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MOTIVATIONS BEHIND CUSTOMER ENGAGEMENT BEHAVIOR ON SOCIAL MEDIA

The mediating role of culture

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TIIVISTELMÄ:

Yritysten tavoitteena on sitouttaa kuluttajia ja saada heitä tykkäämään, jakamaan, kommentoimaan ja tuottamaan yritykseen liittyvää sisältöä sosiaalisessa mediassa. Vaikka aikaisemmassa kirjallisuudessa on tutkittu käyttäjien motiiveja syventää suhdettaan yrityksiin, on se silti vielä hajanaista ja sidottua tiettyyn käytökseen tai kontekstiin, kuten brändiyhteisöihin. Lisäksi yksilön kulttuuritaustan on esitetty mahdollisesti vaikuttavan käyttäytymiseen sosiaalisessa mediassa, mutta kulttuurin vaikutuksesta on vain vähän tutkimusta. Aikaisempi tutkimus kulttuurin vaikutuksista on hajanaista ja käyttää usein kansallisen tason dimensioita mittaamaan yksilötason käytöstä. Lisäksi tutkimuksissa on esiintynyt erilaisia tuloksia sen suhteen mitkä dimensiot vaikuttavat käyttäytymiseen ja motiiveihin sosiaalisessa mediassa. Tämä tutkimus pyrkii lisäämään ymmärrystä siitä mitkä motiivit vaikuttavat kuluttajan käyttäytymiseen sosiaalisessa mediassa etenkin brändeihin liittyen ja millaisia eri käytöksiä linkittyy kuhunkin motiiviin. Lisäksi yksilön kulttuuritaustaa ymmärtämällä pyritään analysoimaan mitkä dimensiot voisivat vaikuttaa käyttäytymiseen.

Tutkimukseen valittiin vastaajia kahdesta eri kulttuuritaustasta, Turkista sekä Tanskasta, sillä nämä maat eroavat individualismi dimensiolla, joka on aikaisemmin linkitetty eroavaisuuksiin online käytöksessä. Tietoa motiiveista ja käytöksestä kerättiin puolistrukturoidulla haastattelumenetelmällä. Lisäksi vastaajia pyydettiin täyttämään kysely, jolla on aikaisemmassa tutkimuksessa mitattu kulttuuridimensioita yksilötasolla kansallisen tason sijaan. Kulttuurisia arvoja käytettiin taustatietona haastattelumateriaalin analysoinnissa.

Aiempien tutkimusten kanssa yhtenäistä oli vastaajien halu löytää informaatiota ja inspiraatiota sosiaalisesta mediasta ja etenkin Instagramista. Lisäksi yleinen sosiaalisen median käytön motiivi oli pitää yhteyttä ystäviin ja jakaa sisältöä kuten kuvia tai tarinoita omassa profiilissa. Aikaisempi tutkimus on myös ehdottanut, että itseilmaisua ja omien mielipiteiden esiin tuominen olisivat keskeisiä motiiveja käytökselle. Kuitenkaan tässä tutkimuksessa, vastaajat eivät pitäneet itseilmaisua tärkeänä motiivina brändeihin liittyen. Tämä tutkimus osoittaaakin käyttäjien olevan suhteellisen passiivisia brändejä kohtaan ja usein käytös rajoittuukin vain sisällön seuraamiseen eikä niinkään tuottamiseen, vaikka jotkut käyttäjistä ilmaisivatkin olevansa inspiroituneita yritysten tuottamasta sisällöstä ja sen vaikutuksesta heidän ostokäyttäytymiseensä. Kulttuurin vaikutuksia ei voitu suoraan päätellä tutkimuksen luonteen takia. Muutama vastaaja, joilla oli korkea individualismi, kertoivat seuraavansa vain uniikimpia brändejä, ehkä viestiäkseen erilaisuutta. Kuitenkin lisää tutkimusta tarvitaan määrittämään kuinka kulttuuri vaikuttaa motiiveihin ja käytökseen. Tämän tutkimuksen tulokset auttavat yrityksiä luomaan sosiaalisen median strategiaa, joka houkuttelee käyttäjiä syventämään suhdettaan yritykseen.

AVAINSANAT: Customer engagement behavior, Social media engagement, Social media marketing, Motivations, Culture.

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1. INTRODUCTION

Brand controlled and linear marketing is fading away as a result of new technology that empowers customers to move from audiences to observers, initiators, participants and co-creators who interact with not only brands but each other's. This has changed the applicability of old marketing communications models to today's reality. (Maslowska, Malthouse & Collinger, 2016.) The following chapter will introduce customer engagement as a concept and discuss why it is an important topic to study in today's connected world.

1.1. Research gap in customer engagement

Over the years marketing has experienced a paradigm shift from transaction focused perspective to relationship marketing perspective and now to engagement focused as both academics and managers have understood the value of engaging with customer on a deeper level to differentiate the offering and gain sustainable competitive advantage. Now the focus of companies and marketers has shifted to personalized interactions, delighting the target audience and understanding customer's unique challenges to create better products and services. (Pansari & Kumar, 2017.)

Customer engagement is one of the most important focus areas for marketers and companies today. More than 80 % of marketers want to engage with customers through conversations to build advocacy and trust. Engaged customers represent 23% premium in share of wallet, profitability, revenue and relationship growth compared to the average customer. (Pansari & Kumar, 2017.) Despite the importance of engaging customers, companies face a challenge in creating a long-lasting customer engagement especially through social media. Not only is it a priority for companies it is also relevant for scholars. The Marketing Science Institute called out customer engagement to be a top research priority in 2014–2016 and asked how should engagement be defined,

conceptualized and measured and how does social media create engagement (MSI, 2014-2016:4).

On average 45% of the world's population is on social media and they spend 2 hours 23 minutes on social media, Facebook and Instagram being the main platforms where people spend the most time (Ennis-O'Connor, 2019). New technologies and the ways consumers communicate through social media has changed the role of consumers to be active creators of content rather than just passive receivers of marketing messages (Berthon, Pitt, McCarthy & Kates, 2007). This shift in consumer participation has given consumers power and made it more challenging for brands to grab the attention. It is becoming more and more important for brands to create true customer engagement and connection to attract and retain customers. When consumers spend such a significant time on social media every day, how can marketers be there at a relevant, timely and useful way to connect?

Customer engagement has started gaining traction from 2005 onwards due to its strategic role in creating enhanced corporate performance, based on the theory of engaged customers playing a key role as endorsers, developing new products/services and co-creating value (Brodie, Hollebeek, Juric & Ilic, 2011). Customer engagement is highly beneficial for a company as engaged customers who have an emotional link to the brand are more likely to recommend products to others by word of mouth (WOM) through social media and add value by providing user-generated content via different mediums (Sashi, 2012). Especially the behavioral aspect of customer engagement is important in the context of social media as commenting, posting and sharing content is part of the nature of the platform.

Although CE has been studied extensively and most researchers agree it is a multidimensional concept, there is still a clear gap of understanding the phenomena. Another key challenge is the context specificity related to social media engagement which limits the generalizability of the results research has proposed to date.

Specifically, the connection of culture and CE, has been overlooked and it calls for more research. Most of the literature on customer engagement has focused on a single culture (Hollebeek, 2011; Vivek, Beatty & Morgan, 2012; Pansari & Kumar, 2017) rather than trying to understand how culture might affect the dimensions and outcomes of CE. As globalization is affecting firms of all sizes, it is important to understand how culture affects CE.

Especially for multinational firms it is challenging to understand the behavior and activities of customers globally, because of the cultural differences. Therefore, it is important for managers to explore the reasons driving the differences in the level of customer expectations across cultures. (Gupta, Pansari & Kumar, 2018.) Social media has not been a heavily researched topic in international advertising and only a limited number of cross-cultural studies have been conducted (Okazaki & Taylor, 2013). Even as the CE literature is growing in popularity, there is still a gap in the understanding of how consumers with different cultural traits engage with brands and what are the differences between individuals from different cultures (Hollebeek, 2018).

Only 4,9 % of previous studies related to international advertising examined internet as the medium of advertising. A challenge for the study of international advertising is the lack of theoretical rigors as it is challenging to identify a theoretical approach that can be applied to various cultural contexts. (Khang et al., 2016.) Many studies have focused on the general motivations behind social media use and activities in various contexts (Whiting & Williams 2013; Dholakia, Bagozzi, Pearo, 2004; Muntinga, Moorman & Smith, 2011 & Heinonen, 2011). However, these studies overlook the potential impact of different cultures and how they affect consumers behavior on social media towards a firm or a brand, posing a relevant and important research gap.

From the perspective of customer engagement behavior there is a gap in understanding both how cultures impact the dimensions and outcomes as well as why do customers engage with brands on social media. From a firm perspective it is important to

understand the customer and their needs when it comes to engagement. Some customers might want to receive communication for example only from time to time, whereas others are more active in for example writing reviews about a product or service. There is still a lack of understanding of what cultural factors affect the consumers desire to engage and how much does culture impact the way of engaging. Therefore, it is relevant to study CEB and social media from the above perspective.

1.2. Purpose, research question & delimitations

The goal of this research is to **increase understanding of how cultural and motivational factors might affect customer engagement behavior on social media**. To answer this question a few sub questions must be first answered. First, establishing customer engagement behavior and its dimensions especially in a social media context. Secondly, understanding the motives behind social media use and especially engagement with brand content. Finally, looking into when culture can shape behavior and motivations.

Customer engagement has been studied extensively in the literature, however, there are multiple subtly distinct engagement phenomena studied which can have the tendency of isolated insights with limited applicability. The research is becoming fragmented and context specific. (Groeger, Moroko & Hollebeek, 2016.) Therefore, it is important to outline the specific perspective taken in this research.

Two broader groups of definitions of engagement emerge in the previous research, the ones focusing on psychological components and others on behavioral components, while some include both (Maslowska, Malthouse & Collinger, 2016). Most research defines CE as a multidimensional concept, comprising of emotional, cognitive, behavioral and sometimes social dimensions (See Table 1). In addition, researchers have identified different antecedents and outcomes of CE in different contexts.

Table 1: Multidimensional CE definitions.

Writer	Term	Definition
Brodie et al. (2011:260)	Customer engagement	<i>“CE is a psychological state, which occurs by virtue of interactive customer experiences with a focal agent/object within specific service relationships” (..) “It is a multidimensional concept subject to a context- and/or stakeholder-specific expression of relevant cognitive, emotional and/or behavioral dimensions.”</i>
Brodie et al. (2013:107)	Consumer engagement Virtual brand community	<i>“Consumer engagement is a context-dependent, psychological state characterized by fluctuating intensity levels that occur within dynamic, iterative engagement processes. Consumer engagement is a multidimensional concept comprising cognitive, emotional, and/ or behavioral dimensions, and plays a central role in the process of relational exchange where other relational concepts are engagement antecedents and/or consequences in iterative engagement processes within the brand community.”</i>
Vivek, Beatty & Morgan (2012:133)	Consumer engagement	<i>“The intensity of an individual’s participation and connection with the organization’s offerings and activities initiated by either the customer or the organization.”</i>
Hollebeek (2011:790)	Customer brand engagement	<i>“The level of an individual customer’s motivational, brand-related and context-dependent state of mind characterized by specific levels of cognitive, emotional and behavioral activity in brand interactions.”</i>
Hollebeek (2019: 166)	SD-logic informed CE	<i>“A customer’s motivationally driven, volitional investment of focal operant resources (including</i>

		<i>cognitive, emotional, behavioral, and social knowledge and skills), and operand resources (e.g., equipment) into brand interactions in service systems.”</i>
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Customer engagement has been used to describe a very broad set of phenomena and there is no clear consensus on the conceptualization (Maslowska et al., 2016). Although previous research shows the multidimensionality of CE, behaviors are strong indicators of engagement, and they manifest in different ways on social media (Gummerus, Liljander, Weman & Philström, 2012). For the purpose of the current study, customer engagement will be viewed from the behavioral perspective. Customer engagement behavior (CEB) has been conceptualized as a separate construct (Jaakkola & Matthew, 2014; van Doorn, Lemon, Mittal, Nass, Pick, Pirner & Verhoef, 2010) that also has different context specific antecedents and outcomes. The current study will look at CEB in a social media context and therefore to focus on the behavioral aspect is especially relevant.

Given the multidimensionality of customer engagement this study will focus on the behavioral aspect of customer engagement that manifest especially on social media in different ways, such as likes, comments and sharing. Given the gap in understanding how culture might affect customer engagement behavior (CEB), this study will take culture into account.

1.3. Defining the focal concepts

Customer engagement (CE). Customer engagement towards a brand is a psychological state that is generated through interactive customer experiences and it involves co-creation of value. Customer engagement has psychological, emotional and behavioral dimensions (Brodie et al., 2011: 264).

Customer engagement behavior (CEB), reflect *“The customers’ behavioral manifestation toward a brand or firm, beyond purchase, resulting from motivational drivers. CEBs include a vast array of behaviors including word-of-mouth (WOM) activity, recommendations, helping other customers, blogging, writing reviews, and even engaging in legal action “* (van Doorn et al., 2010:253).

Social media: *“(…) Social media comprises an array of channels through which interaction between individuals and entities such as organizations is facilitated and disseminated”* (Berthon, Pitt, Plangger & Shapiro, 2012:263).

Culture embodies the *“values, beliefs, norms, and behavioral patterns of a national group”* (Leung, Bhagat, Buchan, Erez, & Gibson, 2005: 357.) and *“the collective programming of the mind which distinguishes the members of one human group from another”* (Hofstede Insights 2020).

1.4. Structure of the study

This research is divided into two sections of literature review, the first focusing on customer engagement behavior, social media and understanding the motivations for social media use and brand engagement. The second part focuses on culture and its potential impact on behavior. The methodological choices will be outlined and reasoned in chapter four. In the fifth chapter the research findings and qualitative interview data are analyzed considering the literature review. Finally, in chapter six the theoretical implications and practical implications will be presented. Additionally, any future research focus areas and gaps are outlined along with the limitations of this study.

2. LITERATURE REVIEW

In this chapter, the concepts of social media and customer engagement behavior are analyzed in the light of the research up to date. Some key frameworks are introduced to understand how research looks at engagement behavior and what it means in a social media environment. First the social media environment and characteristics are outlined as a base for understanding customer engagement behaviors and motivations. Additionally, the different behaviors in relation to motivations are outlined and analyzed. Finally, some research that has taken culture into account in the context of customer engagement behavior is analyzed to explore potential impact of culture.

2.1. Social media environment

Before looking into customer engagement behavior in the context of social media, it is important to differentiate social media from traditional media. Social media can be used as a term to refer to blogs, online communities and content platforms such as YouTube or to social networking sites such as Facebook, Instagram, LinkedIn as well as messaging platforms such as WhatsApp and Snap Chat. There isn't necessarily an academic consensus on what exactly social media is, however, a few definitions and key characteristics have been outlined.

Social media can be characterized by three fundamental shifts; a shift in the locus of activity from the desktop to the web (meaning greater accessibility); a shift in locus of value production from the firm to the consumer (deriving from increased interaction/interactivity); and a shift in the locus of power away from the firm to the consumer (Berthon et al., 2012). This has enabled consumers to have more power and increased access to interact with other consumers and brands.

To understand the concept of social media Kaplan & Haenlein (2010) define social media by its antecedents, Web 2.0 and User Generated Content. Web 2.0 refers to a new way of using the World Wide Web where the users can collaborate in the creation and modifying of content. Also, closely linked to the idea of Web 2.0 is the concept of UGC, which refers to content created and modified by the end user. The characteristics of UGC are that the content has been made public, it is somewhat creative, and it has not been created by a professional (OECD: 2007). In brand-related contexts, UGC and electronic word-of-mouth are often used interchangeably even though UGC is a broader concept (Kim & Johnson 2016). Electronic word-of-mouth (eWOM) refers to a negative or positive comment about a company made public via Internet by customers. (Hennig-Thurau, Gwinner, Walsh & Gremler 2004). Social media enables users to express their opinions and feelings in real time, at a global scale and in a one-to many communications.

Social media is “built around engagement” and consumers look for interaction with brands and companies and voluntarily expose themselves to the company social media content, for example by becoming a fan (e.g. on Facebook), or following the company (e.g. on Twitter) (Chu & Kim, 2011). Contrary to traditional media social media allows awareness to turn into engagement, consideration, loyalty and advocacy (Hanna, Rohm & Crittenden, 2011) through consumers’ participation for example in content creation and co-creation of brand value. Therefore, social media acts as an outlet for consumers to share and contribute into content creation and some studies have also focused on the motivational drivers of these kind of behaviors.

However, Voorveld, van Noort, Muntinga & Bronner (2018) point out an important challenge related to the study of social media in previous literature, where researchers tend to assume all social media is the same. By using the umbrella term “social media”, many of the previous literature groups all platforms and therefore assumes similarities amongst platforms. In fact, platforms such as Facebook, Instagram, Twitter, LinkedIn and YouTube for example, all have different functionalities and users come to the

platforms to seek different benefits. In their study, social media is categorized in four pillars based on the characteristics of each platform; relationship, self-media, creative outlet and collaboration platforms. For example, Facebook and LinkedIn are based on users creating profiles and using customized messages, hence build relationships with others. Self-media platforms such as Twitter allow users to create and manage their own profile and share information about themselves. Instagram and YouTube are examples of creative outlet platforms where users can share their interest and creativity. Collaboration platforms on the other hand allow users to ask questions, get advice and find interesting news and content.

Perhaps by looking at social media in the context of the platform and understanding that not all social media has the same characteristics, researchers could build more useful frameworks and insights into the different motivations to use each media and engage with brands on each platform.

2.2. Customer engagement behavior

Customer engagement behavior (CEB) is related to the behavioral manifestations towards a brand or company. It has been studied extensively including various antecedents, motivations, dimensions and outcomes. Despite the efforts, there is still a lack of true understanding of the phenomena especially in the context of social media. This chapter will explore what customer engagement behavior entails and which motivations drive it.

Customer engagement behaviors are described as customers behavioral manifestations with a firm or brand focus that are driven by motivation and do not include transactions (van Doorn et al., 2010; Verhoef, Reinartz, & Krafft, 2010). A breath of studies highlight that customers are motivated to engage with brands because they expect certain benefits from their behaviors (Gummerus et al. 2012; Jaakkola et al., 2014; Bitter,

Grabner-Kräuter & Breitenecker, 2014; Verlye, Gemmel & Rangarajan, 2014; Braun et al., 2016; Groeger et al 2016). Customers therefore *choose* to invest their time and resources to engage with a brand by behaving in a certain way. Customer engagement behavior includes **value creation** given that behaviors such as suggesting improvements, helping employees and advising other customers to make better consumption choices are some aspects of value creation (van Doorn et al., 2010).

Customer engagement behavior has been studied in different offline (e.g. Jaakkola et al., 2014) and online contexts (e.g. Gummerus et al., 2012; Bitter et al., 2014) using both quantitative and qualitative methods. However, due to the context specificity, it is hard to establish a general framework for customer engagement behaviors. CEB's have been studied in offline service contexts of a nursing home (Verlye et al., 2014) as well as in a public transportation context (Jaakkola & Matthew, 2014). However, the study by Verlye et al. (2014) focuses on the managerial perspectives and psychological processes to encourage CEB's whereas Jaakkola et al. (2014) focus on understanding the role of CEB in value co-creation in a multi-stakeholder service system. While the learnings from an offline context can provide some direction to how CEB works, it is likely that in an online setting there are differences.

Van Doorn et al. (2010) developed an early framework and definition of customer engagement behaviors. They conceptualize that CEB is impacted by valence, form or modality, scope, nature of its impact and customer goals. Gummerus et al. (2012) also note that CEB can be expressed in different ways depending on the consumers resources, it can result in different outcomes, vary in scope, be momentary or ongoing, vary in impact and may arise from different purposes. Customers engage in many behaviors to strengthen their relationship with brands that go beyond the customer loyalty measures such as frequency of visits, purchases and intended behaviors. For example, in an online setting the CEB dimensions are impacted differently than offline context. In social media CEB's can be expressed in various ways such as commenting, sharing content with the user's network and can be positive or negative. It is likely that

social media enables a larger scope for engagement as sharing something publicly reaches people fast and can have an impact on many individuals.

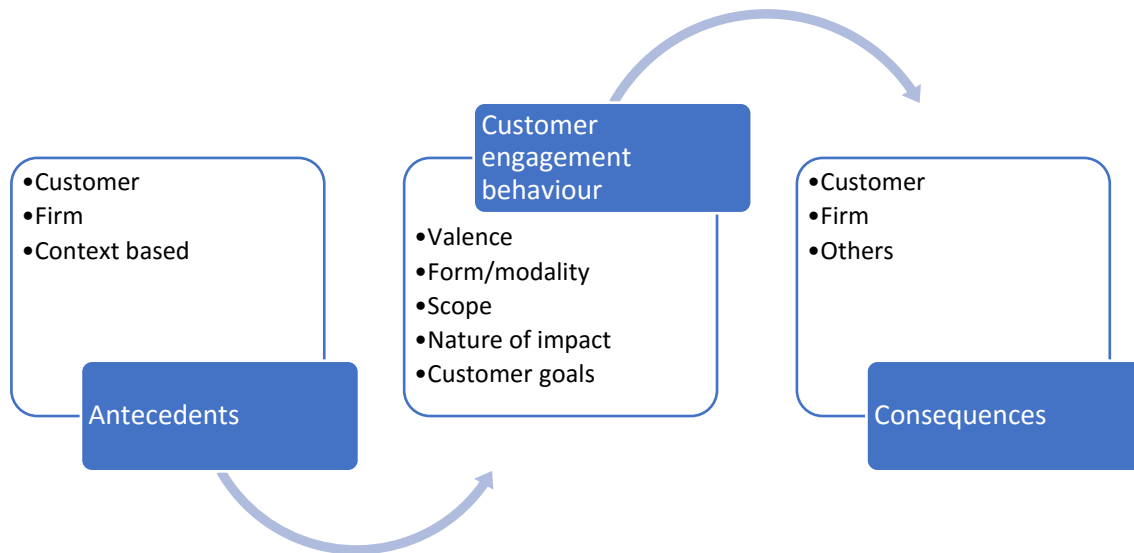


Image 1. Conceptual model of CEB. Adapted from van Doorn et al. (2010).

While other CEB literature is guided by Service-Dominant-Logic (Gong 2018; Groeger et al. 2016; Jaakkola & Matthew 2014), Carlson, Rahman, Voola & De Vries (2018) base their research on Stimulus-organism-response paradigm to study specifically the online-service design characteristics in social media brand pages that stimulate feedback and collaboration with customers. Their findings show that content quality, brand page interactivity, brand page sociability and customer contact quality indirectly drive CEB intentions through the value the customer perceives on the platform. This would suggest that in an online context CEB is somewhat influenced by the platform characteristics and content.

By engaging in different behaviors, customers receive different benefits (see table 2.) such as practical benefits, social benefits, social enhancement, entertainment, economic benefits (Gummerrus et al., 2012), altruistic and self-fulfillment benefits (Braun et al., 2016). Similarly, Hennig-Thurau et al. (2004) recognize similar motivations specifically

explaining consumers' willingness to participate in eWOM behavior. Their study suggests that desire for social interaction, economic incentives, concern for others & enhancing self-worth are motivations leading to eWOM. Van Doorn et al. (2010) also propose that perceived costs in relation to the benefits received from eWOM behavior as well as consumption goals can influence CEB. While all of these benefits driving motivations to engage with brands and companies have been identified, there is still no clear consensus on which motivations drive which behaviors and makes conceptualizing and studying CEB challenging.

Table 2. Consumer motivations and drivers for CEB.

Author	Online/Offline	Motivations & benefits driving CEB
Gummerus et al. (2012)	Online gaming brand community on Facebook	Benefits: practical, social, social enhancement, entertainment & economic.
Braun et al. (2016)	Offline & Online	Social, relationship, autonomous, economic, altruistic and self-fulfillment benefits.
Henning-Thrau et al. (2004)	Online/eWOM	Motivations: desire for social interaction, economic incentives, concern for others & enhancing self-worth.

In addition to motivational drivers Groeger et al. (2016) identify specific antecedents for non-paying customer engagement which encompasses positive behaviors toward a brand that are related to free offerings. In their non-paying CEB model, they propose that in addition to motivations there are consumer and situation related factors that impact CEB such as, self-concept, personality, mood, perceived benefits, risk and resource requirements and timing. For example, an introvert may prefer to use the internet to engage in CEB instead of doing it face to face.

Limited amount of research has linked motivations to different behaviors (e.g. Muntinga et al., 2011). In their study, Braun et al. (2016) found that customers who engage in value creating CEB, such as complaining to a firm or suggesting product improvements, are often seeking benefits such as helping other consumers or the company, as well as securing economic benefits. Consumers who engage in customer to customer behavior

such as WOM, are seeking for self-fulfillment and differentiating themselves from others. Finally, customers who engage in value creating, online and customer to customer behavior are likely seeking social recognition and acceptance. However, they don't look into the other factors such as individual characteristic's that could impact the motivations to engage in various behaviors. Perhaps in some cultures for example, individuals are more driven to be accepted by their peers and therefore engage in different behaviors than individuals who find it important to stand out.

Previous research has also identified various types of CEB in online and offline contexts (see table 3). In line with Jaakkola & Mathew (2014), Groeger et al. (2016) distinguish augmenting behaviors from influencing and mobilizing behaviors. For example, influencing behavior could be a customer writing a product review based on their knowledge of the product in order to influence others. Another potential classification could be either passive or active behavior. For example, on social media gathering knowledge through scrolling through the feed versus commenting on a post. The behaviors identified in Table 3, are more active in nature and require higher resource contributions.

Table 3. Identified CEB behaviors.

Study	CEB behaviors/types
van Doorn et al. (2010)	Word-of-mouth (WOM) activity, recommendations, helping other customers, blogging. writing reviews, engaging in legal action.
Groeger et al. (2016)	<p>Augmenting: feedback, suggesting product improvements, alternative product uses, identifying sources of innovation to firm.</p> <p>Influencing/mobilizing: Online & offline WOM, offering trial to network, User generated content, making social contacts aware of product/helping & coaching others.</p>

Maslowska et al. (2016) point out that customer engagement has been used too widely as a term to encompass many activities and concepts that are related. Therefore, they propose the framework of consumer engagement ecosystem to reflect the dynamic environment, nonlinear and real-time ecosystem between brands, customers and one another. One aspect of their ecosystem are *brand dialogue behaviors* (BDB's) which encompasses all brand-related non-purchase behaviors. Based on previous literature they categorize BDB's by two dimensions; interactivity and brand related personal goal relevance. Contrary to van Doorn et al. (2010), valence is not considered in the categorization as the assumption is that both negative and positive BDB's require resource contributions from the consumer.

These two dimensions are more applicable to various contexts (offline/online) and take into account the two-way relationship and resources the consumers' needs to invest in becoming more active in their behavior as well as how well the behavior helps the consumer attain a personal goal (see image 2). While this dimensional model provides more flexibility and is applicable to also online context, it should be noted that the behaviors can often overlap such as observing good branded content and liking it.

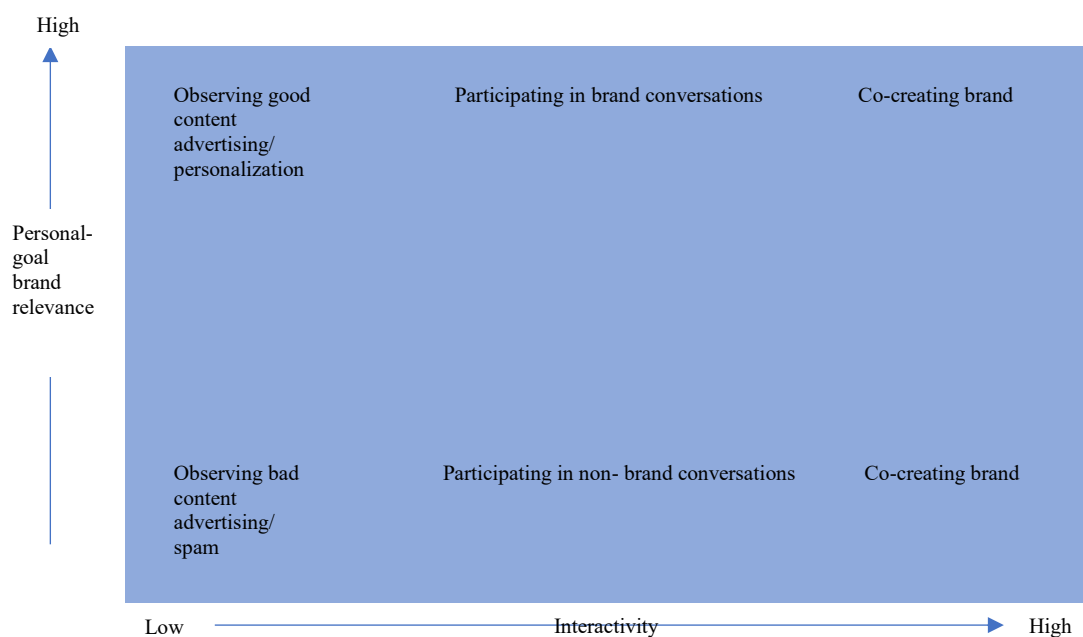


Image 2. Brand related behaviors measured on two dimensions. Adapted from Maslowska et al. (2016).

Based on previous research it is clear that customer engagement behaviors are driven by various motives and seeking of benefits. It is also clear that no consensus exists to which behaviors are considered CEB's while most research agrees that purchases are not considered CEB's (e.g. van Doorn et al., 2010; Gummerus et al., 2012; Groeger et al., 2016; Maslowska et al., 2016). The behaviors are also different depending on whether they happen online or offline and can vary according to different dimensions (e.g. van Doorn et al. 2010; Maslowska et al., 2016). Therefore, in the next chapter motivations for social media engagement are analyzed to gain deeper understanding of how they look in an online context.

2.3. Motivations for social media use and engagement

The motivation for social media use has been an interesting topic for researchers, however a few conceptualizations have been made. Previous studies have identified various motives for social media participation using the *uses & gratifications* theory as a basis of understanding motivational drivers. Some motivations include information seeking, social belonging, enjoyment and entertainment as well as self-expression and social enhancement. (Dholakia, Bagozzi, & Pearo 2004; Heinonen 2011.)

Consumer's social media activities can be conceptualized based on consumers motivations and their inputs. In the framework by Heinonen (2011), consumer motivations are divided into three motives: entertainment, social connection and information based on previous research on gratifications (e.g. Shao 2009; Stafford, Stafford & Schkade, 2004; Park 2009). The consumer inputs are consumption, participation and production. Based on this three by three framework, Heinonen (2011) identifies activities based on her exploratory qualitative study as indicated in table 4. The study exemplifies the activities done by users on social media, driven by the three main motivations identified in the previous research drawing from uses and gratifications theory.

Table 4: Social media activities based on consumer motivations. Adapted from Heinonen (2011: 360-361).

Activity type	Dimension	Description
Information processing activities	Retrieving product information, collecting factual information, sharing and accessing opinions, reviews and rating, news surveillance and applying knowledge.	<p>Acquiring information about products or download content.</p> <p>Gathering information from more formal user-generated sources, such as Wikipedia.</p> <p>Sharing information and accessing shared knowledge online, such as opinions and comments.</p> <p>Following current news from all over the world.</p> <p>Using knowledge for own benefits, such as processing content or exchanging products.</p>
Entertainment activities	Escaping the real world and relaxing, becoming inspired, mood management, entertaining oneself and self-expression.	<p>Relaxing or escaping for a while.</p> <p>Looking for inspiration and encouragement.</p> <p>Enjoying oneself online Self-articulation and self-promotion.</p>
Social connection activities	Social surveillance, collaborative experiencing, belonging and bonding, being up to date, staying in touch & social networking	<p>Learning about friends and acquaintances.</p> <p>Sharing and experiencing with others.</p> <p>Connecting with people.</p> <p>Knowing what is happening in one's own community.</p> <p>Keeping up relationships within one's own network.</p> <p>Creating and managing a social network of friends and acquaintances.</p>

Henning-Thrau et al. (2004) use a utility-based framework as their basis for analysis and suggest that consumer motivations are driven by five utilities; focus-related, consumption-, approval-, moderator & homeostase utilities. Based on their qualitative analysis in the context of eWOM behavior, they find that desire for social interaction, economic incentives, concern for others and the potential to enhance their own self-worth are key factors leading to eWOM behavior. However, their study was conducted using a sample of German opinion platform users where it can be expected that users are willing to speak up and engagement motives might differ. An interesting question is whether the users on Facebook for example would be motivated to write a review to enhance their self-worth when their main motivation to use the platform is to connect with friends.

Perhaps one of the dominant motivations to use social networking sites such as Facebook is to connect with friends and this was also supported in the research by Chiung, Cheu & Lee (2011) on why students use Facebook. This finding was also supported by the quantitative study by Voorveld et al. (2018) where Facebook scored high on social interaction dimension which includes sharing information and correspond with others. These findings indicate that as a platform Facebook is seen as a communication and connection medium by the users.

A study by Khan (2017) found that using and contributing to YouTube content was mostly motivated by entertainment. For example, passive consuming of YouTube content was found to be driven by relaxing and entertainment motive. Passive content consumption in the form of reading comments was driven by information seeking. Social interaction on the other hand predicted commenting and uploading, while sharing was predicted by information giving motive. (Khan 2017.) Similarly, Voorveld et al. (2018) found that entertainment is a key motivation to use YouTube as users report that consuming content on the platform made them feel happy and relaxed. The findings indicate that different social medias have various user motives that are tied to the functionalities of the platform.

Rohm, Kaltcheva & Milne (2013) identify several motivations for interactions on Facebook, Twitter & email to be seeking fresh timely content, entertainment and fun, product information, promotions, browsing, engaging, customer service, branded content, purchase intentions, exclusivity and privacy. These motivations define different types of interactions such as acquiring timely customer service and content, acquiring product information, engaging with the brand for fun and entertainment, connecting with the brand, engaging in interactions to receive promotions.

Some studies have also identified that most members of online communities are rather passive, sometimes referred to as lurkers (Gong, Lim & Zhu, 2015). Gong et al. (2015) found in their quantitative research on Indonesian and Singapore based twitter communities that information sharing, and personal update was the main motivation to speak out across all user types. Lurkers are more likely to speak up when they encounter very interesting content or breaking news.

Most of the previous research on motives to engage online have been conducted in the context of online brand communities (Algesheimer, Borle, Dholakia & Singh 2010; Wirtz, Ambtman, Horváth, Ramaseshan, Klundert & Kandampully, 2013; Dessart, Velotsou & Morgan-Thomas, 2015). However, many social media users are passive and while understanding how active users engage in OBC's is relevant, there is a gap in understanding how most users (passive) are motivated to follow, like, share and comment on brand related content and ads. Additionally, as social media platforms have different functionalities, the motivations to use each may differ. This can also lead to different motivations and ways to engage with branded content.

Voorveld et al. (2018) study the role of the social media platform type in relation to the engagement with social media and social media advertising. Their quantitative study adapts the view that engagement is dependent on the qualitative experiences with the medium and is therefore context specific in nature. They also adopt the view that the motivations are multidimensional in nature, such as user's need to fill in an empty

moment, find useful information and connect with others. Their hypotheses include that the engagement with the social media platform positively influences the evaluation of the ads on the platform. The engagement with a certain medium provides context that in turn can impact the response to the advertising embedded in that medium (Calder, Malthouse, and Schaedel 2009). Voorveld et al. (2018) also suggest that social media engagement influences social media advertising engagement.

The results by previous research would suggest that social media participation motives may differ based on the platform used. For example, the driving motive for YouTube participation might be entertainment, while Facebook use is mostly tied to the willingness to connect and stay up to date with friends and networks. Additionally, there might be different motives for more active users compared to passive “lurkers”. These context specific factors further complicate the study of social media consumer behavior and much of the current research is scattered. However, some research has agreed on information, entertainment and social factors to influence motivation to use social media in general (Chiung et al., 2011; Heinonen 2011; Dholakia, Bagozzi, & Pearo 2004). Perhaps it would be more useful to study the individual motivations to use each platform rather than assuming all social media usage is motivated by the same gratifications.

2.4. Linking motivations to brand related behaviors on social media

Behavioral engagement in a social media context can include for example sharing, learning and endorsing. Sharing is a members’ active participation within the online community by co-creating relevant information, exchanging ideas, experiences and knowledge with the members (Dessart et al., 2015). Advocating and endorsing refers to the members’ willingness to recommend a brand to other members (Brodie et al., 2013; Dessart et al., 2015.) and is driven by the members’ motivation to add value to the community (Hennig-Thurau et al., 2004).

Another approach to understanding social media engagement behaviors are user types which categories users based on their activity on social media (Mathwick, 2002; Li and Bernoff 2008). However, as Muntinga, et al. (2011) propose, these typologies can be limiting, as users can take over various roles depending on their motivation and goals. In order to consider, the different roles and contexts, they develop a typology based on a qualitative study that explains which motivations drive specific brand related activities online (see Image 3).

As mentioned before, information is a key motivation for people to consume brand related content and it includes different sub-motivation such as seeking for pre-purchase information and inspiration. Another form of information related motivation is staying up to date on what is going on in the brand community. Consuming brand content it is related to enjoyment, relaxation and pastime. Contributing to brand-related content is driven by personal identity, integration & social integration and entertainment. Personal identity is identified to be a driver also in the creating brand related content and it involves sub-motivations such as self-presentation, -expression and -assurance. Integration and social integration are related to social identity and helping. An example can be that a consumer wants to meet other like-minded people. Motivations for creating brand related content include personal identity, integration, empowerment and entertainment. An important motivation to create brand related content is the possibility to impact other people's choices to buy a product or change a company's way of doing something. (Muntinga et al., 2011.)

Saridakis, Baltas, Oghazi, & Hultman (2016) build on the typology by Muntiga. et al (2011) given the lack of research that specifically link the motivations to brand related social media behaviors. Their findings indicate that users who participate in social media driven by personal identity motivation or empowerment motive, tend to be more active in engaging in content contribution or creation. Additionally, users who are driven by integration and social integration are more likely to create brand related content.

Unlike the findings from Muntinga et al (2011) Saridakis et al. (2016) find no support for the remuneration motive to be present in consuming branded content. They also found that even when the user is not motivated by information and remuneration motives, they can still be driven by entertainment and personal identity and integration motives. In regard to content contribution they find that personal identity and integration & social integration motives are key drivers. Instead of entertainment they find that empowerment impacts content contribution significantly. Their findings suggest that personal identity and empowerment are necessary for content contribution to happen. Additionally, in regard to content creation their study supports personal identity, integration & social interaction and empowerment but there was no support for entertainment. Their findings indicate overall that there are rarely linear or symmetric relationships between the variables.

Muntinga et al. (2011) used a purely qualitative method and conducted semi structured interviews on participants who engaged on social networking sites for Nintendo and Adidas fans. On the other hand Saridakis et al (2016) sample is from a sports industry context and examined the followers of British basketball league's followers. Their methodological perspective is based on fuzzy set qualitative comparative analysis. While both researches found and validated similar motives in relation to the consuming, contributing and creating user type, the differences show that there can be variations. The sample also focuses on a very specific group of people who are fans of a chosen brand, which likely impacts their level and intensity of engagement.

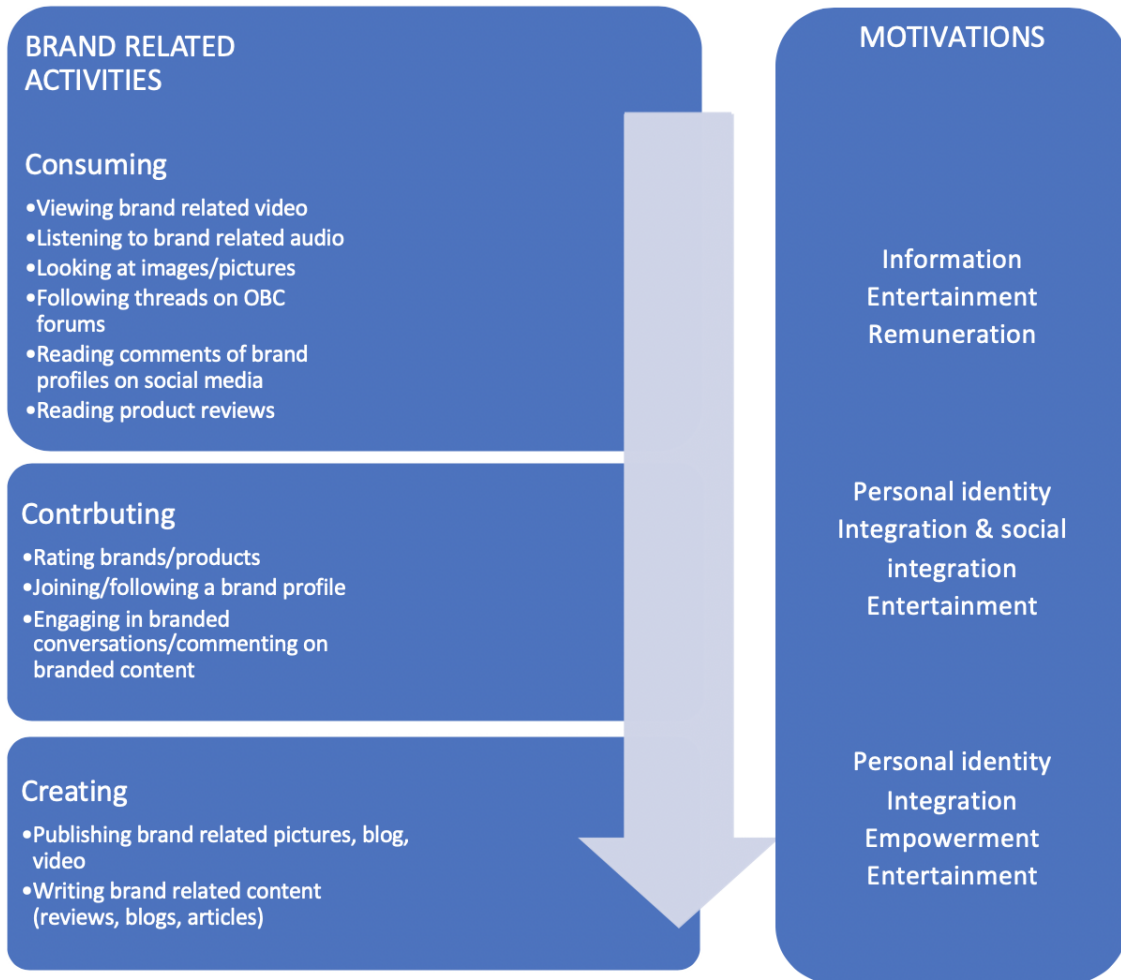


Image 3. Adapted COBRA Typology. Muntinga et al. (2011:16).

In line with the typology by Muntinga et al. (2011), Schivinski, Christodoulides & Dabrowski (2016) develop a scale to measure the consumer's engagement with brand related social media content. They collected quantitative and qualitative data from consumers across Poland. They distinguish three types of consumer brand engagement activities on social media: consuming brand related media, engaging with media (e.g. liking a post) and creating brand related content (e.g. uploading a picture with new Nike sneakers).

Different motivations lead to various behavioral manifestations on social media such as following a brand to stay up to date and reading product reviews to get pre purchase

information. However, users also use social media to connect with friends and their community and post pictures of themselves and therefore it is not clear which motivations always lead to which kind of behavior. To date the typology by Muntinga et al. (2011) is the closest one to understanding the brand related behaviors and the motivations linked to them. Therefore, the typology is used to analyze the qualitative interview data in this research.

2.5. Defining culture

Individuals in different cultures have different beliefs, values and norms that in turn impact their behavior and the view of the world. Although, to date there is no consensus to what culture is amongst academics, many cultural frameworks such as Theory of basic Human Values, Hofstede's dimensional model of culture and the GLOBE study (see Schwartz 1992; Hofstede 1980 & House et al., 2004) have been developed to categorize those different assumptions.

In order to understand how culture might affect customer engagement behavior on social media, it is important to establish what culture means and to mention some research perspectives. As customer engagement behavior towards a brand results from motivational drivers (van Doorn et al., 2010) it is important to understand the how culture impacts motivations and behavior.

Researchers have defined culture in different ways and acknowledge that it is a complex concept. Some definitions emphasize the shared values, norms and beliefs of a group of people and others also recognize how they are manifested in the personalities of individuals (See table 5). Research has shown that culture is an integral part of individuals personality and influences behavior.

Table 5. Definitions of culture.

Authors	Definition
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Leung et al. (2005: 357)	<i>“Values, beliefs, norms, and behavioral patterns of a national group”.</i>
Dake (1991:77)	<i>“Culture (...) provides a collectively held set of customs and meanings, many of which are internalized by the person, becoming part of personality and influencing transactions with the social and physical environment”</i>
Hofstede Insights (2020)	<i>“The collective programming of the mind which distinguishes the members of one human group from another”.</i>

As social media, customer engagement and culture are all multidimensional and complex in nature it is especially challenging to develop a generalizable model or framework. Hofstede’s dimensional model of culture has been applied to many global marketing and advertising as well as consumer behavior studies, to explain the concepts of self, personality and identity, which ultimately explain differences in branding strategies and marketing communications. In addition, Hofstede’s model has been used to study information processing, differences in perception and categorizations that in turn influence communication and how advertising works. (Mooij & Hofstede, 2010.) In addition to influencing the behavior of individuals in a group, culture also provides a lens for the individual to interpret behavior and the environment (Spencer-Oatey, 2000).

However, Hofstede’s model assumes that cultural traits are observed on the national level and not individual level. Therefore, applying dimension that are developed at the national level to understand individuals’ behaviors can be misleading and oversimplified. To address this challenge, Yoo, Donthu & Lenartowicz (2011) have developed cultural value scale (CVSCALE) that focuses more on the individual cultural values. Some limitations of the Hofstede model include that the respondents are from one organization (IBM) which can hinder the representation of the entire national

culture. Additionally, the data was collected between 1968-1972 and therefore might not be so accurate in representing the culture in the globalized environment today.

Instead of studying if culture makes difference it might be more useful to ask how and when culture makes a difference given that research on relationships between culture and individual outcomes has not captured enough variance (Leung et al., 2005: 368). For example, De Mooij & Hofstede (2010) study how advertising works specifically across cultures (see Image 4.) and which advertising styles are accepted in different cultures. They find variance depending on the individualistic vs. collectivistic nature of a given culture which impacts which advertising style, such as direct or indirect, is accepted. For example, in individualistic cultures young people develop an identity that can function independently in different social groups whereas in collectivist cultures the ideal is to be like others. More research is needed to understand the cross-cultural impact of advertising style including advertising online. (De Mooij & Hofstede 2010.)

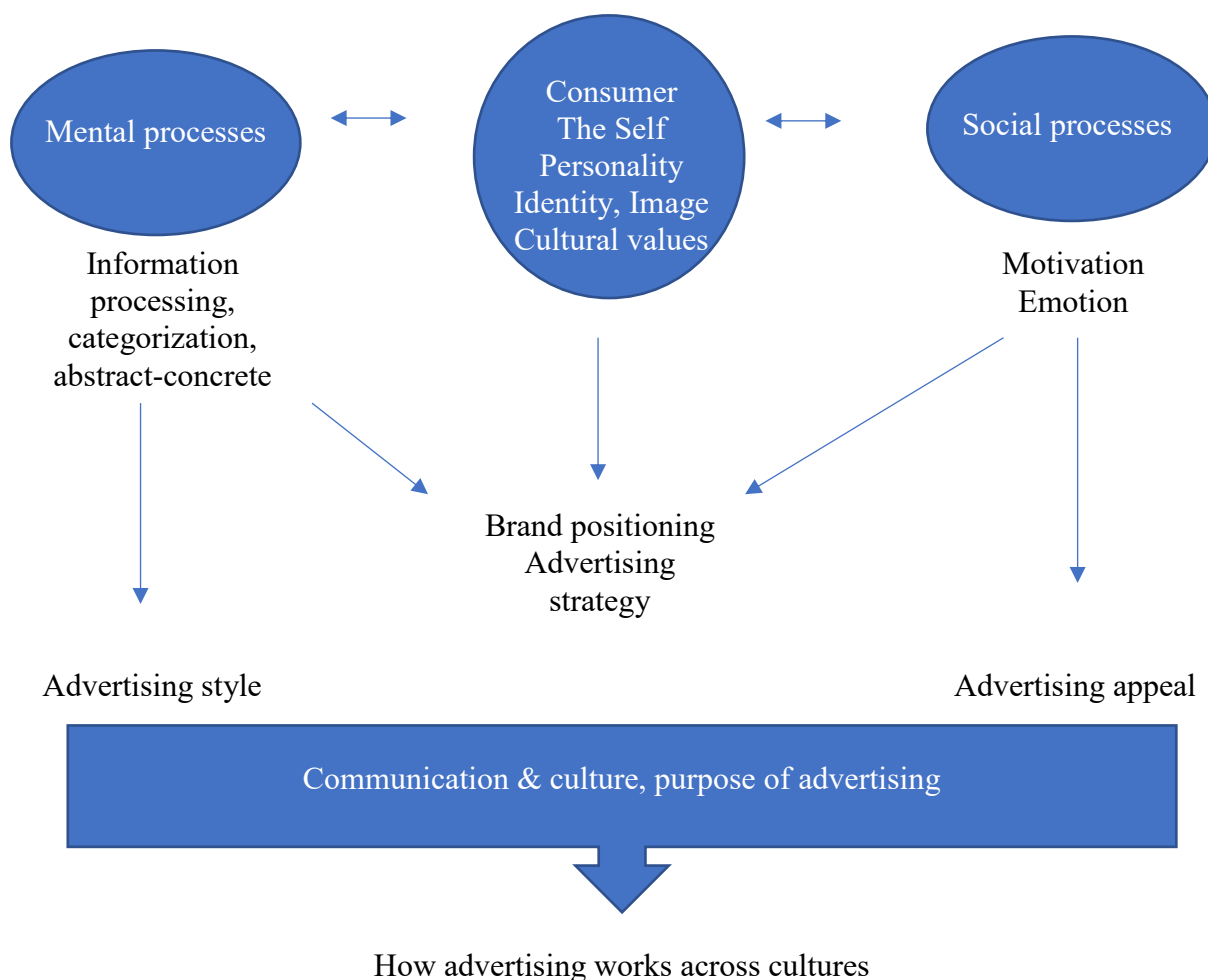


Image 4. Cross cultural advertising and impact of culture. Adapted from De Mooj & Hofstede (2010: 86)

Culture has a moderating impact on behavior, and it is more likely for culture to matter in predicting someone's values when the person identifies strongly to their national culture. Additionally, self-esteem, group influence and situational characteristics impact culture when it comes to individual behaviors. (Leung et al 2005.) Given that there are other factors that impact human behavior, it is difficult to determine when culture is an important aspect in understanding human motivations and behaviors. De Mooij & Hofstede (2010) view cultural values as integrated part of consumer's self as opposed to be an environmental factor. This could also suggest that if a person is not identifying strongly to their national culture, cultural values wouldn't be such an integral part of the self.

2.6. Culture in explaining motivations & behavior on social media

Several studies (Kim, Sohn, & Choi, 2011; Lee & Wohn, 2012; Tsai & Men, 2017; Gong 2018) have found that there are differences in social media use between individualistic and collectivistic cultures. Goodrich & de Mooij (2014) found that Hofstede's cultural dimensions explain cross-cultural differences in online and offline purchase decision influences. They found that collectivist countries are more likely to use social media for purchase decisions than individualistic countries.

Gong (2018) studies the mediating role of cultural values on brand engagement behavior. The study proposes that culture will influence the indirect effect of brand ownership and customer brand engagement behavior. The study focuses on individualism-collectivism and power distance comparing the South Korean and US population. They propose that high collectivist individuals are more likely to be attentive to their role as brand owner as they want to behave according to the social norm. Collectivist individuals are also less motivated by self-enhancement compared to

individuals who are more individualistic. High power distance cultures individuals are more willing to maintain their high status by taking more responsibilities as brand owners. Self enhancement arises more likely when customers see their environment as enhancing their self-concept. However, their study is focusing on online brand communities where previous research (Henning-Thurau et al., 2004) has shown that self-enhancement is one motivation to engagement behaviors in online communities. However, users on social media don't necessarily belong to a brand community and thus self-enhancement might not be a motive to engage with brands.

Tsai & Men (2017) study the impact of culture on consumers' engagement levels and behavior on brand pages on social networking sites. The results show **differences in terms of motivations** between Chinese & Americans. Chinese seek information, entertainment and social integration by engaging with brand pages, whereas Americans seek for remuneration, information and entertainment. Additionally, Chinese demonstrate stronger engagement levels. Chinese were more proactive in contributing by commenting, asking and answering questions, sharing companies posts and recommending brands to their networks compared to the Americans. Contrary, Goodrick & de Mooji (2014) propose that long term oriented and collectivist cultures like China people want to be more passive and anonymous in their interactions with the community in relation to eWOM. These different results could be explained by the context specificity of each research.

Chinese were also more dependent on social media compared to Americans. Most Chinese users considered their interaction with brand representatives to some extent personal and intimate and identified more strongly with the social media brand communities. (Tsai & Men 2014) These results would suggest that how dependent the individuals are of social media can also impact their level of engagement and motivations to invest time to the brand pages.

Social media is a platform type where individuals can express their interests, opinions and preferences. By sharing a company post or liking a brand page they express their interests and self to their friends and other users. While motivations influence engagement behavior, also group norms and social influence may impact individual's willingness to engage. Berthon et al. (2012) study how culture affects consumers motivations to engage with a company's social media feeds and they recognize the need to adapt content to local markets.

However, few studies have looked at the individual level cultural values and how they may impact the customer engagement behavior on social media. As criticized by some authors, the models and frameworks that are used to study culture and consumer behavior are based on organizational and community level. Le & Duong (2019) are perhaps the first ones to study individual level cultural traits in the context of customer engagement on social media. They base their study on the CVSCALE and individual level cultural consumer engagement styles (Yoo et al., 2011; Hollebeek 2018). The findings of their quantitative study indicate that consumers likely engage in an OBC since they have time and other resources and they perceive a good quality of information. Consumer is more motivated to engage in OBC because of knowledge learning rather than sharing knowledge. Cultural traits influence consumer behavior through resource integration and perceived knowledge quality. Stronger engagement is more likely with higher collectivist, uncertainty avoidance and long-term orientation. However, the research is based on S-D logic and therefore the study might be neglecting other motivational factors such as emotions and feelings that might drive customers to engage.

Another study by Errmann, Seo, Choi & Yoon (2019), examined the potential effect of friend recommendations, such as likes, when featured with a social media ad where it was disclosed that the content was sponsored. Their quantitative study found that featuring friend recommendations for disclosed advertisements decreases advertising credibility and effectiveness in the United States and increases credibility and effectiveness in Korea. The cultural dimension that mostly explains this mediating effect

of culture is individualism-collectivism. These results point that in different cultures when friends like or comment on advertised content there is a difference in how the ad is perceived.

The research on this topic shows varying results in terms of potential impact of culture to customer engagement behavior. Additionally, much of the research is conducted in a brand community context where it can be expected that individuals are more active compared to the general population. There is still a very limited understanding of how and when culture might impact these behaviors or the engagement levels.

3. RESEARCH METHODOLOGY

This chapter will focus on the research methodology, which explains the specific ways used to understand the world better through research (Eriksson & Kovalainen 2008:16). This chapter will also explain the methods of data collection and analysis as well as justify the choices made in research design.

3.1. Research philosophy

In the context of the current research, the assumption is that the motives of social media customer engagement behavior in different cultural context can vary between individuals. This study is focused on understanding the subjective motives of each individual, and therefore an ontological approach is taken. Ontology is concerned with existence and relationship between people, society and the world in general and many qualitative research approaches are based on the ontological assumption where reality is subjective (Eriksson & Kovalainen 2008:13).

The philosophical approach to the current study is guided by understanding the point of view of the individuals who are involved in the studied phenomena (Burrell & Morgan 2019:5), rather than the positivist approach that seeks law like causal relationships. Therefore, a more interpretive approach is taken to embrace context and understand the subjective experiences. Practically this means that the interviews will focus on asking about participants experiences with social media brand content and how they interact in that setting.

3.2. Justification for exploratory qualitative method

There are several challenges to studying consumer behavior in a cross-cultural and dynamic social media environment. Okazaki & Taylor (2013) address that the study of social media in an international context has been limited and there are several potential

reasons for that. Only in the recent few years has there been a focus on social media advertising related papers and researchers might find it premature to study the phenomena. Another problematic area of conducting research about social media in cross-cultural context is the complexity and amount of data that needs to be analyzed. There is also a lack of clear theoretical perspective around the topic from where hypotheses can be formulated for further empirical testing.

As the current study is focusing on an area of research where there are limited existing models, the qualitative method is chosen to understand consumer behavior in a specific context. Qualitative methods are suitable when the purpose is to see the meaning behind the data and provide more comprehensive perspective on the studied phenomena (Ghauri & Grønhaug 2005).

The study will be cross cultural in nature and try to detect the thought process of individuals who are from two different countries. The countries have been chosen based on how different they are when measured on the macro level, based on individualism - collectivism dimension in the Hofstede's model. However, the participants individual cultural values are measured on the CVSCALE (Yoo et al., 2011) in order to observe how the respondent's experiences and behavior might differ and whether their behavior is in line with previous findings.

While this study won't be able to produce law like and statistically significant results or causal relationships, it will aim to observe differences in behavior and motives between the two interview groups. These differences are observed based on the interview data and analyzed in the light of previous literature on how culture might impact CEB motivations and behaviors. As there are several challenges in conducting cross-cultural research, a larger study will need to be conducted in order to validate any findings from the present study.

3.3. Data collection and analysis strategy

The primary qualitative data was collected using semi structured interviews and six individuals from both Denmark and Turkey were interviewed. These two countries have been chosen because they are different on the individualism - collectivism dimension, measured on Hofstede's model. Denmark scores 74 points (indicating stronger individualism) while Turkey scores 37 points on the scale (Hofstede-Insights, 2019). However, as stressed by Yoo et al. (2011) Hofstede's model is a generalization and assumes that all individuals in a culture are showing collectivist tendencies in their behavior. Therefore, the participants were asked to fill in the questionnaire (see appendix) from Yoo et al. (2011) to determine individual level cultural values. This information of the cultural tendencies of each respondent was used as a background knowledge for the purpose of the analysis.

The respondents ages vary between 24-28 years and they are all working professionals in the same company. All the participants in this study have at least a lower level university degree (e.g. bachelor's level). An equal amount of men and women were selected to be interviewed. The reason for choosing the interviewees who have a similar demographic background is to try to mitigate the other potential influencing factors to their behavior. The recruitment of the respondents happened through personal relationships and referrals, due to time constraints of this research.

Table 6: List of participants in the study.

Danish participants	Turkish participants
Participant A, DK, Female, 28.	Participant G, TR, Female, 26.
Participant B, DK, Male, 24.	Participant H, TR, Male, 24.
Participant C, DK, Female, 28.	Participant I, TR, Female, 28.
Participant D, DK, Male, 26.	Participant J, TR, Male, 26.
Participant E, DK, Male, 27.	Participant K, TR, Male, 27.
Participant F, DK, Female, 26.	Participant L, TR, Female, 26.

The criteria for the respondents were that they should have used social media for at least a year, they follow at least one brand on social media and use social media daily. This way it is more likely that the participants are well familiar with social media platforms and are considered heavy users. The frequency of the use also helps to understand the behaviors of people who have integrated social media into their everyday life.

The interviews were conducted in Dublin as face to face interviews. The interviews were conducted in English as the participants all live and work in an English-speaking setting, which can lead to assuming their level of language knowledge is adequate. Additionally, the interviews were recorded with the consent of the participants for further analysis and coding.

The interviews lasted around 20 minutes each and were guided by the Semi-structured interview guide in the appendix. Using semi-structured interviews will more likely yield to the participants sharing their subjective experiences and potentially revealing some new perspective on the studied phenomena. The goal is to use non-directive, open-ended questions to spark thought process and reveal underlying motives and reasons for behavior.

After the interview data was collected, it was transcribed using an automatic software, Trint. This software automatically transforms audio into a written format. After this, all or the interviews were listened again, while correcting any spelling errors or other errors made by the software to reflect the exact answers of the respondents. The average length of each transcribed interview was 6 pages.

After, transcribing the interview data, a NVivo word frequency analysis was conducted to help spot immediate patterns or trends in the interviews. Secondly, the interviews were read 5 times to understand the context while taking notes of the different trends. Based on this analysis motivations were grouped into connecting with friends, pastime

and filling in an empty moment, finding information and inspiration, remuneration and helping others. The paragraphs discussing these motivations were then grouped under each coding to get a deeper understanding of the data.

The CVSCALE that was used to understand the individual cultural values, is based on a Likert-scale and includes 4-6 questions per each dimension: power distance, uncertainty avoidance, collectivism, long term orientation and masculinity. For each respondent the values (1-5) were combined per dimension and divided by the number of questions in that specific dimension in order to get the average value for each dimension (see table 7). The higher the value the higher the individual scored on each dimension. The cultural scores were used as a background information for analyzing the results.

Table 7. Participants cultural orientation measured on CVSCALE.

Participant A, DK, Female, 28.	2	Power distance
	3,6	Uncertainty avoidance
	3,7	Collectivism
	3,8	Long-term orientation
	1,5	Masculinity
Participant B, DK, Male, 24.	1,4	Power distance
	3	Uncertainty avoidance
	2,5	Collectivism
	4	Long-term orientation
	1	Masculinity
Participant C, DK, Female, 28.	2,6	Power distance
	2,8	Uncertainty avoidance
	3,7	Collectivism
	3,3	Long-term orientation
	2,8	Masculinity
Participant D, DK, Male 26.	1,6	Power distance
	3,4	Uncertainty avoidance
	4,2	Collectivism
	4	Long-term orientation
	1	Masculinity

Participant E, DK, Male, 27.	1,8	Power distance
	3,2	Uncertainty avoidance
	3,5	Collectivism
	3,5	Long-term orientation
	1,5	Masculinity
Participant F, DK, Female, 26.	1,6	Power distance
	3,6	Uncertainty avoidance
	3,5	Collectivism
	3,5	Long-term orientation
	1,5	Masculinity
Participant G, TR, Female, 26	3,2	Power distance
	3	Uncertainty avoidance
	4	Collectivism
	3,5	Long-term orientation
	2,8	Masculinity
Participant H, TR, Male, 24.	3,4	Power distance
	3	Uncertainty avoidance
	2,3	Collectivism
	2,3	Long-term orientation
	3,5	Masculinity
Participant I, TR, Female, 28.	3,2	Power distance
	3,8	Uncertainty avoidance
	3,5	Collectivism
	2,8	Long-term orientation
	1,8	Masculinity
Participant J, TR, Male, 26	2,8	Power distance
	3,4	Uncertainty avoidance
	2,8	Collectivism
	4	Long-term orientation
	3,25	Masculinity
Participant K, TR, Male, 27	2,4	Power distance
	3,8	Uncertainty avoidance
	3,7	Collectivism
	3,7	Long-term orientation

	3	Masculinity
Participant L, TR, Female, 26	2,2	Power distance
	3,4	Uncertainty avoidance
	3	Collectivism
	3	Long-term orientation
	1	Masculinity

3.4. Validity & Reliability

Reliability means whether the data collection techniques and analytic procedures would show consistent findings if they were repeated another time or by another researcher (Saunders et al., 2012:192). Should the current research be repeated another time, it is likely that it would yield different results, given that social media and user behaviors are evolving over time. For example, introduction of new features on social media platforms can drive different behaviors. Additionally, the researcher error and bias can also drive different results as the data may be interpreted in different ways. To mitigate this risk, the data collection strategy and analysis has been explained in detail. While all researchers bring their own beliefs and background to their research that ultimately influences their view of the nature of the world (Lincoln & Guba 2000), the current research will do its best to outline how the interview data was interpreted. Given the cultural values that each individual has and how it impacts their world view, the researcher has focused to be as objective as possible throughout the research process.

Qualitative research is evaluated based on credibility, transferability, dependability and conformability. Credibility can be assessed by how the researcher presents the realities of respondents and their own representation and how they fit together. (Eriksson & Kovalainen 2008.) To support the findings, proof and examples of why certain motivations and behaviors were identified are backed up with quotes from the participants to increase credibility.

Transferability refers to the extent to which the research can be generalized to other settings (Sinkovics, Penz & Ghauri, 2008). Given the philosophical approach to this research, generalizability is not a goal in the same way as it could be in larger scale studies. Some factors that could impact the generalizability of the results are the language the interviews were conducted in. Due to resources, the interviews were conducted in English which might hinder how the interviewees understand the questions and how well can they express themselves. To mitigate the risk of participants not understanding the questions, prior to the actual interviews, the semi-structured interview questions were tested with two individuals. Another factor is that the interviewees work and live outside of their home country. This has two implications, the first one being that it is expected that the level of English language is sufficient to conduct the interviews. The second factor is that these individuals might represent a more globally minded group of people instead of representing the national cultures of Turkey and Denmark. The participants have lived abroad and work in a multinational company, which can affect how strongly they identify with their national culture. Interviewing people who live in their home country, could yield varying results. For this reason, the cultural dimensions were evaluated by collecting data on the individual level instead of assuming that all Turkish participants for example would show collectivist values.

Given the nature of this study, it is not possible to draw assumptions of how specifically culture impacts the motivations and behaviors. Rather, the purpose is to observe the motivations for engaging with brand related content and understand the emotions and feelings connected to this. While the research has limitations in terms of validity and reliability, the researcher has done their best to mitigate these factors during the research process by first identifying possible quality challenges and then taking measures to mitigate them.

4. MOTIVES AND ENGAGEMENT BEHAVIOR ON SOCIAL MEDIA BY DANISH AND TURKISH CONSUMERS

The motivations for social media usage found in this study were connecting with friends, pastime and filling an empty moment, finding information and inspiration, remuneration and helping others. However, only a few users indicated remuneration and helping others as being a motivation whereas connecting with friends and finding information and inspiration were the most common motivations. In the next sub chapter, each motivation is analyzed considering the literature review and the related behaviors using the COBRA typology (Muntinga et al., 2011).

4.1. Behaviors in relation to connecting with friends

As indicated by the previous research on social media motivations (e.g. Heinonen 2011; Cheu et al., 2011; Voorveld et al., 2018) connecting with friends and family is one of the key motivations to use social media. These findings were also indicated in the current research as all participants mentioned a key reason to use social media to connect with friends. This included many platforms such as messaging platforms (Facebook messenger), and creative social media platforms (Instagram). Table 8 indicates some examples of how participants explained their social media usage motivations related to connecting with friends.

Table 8. Participants motivations to connect with friends on social media and related behaviors.

Participant	Platform	Quote	Motivation	Behaviour
B, DK, M, 24.	Instagram	"Since I live abroad, it's quite nice to know what is going on there. It's about sharing to my friends who I am close with, what I'm doing currently."	Connecting with friends	Sharing content with friends.
B, DK, M, 24.	Instagram	"It's not because I would like to share stuff that would make me seem as being a person like the brand. But it's more because I think some of my friends would like to see this as well. It's more the personal connection	Connecting with friends	Sharing branded content with friends.

		between the friends more than showing to everyone that you are associated with that brand."		
B, DK, M, 24.	Instagram	"I think there's a lot of pictures in places that I have been, that I wanted to show to my friends. I think a very significant part of this also that I sort of have this close friend's thing. I think I'd rather share things with close friends than in a bigger circle because I feel that sometimes it's just a way of saying hello, look at me."	Connecting with friends	Posting on personal profile
C, DK, F, 28.	Social media especially Instagram	"I guess it's a combination. I both use it to follow my friends. Yeah, first of all, I guess."	Connect with friends & social surveillance	Follow friends
C, DK, F, 28.	Snapchat	"But yeah, I only use that as a way to, you know, get in contact with friends."	Connect with friends & social surveillance	General usage
D, DK, M 26.	Instagram	"But if you use Instagram, you can tag him (brother) and stuff or send him stuff you find cool funny or you can see your post if you go somewhere so that it's more like about connecting."	Connecting with friends & family	Tagging and viewing posts
E, DK, M, 27.	Facebook	"I use social media for connecting with friends and I use social media in order to talk to friends because I use the messenger app which is Facebook social media."	Connecting with friends	Commenting and chatting with friends
F, DK, F, 26.	Social media: Facebook & Instagram	"So, I think I use social media as two things, actually. For communicating with friends, for example, via Facebook and Messenger."	Connecting with friends	Sending messages
H, TR, M, 24.	Social media	"I mostly use social media to follow my friends and post some content."	Connect with friends	Follow and general use
H, TR, M, 24	Instagram	"Looking and sharing stories with my friends quite often. Sometimes I also tag them on funny posts"	Connecting with friends	Sharing content
I, TR, F, 28.	Instagram	"98% is my friends that I follow to stay up to date"	Connecting with friends	Following
I, TR, F, 28.	Snapchat	"Snapchat is more just to send some quick pictures to my friends and also see what they are doing. I like it because I can choose who I share with and you can just share funny things that will only be seen once"	Connecting with friends	Sharing content
J, TR, M, 26.		"On social media I care about what my friends post and what they are sharing. I don't really care what brands are saying unless I can really	Connecting with friends, social surveillance	Looking at content from friends

		relate to the content. The most important reason for me is to talk to friends and share funny things with them."		
L, TR, F, 26.	Instagram	"I just use social media to follow my friends and stay up to date on what they are doing. I just don't want to see some random people or people I don't know constantly posting something."	Connecting with friends	Follow friends

Interestingly Participant B, DK, Male, 24 mentioned an overlap with connecting with friends and sharing branded content with them. He explains that sometimes he shares branded content with friends because he knows they could like the content. Considering the different dimensions of CEB (see Van Doorn et al., 2010) while this action can be narrow in breath meaning that it won't reach many people, the impact of recommending something to a friend can be powerful.

Participants also mentioned that they like to share their everyday life with friends and also stay up to date with what their circle is up to. Additionally, some mentioned that they like to share funny content with their friends indicating that they also come to social media to be entertained and want to share the experiences with friends.

Most of the behaviors related to connecting with friends were using different messaging functions to talk to friends. The participants mostly use Instagram and follow their friend's profiles to stay up to date on what they are doing. One participant also mentioned that they tag their friends to funny posts perhaps to share a moment together of entertainment. The participants also want to show their friends what they are doing by posting content on their own profile for their followers to see. In light of previous research, it is not surprising that connecting with friends is an important motivation for social media use and especially some platforms over others.

4.2. Behaviors driven by filling in an empty moment

Some research indicates that users simply use social media and engage with content to either fill in an empty moment or to pass time (Voorveld et al., 2018; Muntinga et al., 2011). Several participants indicated that using social media is related to boredom and habits. Sometimes participants scroll through the feed for example on Instagram just because there is nothing else to do. Sometimes it leads to for example discovering new products to buy, even when the initial motivation was to just kill time. While users scroll through social media feed, they still are likely to get exposed voluntarily or involuntarily to branded content such as ads. Perhaps if brands can connect with users in these moment in an engaging way by personalizing the ad, they could drive further behaviors than just observing. Considering how many hours consumers spend on social media if a company can connect with them in each moment in a relevant way, it could increase the likelihood of engagement.

Table 9. Participant motivations related to passing time and filling in an empty moment.

Participant	Platform	Quote	Motivation	Behavior
A, DK, F, 28.	Instagram	"But otherwise it's mostly just when you're bored during the day. It's all just kind of catching up in the morning and in the evening. And then when you're bored."	Pastime & filling in an empty moment, catching up with one's network	General usage
C, DK, F, 28.	Instagram	"Also, when I'm a bit bored, I will use that."	Pastime & filling in an empty moment	General usage
D, DK, M 26.	Facebook	"Sometimes when I'm really bored, I use Facebook, but I don't use it that much anymore."	Pastime & filling an empty moment	Scrolling & viewing content
E, DK, M, 27.	Instagram	"I think my go to whenever I have like 10 minutes to kill, I go on Instagram."	Pastime & filling an empty moment.	General usage
F, DK, F, 26.	Instagram	"When I'm working, for example, I don't have time for it. But still I am present and on Instagram or just, you know, answering one of my friends on Facebook. But I feel like it's a bit scary because I also want to be present. Like here now. But again, just it's whenever I'm bored, I just go to that immediately."	Pastime & to fill an empty moment	General usage

K, TR, M, 27.	Instagram	"I mostly use it only when I'm like bored. ... Social media for me, especially Instagram and snapchat is something I only swipe through when I'm bored."	Filling an empty moment & boredom	Scrolling
L, TR, F, 26.	Instagram	"I mostly scroll through social media when I'm bored. Especially Instagram, I am not really conscious of what there is it's more out of habit when I have a few minutes to kill."	Pastime and filling an empty moment	Scrolling

4.3. Behaviors related to information & inspiration motives

According to previous research especially brand related behaviors on social media are motivated by finding inspiration and information perhaps related to buying a product or simply connecting with the brand itself and wanting to stay up to date (e.g. Muntinga et al., 2011; Heinonen 2011; Rohm et al., 2013; Khan 2017; Tsai & Men 2017; Voorveld et al., 2018). The interview data also indicated that information and inspiration are main motivations to use Instagram. As a platform Instagram focuses on high quality visuals and perhaps the characteristics of the platform also influence how users perceive branded content on Instagram.

Analyzing based on the COBRA typology created by Muntiga et al (2011), most of the participants merely consume brand related social media content. For this COBRA type, information is a key motivation for people to consume brand related content and it includes some sub motivations such as finding pre-purchase information and inspiration, which was mentioned as a key motivation to follow and consume brand related content on Instagram. Consuming brand related content is also related to the entertainment motive (Muntinga et al., 2011) and some entertainment dimensions include escaping the real world and relaxing, becoming inspired, mood management, entertaining oneself and self-expression (Heinonen, 2011).

The participants express that finding inspiration is related to having a personal connection with the brands they follow, and they seem to consume the content for their

own enjoyment rather than actively looking for information. Participant D mentions that sometimes he uses Instagram and looks for interesting content as an escape which was also mentioned to be one of the entertainment activities in the study by Heinonen (2011). The sub-motivations mentioned by the participants in the current study include staying up to date (in relation to brands), discovering new interesting brands, personal connection with brands or influencers (e.g. Participant B, DK, Male, 24.), research and finding pre-purchase information. In line with Rohm et al., (2013) findings, it seems that the participants are engaging with the brand for fun and entertainment and getting inspired is part of that process.

Retrieving product information, collecting factual information, news surveillance and applying knowledge are some of the information activities on social media (Heinonen 2011). For example, participant A mentions that in relation to finding information she follows local newspapers. Additionally, participant J mentions that he follows news outlets to stay up to date on what is happening in politics back in Turkey. Following news outlets is likely linked to the information motive rather than inspiration and enjoyment. Participant F describes that Instagram is also part of her product research in addition to being inspired. Therefore, it would be important to look at information and inspiration separately as it is likely that finding inspiration is connected to the entertainment motive.

Table 10. Finding information and inspiration on Instagram.

Participant	Platform	Quote	Motivation	Behaviour
A, DK, F, 28.	Instagram	"I renovated my apartment. So, yeah, that. Something a little bit artsy. Then we have a publisher house in Denmark. And then some Dublin stuff for inspiration."	Get inspiration and ideas	Following
A, DK, F, 28.	Instagram	"Yeah, I think it's because I used to live right next to H&M. And I started to follow them. So, it was super easy. If they launch something you like, then you can stay up to date and it's affordable."	Staying up to date with brand content & inform buying decisions	Following
A, DK, F, 28.	Instagram	"To get inspiration and information about what is happening, where to go, whatever. So, I think besides friends maybe the	Inspiration & information	Following brands and influencers

		information and inspiration that is the biggest."		
A, DK, F, 28.	Instagram	"So, I think since I actually only follow one fashion brand. I think its kind of inspirational, home decor, influencers and also fashion. And so, it's more inspirational. What looks good. And then also a bit of information. So, I follow some big newspapers in Denmark. And also, some more food guides and stuff in Dublin."	Inspiration & information	Following brands
B, DK, M, 24.	Instagram	"And the other side of it is also to look into what kind of brands do I like."	Finding inspiration	Looking at brand related content
B, DK, M, 24.	Social media: mostly Instagram	"To catch up with, like, you know, the brands. What are they doing? Currently what are they posting in one of their new collections, these kinds of things. These are the two things of why social media is important to me."	Finding inspiration	Looking at brand related content
B, DK, M, 24.	Instagram	"I follow Soundbox. I follow this big hotel. Which I used to work at. Then I follow Carlsberg. Because I would love to work there some point. That's kind of my thought as well. And then I'm following this brand called Blue Appeal because one of my friends actually launched it. And then I follow a few coffee brands because I am into coffee."	Inspiration	Following
C, DK, F, 28.	Instagram	"Also, to get inspirations for fashion, traveling, food. If I'm going somewhere, I'm following some accounts that are having restaurants for these places."	Get inspiration and ideas	Following branded accounts & scrolling through
C, DK, F, 28.	Instagram	"But like for my own inspiration, for example, fashion or whatever. I start following them myself. Especially now with Christmas and everything have been following a lot of brands."	Inspiration	Following branded content
C, DK, F, 28.	Instagram	"I only follow the ones that I can identify with. I follow a lot of lifestyle furniture companies, clothing as well, apparel."	Get inspiration and ideas	Following brands & influencers
C, DK, F, 28.	Instagram	"But especially if you don't know the brands yet. I think before let's say I follow a certain influencer. If she's wearing a beanie, let's say that I like. But I didn't necessarily know the brand before is really easy for me to click on it and buy it."	Find inspiration & information on new products	Discovering new brands and buying
D, DK, M 26.	Instagram	"I think the other thing is also I am getting a bit more inspiration. Uh, so I like looking at, you know, pictures of clothes or cars or fancy places going on vacation. So, kind of maybe sometimes a little bit of an escape as well."	Inspiration & escape	Looking at branded content

D, DK, M 26.	Instagram	"I was thinking about giving it as a gift to my parents and all because I thought it was so clever that you could reuse it. And I actually skipped the commercial, but I went back to find it. Looked it up. So, what it this will visit the page. I looked into it and then I started researching and seeing different products, reading of the products in the company and all that, finding it on Amazon. Eventually I figured out it's not the best product in the world. I didn't buy it."	Finding product information	Product research e.g. viewing branded content, searching for the profile on social media and the internet.
D, DK, M 26.	Instagram	"Before like all of these Instagram stories and all of that I never bought anything based on like social media. But after these commercials, I feel like they are more and more towards something I like, something I would like to discover or something that's interesting for me. I feel like I tend to engage more with them. And I actually have bought something from it."	Finding product information	Engaging in branded content and buying
E, DK, M, 27.	Instagram	"And then I use Instagram to follow brands that I like, follow artists that I like and follow my friends. The reality is that not a lot of my friends posts a lot of content compared to all these artists and brands and so forth."	Find inspiration & connect with brands	Following branded content & viewing branded content
E, DK, M, 27.	Instagram	"For Instagram, it's very much to get inspiration, engage with the brand, see what are the latest trends. But I don't write reviews and I often have a tendency to unfollow stuff that I don't find interesting anymore. So, it's very like observing and then liking if you if I'm in the right mood."	Finding inspiration	Following brands, scrolling through, liking content
E, DK, M, 27.	Instagram	"And then if I see a new cool brand that I want to follow to get inspiration from I start following it."	Finding inspiration	Following brands
F, DK, F, 26.		"And for getting inspiration for brands and clothes and shoes and makeup and beauty products. I think that's what I use it for."	Inspiration from brands	General usage
F, DK, F, 26.	Instagram	"But I will be I'm very influenced by influences. So, when I look for a new brand, it's usually actually because I see it on Instagram. And then I you know, I push on it, to see which brand it is. Then I go directly to the page and then I kind of look for it and then I usually go to the website. "	Inspiration	Getting exposed to branded content & doing research.
F, DK, F, 26.	Instagram	" I am real "research person". So usually I never buy anything without doing a lot of research. So, using social media and Instagram is kind of also my product research."	Finding information	Researching brands
F, DK, F, 26.	Instagram	"So, I feel like that's how I get influenced. And I have some influencers on Instagram who I really like where I actually go to	Finding inspiration	Following influencers

		Instagram to see if they are wearing something inspiring and then I might even go directly to the brand page and buy it."		
G, TR, F, 26.	Instagram	"I actually try not to follow brands because on Instagram you see so many ads anyway. I used to follow more brands a few years back but then I got annoyed by all the random content in my feed. So, I actually unfollowed a lot of them. I only have a few influencers which I really like. For example, there is this girl who lives a zero-waste lifestyle and I am into sustainability, so I follow her. And then one of my friends have business that does these sustainable clothes, so I also follow them to support."	Inspiration	Following content
H, TR, M, 24.	Instagram	"I think I follow a lot of micro brands as well. I have a couple of small surf brands. So, they're not really big in any way. I think the microbrands are more fun than these big ones because, you know, there's so much strategy behind it. There's not so much commercial thought to it. I'd rather follow brands that kind that just expresses themselves and what kind of values they have."	Inspiration	Following brands
I, TR, F, 28.	Instagram	"Meme channels, several destination accounts, one or two influencers that I like. I like those two people's missions and that is why I follow them; it makes me feel that I belong to the communities. If I actively want inspiration for fashion I will just directly go to their page like some brands or bloggers, but I don't follow them."	Inspiration & entertainment	Following
I, TR, F, 28.	Instagram	"It's very narrowed down to what I'm interested in, because through influencers, for example, I only follow the ones that I can identify with. And kind of follow them because of, let's say, how they look and what they wear. And I kind of liked the same style. It is a good way for brands to approach me through influencers definitely."	Inspiration and ideas	Following influencers
J, TR, M, 26.	Instagram	"I follow only a few brands for mostly men's clothing and style and then travelling. Like influencers who are traveling. It's because I like to travel a lot and I'm always looking for a new place to go. And then I also follow the Turkish news outlets, some politicians and NGOs because I want to stay connected to my home country."	Information & inspiration	Following
K, TR, M, 27.	Instagram	"But I still kind of want to follow the Weekend (artist) and see how cool his life is and what, uh, inspiration I can get from his clothes or whatever."	Finding inspiration	Following

Participant E mentioned that Instagram is very much related to inspiration but if the brands start posting too much content that is not interesting, he will unfollow them. This indicates that the brands that the users follows are also tied to the time and moment. Perhaps the user has been looking for sneakers at some point and started to follow sneaker brands, after a while he did not find it useful anymore. Additionally, he mentioned that he is not engaging in much activity such as linking or commenting just rather observing. This was a common theme both amongst Turkish and Danish interviewees and their behavioral engagement with brand content is mostly limited to following and viewing branded content such as ads and brand profiles. According to Maslowska et al. (2016) relevant interactions with a brand that help fill a personal goal will be effective, whereas interactions that are irrelevant to a personal goal will not have effect on future loyalty.

“Uh. For Instagram, it's very much to get inspiration, engage with the brand, see what the latest trends are. But I don't write reviews and I often have a tendency to unfollow stuff that I don't find interesting anymore. If my entire feed is full of sneakers, then I don't follow some of the sneaker sites that I followed at one point because it's not really that interesting in the long run. So, it's very like observing and then liking if I'm in the right mood. But very much just kind of lurking on Instagram.”

Participant E, DK, Male, 27

While it is important to understand that users are likely to use social media and engage with brands another factor that came up was related to what did participants consider as inspirational content. In relation to inspiration, some respondents also mentioned storytelling as an important factor in brand social media presence. For example, participant A describes that the content itself by the fashion brand is not inspiring but when brands put their products into context, it becomes more inspirational. Similarly, participant F explains that when brands are telling a story it is more interesting and relatable. This would indicate that while users are looking for inspiration, it is important that the content is matching that motivation. According to Voorveld et al. (2018) Instagram falls into the creative outlet platform type and their findings indicate that each social media platform and the experience of the user is unique to the platform and

impacts how advertising on each platform is evaluated. Therefore, if the user comes to Instagram to be inspired, ads or branded content that is not considered inspirational is likely evaluated differently and does not lead to behaviors such as following the brand.

“So, I mean I've seen a couple of examples where I think it (brand social media presence) really, really works well. Because that's kind of contradictory, I guess, but I don't think H&M is really that inspiring in their social media. It's more that it's convenient, you know, to find a new product. But I don't feel inspired by their posts or I don't want to take part in anything. Whereas what I think is kind of inspiring is more when you have a story to tell. So, if you are able to do a campaign that has a story inside it. Or has a bigger purpose or maybe a tip for how to wear something. It's more putting things into use than just show a picture of a skirt.”

Participant A, DK, Female, 28.

“So, something that connects to the story or idea of the brand. For me it's more like there is a story behind it. I think they would reach me more if there is a story...”

Participant F, DK, Female, 26.

“I'd rather follow brands that kind that just expresses themselves and what kind of values they have.”

Participant H, TR, Male, 24.

“I only follow the ones that I can identify with. I follow a lot of lifestyle furniture companies, clothing as well.”

Participant C, DK, Female, 28.

Users behaviors on social media were mostly following brands and viewing brand related content. The motivations to follow brands are personal to each participant and can be momentary or ongoing in nature. For example, participant H describes that he follows brand that express themselves in an authentic and personal way. Additionally, participant C highlights that she only follows brands and influencers that she can identify with, indicating a personal connection with the brand. It is not surprising that users will follow brands that are either related to their interests (e.g. traveling, staying up to date), personal connection, aligned values or showing support for a cause (NGOs). However, brands should be consistent and know their target audience and use technology to personalize the content to be highly relevant for the user. For example, Instagram allows

brands to target users based on their interests and behaviors on both Instagram and Facebook as well as creating audiences that are similar to their existing customers (Advertising on Instagram 2020). These can be powerful strategies for brands to connect with the right users.

4.4. Behaviors related to remuneration

Previous research has identified participating into contests or engaging in interactions to receive promotions as being linked to remuneration motive (Muntiga et al., 2011; Rohm et al., 2013; Saridakis et al., 2016; Tsai & Men 2017). In this research two of the Danish participants mentioned that they sometimes participate in contest on Instagram in order to win something.

Participant F is motivated by the opportunity to win and considers the effort to be very minimal in comparison to the reward. The users resource contributions are perceived to be small (e.g. following a brand) in comparison to the reward (potential to win a product). In case brands want to facilitate engagement for contests on social media, they should make it easy for users to act in relation to the free prize they are offering. The monetary or perceived value of the prize might impact the consumers' willingness to engage in different behaviors based on how much time and effort they take.

Participants C and F are contributing to the content by liking, following and commenting which is often required by users to enter a brand competition on Instagram. Additionally, participant F mentions that participating into brand contests allow her to find new interesting brands given that often users are asked to follow a brand account to win.

Table 11. Remuneration motives and behaviors.

Participant	Platform	Quote	Motivation	Behaviour
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C, DK, F, 28.	Instagram	"I do participate in contests sometimes. Only if it's something that's interesting."	Remuneration	Participating in contests. E.g. starting to follow a brand or comment/share branded content
F, DK, F, 26.	Instagram	"I actually do participate in a lot of competitions. On Instagram I actually won a lot (...) But you always have to follow that brand and maybe another brand who they collaborate with. So that's actually also how I find new brands."	Remuneration	Participating in contests. E.g. starting to follow a brand or comment/share branded content
F, DK, F, 26.	Instagram	"Well I have to admit that I like to win the stuff, I mean who doesn't. But also, I feel like it's just there all the time (on Instagram). There are competitions all the time especially in December. And then you just feel like you're just going to participate in order to try to win something. It doesn't require much effort."	Remuneration	Participating in contests. E.g. starting to follow a brand or comment/share branded content

4.5. Behaviors related to helping others

Previous research especially in connection to eWOM has found that helping others is a motivation to speak up (e.g. van Doorn et al., 2010). Henning-Thurau et al., (2004) find that concern for others and enhancing self-worth are also motivations to write comments online about a brand.

Only one participant mentioned writing product reviews which indicates that it might not be such a common behavior. Participant E mentions that he tends to rather write positive reviews since he wants to support companies who are doing well. Additionally, he mentions that reading positive product reviews is most helpful for himself, indicating that he also wants to share positive experiences with other users. While writing reviews might be motivated by the need to help others, reading reviews is more related to the information motive.

In the COBRA typology writing brand related reviews is related to the creating type and the motivations are related to personal identity and integration, empowerment and entertainment. However, participant E seems to be more motivated by helping others, both the company and the potential customers and sharing useful information about the product. Previous research shows that customers who engage in value creating CEB are often motivated by the goal of helping other consumers or the company, as well as securing economic benefits (Braun et al., 2016).

Writing a product review is likely more time consuming and requires either an extremely good customer experience or sometimes a negative one. Perhaps most consumers find that writing reviews is too time consuming. Additionally, there are multiple platforms that are dedicated to reviews or sometimes those are embedded into websites such as booking.com or Airbnb. Perhaps users see these platforms more relevant for writing reviews as other participants in this study did not mention reviews in relation to social media.

Table 12. Motivations to help others and related behaviors.

Participant	Platform	Quote	Motivation	Behaviour
E, DK, M, 27.	Facebook	"I tend to do it (writing reviews) more when it's positive than negative because it really, has to be negative before I do something. But when it's positive, when it's for example good customer service or you know free returns, I tend to write good feedback. I think it's nice to support the companies and share the experience with others. I also find those customer reviews helpful"	Helping others and sharing opinion	Writing reviews about brands & reading them

4.6. Cultural differences between Danish and Turkish participants

The cultural orientation of participants was measured using the CVSCALE by Yoo et al. (2011) that focuses on individual level cultural values. First looking on the macro-level, table 13 indicates the aggregate differences between the interviewed groups. The scale

used was a five-point Likert-scale indicating that five is the highest value of each dimensions. The results between groups do not differ drastically on uncertainty avoidance, collectivism and long-term orientation. However, the Turkish participants scored higher on power distance and masculinity compared to the Danish participants. These findings are in line with Hofstede’s country comparison where Turkey scores higher on power distance and masculinity (Hofstede Insights 2020). Surprisingly, the Danish participant scored a bit higher on collectivism and long-term orientation which is not consistent with the Hofstede Insights. On average, uncertainty avoidance was similar with both groups.

Table 13. Aggregate results on CVSCALE cultural dimensions.

Dimension	Aggregate results Danish	Aggregate results Turkish
Power distance	1,8	2,9
Uncertainty avoidance	3,3	3,4
Collectivism	3,5	3,2
Long term orientation	3,7	3,2
Masculinity	1,5	2,54

Even though most participants were neutral on the collectivism dimension a few participants showed more individualistic scores. It could be that it impacts the motivations to engage with certain brands depending on how individualistic the user's values are. For example, participant H was more individualistic than other participants and mentions that he would rather follow brands that are more authentic and calls them “micro-brands”. Perhaps for him it is important to be different from the mainstream and stand out as different and this also reflects on the brands he follows. Similarly, participant K indicates in his reply that content authenticity is important rather than something that is very commercialized. However, it is not possible to determine whether this is related to culture and more research is needed. Previous research has shown that attaching personalities to brands is typical of individualistic cultures (De Mooij & Hofstede 2010). Perhaps in this case the individual has a desire to be different and

therefore wants to be associated with brands that also are different from the mainstream.

Table 14. Participants motivations and behaviors in relation to collectivism dimension.

Participant	Score on collectivism	Quote
Participant H, TR, Male, 24.	Low collectivism: 2.3	"I think I follow a lot of micro brands as well. (...) I think the microbrands are more fun than these big ones because, you know, there's so much strategy behind it. There's not so much commercial thought to it. I'd rather follow brands that kind that just expresses themselves and what kind of values they have."
Participant K, TR, Male, 27.	Low collectivism: 2.1	"I would say authentic content is very much the content that you would see in a poster of a GQ magazine. A lifestyle setting with like a pair of shoes or anything or a Nike commercial with the world's fastest runner, like stuff that's authentic. I don't know how to put it in a different way. But for example, if it's just a Daniel Wellington blogger saying this is my 20 percent off code then that's the most horrible thing. Whereas if it's like just a good content in terms of lifestyle and stuff, I might have enough interest to see what they are selling."

Some studies have indicated that there are differences in motivations to engage with social media content between cultures (e.g. Tsai & Men 2017). For example, in a collectivist culture like China Tsai & Men (2017) found that Chinese were motivated by information, entertainment & social integration and more individualistic Americans were looking for remuneration information and entertainment. Measured on Hofstede's dimensions Turkey is a more collectivist culture, and, in this study, the Turkish participants were on average more interested in connecting with friends and seek entertainment on social media compared to the Danish. Additionally, two Danish participants mentioned seeking remuneration in the form of participating into contests whereas the Turkish participants didn't mention participation in contests. More research is needed to understand if how and when culture impacts motivations to engage on social media. However, as discussed, the motivations to use social media are multidimensional and users do show certain motives related to each platform (e.g. Voorveld et al., 2018). Perhaps even amongst millennials across the world user habits are similar and less impacted by cultural differences.

Previous research has shown a correlation between higher collectivist, uncertainty avoidance and long-term orientation individuals to show stronger engagement in an OBC (Lee & Duong 2019). Participant F scored higher on uncertainty avoidance, collectivism and long-term orientation. She was also very active on social media in relation to brands by participating into contests, following brands, researching on new products to buy, reading reviews and buying products from social media posts. Perhaps these cultural dimensions can influence her level of activity on social media. However, more research is needed into this area as no conclusions can be drawn from this data.

Table 15. Participant F cultural value scores and behaviors.

Participant F, DK, Female, 26.	CVSCALE Score	Examples of motivations
Low power distance	1,6	"I buy stuff based on what I search for on Instagram"
Leaning to higher uncertainty avoidance	3,6	"So when I look for a new brand, it's usually actually because I see it on Instagram."
Leaning to higher collectivism	3,5	"I actually do participate in a lot of competitions."
Leaning to higher long-term orientation	3,5	"So using social media and Instagram is kind of also my product research."
Low masculinity	1,5	"I have some influencers on Instagram who I really like where I actually go to Instagram to see if they are wearing something inspiring and then I might even go directly to the brand page and buy it."

4.7. Attitudes towards branded content on social media

The Danish respondents' attitudes towards brand presence and ads on social media is mainly neutral and even positive. The main theme is around relevancy of the content. For example, participant C finds that since the ads she saw were similar to a brand she likes, it is relevant and might even help her find some new brands. Most of the Danish participants expressed that they discover new brands through influencers and the branded content on social media.

"I had a trip to New York where I was shopping for a brand called Gorjana or something like that. Jewelry. (...) After that, I might have been visiting their Instagram as well. Yeah, but I have received ads from them, and I think they work very well. (...) I mean I could buy something from them because especially they just have Black Friday and they do these ads. I'm excited about it when I see that. Because it's not every day that I go into the profile or I'm exposed to whatever they put up on Instagram."

Participant C, DK, Female, 28.

And I guess the algorithm or whatever it works really well right now because as the example with the jewelry that I have, I didn't know the other brands, but it's the same style as the one that I actually follow, so it's a good way for them to reach me as a new customer. Potential customer. So as long as it's still relevant for me. I think it's fine. Some cases there are some weird ones (ads) and where I'm like "How did I get into that group? (audience)"

Participant C, DK, Female, 28.

The Turkish participants on the other hand talked less about brands and were more focused on their friends. Additionally, they were critical in terms of brand content as indicated by participant G. Some of the Turkish participants mention that clearly commercial content is not interesting whereas lifestyle related is more relatable. Participant K describes lifestyle content as interesting as opposed to commercial content with a clear focus on selling a product.

"I actually try not to follow brands because on Instagram you see so many ads anyway. I used to follow more brands a few years back but then I got annoyed by all the random content in my feed. So, I actually unfollowed a lot of them. I only have a few influencers which I really like. For example, there is this girl who lives a zero-waste lifestyle and I am into sustainability, so I follow her. And then one of my friends have business that does these sustainable clothes, so I also follow them to support."

Participant G, TR, Female, 26.

"I would say authentic content is very much the content that you would see in a poster of a GQ magazine. A lifestyle setting with like a pair of shoes or anything or a Nike commercial with the world's fastest runner, like stuff that's authentic. I don't know how to put it in a different way. But for example, if it's just a Daniel

Wellington blogger saying this is my 20 percent off code then that's the most horrible thing. Whereas if it's like just a good content in terms of lifestyle and stuff, I might have enough interest to see what are they selling."

Participant K, TR, Male, 27.

Most of the participants follow influencers along with brands. However, they expect that the products the influencer promotes are in line with the brand of the influencer. For example, Participant C mentions that sometimes influencers increase the credibility of a brand especially when the product matches the overall style and image of the influencer. Similarly, Participant F, expresses that she enjoys spending time looking at the products that the influencers promote even though she might not buy them. This can be categorized as pastime or inspirational browsing. In line with the other participants, if the influencer brand is clashing with the promoted product it creates distrust, unauthenticity and a feeling of monetization as pointed out by participant K.

"I think before let's say I follow a certain influencer. If she's wearing a beanie, let's say that I like. But I didn't necessarily know the brand before is really easy for me to click on it and buy it right away, instead of me going into searching and then buying it or find out where I can buy it. So yeah. Yeah, that's a good feature. But again, the influencers you kind of know their brand and how they are. They also have some credibility. So, I know that she wouldn't wear something. That was bad quality for example. So that's also a good way to know."

Participant C, DK, Female, 28.

"But I will be I'm very influenced by influencers. Danish, most Danish. So, when I look for a new brand, it's usually actually because I see it on Instagram. And then I you know, I push on it, to see which brand it is. Then I go directly to the page and then I kind of look for it and then I usually go to the website. And sometimes I don't buy. Most of the times I don't buy. But I'm still getting exposed to them."

Participant F, DK, Female

"Yeah and the trustworthiness. Some brand should be able to speak for itself. And I would say degrades the artist like let's say the Weekend, said "Hey this is my Daniel Wellington Watch". I know he's only saying that because he was paid a lot of money. So that's devalues him and the brand."

Participant K, TR, Male, 27.

It is clear that the participants are constantly critically evaluating what they see on social media and it seems that it is easy to lose trust by not being authentic. If brands want to create true engagement with digitally savvy customers, they should keep in mind what value they can add to the potential customer and do that in an authentic way.

5. CONCLUSIONS

The goal of this research was to *increase understanding of how cultural and motivational factors might affect customer engagement behavior on social media*. In this final chapter, the summary of the key findings are analyzed in light of the literature. Additionally, some managerial implications are discussed to provide value for social media brand managers. Finally, some limitations of the current study are highlighted to guide future research.

5.1. Summary of key findings

The goal of this research was to increase the understanding of how motivational and cultural factors might affect customer engagement behavior on social media. In order to understand which motivational factors, affect social media usage and brand engagement on social media, a thorough literature review was conducted. Given the complex nature of social media, in the previous research there is still a gap in having a single framework or approach to how to study social media. As pointed out, different platforms such as Facebook, Instagram and YouTube are commonly all referred to as social media. The reality is that the platforms all have different functionalities and users come to them to seek different benefits. Therefore, treating all social media as one massive platform and assuming that motivations and behaviors are similar is likely leading to limited understanding.

Secondly, this study shed light into the much-researched area of customer engagement behavior. Customer engagement, even though researched to a large extent, remains a concept that is multidimensional, context dependent and can arise from various motives. To solve this challenge in understanding the customer engagement behavior, a literature review was conducted to form a picture of the fragmented research up to date. In a social media context customer engagement can be understood by linking the

motives to the behaviors. On social media, users tend to engage with brands by liking, commenting, sharing and following brand pages and those behaviors arise from different motivations such as to gain information and inspiration.

After defining key concepts and understanding the underlying motivations for customer engagement behavior on social media, a look into the mediating effect of culture was outlined. In previous research there is a limited body of literature that looks at the differences of cultural impact on motivations for customer engagement behavior on social media. For this reason, the goal was to explore the potential mediating effect of culture by conducting in-depth semi-structured interviews between individuals from Turkey and Denmark. Given the exploratory nature of this study, the goal was to explore potential differences that should be validated by larger scale research.

In this study, consumers activities on social media related to a brand or sponsored content are mostly consuming content. All participants mentioned that they follow some brands on Instagram, consume and look at brand related videos and pictures. This consumption is driven by various motives such as finding inspiration, information or merely passing time. It could also be a combination of multiple motives which is an important factor to consider. For example, a user might be passing time on social media and then find inspiring content and decide to engage with it more by following that brand or visiting their website.

Some mentioned that they share branded content to friends but only when they find it interesting, relevant or funny. For example, sharing to friends was not previously mentioned in the COBRA typology and should be also added as a strong indicator of brand engagement behavior, as the user endorses the brand to a friend by doing this. Two Danish participants mentioned taking part in brand related contests. Sometimes these contests involve creating COBRA type in the form of sharing the product/brand on the participants own social media for example. Other times it is about sharing the content to others or commenting on the post to win. These can be ways for brands to

drive consumers from mere observers to contributors. Brands should also keep in mind the resource contributions required by the consumer such as time and effort.

The main motivations to use social media were to connect with friends, find information or inspiration, pastime and filling an empty moment. A few participants also mentioned remuneration motives and one mentioned helping others. Especially related to brand content consumption was finding information and inspiration. These findings are in line with the previous research. However, the participants described inspiration to be especially related to Instagram and in relation to consuming brand content. Information on the other hand was linked to for example following news outlets.

Staying up to date with friends is more important than for example gathering information about brands or products. Additionally, the Danish participants expressed finding inspiration to be a stronger motivation compared to the Turkish respondents. For most Turkish respondents they said they didn't care about the branded content on social media. More research is needed to understand if this is a cultural factor or related to for example personality. As of the exploratory nature of this study, no conclusions can be driven to whether culture is the differentiating factor. It might suggest that it is a mediating factor showing some differences in the motivations to use social media. For example, when the Danish participants were mentioning that inspiration is key motivation for social media use, they also might have more open and accepting relationship with brand presence on social media. Additionally, previous research shows that in some cultures people tend to rely more on friends and their community to drive their attitudes and purchase preferences.

When it comes to the preferred content and for example why the individual chooses to follow a certain brand, it is related to the relevancy of the content and how valuable the user finds it. The more common theme amongst the interviewees, were lifestyle content or storytelling. The Danish participants were more open towards advertised content when it was well personalized and targeted. The Turkish participants showed more

negative attitudes towards sponsored content and in general did not follow as much branded content. More research is needed whether this is culturally consistent by looking at a larger pool and potentially using quantitative methods.

This study found the main motivations to engage with brand related content on social media to be in line with previous research. For example, Henning-Thurau et al. (2004) propose self-enhancement to be a motivation in brand related activities. However, in this research participants mentioned more of an emotional connection to the brand to be important in engaging with the content. Most of the behaviors with branded content was related to viewing images and videos, following branded content and sometimes sharing to friends. In relation to remuneration and helping others the actions were contributing to the content and more active engagement.

Okazaki & Taylor (2013) called out the need to study social media from a cross cultural perspective, thus this research adds to this knowledge by pointing out the need for more standardized and large-scale research. Another potential implication might be whether culture is stronger in determining motivational factors and behavior or is for example the fact that the participants are all millennials contributing to this shared motivation and behavior. It might be a future avenue to discuss these two aspects to understand when culture is a strong influencer. Additionally, since there are still differences between the two observed groups of individuals, this contributes to the debate of whether to standardize or adapt marketing to the local markets.

5.2. Managerial implications

While this study was focusing on the consumer side, there are still many managerial implications that can be useful when trying to connect with consumers. First one being that users have various motives to use social media and those motives differ across platforms. For example, this study found that especially on Instagram users look for inspiration from brands in the form of following brand accounts as well as influencers. Brands should therefore use high quality images and videos and communicate

inspirational content to its target audience. Additionally, not all content is considered inspirational, and one aspect mentioned often was storytelling. Individuals connect with brands for personal reasons such as interests, same values and style. Brands that are able to tell a story rather than trying to clearly sell something can have a winning strategy with these consumers. Companies should think beyond their product and link useful and timely themes around the content and their own brand to motivate an individual to for example share content with their friends.

The participants mentioned that social media and especially Instagram is sometimes a place where they get inspired and find new brands. It seems that users are highly influenced by what they see on social media and it can be expected that it shapes their choices of consumption. Brand managers and practitioners should keep in mind the value that their content can provide and whether it is worth to share amongst the individual's social group. For example, it is becoming increasingly important that a place such as a restaurant, coffee shop or a tourist destination is "Instagrammable". The question becomes, what is Instagrammable and how can brands tap into this phenomenon? For example, the luggage company Away is using Instagram to tell a story about what a luggage can do, posting beautiful pictures from around the world, instead of focusing on the product (Moreno, 2019). While this strategy might not bring in immediate revenue (i.e. buying the product) it builds on a powerful brand story and is part of a longer-term strategy of acquiring new customers.

Another key theme related to branded content was relevancy and this is also tied to timeliness. Brand should try to stay with the current time to be relevant in order to increase the likelihood of users staying engaged. It is important not to be disruptive, rather personalize and tell brand story in a relatable way. This research indicated that the participants only share company content to their friends when they think it is valuable. Brand managers and practitioners should keep in mind the value that their content can provide and whether it is worth to share amongst the individual's social group.

Most users may merely be consuming content and still more research is needed to understand how do followers for example turn into buying customers. Perhaps a user follows a brand to get inspiration but never intends to buy because of price point for example. Companies should keep in mind that a large follower audience might consist of consumers in different stages of the journey.

While culture may impact the way, users engage with brands on social media, it is still unclear when it is important. Additionally, looking at culture on a macro level might not give enough insights. Brands should use the available targeting features on social media to connect with the individuals that are most likely to engage with the brand. Given the more globalized world today, consumers are likely more adaptive to international brands and willing to buy from unknown brands through social media. The question of how to standardize versus adapt a company's offer to a local market is still relevant. However, to understand in which parts of the customer journey is makes most sense is important. For example, brands should use the most popular influencers in each given country to make sure they can reach the right audience.

5.3. Limitations & future research

While exploratory study offers insights into the motivations of social media usage and brand engagement behavior, a qualitative study is needed to validate which motivations are specifically linked to which behaviors. Especially understanding how much culture impacts motivations and behaviors compared to other factors. This research shows some differences in the behavior of the two groups and individuals, however larger research is needed to understand whether this is related to culture or other factors. This study only looked at individuals from two different countries and therefore has limited generalizability. Future research should also look at more cultures than just two with a larger sample to detect patterns. This research showed that a big motivation is connecting with friends, but more research is needed to understand how the social

dynamics and friend groups could impact behavior such as sharing branded content with friends.

Further research should focus on understanding the differences between motivations for social media participation and brand content engagement. Also taking into account that most users are likely to be passive. This would help potentially to build a framework to understand the two different aspects. Another key implication is that social media platforms are all different and the motivations to use them also differ. There might be carryover effects of platform motivations to the motivations to engage with branded content. Additionally, this research did not look into the consequences of brand engagement, and while some participants did mention that sometimes they buy based on social media content, more research is needed to understand the consequences of behavioral brand engagement on various social media channels.

Some of the limitations for this study are related to the size of the pool of participants. By interviewing more participants, it could have brought different findings. Combining different research strategies and asking consumers to report their behavior over a longer time period could also drive more insights.

Additionally, the participants live outside of their home country and might have adapted a more global view of the worlds which could impact their motivations and behavior. It is likely that culture alone will not have an impact on motivations and behaviors as CEB is a multidimensional concept. Future research should focus on understanding when and how does culture impact instead of looking at culture in isolation. For example, platform, individuals' goals, content type, social groups and norms seem to also impact the motivations and behaviors. For example, mediums such as Facebook also have network effects meaning that the more users are on the platform the more attractive it is for others to join. Secondly, Facebook is a social networking platform where people create profiles and communicate with their network. These characteristics alone impact first how and why users use the platform and which opportunities brands have to connect

with users. Therefore, future study should look to take into account the holistic view and not group all social media under one umbrella.

This research did not take into account the specific branded content that drove different engagement behaviors. Perhaps it would be interesting to understand what type of brands and content users find inspirational and why. Future research could focus on a content analysis of an individual's favorite brands to understand why the user engages with those brands specifically and which motivations and emotions they have towards those ones.

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APPENDIX

Appendix 1. Semi Structured interview Guide

The interview will start with a brief introduction of the research topic and stressing that the interview is focused on the participants subjective opinions and feelings. This is a guide for the interviewer; however, the wording, order and amount of questions might change. The goal is to have an open conversation and let the participant tell about their experiences.

Motivations for social media participation

1. Could you describe what role social media plays in your life?
 - 1.1. Which platforms do you use the most?
2. Could you describe what kind of activities you do on social media?
 - 2.1. Are these typical activities or do they differ in different situations?
3. How do you usually behave on social media? Can you recall a situation where you were particularly engaged with social media post/content?
4. How would you describe your own social media profile?
5. What are the main activities you do on social media?
 - 5.1. How would you describe your activities on social media? Do you tend to comment/like share content? (passive/active)
 - 5.2. You mentioned activities x, could you tell me more about it?
6. What type of content do you prefer on social media?
7. Could you describe the last time you used social media that involved a product or a brand?
 - 7.1. How did you feel about it?
 - 7.2. What specifically made you participate/not participate (engage) with that post/activity?
8. How do you feel about brands on social media?
 - 8.1. Do you find the content useful? Why?
 - 8.2. Do you trust brand related content?

9. Could you describe how would you like brands to behave or share content on social media?

9.1. How do you find it/react?

Appendix 2. CVSCALE Questionnaire by Yoo et al. (2011:210)

Please answer based on how well you identify with the following statements. The scale is as follows in most questions 1= Strongly disagree 2= Disagree 3= Neutral 4=Agree 5=Strongly agree.

Some questions are measured based on importance. These questions are indicated with a start *. The scale is: 1=Very unimportant 2=unimportant 3=neutral 4=important 5=very important.

Please answer all questions.

1. People in higher positions should make most decisions without consulting people in lower positions.
2. People in higher positions should not ask the opinions of people in lower positions too frequently.
3. People in higher positions should avoid social interaction with people in lower positions.
4. People in lower positions should not disagree with decisions by people in higher positions.
5. People in higher positions should not delegate important tasks to people in lower positions.
6. It is important to have instructions spelled out in detail so that I always know what I'm expected to do.
7. It is important to closely follow instructions and procedures.
8. Rules and regulations are important because they inform me of what is expected of me.
9. Standardized work procedures are helpful.
10. Instructions for operations are important.
11. Individuals should sacrifice self-interest for the group.
12. Individuals should stick with the group even through difficulties.
13. Group welfare is more important than individual rewards.
14. Group success is more important than individual success.

15. Individuals should only pursue their goals after considering the welfare of the group.
16. Group loyalty should be encouraged even if individual goals suffer.
17. Careful management of money. *
18. Going on resolutely in spite of opposition. *
19. Personal steadiness and stability *
20. Long-term planning *
21. Giving up today's fun for success in the future *
22. Working hard for success in the future *
23. It is more important for men to have a professional career than it is for women.
24. Men usually solve problems with logical analysis; women usually solve problems with intuition.
25. Solving difficult problems usually requires an active, forcible approach, which is typical of men.
26. There are some jobs that a man can always do better than a woman.