

Previous studies on Social media benefits, suggest that viral effect of the messages spread among social media users, makes a brand very quickly known and discussed among wide number of users. It is suggested that a broad number of companies see brand awareness as a direct effect of their social media presence (Tsimonis and Dimitriadis, 2013, 335). Strengthen the relationship with customers, access new audiences, and support implementation of marketing actions is also suggested to be benefits of social media. The terminology of the different benefits in social media by previous studies, do to some extent agree with our findings. Our findings suggest that brand awareness is a specific marketing objective, and is defined as reminding the audience of your brands existence. Tsimonis and Dimitriadis do apply word-of-mouth in their definition of brand awareness, but this may be considered a direct effect and not a definition. The idea that social media and Facebook can engage in marketing objectives is not new. The implementation of marketing actions can be considered to be a number of specific marketing objectives; still Tsimonis and Dimitriadis do not specify marketing actions as specific marketing objectives, besides brand awareness (2013(335)).

As we have already stated in the introduction there is not many researchers that has studied on which marketing objectives businesses can achieve in social media. Still there is a lot of research done where researchers already assume that branding and brand awareness can be achieved on Facebook (Hutter et.al, 2013, 242; Smith, 2013,357). Their findings suggest strong connections between a customer that commits to brand posts and brand awareness (Hutter et.al, 2013, 346). Beside brand awareness our findings suggest reputation management as a marketing objective.

Earlier research suggests that some companies have formed response teams to monitor broadly disseminated negative comments. Managing conversations and answering customer questions have become easier with the rise of Facebook. One form of reputation management in social media is to engage in proactive reputation management by developing positive online content, which can help to reduce the impact of any following negative online information. Furthermore, using different monitoring tools can help you allocate and respond to negative online criticism or questions appropriately. All responses on Facebook should be met with professionalism and be intended to reduce the reputational damage and appease the customer (Dennis, 2013, 18).

Academics have paid little or next to no attention to the impact social media can have on your brand reputation (Mandelli and Mari 2010, 456). As we also have suggested, the core of Facebook brand reputation management is to obtain reputation. In example – during a crisis, you have to utilize your social media channels already at the early stages of the crisis. As an example, Toyota experienced a technical issue with few of their models, and had to recall them for further investigation. Toyota communication at the beginning used mainly the company website as well as TV, radio and print. Communication on social media was marginal (2010, 475). Catherine P. Taylor (2010, 476) writes about Toyota’s crisis management at the time: “Given the rise of social media, jumping into a conversation when it’s mots against you is perhaps the only way that a major company can appropriately handle PR these days”.

This is a great example for why having branding or brand reputation management as an objective in your social media strategy. Your existing and potential customers are there, and they will most likely talk about you. You need to be present and properly equipped to handle the management of your brand. The terminological findings of the stated studies above, agrees with our findings to some extent. Our findings put brand reputation management as a part of branding as an overlying objective for marketing on social media. Our findings suggest that reputation management and brand awareness are both equal parts of branding as an objective, where as recent studies suggests reputation management as a standalone objective.

4.1.2 Sales

Our findings shows that you should not be pushing sales on Facebook in the same way you do in traditional media. It's about communicating in a way that triggers consumers to purchase. This might depend on your usage of imagery, text and correct targeting. Still sales, as an objective in social media, are about conversation. Our data suggest that sales are split in two: online sales and offline sales. Where online sales is defined as all sale that happens as a direct traceable result of a post or a campaign – and offline sales as all purchases made in a on-site physical store as a direct response to a post or a campaign.

We found little previous studies supporting our findings. Previous research suggests that the past years have brought new ways for salespeople to reach new potential customers. Facebook has brought the opportunity to connect with consumers and help market products in both B2C and B2B environments. (Inks 2012, 1). It might be that researchers today on social media and Facebook see sales an obvious result of their presence on these channels. Our results show sales as a marketing objective, but little research suggests different dimensions of sales on Facebook. That is why online sales and offline sales as two different marketing objectives for sales, is distinctive for our research. Perhaps this is caused by one of the initial reasons for this dissertation; there are few actual studies that assess objectives for marketing on Facebook.

4.1.3 Customer service

Facebook provides a great platform for managing conversations between people, and is defined by creating value by solving issues related to the brand according to our findings. We have identified two underlying dimensions to customer service as a marketing objective, problem-solving objectives and informative objectives. Previous studies suggest that the rise of social media technologies offer two important options:

- 1: They enrich traditional customer and firm interaction
- 2: They enable firm and customers to monitor what other consumers are saying about the firm. (Gallaughar 2010, 198).

The second suggestion is more of a brand reputation-management question, whereas the first option validates our data by telling us that the initial form of communication is enriched by the use of Facebook as a customer service channel. In difference to

earlier theorists, we also identify the importance of establishing a tone-of-voice when using Facebook as a channel for customer service. There are a few points that were not uncovered as a part of our research. Using Facebook as a part of your customer service strategy also allows you to allocate rumors and mediate reaction when attacked. Through careful monitoring conversation, you can unearth rumors and internet-spread falsehoods. Social media allow more direct engagement, than conventional ways of dealing with customer service. (Gallaugher, 2010,208)

4.1.4 Conversion.

We have identified conversion as the act of moving people from one state to another. Hongshuang and Kannan (2014, 1) writes about conversion as the final step of the journey a consumer make in their online purchase journey before converting at the firms website. It is nearly impossible to identify conversion as a Facebook marketing objective, as there is no research done using the terminology. What we put in the term is not exclusively sales, but converting to a member on the business newsletter list for instant. This leaves the question of whether there are different terminologies used for the phenomena we describe as conversion, or perhaps there are no academic research done on the subject of matter yet.

4.2 Tactics

Our findings suggest that you should define your audience and gather them on your Facebook page in order to achieve any of your objectives. Your audience defines what your content should be, and it is through research that we really can identify their interests. To a large extent this success factor agrees with early research done on Social media tactics (Andzulis, Panagopoulos and Rapp, 2012,307; Smith, 2013, 363; Tsimonis and Dimitriadis, 2013, 334). It suggested before a business can enter a Social media arena, it must identify and understand the value propositions for the customer, not just the firm (Andzulis, Panagopoulos and Rapp, 2012,309). It is also suggested that that in Facebook presence, brands need to configure greater curiosity in visitors (Smith, 2013, 362). The businesses that have a sense of relationship to their audience straighten their relationship, because of more personalized and customized content (Tsimonis and Dimitriadis, 2013, 335). Because of this, early research straighten our believe that their is a need for doing continues research on your

audience in order to create content that speaks to your audience. Again, social media is about engagement and collaboration. The benefits cannot be one-sided, and customers need to receive or perceive value from your social media effort. Value will again vary from what type of business you are in (Andzulis, Panagopoulos and Rapp, 2012,309). The explanation given by Andzulis, Panagopoulos and Rapp confirms our findings in the engaging content needs to be defined through your audience and through doing continuous research.

4.2.1 Brand page value.

We identify building value as perceived by customers is a critical success factor for building an audience and nurturing relations on Facebook that reflects our brand. A recent study done shows that Facebook (94,0%) is the most preferred channel for information and value-building efforts. (Kelley & Hyde, 2012). Our findings do not indicate why building value is important – but only allocated this as a tactic to build your brand through Facebook as a marketing platform. A study published in the International Journal of Market Research shows why positive experiences are an important factor in value-building marketing on Facebook.

People who claim to have positive experiences with a brand's content on Facebook pages have a greater likelihood of claiming to be more likely to do a social media action than people who do not claim to have such experiences. For example, people who report experiencing strong positive emotions are 3.2 times more likely to say they are likely to post a positive comment and 4.3 times more likely to say they are likely to share that content than people who do not claim to have experiences strong positive emotions.

People who report having positive experiences with a brand's content on Facebook have a greater likelihood of claiming to be more likely to do a purchase funnel action. For example, people who say they experience strong positive emotions are 3.0 times likely to say they prefer the brand.

People who report having positive experiences with a brand's content on Facebook are more likely to claim they are likely to do an advocacy action.

People who say they experience strong positive emotions are 3.4 times more likely to say they are likely to recommend the brand. (Smith, 2013, 371)

Results from Smith’s study (2013,371) have created a metric on the positive experience (which we define as value): likelihood of people who claim to have positive experiences with brand’s Facebook pages. It also verifies the importance of having value-added behaviour as a part of your Facebook marketing strategy. Our findings indicate that building brand awareness also can help you build value. So by focusing on building value, you are also helping raise brand awareness. In the same way – paying attention to customer service also creates value for your brand, by solving issues related to the brand, or the brands products. By creating value for your audience, you can expect to gain value for your efforts. Your goal should be to engage your audience with content that is valuable to your customers, so you can get value in return – either in form of sales, or in other means.

4.2.2 Engagement

Our findings lead us to assemble a model for creating engaging content for brand pages on Facebook (see 3.0 to read about our guide to building engaging content). We talk about Facebook’s native software, where they define engagement based on the amount of likes, shares, comments and reach (Table 4.1).

Table 4.1 Engagement vs. reach on marketing objectives

Objectives	% Of posts	% Reach	% Engagement
Branding	23,2%	20,75%	1,24%
Sales	40,5%	22,53%	1,14%
Conversion	1,7%	20,75%	4,48%

We have to take in consideration that the objective ‘customer service’ falls out of the table above, because the terminology wasn’t defined in the statistical report given to us by the Norwegian software agency. The fact that they were unaware that such a highly relevant objective wasn’t defined shows weakness in our statistical data – which we have accounted for in table 4.1. Given our qualitative data, as we have

already stated, customer service still should remain as a Facebook marketing objective. Table 4.1 gives us a reason to discuss the actual effects of using different objectives for your Facebook marketing. Sales-related posts takes up more than 40% of all posts, and leaves 1,14% engagement. Which means that 1,14% of everyone that saw that post, either liked, commented or shared the content. Furthermore, posts that are related to conversion tend to have a higher reach than the other goals. The low engagement rate of branding and sales objectives is an indicator that leaves us asking whether the posts included in the statistics is engaging enough or not. You could pay for your post to be promoted – but how can you reach as many as possible organic? Even though you reach 20,75% of your fan base with a branding-inspired post – there is still only 1,24% people that interacts with it. This shows that people scroll past your content, but it's not engaging enough for them to interact with. This can mean that the businesses in the study has not had engaging enough content, or engaging content isn't as important as we think. When we emerge in the research already conducted on this subject, we see that engagement is the right thing to focus on when creating content (Andzulis, Panagopoulos and Rapp, 2012,311; Vaynerchuk, 2013, 18).

Vaynerchuk discusses 6 qualities that a post on social networks has to fulfill to be able to engage customers (Vaynerchuk 2013, 18). Some of the tactics as described by Vaynerchuk goes hand in hand with our findings. Building and establishing a tone-of-voice and a storyline is essential for creating engaging content for your fans on Facebook. Focusing on reaching the deep dimension of branding also seem to go across both our and Vaynerchuk's research. Content needs to be unique to your audience (2013, 25). There is still little research done on this subject, so this leaves some gaps in our findings. Where Vaynerchuk (2013) describes the content of an engaging post, our findings have compiled into a process of building engaging content for a Facebook brand page.

In many ways, Vaynerchuk's 6 qualities can be a compliment to our process of building engaging content for Facebook. Malthora (2007) describes the key success factors for the content in engaging content in a way that goes well with our findings – both qualitative and quantitative. Malthora (2007) states that including photos of products elicits a higher number of 'likes'. Another point made by Malthora (2007) is to ask to be 'liked'. Malthora (2007) suggest that if you directly ask to be 'liked' on

Facebook, you tend to receive more ‘likes’. Our data also suggests that asking for likes as a call to action in your posts tend to give you what you are asking for (Table 3.10).

4.3 How to reach your objectives

A study on the effectiveness of sales using social networks implies that one have to develop performance metrics to gauge effectiveness of selling through social media channels. Our findings presents the fact that the only way you can measure sales effectiveness through social networks, is to allocate revenue as a direct effect of campaigns on social networks. The metric will as suggested always be revenue (Inks, 2012, 1). Hoffman & Novak suggests advertising or marketing online will always account for both short term (sales) and long term exposure (brand awareness) (Hoffman & Novak, 1996). This way the two objectives work as a hybrid, so the metric becomes inconsistent – as shown in our findings.

We failed to find further search on academic texts allocating metrics, and how to reach given objectives. The reason may be the fact that the terminology is dispersed, and that is why the coming table will be a significant theory for this dissertation.

Table 3.10. Summary of achieving objectives based on engagement model.

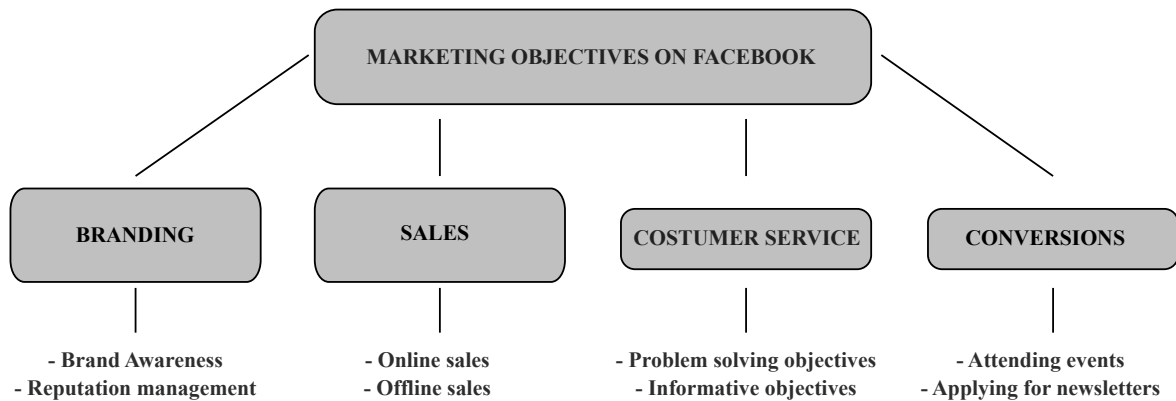
Objectives	Tactical Elements	Call to actions	Facebook Natives	Actual Metrics
Branding	- Photo - Video - Competitions	- Check - Comment - Like/Share	- Reach - Engagement	- Traditional analysis, for example brand awareness analysis.
Sales	- Links - Photos - Offers	- Buy	- No form of measurement found.	- Sales can be tracked by following your audience click through. - Offline cannot be measured unless you use capons to track.
Conversion	- Links - Photo	- Participate - Video - Visit	- Click through rate	Increased amount of registrations.

Table 3.10, describes the process of building engaging process using the given goals: branding, sales and conversion. In this case, branding is all the posts you make with the branding aspect of marketing in mind. In this goal, we also include brand awareness and brand reputation management as dimensions of the term as well. The tactical elements set to each goal is our theory of what elements you should use to compile your post around. Furthermore, we have also discovered what call-to-actions will give you most in return for each overlying goal you set. In example: if your goal is to convert people to visit and your most recent blog post, you should specifically ask them to visit the link you post. We have also shown what type of metrics should be used for each goal. Facebook natives are the native tools Facebook offers for measurement on the platform. Our findings indicate that you rather should use traditional marketing metrics to measure your goals – and not the Facebook natives. They will work for the purpose they are designed for, but as we have discovered earlier in this dissertation; ‘likes’ will i.e. not be a valid metric for measuring branding as a goal as a result of your Facebook marketing.

5.0 Conclusions

The objective of this dissertation was to identify different types of marketing objectives on Facebook, and tactics to reach those. The grounded theory that was developed based on the interview data and the statistical data from the Norwegian software agency shows that Facebook can be used for achieving the following objectives:

Fig. 3.3 Marketing Objectives on Facebook



5.1 Tactics for achieving objectives

There are four success factors that needs to be achieves in order to achieve any objective.

1. Collect audience: In order to achieve any of the objectives you need to identify and collect your targeted audience on your Facebook page.
2. Brand value: Your Facebook page need to reflect your brand personality and create brand value for your audience.
3. Research: In order to know what your audience think is engaging content it is necessary to do continues research on your audience.
4. Engaging content: Engaging content is the most important success factor for reaching your objectives on Facebook. It is because of the Facebook algorithm and the constant battle for entertaining your audience that makes engagement most important.

In the creation of engaging content it is needed to focus on different tactical elements and call to actions in context of your objectives. It is through the engagement model presented in figure 3.1, that we implement the following tactical elements and call to actions, that differs among our objectives. To directly monitoring your marketing affect on the different objectives Facebook’s native software present a set of measurements. To actually see your results in increase of sales and branding it is needed to different

Table 3.10. Summary of achieving objectives based on engagement model.

Objectives	Tactical Elements	Call to actions	Facebook Natives	Actual Metrics
Branding	- Photo - Video - Competitions	- Check - Comment - Like/Share	- Reach - Engagement	- Traditional analysis, for example brand awareness analysis.
Sales	- Links - Photos - Offers	- Buy	- No form of measurement found.	- Sales can be tracked by following your audience click through. - Offline cannot be measured unless you use capons to track.
Conversion	- Links - Photo	- Participate - Video - Visit	- Click through rate	Increased amount of registrations.

5.2 Theoretical contribution to knowledge:

Brand awareness is the only specific marketing objectives we identified in our discussing, the other objectives is either considered as obvious or not been implemented by earlier researchers. Our findings create an overview of what marketing objectives to use on Facebook, and a terminological base for future research. Further, our findings confirm earlier research on the need of a defined audience and gathering process on your Facebook brand page. The study confirms earlier research on the importance on creating engaging content in order to achieve any objective. The findings are distinctive from earlier research because of defined tactical elements and call to actions specifically tied to marketing objectives (see table

3.10). Earlier research on how to create Facebook content suggest different success factor that needs to be taken in consideration. Our findings suggest an overviewed process for creating engaging content, and the success factors follows in the form of research on your audience (see figure 3.1).

5.3 Practical contributions

The study presents a set of specific objectives that future businesses can use in their marketing campaigns and strategies. Due to the limited research on marketing objectives, we hope that businesses will make better decisions when entering Facebook and social media in general for marketing purposes. Our study provides businesses with new knowledge on how to create content and how to interact with their audience on a Facebook brand page.

5.4 Personal reflections and future research

We conducted eight interviews, of four communication agencies and four businesses. Early on in our interviews we saw concepts being developed, still we believe that more interviews would develop our concepts further. There is a need for more development of our findings in order to define specific marketing objectives in Facebook and social media in general. Our findings should be further investigated to validate or devalue the specific marketing objectives found. Different approaches to our research questions would contribute to our findings, and build upon them. Our data was based on a grounded theory approach and data gathered by a Norwegian software agency. It would be interesting to see similar approaches from different software agencies that have access to similar data, to see their results.

Our study has some gaps and we understand that, however our study identifies several areas that can be investigated further. Usually a grounded theory approach is used for understanding human psychology, but has later on been adapted to other subjects. We try to make an understanding of marketing on Facebook, by using an approach that usually allows for understanding how people manage daily life (Charmaz, page 53). Still it is through our understanding of how our participants use Facebook and thoughts on how it can be done, that we really understand how marketing on Facebook works. Without actual data on what you can achieve on Facebook and

social media, there is hard to establish secure terminologies in the subject of marketing. It becomes even harder to understand how social media marketing works for businesses and for further research. Besides conducting a deductive approach to this problem, it is needed for similar inductive approaches as grounded theory. It would be interesting to see future qualitative research on social media objectives based on other communication agencies and forms that do a great job and make a living out of their presence in social media. There are still some other research possibilities that we find interesting for determine how well Facebook and social media in general works as a marketing channel:

- Based on the different measurement tools used to determine the results of the objectives, it occurs to us that there is a need for further research on how to measure the actual effect of the different marketing objectives. It would be nice to see actual data or numbers in sales and different effects on branding as a result of Facebook advertising.
- Our findings focus on Facebook as a social media channel; still there are different social media channels that could be investigated. To get a better understanding of social media in general it would be necessary to define objectives presented in other channels, and see how businesses today can use the different channels.
- The difference among the tactics for achieving the different objectives in our model (figure 3.1) presents some elements and call to actions that are used in different objectives. It would be interesting to see whether or not it is a distinctive difference in the results on engagement when using the elements and call to actions defined in our findings.
- It is a success factor that you should define your audience in social media, and engages them in content they think is engaging. Still our findings do not suggest how you collect your defined audience on Facebook. It would also be interesting to see what types of measurement software people are using for gathering information on their audience and whether this could be developed further.

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Appendix I. Transcript

Here you can find one of the earlier interview transcripts and one of the later transcripts. We present two transcripts in order to see the development of our questions from early interviews and later interviews

R: Researcher

P: Participant

Early Interview

Participant 1.

25. February 2014.

R: What do you think a business can expect to achieve in social media?

P: It's really differentiated. Potentially, you can get a great rate of awareness in the market, really cheap if you're willing to take the risk. Lets say you're a small actor with a high degree of differentiation, or that you bring something entirely new or different to a market segment, and you communicate in a way that's totally different, interesting and exciting for the target group – you have the possibility to reach them fast and cheap, in a way you couldn't before. Kind of the same like Dollar Shave Club, where you need to have a great idea, 10.000 NKR, and create a movie because the idea and the story you tell is so good. And in that way challenge the established structures.

R: So you have the possibility to start up from almost nothing?

P: Exactly. You have that possibility as a small and fairly new business, to get as much attention as the bigger and more established businesses. The bigger businesses already have the option to change and develop, by talking to people and perhaps change the way they work, and market their business to their target group. But what we see that this doesn't happen often. The big and established ones often stay the way they are. Perhaps they are using social media to buy placement. Because that's where the challenges are nowadays. Where should you put your money? Traditional TV and news sites haven't got the same penetration-power anymore; so then we have to step into new arenas.

R: Do you think businesses have generally low knowledge regarding social media?

P: No. I don't think there is a shortage of knowledge. But you can't well – see that this will going to go south (like what businesses do on social media can go south), before its too late. You have these established ones, like Kodak or Blockbuster. I think people knew what happened, but they didn't realize the gravity in it, so that makes things harder.

R: Is there any difference in the use of social media? In relation to what you can achieve?

P: Yes, most definitely it is. I can't remember who said it, but mainly there is

one important difference right now – on how you exploit it as a business (social media), and this kind of goes on depth versus width of the medium. Snap chat – even if it's a lot harder to reach from one to many through Snap chat, it converts better. It's a much more intimate medium, and the people you talk to there and that you've gotten an acceptance to market towards. They have probably great trust in you, and it makes it easier to convert or get a bigger cloud on those people. In other words, it's easier to get a Snap chat user to follow a link. Well, you can't send links on Snap chat, but you can make them do something. On Facebook, you're just another among tens of thousands other brands, and perhaps I only clicked 'like' on your page randomly, because my like was bought or some other ad, so I don't really care. So that's the depth. Like, on Instagram, Snapchat and path. Then you have the 'width-mediums' like Facebook, Google Plus and eventually Instagram, which enables you to get a big reach, but fewer people care about what you say.

R: But in relation to Facebook, what kind of goals should a business set for them on Facebook?

P: To keep going on the thing about width versus reach, it is definitely a channel that can help you reach the greater public. But in general, there are two goals with marketing on Facebook. One of them is to buy clients – through customer recognition, and the other one is to make customers spend as much money as possible. It's those two things, and all other is just proxies for that. One have seen on Facebook for a long time, as a channel to do customer service and catering to fans – which already are customers.

R: Does it work well?

P: I think it's declining. If you take in consideration the size and potential for ads, Facebook will go from being a place where you take care of your fans to a place where you buy new fans or buy customers. So Facebook gets the role that the television had, which is a huge confiscator of traffic and potential leads and clients. And channels like Instagram and other niche-channels are kind of a place where you have a really tight dialogue with your customers and fans. So I think we will see a rather bigger shift, and see Facebook as a advertisement channel, because it's really good and it does works well. It converts well.

R: What kind of advertisements are you thinking off?

P: It's being used as a channel for banners. In squares, on the sides, in stories, and overall. They do have many formats they operate with, and it's been talked much shit about it, but goddamn it works, it converts like hell. The Google Display network can go to bed. It's click view rates these days, and they are between 1,5% to 5% - from the ad to the website you advertise for. Having a click view on over 1% is almost outrageous! Normally they are between 0,1-0,2%-

R: Does clicks show to have any effects?

P: It proves to have a really good effect. We ran a recruitment-campaign, where we wanted students to sign up for a special study – that was for a business then. And there we used Google, YouTube and Facebook as advertisement channels, in addition to posting; we also bought traffic from all these channels. Of course is it cool to engage, answer questions and the fans, and it gives effect and you do get extra help to do so – but for the big numbers you need, you have to start putting some bigger money down. So we had some ads going, and equal spending on three different channels. But then we had some bad luck, or it dicked up with the Facebook ads for a whole week. So we only got advertisements on Google and YouTube, in addition to what we generated from what we posted on Facebook of course, without paying. And then the converting-rate halved on the website, which was interesting for us to see. Firstly, it isn't often you do experiments like this for whoever, but we was forced to do so. So the Facebook traffic, that is the traffic from the advertisements turned out to have a really good quality, they were right and converted well.

R: What was your goal for that campaign that was running?

P: The goal was to recruit twice as many as we did last year. It's a really simple objective to set.

R: Then, was it to increase awareness then?

P: Yes, that's the eternal thing. The holy grail of marketing – that is awareness versus sales. It's a tug of war between the create brand profile-people that means that all you do is building brand, and then you have the straight opposite ones, which are more the class directed marketing people that means that everything should convert there and then. David Ogilvy, the old advertisement-guy, sad that no one in the Ogilvy system are allowed to develop create marketing campaigns before working with direct marketing at least 3 months prior. Everyone should have an understanding of it. Marketing, branding, and everything we do is to convert and have people to buy. But then its crucial to create a connection between the two doctrines. Of course are we going to create sales and convert, but at the same time it should be a whole integrated experience. It should feel good, it should be an expectation to the brand I'm about to buy and those expectations should be met. So thinking about getting those two things to work together, marketing and branding, is kind of what is required to make it today. You can't sell Mercedes and build up this brand, and in addition have price-bombs, Facebook-ads, that looks crap. Then you'll destroy the brand and it won't be interesting for the ones that are buying a Mercedes and are willing to pay extra for it.

R: About pushing sales, is there any way to find the direct effect of this? How do you register this?

P: It's really simple, Google Analytics. Well, it is a really good question.

Because it's really simple, the whole chain of value from media-purchasing, placement and public-relation businesses with their stuff, through a store or website to sales. The travel is really easy to track, and you can find out that the ones between 17 and 20, and that are on Facebook has come in to the campaign through this and this, they purchased for this and that much. The challenge is that there are very few that connects that exact journey then. Like you say – we have the sales department and the numbers, the agencies like us, or the ones that work on user experiences on your website, or campaign site, and then you have the media agency that sits with the actual traffic and that have all the insight, and then you have a data analysis department. Many bigger businesses in Norway has this. They have teams working with analytics and that sits on all this data, but doesn't do anything about it. The data-guys that's on top can't talk to anyone, and then you have the ones that should get these data's, but they don't talk to each other either. So that makes it often harder. But basically it's really simple. If there are anyone that has overall responsibility for it, watches it and sets it up right, you can just type it in Google Analytics, and then track everyone coming in from Facebook ads that makes a purchase, how much they purchase for. Or the ones that posts or are fans – how much do they purchase for? With universal analytics, you can enter real life store-numbers too.

R: You mean it works well when you're pushing sales?

P: No, I don't know whether Facebook works better than other channels to push sales. Like in the dialogue with your fans, I think it works really poor. If you look at Idar Vollvik as an example – you think 'what the hell?' Just doing annoying stuff – I'm talking about the advertisement part of Facebook, the dialogue part. It's been attempts on some very strange things. Pushing sales, directly to your fans – I don't believe in. No, in Idar Vollviks case – he is pretty extreme. And he claims the Ludo stuff goes well, but it's so extremely disgusting. It's been massive escapes from his Facebook page. I don't know how it really goes, I unlinked the page a long time ago – it might be a success. But I think you basically miss, because you won't have a good reach, and that reach you have are customers or customers that likes your brand really well to start with. That you don't really need to push towards. On a Facebook page, it's really good to talk about your brand.

R: Then, how would you articulate yourself on Facebook then? If you were pushing sales.

P: I wouldn't. But what I say and what I would talk about depends really on what kind of brand this is, and that I do sell. Like a consulting agency, it's important to show knowledge and credibility on what you are supposed to be the expert of, research. If you are a FMGC brand you would do it differently. It's a really nice model for it that I like, a model for how to communicate.

R: If we look at this in the light of Facebook then?

P: It's meaningless not to be on Facebook. You can imagine a brand that is going to position itself in a 'too cool for school' position. If Norway had been

a little bigger, a tad stricter without any compromises, it would have been cool to go against it and asked ‘why should we be on Facebook’ as a statement. If you are going to do a gimmick about it, there lies a great potential in not being there.

R: This is more branding-related. How do you think we should articulate ourselves on Facebook?

P: Everything you do is branding, building and breaking trust. The objective of doing branding is to give an distinctive value for the target group. And then also differentiate, so per definition, there isn’t a way of being. You should be unique, and then figure out your way of bringing out the brand. I think there are way too many similar brands. They are all very folk-like, loyal and nice on Facebook. Don’t forget about the Facebook-smileys.

R: Do you think one should differentiate more?

P: Yes. You should differentiate in some way. You have to make your target group to figure out why you’re different than the others. If you’re like your competitors, why should I choose you? It’s kind of 50-50, some coincidences. If there are coincidences, you can’t get any margin on your products, then it’s cost price. That’s why it’s important to be unique, but also very hard. FMGC’s like nowadays, like Litago that are fun and funny, makes way for many fun and great concepts, but within a marketing segment it can be very similar. They communicate and talk the same, and looks pretty alike. It’s basically the same stuff.

R: If you were to be Grandiose today, what would you do on Facebook?

P: I don’t know. They don’t really have much of what they should show. For them, it’s enough to keep people happy and smiling. It’s harder to get out of a given position there.

R: What would you have done then? If I were to launch a new pizza today, how should I use Facebook in a new way?

P: Then you would have to do something insane. I was very impress when I saw a mobile phone company from Belgium. They were a company called Viking. They say their service is shit, but their service is good – they’re just renting. But they do have shitty service, so they got the consumers to suggest that it was cheap, and it was bad service, which meant it was cheap. And any customer service was absent. They were connected to Twitter and Facebook. They didn’t spend a single dollar on awareness. Their customer service was a motorhome that stood around on the streets In Belgium, where they handed out Viking helmets. This has nothing to do with mobile telephones, but a marketing gimmick that gets attention because it’s weird. So that’s what I’d do. A lot of risk, but nothing to think about. Just don’t make it look like an Italian pizza and create a few songs.

R: There are a lot of focus on likes and shares. What type of effect do you think that has?

P: It becomes a suboptimal way of thinking - at least in relation to likes. Facebook tweaked their algorithm so you get punished if you think about likes, as easy as that. So that makes you less visible. It's basically the equivalent of peeing in your pants to stay warm.

R: In relation to your target group then, is it a good tool?

P: Your target group is there - it's like the television in the nineties, everyone has it. Should? Shouldn't? If you have the possibility, just do things, and then you better do it right. But there are very few that does this well. If you are going to be on Facebook, you should have the resources and ability to write good posts, and have the right content. If you should have to hire a stand-up comedian, by all means, do that! You have to write things that are relevant and interesting for the target group. But you won't get any organic reach on Facebook any more. You can just forget that. No matter how funny, cool or educational you are, you have to buy fans. The organic growth is so small – something I find pitiful, because that is what's magical about Facebook, that you're placed on equal ground, that you can publish things even as a small business. Yes. There is definitely a right way of talking.

Later Interview:

Participant 6:
20. Mach 2014.

R: What is it about Social media that makes it interesting for you?

P: I think one of the biggest things that I like about social media is the fact that you can understand what fans want, its a two way channel, its a two way street. It allows you to talk to your audience. It actually allows you to find what your audience wants you to talk about; that is one of the biggest things for me. It's not just about posting news or links or ways of directing traffic to your website. Its a complete different voice, a completely different identity. And that is something that really relates to me.

R: You were talking about that its not about posting links and doing stuff like that. What do you think a company can expect to achieve on social media as a channel?

P: Well, relating to that topic. They're going to get the traffic, they are going to get the number of visitors to their site. But that is done in very much, a soft sell kind of way shall we say. A different perspective when it comes to social media, they need to find ways to get information from fans. That is something we've found of in UK. A brand for instance will ask for a certain question relating to 'how would you like us to do this?', 'how can we do that?', 'how can we help you?', 'how can we make your life better?'. That is not

necessarily something they've got on their website but its still relevant to what they are doing in terms of their web traffic. So they are going to get the hits, the impressions, if they are an e-commerce company, making sales, reservations or what it may be. But they are just being smarter in how they do that as opposed to just simply building an amazing website that looks shiny, nice and cool, but has no traffic - because nobody knows, or nobody wants to go there because they're not listening to what people are saying or nobody knows its there.

R: If you can go further into detail, is there any specific goals you can set for yourself by using social media in your marketing?

P: Yes, absolutely. There are a number of goals you can set. But it always depends on the industry your in, your company and what is it you want to achieve. To some degree, people are making errors today. I know social media has been around for a while and people think they've got the hang of it, but yeah, fundamentally it seems to be one of the mistakes I see. People automatically asking for, okay, we as a marketing team need to hit x number or thousands or millions of followers on Facebook, or we need to hit x number of followers on twitter. We need to take x number of pictures to make our presence felt on Instagram. So its basically trying to find out what the goals you set for your self are, within your industry, or what is it you're going to do. It depends if its a benchmark exercise on branding or customer service, depends if its sales figures you're trying to do. I had a case this morning where I was making a post on behalf of a client, relating to the football industry, because the team itself had a bit of a horrible result in the weekend, they asked me not to post. Its pretty much okay. What? Are you serious? Like, people travelled hundreds of miles to watch the team play and they lost. Why shouldn't we post, why shouldn't we talk about it? Why shouldn't we get our fans engaged about it? We want to feel the passion they feel, because the team sucked basically. Why is that something to bury your head in the sand? Why should we only post if we win? So, its still finding these kind of bits of misinformation that people are trying to kind of attain, and wondering, 'why? why is this happening? why are you doing that?'. Surely, peoples emotions are running high from the brand perspective if they loose. So, then fans want to get out and vent their frustrations and explain what they are feeling - and that is what the club as a brand need to see. So to me, that is a perfect example for how do we set the benchmark or a metric on that, and depending on what it is - how do we turn that around? How do we use that as a customer service point of view, how do we use that as a branding point of view? People are upset because they didn't win because of the brand or something like that? So its to find from the marketing point of view, what are the measuring that a particular brand wants to try and find, and how to they relate to the overall digital strategy for what it is they are doing. Whether they are selling shoes, clothes, furniture, or football tickets - what does that brand in particular sell, what do they do, and ultimately, what do they want to use social media for. Is it to sell more tickets or are they just trying to get a better brand, are they trying to become a market leader, what is it? And once we have that, then you should definitely set goals along the way. But they have to be a little more defined than just like a normal kind of website or web metric goal.

R: You were talking about that some businesses have followers or fans as a metric, how do you think that affects their marketing and what should the metric be instead of followers or fans?

P: To cover the first part of that, I saw a brief from a client that said that they simply want to achieve 40.000 fans by the end of the year. And they're prepared to invest money to get that. What I still haven't found out is, first of all - why that number? Second, why that's important. I don't understand. Why not 80.000, or 8.000.000? I don't understand what that figure is supposed to represent. Who decided that figure? Where does that figure come from? So, that's the first part. Going on from there, what I want them to understand is that you can take a number away, its about how you make them interact with them as a brand. And the kind of example I use over and over when I take a sales meeting is, give me a example of a website where they still have a hit counter at the bottom, that shows you how many has been on the site. And that's all what Facebook-likes is. You don't see it - you don't have it. That was around ten years ago. This is your visiting number, 975 – yeah great. What does that mean? It means nothing. To me, the number of likes on a page is still irrelevant. It just means that, okay, this many fans following it endorses this page. But if it has a really low percentage of people interacting with the page, then it's pretty much worthless to some degree. And again, I see that many industries have many different engagement levels. So to answer your question, the one metric I always focus on, more than any other is the talking about percentage. On Facebook, we look predominantly on the number of fans, number of interactions, we look at likes, comments and shares, we always judge pages on like, 'Wow! Look at how many likes that page's got!' Great. Okay. I want to see comments, I want to see shares, I want to see interactions, I want to see people talking to each other. I want a real community-feel. When I make a post as a brand manager, I want to see how people respond to it. And likes are great, but what else can I get? I want their opinions. A like is a nodding head, its like getting in a meeting where everybody nods their heads. Okay, I want some feedback, and that is what is a bigger and bigger statistic to track and to follow. Because first then I know people are interested in what I'm saying.

R: Just to follow up, you were talking about interaction as a good metric – what is interaction?

P: What I mean is, I want people to take part on the page. And again, the whole idea of social media is that it's a two-way street. If I want people to just come and read articles, then that's what my website is for. What I want is for people to get involved. And interactions, involvement, and feedback you can get, you can call it pretty much whatever you want in terms of how we would use that terminology, but of course Facebook uses interactions. So I'm talking about comments, I want to know that people are sharing our information, I want to know if people are involved if we're running a poll, I want to know what they think, if they are asking questions, I want their feedback, I want their comments. Maybe I'm asking them for certain reasons – which one would you choose and why? I want to know the reason behind it. I want to

know their emotions. If I'm buying a car - and I want to know the difference between a nice Ferrari and a nice Porsche, then okay - why? What is the difference. If I've got a budget in my hands and I want to buy, which of those two am I going to buy, and why?

R: So you mean that Facebook or social media in general has become a source of information for consumers?

P: Yes, I would say so. But it is not only a source of information, because we have lots of chat boards and forums that kind of give you the same sort of feel. But the difference is that this is you sharing it with the world. This is you buying the Ferrari, and telling the world why you are going to buy that Ferrari. If I want to go to the Ferrari website, I'll do that and nobody will know. If I want to go to a chat forum, I'll go there but only a few people will get to know. I want to tell everybody. This way I got something I want to say, and something I feel is worth saying, and I need a place to say it. But in the next stages I want people to tell me something. I want some comments, I want feedback. Perhaps some people will say that 'John, you're crazy! You should have bought a Porsche instead'. And I want to know why! Then I can make informed decisions. Then I can make decisions based on recommendations from what people will tell me. So, again, it opens up that two-way-level of communication.

R: You were also talking about building a community around your brand, what do you put in that?

P: Well, again - kind of going back to the same points is that with social media I want to find out who my biggest brand advocates are. I always call them flag carriers. For me my advocates are flag carriers, my ambassadors. People that always will concentrate on sharing information or talk to me about what is going on. If I'm a social media manager for a car firm and we are releasing a new model, I want these brand ambassadors to know more. I want them to know first. I want them to help me spread the word. They are my consumer advisors. Because they are basically our customers. They have either bought from us, really like what we do or maybe like how we are kind of a social media identity, which is another issue, maybe they like that we do things in a certain way, how we marketing ourselves to clients, maybe they don't have a Ferrari, but maybe they like they way Ferrari makes their marketing and sells their products to other clients. So, its about having those band of merry men if you like, who will constantly talk to you, who will tell you how they feel, who will do the usual Facebook style tips & tricks, like your post, make comments on posts, share your information, they will share your media whether its photos or videos or whatever it may be - they are the ones that will help you spread the word.

R: So, you take it for granted that people will like, comment and share your content no matter what?

P: Well, not no matter what. That is where brand loyalty comes in. If I go back to the football example. Lets take two different ones. Lets take the

football industry for one, and lets take retail industry for another. Lets say you buy a shirt from somewhere down the high-street - now if the shirt you really wanted wasn't at the shop you were at, you would go down the road to another one that did have it. So there is no necessary brand loyalty to the shop you bought it from. Whereas with the football industry, the team you support - lets say you are a big Manchester United fan, and they are going through a tricky spell and loose three of four games, you are not going to say 'you know what, I'm going to support a different team'. So brand loyalty can mean different things in different industries. But like I said, if you are a huge fan of H&M, or Lindex or any other big brand in Norway, you won't only shop at H&M for instance. You wouldn't shop anywhere else. You go find out the cheapest deal, or the best deal, or where all your friends are shopping. So everything you do, you make a choice, and its about how loyal you are to that particular brand. You as a person might have no brand loyalty at all, and that is fine, then you kind of still fit in within a certain category within social media where there will be certain people who will only buy a certain label of clotting, or buy only a certain car or only watch certain TV programs and don't like all the other programs. No matter what they do or say, you will like them.

R: Then how would you use the Facebook platform to build brand loyalty?

P: Facebook's native software is great with everything we've spoken about so far, but sometimes you need a little bit more than that. So, for instance, the platform called Fanbooster, is absolutely amazing when it comes to collecting more information. There are many brands out there who will run third part applications, where they run a competition or collects data in another way - but there has to be a tradeoff between your brand and your brand audience. So, there are lots of competitions on Facebook pages where they can be giving away something huge, like a around-the-world trip, or they can give away free coffee for a week. But again, depending on the audience, whatever the level of the prize is relative to how many people enter. Its relative to, okay - what are we giving away that our fans want to see, versus what are we prepared to give them as a fan in return. So if I go to Starbucks, and their Facebook page and they are giving away free coffee for a month, I'll think I want to enter that. But maybe they are giving away a around-the-world trip for two, but that might not interest me, and I won't enter. It depends on what you are as a brand and what you want to do. But then of course it needs to become a tradeoff and you want to capture information. You want to know names and email addresses of people, because you want to use it for marketing purposes that integrate with the best of your digital strategy. You want to know, again if I go back to the shirt-store. I want to know what size you are, how often you shop in my store, how often you buy clothes from my store, do you only like a certain style? Its all key information that of course any marketing team must collect and know, otherwise they are going to make tons and tons of blue shirts, and then find out that people only want their red shirts. So its using Facebook in a way to collect all this information to allows you to use that for future marketing campaigns going forward. It could be something simple like a mobile number, because you can send them a code that entitles the customers to a 20% discount. How else are you able to get that information across to people in such an easy and low-entry way? It takes in branding,

sales, customer information, general information, general news, and its done a very smooth and seamless way.

R: You are talking about third party applications. Can you tell me a bit more about this?

P: Any third party application is basically anything that is built by companies who are actually not Facebook. So, you'll see lots of games, everybody talked about Candy Crush, everybody talked about Farmville, lots of games are like one type of application. There are other applications, almost like a landing page or a custom tab, where you stay within a Facebook page, but you can click onto it and it will show you pretty much anything that that particular marketing company want to show you. So it could be that they are running a competition, and of course you've got all the details of how to win, we want you to enter your details, we want you to share this with your friends. Its very much like a piece of content which is sat within a Facebook brand-page. It almost turns Facebook into a microsite. It turns into a mini-website. There are intact some extreme cases across the globe where people are now shut down their website and are only using their Facebook-page. Because Facebook's native software is likes, photos, comments and such. They're great, but you're not able to add any other thing without building some kind of application. There are many, many tools and platforms out there that allow you to build custom apps, that sit into your Facebook-page that allow your Facebook-page to become its own site, its own living and breathing site. This comes back to my interaction and engagement point. Where we spoke about that its more interesting for me to see the number of levels of engagement from my page and interaction from my page, and how am I going to get that? Well, it has to be new content and new news. I have a client that is a publishing. Its a perfect case where they've said that they can't publish the same newspaper everyday and sell it. You can't have the same news in it. So now you have to turn that example into Facebook. You can't have the same Facebook-page and keep the same news there. You can't expect people to drop in to check if you have new content. The whole thing has to change. So they are building a new application for each sections, whether its sport, or health, lifestyle or things-to-do. So they are turning it into another microsite, where fans can not only see what is going on - but get involved. Lots of engagement, lots of interaction, lots of community spirit on their Facebook-page.

R: This one participant, we were talking about have it is more difficult to reach people and engage people, because of the Facebook algorithm, do you know anything about that?

P: Yeah, a lot of different things are coming down from Facebook, pretty much all the time, were their talking about what type of content gets the most traction. That's one part but of course, again it's about how often people are seeing your information, because it could be like you like a brand page, and you comment on something and I join that comment, because I see, So it is the vital effect that kind of takes place. But again do I see it, because it is so much news and so much content going on that Facebook uses edge rank as a assistant, witch basically is a algorithm to figure all this out. To figure out

what content is going to get me the most engaged. It can send me tons and tons of what you commented on. But if I never told Facebook, or because of my behavior on Facebook, that I have not actually liked that colored shirt, then it is probably not going to send me that information. So it is constantly adjusting that information, based on behavior, based on likes, based on targets. What he thinks is the better content to send me. But you can imagine doing that for a billion users globally all the time. So it is on a constant mission to not find out, what information can I send to John, but rather what information am I most likely to get engaged on. If I send him endless amount of users information, He is probably going to switch off, he is probably going to leave Facebook, because it is going to become boring.

R: But from a brand perspective, let say I run a shit store. And I really want to target you. how can I best market myself towards you ? Taking in consideration the algorithm, and interest and stuff like that.

P: Well, again there is a number of ways you can do that. It is pretty much trying to grow an audience. But again it is pretty what do you want to do first ? Do you want to build up an audience and then start to tell them what you want to say ? Or would you rather start to say those things that you want to say to the people who are already listening? So you are trying to find out which way works the best for you. Some of these has pros and some has negatives, but yeah lets try tweak and adjust all the time in terms of what kind of content. There are certain tools, that you can constantly benchmark your performance and see what is working well for you, to find out what types of content works the best, and gets the most reach, the most engagement, these are all the organic ways you can do that. But then again Facebook has a way of helping you a little bit; it wants you to pay for some advertising. So paid apps are one thing. So you have those you want to reach out fast to people and ask themselves, well how do I do that, well lets pay for some advertising, lets spread the word. But coming back to my point.

If I could so much go to an agent and I could go to an social media expert and say: you know I have x amount to spend on paid apps, go ahead and do it. But if have no new content when they land, they are not going to stick around. They land on our Facebook page and on our website, but I have stabled up on it on our Facebook page, on third party applications, were we talk about how cool we are, what is happening, and this is going on, your should be a brand fan of ours because, and tell them all the reason why, but if I don't have that. Let me put it like this, if you build a shirt shop, and you have paid 1000 for the front of the store, and the design looks cool, it looks amazing. But if know body now it was there, then you kind of just wasted your money right? So that is the same thing, so what do I do first, do I have to try and get a store in Facebook and tell a bunch of people about great things here, or do I kind of let everybody know that there is a storm coming. So it is always a little bit of a trade of which one do I do first, and kind of try to get the two things together, and the second one for me is the one that works the best. Giving the people plenty of things to say will spread the words faster then buying your new fans that may or may not even like you. So you got to constantly try tweaking and tweaking between organic growth and paid growth.

R: You were talking about creating post and achieving organic growth, but how would you set off to achieve organic growth on Facebook today?

P: It's going to be constant new information, first of all you have to have brand managers who spread the word and know what is out there. So if you are going to start a surf shop from zero, you are going to have to invite some friends and family to kind of get the ball rolling, and then the word would spread, let say okay, well soon you have generated many fans, and that's fine, but that is not necessary getting you any sales, now you go around finding out whether people are talking about curtain tings, whether there talking about okay: I am looking for a new shirt shop, I am looking for a new type of wetsuit or whether it may be. So you have go to the top of the mountain a little bit, but once you get there, then you start asking yourself how we are going to keep them engaged, with new news and new content, once I know who they are.

R: What kind of information do you recommend if you would like to make Organic growth?

P: That kind of depends a little bit on country-to-country, market-to-market, and industry-to-industry to some degree. But again it is not like lets create a great completion of it, where everyone has bells and whistles on it, we are giving away basically the world, but we do not have to say the details. Pretty much everyone becomes a little bit board of that. It is about creating something that has a value to the brand, okay I have a value coming to this page, I have a value linking this page, I have a value for taking part. So again I mentioned Starbucks. I do not expect Starbucks to offer me a world around trip, what I expect is them to ask me about what type of offers I should lunch for Christmas. We have 5 or 6 different options, which one of these do you think looks the best, which one of these sounds the best? We what to rebrand, we want to go from green to yellow spots, what do you think, yes or no? And it is about that level of engagement, again where they are running their company almost by what their fans want them to do, and what they want them to say. So in forms of types of content I get about then calls and e - mails a day, between two different things to say, where we want to run a competition on Facebook. It s like people have this mentality, that if I have a competition, I am going to get 50 000 new fans over night, it is going to be great, I am going to be increasing all our sales. Again it would be like if you build a great new website and don`t tell anybody, then that's fine, don`t tell anybody, we will build it and they will come. Well it doesn't work that way, if you build it, they need to know that it is still there. So the content have to be a mix, it has to be a mix of, again depending of the industry, video, images, thinks you dint know about a particular industry. One of the really good examples we always see and I kind of use a lot, in a football team, Manchester city, They always have kind of giving their fans videos or vine clips, of their locking rooms, and different scenes, but if you go to their website, they have a completely different identity and they would newer shown you that type of content. So they are not asking you to do anything, they are giving it to you are a reward

as a treat for being one of their fans on Facebook. And sometimes they might give you a jersey or something like that, so they are not always saying hey we are going to offer you an all around the world trip, or offering them a chance to play a game or something, they are not trying to kind of resell you things over and over. They are just trying to give you new content all the time.

R: As an example let's say I am a shirt retail store, how will I use Facebook to get sales, and what do you think is the right way of doing that?

P: Well first of all, let's find out what kind of fan base we got here, what kind of fans that actually buy our shirts, and how many I got here by some other means. So we got to figure out right away, okay if we have 30 000 fans on our page, how many of them are actually costumers. And again that is where third part apps really comes in use, because if one hundred of them have bought from me before, or have 5000 of you bought from you before, it could be all of them, it could be anybody. So that's the first thing, the second thing is well okay, we are going to release the shirt with red stripes, it is going to look really cool, and it is going to have short sleeves, and we are going to make different colours. What do you think, do you think anything like this looks good? You just engage them in these types of questions, mostly collecting all the data, around the pre-lunch. So that's the first thing. The second thing is okay, once you get to that lunch stage, okay let's look at how we actually, quickly sell these on Facebook. Do we need a Facebook store, can we actually sell these through our Facebook page, can we make a kind of track, where people come on the Facebook store, and go to the store where they can buy them, that's the first one. The second one is to use some of Facebook's own supporting ads, where Facebook allow you to run ads. So you could make an offer on Facebook, say okay, we are going to give away 5000 coupons if you like, so they say okay: you can get the shirt within the first month for half the price. And let's see if that works, but that is always a little bit testing, well we only have 250 of these to sell, only a few will get these exclusively kind of say. Depending on your message and depending of what your sale actually is, there is different ways you can use Facebook.

R: And how would you go for actually measuring the sales. We were talking about being able to track costumers, shopping directly at a store, how could you do that.

P: Well again, you can actually have your own store inside of Facebook, so again third party applications like Fanbooster create and build. So you can collect kind of data based on how many have actually clicked through, on the advert that you have placed or the offer that you have placed. It is always a little bit A B testing, you can run to different types of tests, Test where you run advertising to one, where there is a really hard sell. Couple of messages, asking them what works the best, and then kind of tweak and adjust. The second option is in Facebook's own editing tool, where you can see all the stats, a number of clicks, number of click through, You can double click to see tracking, to see where people go from, to find out if they are going all the way through. And again go back to the kind of store analogy, you have paid them to kind of get in the store, and of course they are on your Facebook page, so now they are in your store, they are having a look around on the content on

your site, but for some reason they don't go to the cash tail. So why is that? We have paid all these money to get them in, to get them to be a fan, and to come to our page, but they are not physically pressing the button where they say, I want to buy this. But that sort of reflects the traditional media, like a website, were we see well okay, why are not our comments as many as we think they should be. So again we have to find out, there has to be something that is not right, something is not working. All the tools are there, within all the number of applications, you can measure, benchmark analytics, and see where else are they clicking, and to what point are they not clicking on, to see where we need to approve.

R: We were talking about adds and we have allow been talking about organic posts, we had an interview with an earlier participant, were he told us that you would not get any kind of effect unless you pay Facebook to promote those things for you. What do you think about that?

P: It is a wary aggressive thing, I don't know I have seen both cases, I have seen companies where they, lets say Ford, Ford has been selling cars only by using Facebook, and is one of the success stories. But again they have been spending a lot of money on advertising. But I have also see de different types, where they have made it by using a more organic way.

Appendix II. Early questions and downstream questions

Here you can see the different questions that we used in our interviews. There were a lot of follow up questions as well, where we encouraged our participants to explain further or give us an example for instant.

Early Questions	Downstream Questions
<ul style="list-style-type: none"> ▪ What do you think a business can expect to achieve in social media? ▪ What do you think a business can expect to achieve in social media? ▪ What kind of objectives should a business set for themselves on Facebook? ▪ Is there big difference among Social media channels, in what you can achieve? ▪ In relation to Facebook, what kind of goals should a business set for them on Facebook? ▪ About pushing sales, is there any way to find the direct effect of this? How do you register this? ▪ How would you articulate yourself on Facebook then? If you were pushing sales ▪ How do you think we should articulate ourselves on Facebook? ▪ Likes and shares. What type of effect do you think that has? ▪ What branding effects can businesses achieve on Facebook today? 	<ul style="list-style-type: none"> ▪ How would you articulate yourself on Facebook then? If you were pushing sales ▪ Is Facebook a channel for pushing urging traffic or a channel for direct marketing? ▪ Do you have any examples of anyone that is doing it well on Facebook? What do they do so well? ▪ What do you specifically do on Facebook to get sales and get leads? ▪ What is Facebook's native software? ▪ How do you use Facebook's native software? ▪ IS there any way of measuring the direct effect of branding on Facebook? ▪ How do you achieve brand awareness on Facebook? ▪ Do you have any knowledge of costumer service on Facebook? ▪ How do you use costumer service on Facebook? ▪ What is important to think about when achieving costumer service? ▪ What is a good post? ▪ What is a bad post? ▪ How do you build content that urge you audience outside you brand page? ▪ It was mentioned in earlier interviews that creating a story line is important when creating content. What do you think about that? ▪ How do you catch your audience's interest?

	<ul style="list-style-type: none">▪ What do you do when creating engaging content?▪ Do you have any sort of theme for your posts?▪ How would you engage you audience to click on the link?▪ What does an engaging post look like?▪ How do you use competitions?▪ What is a Third party application?▪ We have heard about the Facebook algorithm in earlier interviews, how does this work?▪ How does organic growth work?▪ How do you pay for advertising on Facebook?▪ In which case do you pay for advertising on Facebook?▪ When do you think it is necessary to use organically posts and paid posts?
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Appendix III. Information sheet.

Project Title: What different types of Facebook marketing objectives are there, and what tactics can you use to reach those.

I would like to invite you to participate in first stage of the project, investigating the marketing objectives of Facebook-marketing, possible effects of different post-formulations, and to take part in face-to-face interview. Before you decide whether or not to take part, it is important for you to understand why the research is being undertaken and what it will involve. Please take time to read the following information carefully, and do contact me for further details.

Purpose of the study

Social media marketing has been around ever since the discovery of internet, but we have not been leveraging the effects of internet marketing before the rise of Facebook as a social platform. Despite the huge interest, few theories have been developed to highlight and investigate how you can reach a set of goals, how your post-formulation will affect your marketing efforts and whether Facebook-marketing works or not. This study aims to develop a model and framework for marketers to use for their Facebook marketing efforts, and to determine which types of call-to-action might give you the best effect, based on your given goals.

Why have you been invited to participate?

You have been invited to participate in an interview, because your experience in social media marketing is particularly relevant to this study. Your opinion and views on the marketing objectives in the context of social media marketing will bring valuable insights, necessary for the subsequent development of the model for Facebook-marketing.

Do you have to take part?

Your participation in the research is entirely voluntary. It is up to you to decide whether or not to take part. If you decide to take part you are still free to withdraw at any time and without giving a reason.

What will happen to you if you take part?

If you decide to take part, please express your interest to the email address, provided below, or by telephone. I will, thereafter, contact you to agree on the mutually convenient time and venue for the interview. The interview will last for approximately 30 minutes to 1 hour. With your consent, the interview will be audio-recorded and transcribed. Within 48 hours after the interview, the summary of the findings will be sent to you for final approval and/or amendments.

It is anticipated that the participants will not suffer any physical, psychological, social, legal or economic risks, as the topic is regarded to be non-controversial.

All of the collected data will be used for academic purposes only. The findings of the interviews will inform the final stage of my research and will be employed to develop and finalise the model for the measurement of Facebook-marketing performance.

Confidentiality and ethics

All information you provide will be treated as strictly confidential and will be the subject to legal limitations. All interviews will be anonymous, and you will not be identified in the research. The data and codes will only be available to the researcher and the supervisory team and will be kept securely in paper and electronic form for the period of five to ten years after the completion of the research, after which it will be destroyed. The data generated in the course of the research will be retained in accordance with the University's policy of Academic Integrity.

The results of the research study

The results of the interviews will contribute towards the development and finalising of the model for the measurement of Facebook-marketing performance, and will be referred to in the final bachelor-thesis. Additionally, the results may be used in work-in-progress papers that will be submitted to academic and/or practitioner conferences and subsequently to academic and practitioner journals.

Who is organising and funding the research?

██████████ and ██████████ who are currently enrolled as students at Oslo School of Management, are conducting the research. The studentship lasts for the period of three years (2011-2014). The research is under the supervisory of Anastasia Mariussen (Anastasia.Mariussen@mh.no, tel.: +47 452 16 346).

Contact for further information

Should you require any further information regarding any aspect of this project, please contact us directly:

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Tel: +47 47 96 00 94 E-mail: takinphoto@gmail.com

Toni Krstic K benhavnsgata 14D 0566 Oslo

Tel: +47 40 466 767 E-mail: toni_krstic@live.com

Thank you for taking time to read the information sheet and considering the possibility of taking part in this research.

Date: 24/02/2014

Appendix IV. Consent Form

CONSENT FORM

Full title of Research Project:

What marketing objectives can you set for yourself, and how will post-formulation affect your goals on social media?

Name and contact information of Researchers:

Please initial box

1. I confirm that I have read and understand the information sheet for the above study and have had the opportunity to ask questions.
2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason.
3. I agree to take part in the above study.

Please tick box

4. I agree to the use of anonymised quotes in publications.
5. I agree that my data gathered in this study may be stored (after it has been anonymised) in a specialist data centre and may be used for future research.
6. I agree for this interview to be audio recorded.

Name of participant

Date

Signature

Name of Researcher

Date

Signature

Appendix V. Engagement vs reach data

Sales			Sales		
	Number of posts	Reach %		Number of posts	Engagement %
Offline Sales	23,70 %	19,87 %	Offline Sales	23,70 %	0,85 %
Online Sales	17 %	26,29 %	Online Sales	17 %	1,54 %
		0,234			
Other Conv. 2		0,156			
xx	0 %	0,62345	xx	0 %	0,62345
sum	40,50 %		sum	40,50 %	
Sales Reach		22,53 %	Sales Engagement		1,14 %

Branding			Branding		
	Number of posts	Reach %		Number of posts	Engagement %
General Branding	20,00 %	19,87 %	General Branding	20,00 %	1,14 %
Branding	3 %	26,29 %	Branding	3 %	1,85 %
		0 %			0
		0 %			0
		0 %			0
sum	23,20 %		sum	23,20 %	
Branding Reach		20,75 %	Branding Engagement		1,24 %

Conversion			Conversion		
	Number of posts	Reach %		Number of posts	Engagement %
Conv 1	1,40 %	23,43 %	Conv 1	1,40 %	1,88 %
Conv 2	0 %	15,62 %	Conv 2	0 %	2,60 %
		0 %			0
		0 %			0
		0 %			0
sum	1,70 %			42,20 %	
Conversion		20,75 %	Conversion Engagement		4,48 %

Appendix VI. Data from Norwegian software agency

goals	numbers of posts	Number of post %	Reach%)		Impressions%)			Users%)		Negative%)		
			mean	standard deviation	Frequency	mean	standard deviation	mean	standard deviation	mean	standard deviation	
offline sales	418	30,99 %	0.19867	0.18669	#VERDI!	0.43345	0.50990	0.00854	0.03227	0.00004	0.00007	
other convers	25	1,85 %	0.23433	0.25178	#VERDI!	0.71808	0.74353	0.02597	0.04451	0.00009	0.00015	
branding	56	4,15 %	0.27045	0.17656	#VERDI!	0.77567	0.50129	0.01846	0.02246	0.00005	0.00005	
page likes	5	0,37 %	0.25135	0.24806	#VERDI!	0.57534	0.43738	0.02722	0.01724	0.00004	0.00003	
General branc	354	44,13 %	26,24 %	0.14041	0.14021	#VERDI!	0.35024	0.38745	0.01144	0.04181	0.00005	0.00007
page activity	1	0,07 %	0.08588	0.00000	#VERDI!	0.18165	0.00000	0.00503	0.00000	0.00000	0.00000	
other convers	6	0,44 %	0.15619	0.06677	#VERDI!	0.40355	0.24072	0.01880	0.02557	0.00004	0.00003	
fan activity	256	18,98 %	0.23627	0.18299	#VERDI!	0.66076	0.52119	0.01627	0.01996	0.00006	0.00007	
clicks to web :	1	0,07 %	0.45992	0.00000	#VERDI!	1.33165	0.00000	0.01346	0.00000	0.00014	0.00000	
web site clicks	1	0,07 %	0.18466	0.00000	#VERDI!	0.63500	0.00000	0.00527	0.00000	0.00005	0.00000	
Page post eng	222	23,90 %	0.31306	0.21286	#VERDI!	0.78494	0.55185	0.01949	0.02452	0.00007	0.00007	
clicks to webs	125	9,27 %	0.26992	0.21003	#VERDI!	0.80663	0.68507	0.02190	0.03928	0.00010	0.00011	
online sales	297	31,97 %	0.26294	0.20680	#VERDI!	0.75708	0.60628	0.01542	0.01588	0.00007	0.00007	