

**EXPLORING THE ROLE OF PORTUGUESE BRANDS' ACTIONS
ON SOCIAL MEDIA ON CONSUMER ENGAGEMENT**

Luísa Maria dos Santos Jorge Teixeira Pinto

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Supervisor:

Prof. Doutora Sandra Maria Correira Loureiro

Professora auxiliar com agregação e Coordenadora do programa de Mestrado de Marketing, ISCTE Business School,
Departamento de Marketing, Operações e Gestão Geral

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Abstract

With the progressive evolution of technology, digital communications and social media quickly turned into an indispensable practice of people's daily lives. At the same time, from a consumer point of view, individuals crave more than just transactional exchanges, they want to bond, connect with brands and engage in two-way communications. As a result, marketers saw a real opportunity in social media, as an instrument to nurture relationships, interact with consumers and increase engagement.

However, due to the lack of literature concerning the impact of brand-owned communities on users' behaviour, this study aims to comprehend the role of firm-generated content on consumer engagement, investigating for that purpose, three Portuguese brand fan pages on Facebook and Instagram.

In order to do so, two complementary topics connected to the subject were also investigated- online relationship cultivation strategies, and the combination of traditional and digital communications- to achieve a more realistic perspective regarding marketing communications in the digital world.

Results showed that brands implement interactivity and involvement strategies on Facebook and Instagram as a way to connect and boost consumer's participation. Additionally, fans respond better to photo-based posts and most commonly react to those posts through "likes". Finally, regarding engagement rate, Instagram scored higher than Facebook.

Key words: Firm-generated content, consumer engagement, social media, brand fan pages

JEL Classification System:

M300 – Marketing and Advertising: General

M310 – Marketing

Resumo

Com a progressiva evolução da tecnologia, as comunicações digitais e os *social media* rapidamente se tornaram numa parte indispensável da rotina diária da maioria dos cidadãos. Ao mesmo tempo, enquanto consumidores, os indivíduos procuram estabelecer relações com as marcas que se estendam para além das transações. Ambicionam conseguir identificar-se e relacionar-se, envolvendo-se num diálogo que valorize a comunicação entre as duas partes. Consequentemente, os *marketers* vislumbraram uma excelente oportunidade nos *social media* como uma ferramenta útil para cultivar relações, interagir com os consumidores e aumentar o compromisso (*engagement*).

No entanto, devido à falta de literatura acerca do impacto das comunidades *online* geridas por marcas no comportamento dos usuários, este estudo pretende compreender o papel do conteúdo gerado pelas empresas (*firm-generated content*) no compromisso dos consumidores (*consumer engagement*). Para tal, 3 páginas de marcas portuguesas vão ser estudadas no Facebook e no Instagram.

Adicionalmente, dois tópicos complementares a este tema foram investigados- estratégias de cultivo de relações e a combinação entre comunicações tradicionais e digitais- de modo a obter uma perspectiva mais realista acerca das comunicações em marketing no mundo digital.

Os resultados demonstram que as marcas implementam estratégias de interatividade no Facebook e Instagram de modo a criar ligações e aumentar a participação dos consumidores. Foi também possível verificar que os seguidores preferem interagir com *posts* que contenham fotografias e que a reação mais comum a esses posts se dá através de gostos/*likes*. Por fim, analisando a taxa de compromisso, foi possível verificar que o Instagram permite atingir níveis mais elevados desta variável do que o Facebook.

Palavras-chave: *Firm-generated content*, compromisso do consumidor, social media, páginas de marcas nas redes sociais

JEL:

M300 – Marketing and Advertising: General

M310 – Marketing

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1. Introduction

This research aims to identify the influence of firm-generated content on consumer engagement in the Portuguese context. The focus of this study is to analyse how Portuguese brands interact with their followers on social media, more specifically on Facebook and Instagram, and examine the impact of those relations.

1.1. Theme

As people progressively move from offline to online interactions, it has become crucial for companies to develop a digital marketing strategy in order to reach their consumers.

At the same time, according to Kotler *et al.* (2010), a new type of consumer is emerging, more conscious, active and powerful than ever before. Hence companies have to adjust not only where they communicate, by defining the best communication channels, but also how they communicate with consumers, by defining the most appropriate language.

Nevertheless, it is nearly impossible to talk about digital marketing, online interactions and relationships without mentioning social media. Social media has become a crucial part of people's everyday lives where they converge to exchange, debate, communicate and participate in any form of social interaction (Ryan & Jones, 2009). They post and share new content but also review and rate products, services and/or brands, share experiences and expertise, and exchange opinions (Ryan & Jones, 2009). As a result, the growing popularity of social media, the competitors' presence on social networking sites and the cost reduction pressure derived from the financial crisis and consequent necessity to find cheaper solutions for brand promotion, motivated companies to use social media as part of their marketing and brand building activities (Tsimonis & Dimitriadis, 2014) and to create brand fan pages in different social networks such as Facebook, Instagram, Twitter, and YouTube, among others.

In fact, numbers show that brand fan pages have increasingly grown in popularity. According to Mander (2015), more than half of Instagram users, 53% to be more precise, follow brands on that social network. Additionally, 44% of Facebook users, 47% of YouTube users, and 50% of Twitter users also follow brands. This contributes to brands' necessity to not only be present on social media but to be active in more than one social media channel, indeed, 91% of brands uses two or more social networking sites (Smith, 2016).

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Due to this attractiveness, social media was established the media channel of choice across the world (Dong-Hun, 2010). Though, traditional media still plays an important role for both consumers and marketers, being a central component of brands' communication strategies. Additionally, several questions still remain unanswered regarding social media's effectiveness and influence on consumer engagement. Therefore it is essential to assess how to establish relationships with consumers on social media, its influence on consumer engagement and identify how to combine traditional and digital media in order to achieve the best outcomes.

1.2. Research problem and main objectives

Although research regarding digital marketing and social media is quite extensive, the present literature is not sufficient in covering some topics.

Firstly, knowing the importance of integrated marketing communications (IMC) in highlighting the benefits of cross-media synergies to build brand equity (Naik & Raman, 2003), it is important to examine how brands combine traditional and digital media, especially social media, in their communication strategies. However, when analysing the Portuguese market, literature regarding blending traditional and digital media is insufficient.

Secondly, although social media was identified as potentially the most powerful media for building relationships with consumers, there is a shortfall in understanding how companies establish and maintain online relationships with consumers (Tsimonis & Dimitriadis, 2014). Especially considering Portuguese brands, information on this topic is almost inexistent.

Finally, studies regarding firm-generated content (FGC) are reasonably extensive, however, most studies focus on analysing social networking sites such as Facebook (Goh, Heng, & Lin, 2013; Kumar, *et al.*, 2016), Twitter (Alboqami, *et al.*, 2015; Swain & Cao, 2014), Websites (Ding, *et al.*, 2014), blogs and forums (Swain & Cao, 2014), and few or none analyse FGC on Instagram.

According to Smith (2016), Instagram has 400 million active users worldwide. Over 60% of the users log in daily making it the second most engaged network after Facebook. Additionally, 30% of internet users are on Instagram, more than 50% of Instagrammers follow brands and 48.8% of brands are on Instagram, predicted to rise to 70.7% by 2017. Moreover, 70% of the most used hashtags are branded, and engagement with brands on Instagram is 10 times higher

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than on Facebook. Taking all of this information into consideration, when analysing FGC created by Portuguese brands, Instagram should be one of the channels under analysis.

Considering the above-mentioned gaps in the present literature, the main objectives of this study will be:

- Investigate brands' communication strategies regarding the combination of traditional and digital media;
- Explore how brands create and maintain online relationships with consumers through their Websites, and Facebook and Instagram brand pages;
- Analyse FGC posted on Facebook and Instagram brand pages and investigate its impact on consumer engagement.

1.3. Structure

This thesis is divided into chapters to follow a progressive approach that moves from a general theory research to a specific field research. The first chapter, introduces the theme, aiming to identify limitations in the current literature and explain the main research problem and objectives (chapter 1). Chapter 2 concerns the Literature Review, providing the theoretical background. Chapter 3 concerns the methodology followed in order to fill the gap in the literature and investigate the research problem. Chapter 4 consists analysing the research questions using the methods described in chapter 3. Finally, Chapter 5 concerns the Conclusions and implications, it features the major findings, managerial implications, and limitations and future research.

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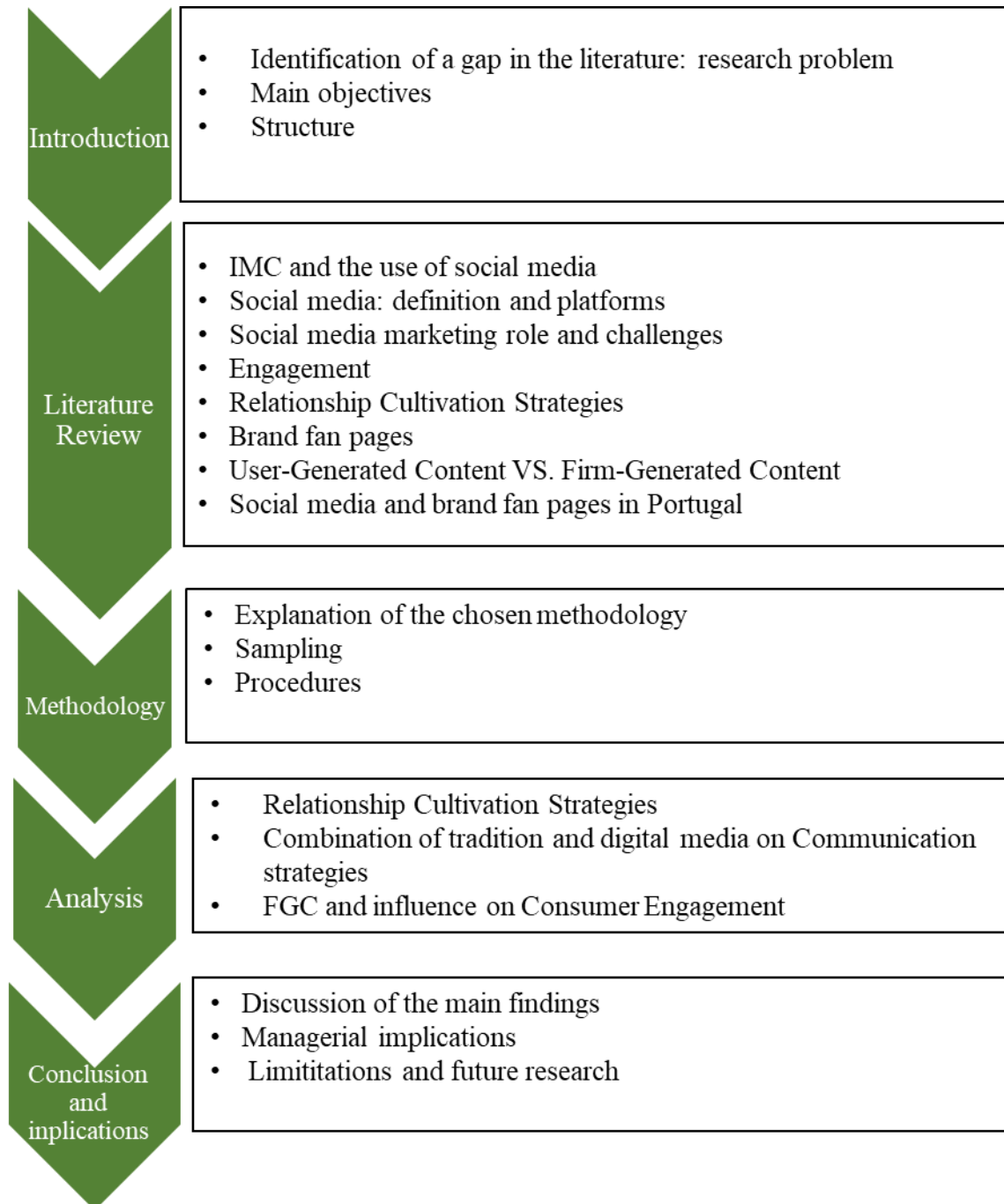


Figure 1. Structure of the thesis

Source: Own elaboration

2. Literature review

2.1. Integrated Marketing Communications - the use of social media

Since the term integrated marketing communications (IMC) emerged and marketers started to realize that it was an important tool that allowed them to mix promotional elements to create a “one-voice” phenomenon (Kitchen, Brignell, Li, & Jones, 2004), a great deal of literature has been developed.

Although at the present moment, firms are focusing and investing more on social media than on traditional media, marketing communications transmitted by television, e-mail and so on, are still important and useful tools for connecting with customers. Therefore, it is essential to understand the efficacy and synergy between these two distinct forms of media (Kumar, et al., 2016). In fact, according to Todor, (2016) blending both digital and traditional marketing may generate a positive impact on Brand Awareness and customer retention.

Even though the viral flow of information through social media has higher capacity to reach the public than traditional media such as TV, radio, and print advertisements (Keller, 2009), companies must perceive their approach to social media as an integrated strategy that enables more consumer experiences, while recognizing that digital media does not substitute traditional media. The use of mainstream media creates a trade-off between reach and consumer engagement, while social media transforms awareness into engagement enabling both reach and engagement through the careful use of all platforms and formats. As a result, brands need both people and community platforms to build experiences that achieve the ultimate goal of attention and influence (Hanna, Rohm, & Crittenden, 2011).

Additionally, a study by Bruhn, Schoenmueller, & Schäfer (2012) shows that both traditional and social media communications have a significant influence on brand equity. However, traditional media seems to have a stronger impact on brand awareness, while social media affects brand image.

As a final note, it is relevant to highlight that integration is key not only between traditional media and social media but even among the different platforms used to implement an online communication strategy (Hanna, Rohm, & Crittenden, 2011; Kaplan & Haenlein, 2010).

Considering the previously mentioned, the following research question is proposed:

RQ1: How Portuguese brands combine traditional and digital media in their communications?

2.2. Social media

2.2.1. Definition

Social media has become, in the last decades, a term widely known by citizens around the world. Its use in everyday life is so ordinary that every dictionary possesses its own definition of the term. According to the famous glossary Merriam-Webster (n.d.), the first known use of this expression was in 2004 and it can be defined as “*forms of electronic communication (such as websites for social networking and microblogging) through which users create online communities to share information, ideas, personal messages, and other content (such as videos)*”.

However, as academics and practitioners started to use this term in the context of online marketing, different definitions emerged exposing different points of view (Vinerean, 2017; Yadav & Rahman, 2017). As proposed by Boyd & Ellison (2007:211), social media, or social networking sites (SNSs) can be defined as “*web-based services that allow individuals to construct a public or semi-public profile within a bounded system, articulate a list of other users with whom they share a connection, and view and traverse their list of connections and those made by others within the system*”. This definition focuses on two important social media concepts, creation and interaction, while others focus on different ideas such as user-generated content and co-creation. For instance, Filo *et al.* (2015:167) define social media as “*new media technologies facilitating interactivity and co-creation that allow for the development and sharing of user-generated content among and between organisations (e.g. teams, governing bodies, agencies and media groups) and individuals (e.g. consumers, athletes and journalists)*”.

Additionally, researchers recognised the need to define the concept of social media marketing (SMM). Most definitions focus on listing the positive outcomes attainable through the implementation of SMM (Vinerean, 2017). Indeed, Yadav & Rahman (2017:3) conceptualize SMM as “*... a process by which companies create, communicate, and deliver online marketing offerings via social media platforms to build and maintain stakeholder relationships that enhance stakeholders' value by facilitating interaction, information sharing, offering personalized purchase recommendations, and word of mouth creation among stakeholders*”.

about existing and trending products and services.” Summing up, social media marketing allows consumers and organizations to exchange opinions and information about products and services, creating value and delivering it to main target audiences. So, SMM can be linked with relationship marketing or digital marketing (Vinerean, 2017).

2.2.2. Social media platforms

In order to fully understand social media it is important to comprehend that there are countless social networking sites (SNSs), with numerous technological affordances, assisting a broad range of interests and practices (Boyd & Elisson, 2007). These sites offer different functionalities by incorporating new information and communication tools, such as mobile connectivity, blogging, and photo/video-sharing (Boyd & Elisson, 2007). Knowing that the world of social media is vast, it is essential to analyse the different types of social media platforms in order to choose which ones are most appropriate for a firm to invest.

Acknowledging that there is no methodical way in which different social media platforms can be categorized (Kaplan & Haenlein, 2010), researchers adopted different approaches. According to Sorokina, (2015) there are eight major types of social media: **Relationship networks** (commonly known as social networks) such as Facebook and Google +; **media sharing networks** (YouTube, Flickr or Instagram); **online reviews or ratings** (TripAdvisor, Yelp); **discussion forums** - one of the oldest types of social media; **social publishing platforms**, which include blogs and microblogs; **bookmarking sites** (StumbleUpon); **Internet-based networks** - where users can find individuals with the same interests such as Goodreads; and, finally, **e-commerce** (Alibaba). Cite, The Digital Agency (2012) adds other categories such as social knowledge (Wikipedia) and podcasts. Additionally, it subdivides blogs and microblogs into two independent categories.

A different perspective is offered by Kaplan & Haenlein (2010), classifying social media based on two key elements: media research (social presence/media richness) and social processes (self-presentation/self-disclosure). Starting with social presence, this variable is influenced by the intimacy (interpersonal vs. mediated) and immediacy (asynchronous vs. synchronous) of the medium. Social presence is lower in mediated communications than in interpersonal ones, such as telephone vs. face-to-face. Moreover asynchronous communications, like sending an email, rank lower than synchronous such as live chat.

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Moreover, media richness assumes that the purpose of communications is to solve ambiguity and reduce uncertainty. What differs media is the amount of information acceptable to be transmitted in a given time interval, in other words, its degree of richness. Regarding social processes, self-presentation and self-disclosure indicate how much a person reveals about themselves, and their personalities on social media. Self-presentation represents the desire that people have to control the impressions others form about them in any type of social interaction (Goffman, 1959; Kaplan & Haenlein, 2010). Self-disclosure refers to the conscious or unconscious release of personal information such as ideas, feelings and tastes that are consistent with the image people like to give about themselves. As a result, media is categorized as in table 1.

Since most blogs and collaborative projects are essentially text-based, they score lower in terms of social presence and media richness than social networks where people usually express themselves not only through text-based interactions but also by sharing videos and images. Moreover, since social networks allow a higher release of personal information than content communities, they score higher in terms of self-disclosure.

It is essential to refer that, the platforms chosen to be part of a company's social media strategy should not be treated individually but as part of an integrated system (Hanna, Rohm, & Crittenden, 2011).

Table 1. Classification of Social Media by social presence/media richness and self-presentation/self-disclosure.
Source: (Kaplan & Haenlein, 2010)

		Social presence/ Media richness		
		Low	Medium	High
Self-presentation/ Self-disclosure	High	Blogs	Social networking sites (e.g., Facebook)	Virtual social worlds (e.g., Second Life)
	Low	Collaborative projects (e.g., Wikipedia)	Content communities (e.g., YouTube)	Virtual game worlds (e.g., World of Warcraft)

To conclude, it seems logical that brands invest in social networks, such as Facebook, due to their self-presentation and self-disclosure characteristics. In these platforms, consumers tend to share information about their personal lives which can be beneficial for companies. Firms can learn more about users' public and online behaviours and better understand how to create and strengthen online relationships. Nonetheless, it is important to recognize, when discussing a social media communication strategy, that brands cannot forget their own website. They should "*...design websites that embody or express their purpose, history, products and vision. A key*

challenge is designing a site that is attractive on first viewing and interesting enough to encourage repeat visits." (Keller, 2009: 147).

2.2.3. Facebook and Instagram

Knowing that the present study will centre its investigation on brand interactions with consumers in two specific platforms, Facebook and Instagram, it is important to briefly define and explain how these networks operate.

Starting with Facebook, this social network, founded in 2004, is available in 37 languages. It is the most popular social network worldwide, gathering 1.33 billion active users on a daily basis (Statista, 2017). According to Newsroom (2017), its mission is "*... to give people the power to build community and bring the world closer together*". Additionally, individuals use this network to keep in touch with friends and family, discover what is happening in the world, and share and express ideas that are important to them. Once registered, users create profiles where they can show who they are and what is going on in their lives. In order to do that, they can write or upload photos and videos in those profiles. Moreover they can add friends and send them private messages or write on friends' profiles (Whatis.com, 2017).

Apart from adding friends, users can "like" public profiles named Pages that allow artists brands, public figures, *etc.*, to create an online presence and connect with the community. Furthermore users can create events and groups to discuss particular issues. All of the activities made by friends, Pages, events, or groups appear in a News Feed regularly updated and personalized based on individuals' interests and what their friends are doing. People can like, comment, or share what they see in the News Feed (Newsroom, 2017).

Instagram is a mobile photo sharing social network, founded in 2010, available in 25 languages that allows users to edit and share photos and videos. Gathering 800 million monthly active users in 2017, it is one of the most popular social networks worldwide as well as one of the fastest growing – it had 600 million monthly users in December 2016 (Statista, 2017). According to (Instagram, 2017), it is "*the home for visual storytelling for everyone from celebrities, newsrooms and brands, to teens, musicians and anyone with a creative passion*". After creating an account, users can select other accounts to follow and allow other users to follow them as well. By following people, users will see those posts in their "Home" page, which is similar to Facebook's News Feed. As a final note, it is important to highlight that due to its visual nature and high user engagement rate, Instagram is also seen as a valuable

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marketing tool. In fact, in 2016, 98% of fashion brands had a profile in this social network. Also, brands posted on average 27 images per month (Statista, 2017).

2.3. Social Media marketing role and challenges

People are increasingly exposing themselves to social media for several different reasons such as searching for information about products, acquiring and consuming them, and sharing their experiences with others (Stephen, 2016). Consequently, brands see internet, and especially social media, as a channel that allows them to reach a broader audience, individually target consumers and communicate products at a global level. As a result, over the past few years, firms have incorporated social media as part of their communication strategy in an attempt to engage consumers (Kumar, *et al.*, 2016) and achieve numerous positive outcomes. In fact, social media marketing may produce favourable results such as create and enhance relationships with customers, stimulate interaction with users, build brand awareness, increase consumer engagement, promote products, and drive sales growth (Tsimonis & Dimitriadis, 2014).

Although forecasts say that one-third of global advertising spending in 2017 will be made in digital channels (Stephen, 2016), it is still difficult to understand how to measure the returns on investment made on social media (Kumar, *et al.*, 2016). As stated before, social media marketing enables firms to deeply engage with consumers, get insights unavailable in any other way and easily approach users since they are already online (Ryan & Jones, 2009). However, there is still a general frustration into establishing measurements of social media effectiveness and translating the investment made into real organizational benefits (Loechner, 2012). This challenge in assessing effectiveness derives from three reasons: no agreement on the value of social media, the lack of direct connection between social media use and Return on Investment (ROI), and a need for organizational top leaders' to support its "intangible value" (Jiang, Luo, & Kulemeka, 2016). Consequently, it is important to understand how to measure social media effectiveness.

2.4. Social media effectiveness - engagement as a measure

Previous studies tried to understand how social media can positively impact different fields of study such as media relations, relationship management and health promotion, nevertheless there is still an urgent need to comprehend how to measure social media effectiveness (Jiang, Luo, & Kulemeka, 2016). Although different key performance indicators (KPI) and metrics were proposed in the past literature, one seems to be shared by several researchers: engagement.

Even though the concept of engagement was originally used in different fields of study including psychology, sociology, and organizational behaviour, it soon attracted marketers' attention especially in the area of relationship marketing (Brodie *et al.*, 2011; Hollebeek, 2011). Accordingly, two central concepts consumer engagement and online brand engagement need to be defined. First, consumer engagement, refers to the intensity of a person's participation and connection with company's offerings and activities that can be initiated by the consumer or the organization (Vivek, Beatty, & Morgan, 2012). Online brand engagement can be defined as a consumer's cognitive and affective commitment to partake in an active relationship with a brand on a website or other computer-mediated platform designed to communicate brand value (Mollen & Wilson, 2010). Online brand engagement measures how much and how frequently users interact with a firm's page and its social media content. When consumers make the effort to like or favourite, or comment a brand's post, they are vigorously engaging with that content. Engagement metrics display audience action, an important feature for social media health and growth (Dunham, 2014).

Neiger, *et al.*, (2012), proposed, in a study related to health promotion, several key performance indicators, KPIs, being engagement one of them. Researchers divided engagement into three levels: low, medium, and high. Low engagement occurs when consumers are merely acknowledging or preferring a specific content by liking a post or video. Medium engagement occurs when participants are more involved with the topic and create and/or share content, and influence others with their posts or comments. Finally, high engagement involves people participating in offline events promoted by the online interactions.

Furthermore, to understand the extent to which social media content enhanced the relationship between the user and the brand (Paine, 2008), Brian Haven of Forrester Research offered a 4-I-dimensional engagement model used by Jiang, Luo, & Kulemeka (2016). This model includes Involvement, Interaction, Intimacy, and Influence.

Involvement measures the presence of an audience and to what degree social media enables them to be aware and involved using analytics, such as the number of likes and shares, among others, as seen in figure 2. Interaction is a more advanced form of engagement, where the target audience makes an extra effort by posting comments, uploading images or videos or requesting additional information (see figure 2). Intimacy involves an emotional component that happens when it is possible to perceive people's feelings in comments, posts, reviews, etc. Lastly, influence takes place when individuals share recommendations of products or services or even a corporate social networking site, in their own social media profiles.

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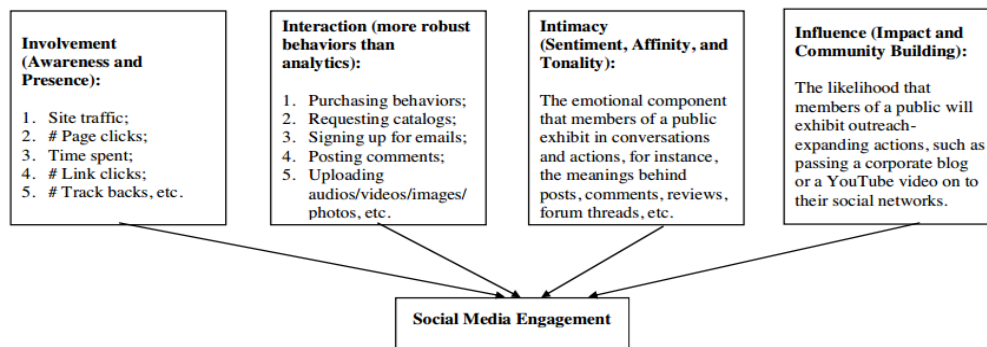


Figure 2. A tentative measurement model of social media engagement for future development
Source: (Jiang, Luo, & Kulemeka, 2016)

Additionally, other studies suggest that in order to measure audience engagement it is necessary to take into consideration components such as audience growth, number of likes, comments, and shares per post as well as number of clicks and reach (Buffer Social, 2017; Kipfolio, 2017). By summing the number of likes, comments, and shares and dividing it by the number of followers it is possible to obtain an engagement rate. This rate measures the level of engagement that a piece of content is receiving from an audience (Track Maven, 2017) and it is useful to compare and benchmark brands' performance. For instance, Leander (2017), classifies Facebook engagement rates in three levels: good (above 1%); average (between 0.5% and 0.99%) and low (below 0.5%). A different perspective is adopted by Gottke, (2017) that instead of engagement rate, uses the term interaction rate and calculates average interaction rates by industry and Facebook page size. For instance, the average interaction rate in the food and beverage industry is 0.44%, however, when considering page size it changes to 0.36% when a page has more than 100,000 followers and 1% when it has less than 100,000 followers.

Regarding Instagram, according to Lara O'Reilly (2014), the average post engagement rate in this network is 3.31%. Again, when considering number of followers, the engagement rate

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assumes different values. For pages with less than 1000 followers, the average interaction rate is 10.72%; between 1000 and 10,000 it drops significantly to 2.63%; from 10,000 to 100,000 followers it is 1.56%; and between 100,000 and 1 million it is 1.16% (Pauriol, 2017). Similarly to Facebook, it is visible that higher number of followers correspond to lower engagement rates.

Finally, it is important to state that engagement is an important measurement when evaluating social media effectiveness since it leads to a significant increase in consumer purchases (Goh, Heng, & Lin, 2013).

2.5. Nurturing relationships on social media

As social media provides numerous ways for users to get involved with organizations (Waters, Burnett, Lamm, & Lucas, 2009), marketers must find rightful strategies to nurture relationships with the public. Dialogue has been one of the topics under research by several scholars. Including this two-way form of communication is crucial to *“understand how organizations can build relationships that serve both organizational and public interests”* (Kent & Taylor, 2002: 21), thus several studies use dialogic communication to investigate the influence of online strategies for relationship building (Loureiro & Gomes, 2016). Three crucial strategies have been used in numerous studies (Loureiro & Gomes, 2016; Men & Tsai, 2012; Waters et al., 2009;) to build and maintain relationships online: disclosure or openness, information dissemination, and interactivity and involvement.

First, disclosure or openness refers to the companies' willingness to be transparent in their online communication activities. In order to do that, Waters et al. (2009) suggest that companies must provide information such as company's full description, its history and mission. Furthermore, organizations should use hyperlinks connected to their Web sites and use logos and visual cues to enhance brand recognition. Information dissemination concerns posting photos and videos, announcements about products, as well as answering questions to address stakeholders' needs, concerns, and interests (Loureiro & Gomes, 2016; Men & Tsai, 2012). Also, posting links to external news content related to the company and its business, press releases and campaign summaries can maximize the impact of a company's online presence (Waters et al., 2009). Finally, interactivity and involvement can be seen as the most important strategy, out of the three, since it is essential to foster relationships with the public and it represents one of the main advantages of using different social media platforms (Haigh, 2014). This strategy is often analysed as a whole, with no distinction between the two terms (Men &

Tsai, 2012; Loureiro & Gomes, 2016), however, interactivity can be analysed separately from involvement according to research done by Haigh (2014). Involvement regards connecting with consumers. Providing information such as organizational contacts, giving users the ability to stay in touch with the company is one way to involve them. Interactivity is often defined as *“the extent to which users can participate in modifying the form and content of the mediated environment in real time.”* (Steuer, 1992: 84). When considering computer-mediated environments, Liu (2003) also studied interactivity, developing a scale to measure interactivity on websites. According to the study, interactivity should be defined as *“the degree to which two or more communication parties can act on each other, on the communication medium, and on the messages and the degree to which such influences are synchronized”* (Liu & Shrum, 2002: 54) and three dimensions should be included when discussing this topic: active control, two-way communication, and synchronicity. Active control regards users' capacity to voluntarily participate and usefully influence communications. Two-way communication concerns the bifacial flow of information. Lastly, synchronicity evaluates the speed of the interaction. This led to the definition of interactive communication: *“communication that offers individuals active control and allows them to communicate both reciprocally and synchronously”* (Liu Y., 2003: 208).

McMillan, Hoy, Kim, & McMahan (2008) proposed a three-dimensional concept of online interactivity: human-to-computer, human-to-human, and human-to-content. First, human-to-computer interactivity focuses on navigation. Human-to-human interactivity focuses on how individuals interact with each other through computers, translating into several actions such as *“opportunities to contact the organization, to make a suggestion to a friend, or to share the content on one's own page on SNSs”* (Men & Tsai, 2012: 725). Finally, human-to-content interactivity refers to the ability to contribute to the organizational online content by commenting on organizational posts and replying to other users' posts. (Loureiro & Gomes, 2016; Men & Tsai, 2012).

Thus, considering the above-mentioned, the following research question is proposed:

RQ2: What strategies are Portuguese companies incorporating to create and maintain relationships with the public on their Websites, Facebook and Instagram pages?

2.6. Online brand communities and brand fan pages

For decades, branding and its benefits have been a highly studied topic in the offline world. In the online world, with the growth of social media, marketers momentarily felt that they were losing control over their brands and recognized the need to adjust to new tools (Yan, 2013) and to the new consumers, that moved from being quiet and invisible, into loud, public, active, and strongly connected with a network of other consumers (Hennig-Thurau, et al., 2010; Patterson, 2012).

Similarly, communities have been a topic of interest in distinct fields of study over time, and with the development of the internet, they have been revived from a consumer's perspective. Consequently, several actively participative virtual communities appeared and gathered numerous individuals with similar interests (Zaglia, 2013). Among all the different types of communities, one in particular stood out to marketers, a community where consumers come together and share interest, excitement and love for a specific brand, commonly known as brand communities.

According to Muniz & O'Guinn (2001:412) brand communities can be defined as a “... *specialized, non-geographically bound community, based on a structured set of social relationships among admirers of a brand. It is specialized because at its center is a branded good or service. Like other communities, it is marked by shared consciousness, rituals and traditions, and a sense of moral responsibility.*” Consequently, brand communities can be seen as extremely important tools to the fields of marketing, innovation management, and customer relationship management (Zaglia, 2013).

Although initially most brand communities were consumer-owned, companies soon realized the wide potential of these communities as a platform where both consumers and corporations can engage in a dialogue about the brand and reinforce relationships.

In fact, nowadays consumers pursue to acquire not only a product or service but also engagement, an experience that enables higher levels of emotion than those linked with satisfaction (Rageh, Melewar, & Woodside, 2013). Therefore, companies could use brand communities as a place where fans can share experiences with other consumers, make acquaintance with the previously faceless people behind the brand and learn more about the brand, and its values and history (McAlexander *et al.*, 2002).

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Accordingly, McAlexander *et al.* (2002) perceived brand communities as fabrics of relationships and identified 4 crucial ones: between the customer and the brand, between the customer and the firm, between the customer and the product in use, and among fellow customers.

However, when discussing brand communities, it is important to acknowledge a difference between brand fan pages on social networking sites and traditional online brand communities (Jahn & Kunz, 2012). This research focuses on brand fan pages, specifically those on Facebook and Instagram.

Fan pages are different from classical online brand communities as they are inserted in a network that does not revolve around brand-related topics but around social ties. Hence, members of a fan page are connected to their social network “friends” who might not be “fans” of the brand (Boyd & Elisson, 2007; Jahn & Kunz, 2012), therefore, this could be an advantage and a useful tool to gain new fans (Jahn & Kunz, 2012). Additionally, by being company driven, fan pages main goal is to foster a communicative and interactive channel that creates a connection between the user and the brand. In contrast, in a traditional brand community, the brand is the centre of the community, determined by a series of social relationships among devotees of the brand (Jahn & Kunz, 2012).

In these fan pages, brands try to generate online brand engagement through prize competitions, announcement of new products and services, interaction with fans, providing advice and useful information, and handling customer service issues (Tsimonis & Dimitriadis, 2014).

Moreover, since fan pages are embedded in social networks, brand managers should profit from the advantages of these networks and implement brand communities quicker and with less financial effort. Nonetheless, it is vital to choose the appropriate community type, nurture consumers' interaction and stay tuned to social engagement within the community in order to collect positive brand outcomes (Zaglia, 2013).

Indeed, previous studies show that brand communities generate numerous positive outcomes, such as positive word-of-mouth (Dholakia & Durham, 2010), customer-brand relationship building (Jahn & Kunz, 2012), increase in customer loyalty (McAlexander *et al.*, 2002), positive influence on sales, and are a useful tool for customer retention. Furthermore, community-integrated consumers can be seen as brand missionaries that disseminate the marketing message into other communities. Besides, they are also more forgiving when confronted with product or

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service failures, less prone to switch brands and are emotionally more invested in the company's success (McAlexander *et al.*, 2002).

As Jahn & Kunz (2012) stated, brand fan pages are distinctive due to the combination of social and commercial aspects and the ultimate goal is that consumers see brand pages the same way they see the rest of their social network "friends", as a central part of their daily lives. When this happens, brand communication will no longer be seen as unpleasant advertising but as an exciting conversation among friends.

2.7. User-Generated Content vs. Firm-Generated Content

Although this study expects to investigate firm-generated content on online brand communities, with the arrival of social media, extensive online user-generated content or electronic word of mouth (EWOM) has been produced. This has attracted marketers' attention (Goh, Heng, & Lin, 2013) due to its positive or negative impact on brands. Therefore it is essential to understand these two distinct concepts to fully comprehend what distinguishes them and how they can be beneficial for brands.

User-Generated Content (UGC) is the creation of media content by members of the general public and consists of any form of online content created, initiated, circulated, and consumed by users (Kim & Johnson, 2016).

Brand-related UGC has been studied in terms of what motivates consumers to create UGC about brands (Halliday, 2016) and, most importantly, the impact on consumer behaviour of creating branded UGC in different social media platforms (Kim & Johnson, 2016; Smith, Fischer, & Yongjian, 2012).

Focusing on Facebook, research by Kim & Johnson (2016), indicates that brand-related UGC impacts consumer behaviour in terms of brand sales such as impulse buying and future-purchase intention; relationship building regarding brand engagement and electronic word of mouth with information diffusion. Hence, providing new places for consumers to connect and discuss brands on social media can result in brand sales increase, and both initiate and sustain brand customer relationships.

Firm-generated content or marketer-generated content, concerns firm-initiated marketing communication in its official social media pages (Kumar, *et al.*, 2016).

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Although previous research on brand communities' impact on consumer engagement showed that marketers could only affect consumers with their content in a passive and reactive way, recent studies refused this theory and demonstrated that FGC can have a proactive and influential role. Furthermore, by actively engaging consumers, marketers can collect valuable economic outcomes from social media brand communities (Goh, Heng, & Lin, 2013).

In a study related to FGC impact on supply chain performance, by Swain & Cao (2014), it is visible that there are three social properties significant to FGC success on social media: reach, engagement, and influence. Reach is the degree of effective or potential diffusion of a certain FGC in the network. Engagement relates to the intensity of a firm's participation and involvement in the network that can be measured by the volume and frequency of FGC. Influence is measured by the degree of mobilisation that a firm can generate in other members. Also, in the same study, it is possible to understand that FGC on social media has a positive impact on supply chain performance especially in four specific dimensions information sharing, collaboration, trust, and commitment, proving that FGC is a tool that can bring advantages in different business areas.

Regarding consumer behaviour, FGC can improve the transactional and relational sides of customer-firm interactions and can also be responsible for increasing customer profitability. This will be even more visible with customers that experience longer relationships with the firm, who are technologically savvy and prone to social networking (Kumar, *et al.*, 2016).

Comparing the effects of UGC and FGC on brand image, Bruhn, Schoenmueller, & Schäfer (2012) show that FGC significantly impacts functional brand image, while UGC impacts hedonic brand image. Firms should use this information to their advantage and use social media communications to manage functional brand image and influence consumers.

Goh, Heng, & Lin (2013), also compare the effects of UGC and FGC considering its impact on purchase expenses in the apparel market.

After proving that engagement in social media brand communities results in a substantial increase in consumer purchases, the study shows that UGC and FGC affect consumer purchase behaviour through embedded information as well as persuasion. UGC may influence consumers through both informative and persuasive communications, while FGC only influences consumers through persuasive interactions. Hence, UGC is more effective in driving purchases than FGC.

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Regarding the use of direct or indirect contents in influencing purchases, the study shows that UGC is more effective when producing undirected contents for both informative and persuasive communication, whereas FGC is more effective using directed persuasive communications.

It is vital to state that since UGC has the power to shape the opinions and behaviours of other consumers and brands cannot control it, therefore they should use it as part of their overall brand management strategy (Kim & Johnson, 2016).

As a final note, to maintain successful and engaging brand communities it is essential to combine marketer effort with consumer response, since marketers' reliance on their own communications may not be the most effective approach to drive consumer purchases. However, FGC regardless of their nature may stimulate UGC, therefore it is important that brands continuously update their fan pages with new posts in order to attract consumers' attention and invite them to produce positive brand content (Goh, Heng, & Lin, 2013).

Considering the above-mentioned, another research question will be proposed:

RQ3: What is the role of Firm-generated content posted on consumer engagement?

2.8. Social media and brand fan pages in Portugal

As previously stated, this study will focus on analysing the Portuguese market and its consumers. Therefore it is essential to understand social media usage in this country.

In Portugal, the use of social media is increasing at hasty speed. Starting with consumers, individuals access social media not only to connect with friends but also with celebrities and brands. In fact 67% of social media users follow celebrities and 62% follow brands (Marktest, 2016). Also, considering social networks' active users, 94% is on Facebook, maintaining the leadership of previous years, 43% on YouTube and 37% on Instagram. This last one, Instagram, was the social network with the largest increase in the number of users compared to the previous year and ranks second place in social media brand recognition (Marktest, 2016).

Analysing brands' presence on social media, according to Eurostat (2015), 60% of Portuguese enterprises own a website, 37% are present on social networks, and 38% own a website and a brand fan page. Additionally, when considering online interactions, in 2016, Portuguese brand

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fan pages on Facebook registered 38 million interactions with their followers, 90% of those interactions were likes, 7.7% shares and 2.5% comments (Marktest, 2017), proving that brand followers engage with online content especially through likes. Furthermore, regarding user-generated content, in the same year, Portuguese brands were mentioned by consumers 2.1 million times on Facebook (Marktest, 2017).

Taking this information into account, Portuguese brands should develop a media strategy that includes Facebook, Instagram, and, possibly, YouTube, keeping in mind the importance of having an official Website. However, it is crucial to acknowledge that every business needs to build its own unique strategy based on its own particular set of circumstances (Ryan & Jones, 2009).

3. Methodology

In order to develop a scientific research, a structured and logical analysis should be conducted. Therefore, this part of the study aims to describe the procedure used to achieve the proposed research objectives and to respond to the research questions.

Hence, research was divided in two stages. The first stage is based on an exploratory content analysis to investigate online relationship cultivation strategies by Portuguese brands (**RQ2**). The second phase consists in a netnographic approach to analyse how three Portuguese brands in the beverage industry articulate traditional and digital media in their marketing communications, and how they engage their audience in their brand fan Pages on Facebook and Instagram (**RQ1** and **RQ3** respectively).

3.1. First Stage: Relationship Cultivation Strategies

3.1.1. Sampling

Similarly to what was done by Loureiro & Gomes (2016), it was retrieved a list of the 50 most valuable Portuguese brands of 2016 provided by Brand Finance, “...*the world's leading independent branded business valuation...*” (The Brand Finance Group, 2016). This list is made with regards to the brand value (USD \$ millions) and the brand rating in the year under analysis, therefore ranking the top 50 Portuguese brands. It also gives information about brand rank in the previous year compared to the present year. Afterwards, from this initial sample of 50 companies, brands were analysed in terms of their presence in social media by verifying if they have an official website and brand fan Pages on Facebook and Instagram. After examining their social media presence, the sample included 47 companies with a website, 28 companies with a Facebook page and, 19 with an Instagram account (appendix 1). Pages without information or not maintained by the organization were not considered.

3.1.2. Coding Scheme

Coding categories used in this analysis were adapted from previous research (Haigh, 2014; Loureiro & Gomes, 2016; Men & Tsai, 2012; Waters et al.). The categories coded were the same for Website, and Facebook and Instagram pages. Based on Waters et al.'s (2009) method for coding online relationship cultivation strategies, the website and social media pages were examined to identify the presence of items representing organizations' strategies of disclosure,

information dissemination, and interactivity and involvement. Disclosure was evaluated by the presence of detailed descriptions of the organization, organizational history, mission statement, URLs to their Websites, and logos or other visual cues. Information dissemination was assessed by the presence of news links to external media coverage, photos or videos providing information in visual form, announcements and/or press releases, campaign summaries (Waters et al., 2009), and information about achievements/awards (Chaudhri & Wang, 2007; Haigh, 2014). Interactivity and Involvement were examined by the following categories: organizational contact information (e.g., e-mail, phone number, physical address), navigation (hyperlinks to external content), opportunities for commenting and sharing, action features for online participation (polls, SNS applications, games, quizzes, contests), whether corporate communicators responded to user comments, and partnerships and/or sponsorships.

3.1.3. Coding procedure

As previously mentioned, the units of analysis were the website, and corporate profile pages on Facebook and Instagram. It was evaluated whether each strategy and item occurred, hence categories were coded with 'yes' or 'no' depending if the information was present (Haigh, 2014). Research started by examining websites, then the procedure was repeated for the organizations' Facebook and Instagram pages.

On websites, the first step was to go to the homepage and see if the website provided a site map to easily find the items belonging to each strategy. When site maps were not available, each tab inside the website would be inspected to look for the information needed for each strategy. Since websites are more complex, with information spread across them instead of reunited in one single page as in Facebook and Instagram the following analyses were simpler. On Facebook the first page of each corporate profile was studied. This is the page that users see after signing in and where they have access to all the main elements, including the photo album and the message board. The details examined on each page were items that were readily observable (Marcus & Krishnamurthi, 2009; Men & Tsai, 2012). On Instagram, the analysis was similar to Facebook. When opening the app and looking for a specific brand account, there is one single page, the profile page, where all the information is condensed. Most of the page is visually-based (photos and videos) with the exception of to the brief description below the profile picture or logo (where usually companies also insert the URL to the Website). It was crucial to look at photos' descriptions to get more insights about the content shared and the

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cultivation strategies implemented. Users' comments were also considered to evaluate, whether or not companies reply to them and initiate conversations with consumers. Intercoder reliability was tested using Perreault & Leigh's (1989) formula.

3.2. Second Stage: Communication strategies – the use of traditional and digital media and FGC's influence on consumer engagement

The Second stage of the analysis consists in a netnographic study based on content analysis. This method was chosen since it is “... *faster, simpler, and less expensive than traditional ethnography, and more naturalistic and unobtrusive than focus groups or interviews...*” (Kozinets, 2002: 61).

3.2.1. Sampling

In this stage, a smaller sample composed by three brands from the sample described above (topic 3.1.1) were analysed in order to collect smaller amounts of high-quality data to explain the phenomena under analysis. The brands had to complete three requisites in order to be considered: to have a website, a Facebook page, and an Instagram account. From the previous sample, only 19 brands fulfilled all the conditions.

The selection criteria consisted in choosing different brands that operated in the same industry in order to analyse differences within the industry. Additionally, the beverage industry was selected to be examined. 5 brands out of the 19 operated in this industry: Super Bock, Sagres, Compal, Delta, and Vitalis. Since Super Bock and Sagres both belong to the beer segment only one out of the two was selected in order to obtain a more diversified sample. From the remaining 4 brands, 3 were randomly selected. The final sample was composed by Super Bock, Compal, and Vitalis.

3.2.2. Procedures

First it is necessary to evaluate different types of sites, people, and topics available on the internet related to the research question and choose which ones will be used to build the netnographic study.

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Regarding RQ1, main search engines, such as Google, served as a vehicle to explore the latest campaigns launched in 2017 by Super Bock, Compal, and Vitalis. Different news sites related to the marketing field such as Marketeer and Briefing were considered since they presented several news concerning the latest campaigns and their implementation on traditional and digital media. Additionally, brands' official Websites, Facebook and Instagram pages, and YouTube channel were analysed to further investigate digital application of marketing campaigns.

Concerning RQ3, Facebook and Instagram were the chosen channels to study FGC and its influence on consumer engagement. First, a word cloud generator website, Jason Davies word cloud generator (Davies, 2017), was used to create word clouds that highlight the most used words on Super Bock's, Compal's, and Vitalis' social media pages. On Facebook, clouds were generated by inserting in the text box available on the website all the text-based posts published in August and September. On Instagram, as previously mentioned, posts assume the form of photos and videos, therefore, the photo/video description posted by the company was used to create clouds. Accordingly, 6 clouds were generated, one for each Facebook page and another for each Instagram page of the three brands. Furthermore, an online social media analytics tool, Quintly, was used to analyse Super Bock's, Compal's, and Vitalis' Facebook and Instagram performance in August and September of the current year. Two months were analysed in order to achieve more representative results and reduce bias (performance during a specific month could be outstanding and not representative of the brand's overall performance). Number of followers, audience growth, number of posts, post type distribution, number of likes, comments and shares, interactions' distribution, interaction (or engagement) rate, and interaction rate by post type were the variables under analysis.

4. Analysis

4.1. Relationship Cultivation Strategies on Social media

To examine the second research question, concerning the strategies implemented by companies to promote relationships on corporate Websites, Facebook, and Instagram, a chi-square test was conducted. The three strategies previously presented - disclosure, information dissemination, and interactivity and involvement - are all employed by organizations to nurture online relationships in the three SNSs under analysis. This suggests that Portuguese companies are investing in several social networking platforms as part of their marketing communication strategy. Even though all strategies were implemented, it is evident in tables 2, 3, 4 that there are some differences between the strategies implemented by each digital channel.

Table 2, shows a cross-tabulation between Website and Facebook and the relationship strategies employed in them. Starting with disclosure, Logo/Visual cues is unanimously the most common feature provided by companies, followed by description of the company. URL to the website, evidently cannot be investigated in this context although it is a common feature on Facebook pages. Nonetheless, there are significant differences when comparing companies' history and mission statement. These features are highly used to nurture relationships on Websites but are quite infrequent on Facebook, correspondingly, history ($\chi^2 = 33.862$; $p = .000$) and mission statement ($\chi^2 = 5.701$; $p = .017$). Regarding information dissemination, information about achievements and awards is evenly used on Websites and Facebook pages, standing out as an important category in this strategy. Oppositely, campaign summaries are rarely employed. News links are added more often on Websites than on Facebook, ($\chi^2 = 7.050$; $p = .008$), however Facebook pages seem more active and engaging, with posts including photos and videos ($\chi^2 = 17.376$; $p = .000$), as well as posting announcements and press releases ($\chi^2 = 4.189$; $p = .041$). Lastly, when discussing interactivity and involvement, both Websites and Facebook pages, frequently display organizational contacts, navigation to external media content and information regarding partnerships and sponsorships. Nonetheless, Facebook pages can be seen as more interactive since they normally allow users to comment and share posts ($\chi^2 = 17.376$; $p = .000$) and ($\chi^2 = 21.026$; $p = .000$) respectively, and feature more actions that encourage consumers' participation ($\chi^2 = 16.730$; $p = .000$).

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Relationship cultivation strategies		Website	Facebook	Chi-Square
Disclosure	Description	43(91%)	23 (82%)	1.452 a)
	History	36 (77%)	2 (7%)	33.862 *
	Mission Statement	25 (53%)	7 (25%)	5.701 *
	URL to Web Site	-	28 (100%)	-
	Logo/Visual Cues	47 (100%)	28 (100%)	0.000
Information dissemination	News links	36 (77%)	13 (46%)	7.050 *
	Photos/videos posted	26 (55%)	28 (100%)	17.376 *
	Announcements and press releases	24 (51%)	21 (75%)	4.189 *
	Campaign Summaries	1 (2%)	0 (0%)	0.604 a)
	Info about achievements/awards	35 (74%)	21 (75%)	0.003
Interactivity and Involvement	Organizational contacts	46 (98%)	24 (86%)	4.168 a)
	Navigation	43 (91%)	25 (89%)	0.101 a)
	Commenting opportunity	26 (55%)	28 (100%)	17,376 *
	Sharing to one's own page	23 (49%)	28 (100%)	21.026 *
	Action features for online participation	14 (30%)	22 (79%)	16.730 *
	Response to user posts	-	22 (79%)	-
	Partnerships and sponsorships	33 (70%)	23 (82%)	1.320

Note. Degrees of freedom (1); significance level $p < 0.05$

a) More than 20% of the cells have expected values < 5 , P-value calculated through **Fisher's exact test**

* indicates that there is a significant difference between websites and Facebook pages

Table 2. Relationship Cultivation Strategies: Website vs. Facebook

Source: Own elaboration based on SPSS outputs

In Table 3, it is possible to investigate the relationship cultivation strategies used on Facebook and Instagram. Regarding disclosure tactics, Logo/ Visual cues and URL to Websites are popular on both social networks. History and mission statement, however, are rarely used as part of this strategy, despite the relevant differences concerning the usage of mission statements (more frequent on Facebook). Moreover, Facebook pages often include companies' descriptions contrarily to what happens on Instagram ($\chi^2 = 12.247$; $p = .000$).

Information dissemination is most common through posting photos and videos, which can be explained by the fact that both of these networks, especially Instagram, largely focus on visual content. Contrarily, campaign summaries are not used on these social networks. Furthermore, companies seem to use Facebook more effectively as a tool to disseminate information by sharing news links and information about achievements and awards ($\chi^2 = 12.194$; $p = .000$) and ($\chi^2 = 10.854$; $p = .001$), respectively. Concerning Interactivity and Involvement, organizations take advantage of the interactive features of both Facebook and Instagram using several tools

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such as commenting and sharing opportunity, partnerships and sponsorships, providing organizational contacts and encouraging online participation. However, navigation to external media content is more frequently employed on Facebook pages ($\chi^2 = 6.222$; $p = .018$).

Relationship cultivation strategies		Facebook	Instagram	Chi-Square
Disclosure	Description	23 (82%)	6 (32%)	12.247 *
	History	2 (7%)	0 (0%)	1.417 a)
	Mission Statement	7 (25%)	0 (0%)	5.581 a) *
	URL to Web Site	28 (100%)	16 (84%)	4.722 a)
	Logo/Visual Cues	28 (100%)	19 (100%)	0.000
Information dissemination	News links	13 (46%)	0 (0%)	12.194 *
	Photos/videos posted	28 (100%)	19 (100%)	0.000
	Announcements and press releases	21 (75%)	9 (47%)	3.743
	Campaign Summaries	0 (0%)	0 (0%)	0.000
	Info about achievements/awards	21 (75%)	5 (26%)	10.854 *
Interactivity and Involvement	Organizational contacts	24 (86%)	15 (79%)	0.367 a)
	Navigation	25 (89%)	11 (58%)	6.222 a) *
	Commenting opportunity	28 (100%)	19 (100%)	0.000
	Sharing to one's own page	28 (100%)	19 (100%)	0.000
	Action features for online participation	22 (79%)	13 (68%)	0.613 a)
	Response to user posts	22 (79%)	13 (68%)	0.613 a)
	Partnerships and sponsorships	23 (82%)	16 (84%)	0.34 a)

Note. Degrees of freedom (1); significance level $p < 0.05$

a) More than 20% of the cells have expected values < 5 , P-value calculated through **Fisher's exact test**

* indicates that there is a significant difference between Facebook and Instagram pages

Table 3. Relationship Cultivation Strategies: Facebook vs. Instagram

Source: Own elaboration based on SPSS outputs

Finally, Table 4, shows relationship cultivation strategies on Websites and Instagram. Starting with disclosure, Logo/Visual cues are, once again, the most popular feature. Description, history, and mission statement are rarely used to disclose information on Instagram pages and highly used on websites ($\chi^2 = 25.395$; $p = .000$), ($\chi^2 = 32.017$; $p = .000$), ($\chi^2 = 16.269$; $p = .000$), respectively.

Information dissemination is mainly provided through news links and information about achievements and awards on Websites ($\chi^2 = 32.017$; $p = .000$) and ($\chi^2 = 13.140$; $p = .000$) correspondingly and through photos and videos on Instagram ($\chi^2 = 12.451$; $p = .000$).

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Regarding Interactivity and Involvement, Instagram presents more interactive features than Websites that focus on allowing consumers to comment, share, and participate in online activities ($\chi^2 = 12.451$; $p = .000$), ($\chi^2 = 15.246$; $p = .000$), ($\chi^2 = 8.354$; $p = .004$). On Websites, companies essentially display features, such as organizational contacts and navigation to external media content, that are not so likely to be present on Instagram pages, ($\chi^2 = 6.921$; $p = .022$) and ($\chi^2 = 10.265$; $p = .003$) respectively.

Relationship cultivation strategies		Website	Instagram	Chi-Square
Disclosure	Description	43 (91%)	6 (32%)	25.395 a) *
	History	36 (77%)	0 (0%)	32.017 *
	Mission Statement	25 (53%)	0 (0%)	16.269 *
	URL to Web Site	-	16 (84%)	-
	Logo/Visual Cues	47 (100%)	19 (100%)	0.000
Information dissemination	News links	36 (77%)	0 (0%)	32.017 *
	Photos/videos posted	26 (55%)	19 (100%)	12.451 *
	Announcements and press releases	24 (51%)	9 (47%)	0.074
	Campaign Summaries	1 (2%)	0 (0%)	0.410 a)
	Info about achievements/awards	35 (74%)	5 (26%)	13.140 *
Interactivity and Involvement	Organizational contacts	46 (98%)	15 (79%)	6.921 a) *
	Navigation	43 (91%)	11 (58%)	10.265 a) *
	Commenting opportunity	26 (55%)	19 (100%)	12.451 *
	Sharing to one's own page	23 (49%)	19 (100%)	15.246 *
	Action features for online participation	14 (30%)	13 (68%)	8.354 *
	Response to user posts	-	13 (68%)	-
	Partnerships and sponsorships	33 (70%)	16 (84%)	1.386 a)

Note. Degrees of freedom (1); significance level $p < 0.05$

a) More than 20% of the cells have expected values < 5 , P-value calculated through Fisher's exact test

* indicates that there is a significant difference between websites and Instagram pages

Table 4. Relationship Cultivation Strategies: Website vs. Instagram

Source: Own elaboration based on SPSS outputs

In conclusion, Websites, Facebook, and Instagram, all have their own roles concerning online relationship cultivation strategies.

Websites can be seen as more informative by revealing extensive information about the company, its mission, values and accomplishments and some contacts in case consumers want to get closer to the company, performing well in the disclosure and information dissemination strategies. However, concerning interactivity and involvement, most websites do not provide

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tools that allow consumers to deeply connect and engage with brands, such as commenting and sharing opportunity as well as promoting interactive and engaging activities. Facebook and Instagram, dissimilarly, perform well in the interactivity and involvement strategy, allowing consumers to connect, give opinions, share contents, and engage in several activities. Nonetheless, these social networks do not disclose abundant information about brands and their activities, especially Instagram. Facebook appears to be the more cohesive network, where brands consistently combine the three strategies to cultivate relationships online.

It is vital to highlight that, in order to build effective relationships online, brands should consider which networks work best for each strategy, thus it may be easier to maximize the potential to connect with costumers and build stronger relationships.

4.2. Investigate the combination of traditional and digital media on brands' communication strategies

This segment of the analysis intends to respond to the first research question regarding the combination of traditional and digital media on brands' communication strategies.

As stated before, developing a marketing strategy that combines both digital and traditional media can generate positive outcomes. Thus, it is crucial to investigate if the three brands under analysis implement an integrated marketing communications strategy.

4.2.1. Super Bock

Super Bock is a beer brand held by the Unicer group. It was the 17th most valuable brand in Portugal in 2016 according to Brand Finance (2016), see appendix 1. The brand is known for creating unique marketing campaigns and making high investments in media spend (Facebook, 2017). Its slogan is "*Leva a amizade a sério*", meaning, take friendship seriously. Additionally, the brand aims to be present in the unique moments of consumers' lives (Super Bock). Moreover, Super Bock is present on Facebook since 2009 (Super Bock, 2009) and on Instagram since 2013 (Super Bock, 2013).

In the present year, 2017, the brand celebrates its 90th anniversary. To commemorate this achievement, most of the communication throughout the year will be dedicated to this festivity. Promotion through different channels such as mupis and TV, digital platforms such as Website,

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Facebook and Instagram as well as, a strong presence on football and music events is the centre of the current communication strategy (Marketeer, 2017).

This 90th anniversary campaign started with the launch of a new, limited edition, beer, followed by a video, revealed in the beginning of March, entitled “*90 anos a fazer amigos*” (90 years making friends). The video portrays several historical moments since 1927 until now, showing that over the years all important moments have two common elements: friendship and a Super Bock beer (Marketeer, 2017; Meios e Publicidade, 2017). The full version is two minutes long and was designed for the digital channel (Website and Facebook), however, two short versions, with 60 and 90 seconds were created to be aired on TV (Meios e Publicidade, 2017). According to Facebook (2017), this video campaign was studied by Facebook and Kantar Worldpanel to demonstrate the power and value of a media campaign combining Facebook and TV. Results showed that this campaign originated high levels of engagement, especially on Facebook, where the video reached 1 million views in three weeks (duration of the study). Meaning that the video achieved 11.5 points of incremental reach compared to TV, three times larger than the average baseline for brands from the same product category, which was considered an international case study. Additionally, the study reveals that 89% of the population was influenced by this campaign (TV and Facebook) and 45% of the GRP's (gross rating point) came from Facebook. It is important to clarify that, in order to achieve these results, Super Bock used tools such as Facebook video ads and core targeting to reach an audience similar to that of TV (18-to 54-year-old men and women). Although the video was sponsored during three weeks, at the present moment it has 3.8 million views, showing that visualizations come not only from sponsored ads but also from organic posts. This study clarifies that a campaign combining TV with social media, in this case, Facebook, is more effective since television reinforces brand notoriety and Facebook strengthens commitment and consumer identification. Furthermore, it proved that Facebook is a valuable and powerful channel, for Super Bock, to reach its audience and an important part of the brand's future (Facebook, 2017).

Additionally, Super Bock created a new video for a summer campaign called “*90 Verões a fazer amigos*”, meaning 90 summers making friends. The idea behind the video is similar to the first one, showing summer trends and accomplishments over the years. This 45-second video was displayed in the main TV channels as well as on Facebook. The video was also converted into images that were posted on Facebook and Instagram throughout the summer, and exposed on mupis (Briefing, 2017), as seen in appendix 53.

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Also, during the summer, the brand invested in sponsoring events such as Festas de Lisboa - traditional festivities during June in honour of Saint Anthony of Padua. Super Bock was the official beer of these celebrations, also creative outdoors were spread all over the city, linking the 90th anniversary commemoration with this traditional yearly event (Marketeer, 2017), see appendix 54.

Furthermore, brand activation in summer festivals such as NOS Primavera Sound, Meo Sudoeste, Vodafone Paredes de Coura, Super Bock Super Rock, and, for the first time, a Spanish Festival called SonRias Baixas, are essential for the company's communication strategy (Meios e Publicidade, 2017).

Finally, as stated before, social media, particularly Facebook, has an important role in Super Bock's communication strategy. Their brand page is constantly updated with new posts that receive positive feedback from the public. These posts are frequently some of the most liked posts of the week, making it one of the most mentioned brands, according to Marktest tool, social media explorer - a service that monitors brand content posted by Portuguese brands on Facebook, except for media brands, such as newspapers, TV channels, radio, etc. As a result, since the beginning of the year until the present moment, Super Bock achieved most liked post of the week twice, being a regular presence in the top 10 of most liked posts. The first, in the fortnight of 20th to March to 2nd of April, was a parody image based post, related to a polemic news story at the time, when Eurogroup President said that southern European countries spent their money on alcohol and women. This post reached more than 20 thousand likes, see appendix 55, (Marktest, 2017). The second post was published in the fortnight of 10th to 23rd of July and was, once more, an image based post, this time related to the worldwide known series, Game of Thrones that reached nearly 21 thousand likes, as seen in appendix 55, (Marktest, 2017).

Licor Beirão (a Portuguese liqueur brand with a strong presence on social media and a regular presence on the top 10 most liked posts on Facebook) interacted with Super Bock after noticing that certain Super Bock trucks said "*Ser Beirão é Super*", meaning, being "Beirão" is super (Briefing, 2017). Beirão, the name of the liqueur brand, is also a designation for the habitants of a Portuguese region called Beira. Super Bock, with this campaign, intended to captivate people from Beira, however Licor Beirão saw this as an opportunity to interact with Super Bock, in a playful way, posting an image of the truck, see appendix 56, saying "*We were not the ones who said it, thank you, Super Bock*". Super Bock showed fair-play and responded on

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their Facebook page inviting the liqueur brand to their 90th anniversary party in November, as seen in appendix 56. This interaction was a success, receiving over 26 thousand likes, over 400 comments, and nearly 1500 shares (Briefing, 2017). This was the first interaction between two Portuguese brands on social media (a case that occurs frequently overseas between Pepsi and Coca-Cola, McDonald's and Burger King, etc.) and the outcome was extremely positive since both brands celebrate friendship, often communicate in an humorous way, and both have a strong digital presence (Super Bock is the second most followed brand in the Portuguese food and beverages industry, while Licor Beirão is the first). Since it was the first interaction between two brands and the public's reaction was very encouraging, this was considered a milestone (Dantas & Carvalho, 2017).

Considering all of the above-mentioned, it is possible to understand that Super Bock invests in a diversified communication strategy mixing traditional and digital media, yet Facebook is a crucial tool in their communications. Bruno Albuquerque, beer marketing director of the Unicer group, states *"We believe Facebook has an important role within our media mix, allowing us to reach an additional unique one million people to our core TV campaign, mainly among core young consumers who tend to be less active on traditional media. Facebook is a social channel in its essence, hence it can be used to extend the effectiveness of conventional media."* (Facebook, 2017).

4.2.2. Compal

Compal is a brand from Sumol+ Compal company and is mostly known by its fruit juices and nectars. It ranks 27th in the Portuguese Top 50 most valuable brands (Brand Finance, 2016), see appendix 1. Its slogan is *"Compal, é mesmo natural"*, meaning, Compal is really natural, aiming to educate consumers about the quality of their juices and nectars, made with fresh, seasonal fruits with no artificial flavours. Furthermore, similar to Super Bock, it is present on Facebook since 2009 (Compal, 2009) and on Instagram since 2013 (Compal, 2013).

The brand seems to understand the importance of blending traditional and digital media since their campaigns, in the current year, focused on a 360 degrees communications plan.

Their first campaign this year was launched in March, to announce their new, limited edition, white guava juice. In order to do so, Compal created a video that could be seen on TV and Facebook. Additionally, this juice was promoted on mupis and with POP (point of purchase)

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marketing (Briefing , 2017). Moreover, several photos of the packaging were often posted on Instagram.

In May, Compal's promotional efforts focused on "*Acordar com Frutologia*", meaning, waking up with fruitology. This campaign aimed to change individuals' mornings, to include one of their 15 juices in their breakfast routine. The brand released two different videos for TV and digital media, 5 radio spots and outdoors, supporting the idea of 360 degrees communications. With this ad, Compal wants to reinforce their Compal menu program (a Compal juice and a pastry usually for 1.5€) that is available in the HORECA channel (Briefing, 2017; Durães, 2017; Marketeer, 2017).

In June, Compal Veggie - a product range with juices that combine fruits and vegetables, (Compal, 2016) - was the star of Compal's campaign. Compal Veggie Carrot, Apple and Ginger, had already been promoted through press and outdoors, however, had not been promoted in digital platforms (Briefing, 2017). This campaign focused on promoting this new juice through online media, with the motto "*O dia começa e acaba com Compal Veggie. O resto é GIF (ou rotina, se preferires)*", meaning - The day starts and finishes with Compal Veggie. The rest is GIF (or routine if you prefer). The central figure of this promotion was Rita Pereira, a Portuguese actress that has a strong presence on social media, with 1.4 million followers on Facebook, nearly 700 thousand on Instagram, and her own YouTube channel (Hyndia TV). Additionally, she is one of Compal Veggie's brand ambassadors. The video shows Rita's daily routine, highlighting moments of her morning and evening when she is enjoying her Compal. The rest of her day is fast forwarded with boomerangs (a mini film that plays back and forward creating a GIF-like video (Pocket-lint, 2015)), demonstrating that the crucial moments of her day are the ones when she is drinking Compal. With this, the brand aspires to promote a healthy lifestyle throughout the day, while innovating by making use of new digital languages (Marketeer, 2017). The videos were diffused during June on Compal's and Rita's social media pages (Facebook and Instagram), blogs and websites related to women and YouTube (Briefing, 2017).

In the same month, a different initiative took place. Compal, which has a regular presence on Portuguese soap operas through product placement, invested in the night-time soap "*Amor Maior*". In this serial, there is a Compal juice stand, owned by two brothers, who are constantly fighting to see which one of them creates the best juice. The winning creation, Compal Strawberry, Raspberry and Blueberry, leapt from fiction to reality and is now available in a few

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supermarkets across the country. The communication plan focused on the TV (in the channel where the soap Opera airs, SIC), digital media and POP marketing (Durães, 2017; Marketeer, 2017).

Furthermore, in July, Compal introduced, once again, a new flavour, Clementine from the Mediterranean, alongside with a campaign entitled “*A Frutologia não tira férias*” (Fruitology does not take breaks). The goal was to show that Compal is constantly striving to produce new flavours, encouraging their experts to go wherever it is necessary, whenever, just to find the best fruit. The introduction of this new flavour was supported by 2 videos for TV and digital (emphasis on Compal's Facebook and Instagram brand pages), outdoors, mupis, and POP marketing.

To sum up, as stated before, similarly to Super Bock, Compal's communication strategy is diversified. The brand always uses traditional media to promote their new products aligning that strategy with a solid presence on digital media. Facebook and Instagram brand pages are always up to date, displaying all of the new campaigns.

4.2.3. Vitalis

Finally, Vitalis, a water brand also retained by Unicer group, ranked 44th in the Top 50 previously mentioned (appendix 1). The brand has long been associated with an active and healthy lifestyle. Accordingly, the brand strives to promote fitness and wellness by sponsoring major sports events and activities such as marathons (Unicer, 2017). Vitalis established its Facebook fan page in 2012 (Vitalis, 2012) and on 2013 created an Instagram account (Vitalis, 2013).

Since 2016, campaigns focused on the concept “*Sede de Vencer*” (Thirst for winning), originally created to support the Portuguese Paralympics athletes in the 2016 Paralympics Games in Brazil (Briefing, 2016).

In 2017, Vitalis switched advertising agencies from Havas to Nylon, however, the concept remained the same. Their goal is to work on the brand's digital media presence while maintaining the connection with sports, especially running, and supporting the Portuguese Paralympics team (Briefing, 2017).

Starting with running, in the current year, Vitalis sponsored several marathons, such as the Vitalis 7K, the EDP Lisbon half marathon, and the Vodafone mini-marathon. Furthermore,

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Vitalis promotes these events on its Facebook brand page and creates challenges where winners get a free registration to participate in the marathon.

Vitalis also supported other activities such as mountain bikes competitions. *Maratona BTT de Melgaço* and Vila do Conde, Peneda Gerês extreme 2017 are examples of cycling competitions endorsed by this water brand.

Moreover, in July, Vitalis created two videos displayed on its Facebook page and Youtube channel showing their continued support to Paralympic and Deaflympic athletes competing in the World ParaAthletics Championships, in London, and Summer Deaflympics, in Samsun. These videos show Carolina Duarte (Paralympic athlete) and João Marques (Deaflympic athlete) daily training for the competition, revealing their determination and thirst for winning and ultimately encouraging consumers to experience the same determination in their lives. During competitions, Vitalis updates its Facebook followers with several posts regarding the departure and arrival dates, and the achievements during the competition (medals won). These posts receive a positive feedback from brand followers who congratulate Vitalis for supporting the team and exposing news that are not mentioned on TV. Additionally, they congratulate the athletes and wish them good luck.

This can be seen in a post in which Vitalis wishes good luck to the Paralympic athletes competing in the world championship. This post ranked 9th in the Top 10 most liked posts of the fortnight of 10th to 23rd of July, earning 6 thousand likes (see appendix 57).

In conclusion, although Vitalis has not been using the most common traditional media channels such as TV and radio, it still implements an integrated strategy by combining a solid digital presence with several sports-related sponsorships. In 2017, Vitalis did not invest in launching new products and/or campaigns related to their products, instead, communication efforts worked as a way for the brand to be closer to consumers, reinforcing its sporty spirit, and encouraging people to look after themselves, practice sports and be healthy (Unicer, 2017).

4.3. FGC on Facebook and Instagram and influence on consumer engagement

This topic expects to answer the third and last research question concerning the influence of FGC on consumer engagement.

After analysing a significant part of marketer-generated content on 4.2., it is now time to only consider brands' digital communications on Facebook and Instagram, since it is still necessary to deeply characterize and explore the content posted by Super Bock, Compal, and Vitalis on these two social media channels.

Word clouds determine the most common words posted on brand fan pages in a graphic way. These common words can be seen as the most important topics that brands want to communicate to their consumers. Therefore word clouds were used to investigate brand posts based on the content posted in August and September.

Starting by analysing Super Bock's communications on Facebook and Instagram, it is possible to see that Facebook's cloud is denser, containing more words. Since Instagram is a photo-sharing app, it seems normal that its communication focuses on posting photos with short descriptions regarding the topic of the photo, while on Facebook descriptions are longer.

Starting with Facebook (figure 3), the words that attract more attention are: Super Bock, 90 years (*90 anos*), friends (*amigos*), beer (*cerveja*), summer (*verão*), selection (*selecção*), 1927, and esplanade (*esplanada*). On Instagram (figure 4), the most prominent words are Super Bock, 90 summers making friends (*90 verões a fazer amigos*), 1927 selection (*selecção 1927*) and regram. From this examination, it is perceptible that several words that stand out are common to both social networks. Therefore, the centre of the communication is the same on Facebook and Instagram, focusing on the 90th anniversary, on summer events, and celebrating friendship while sharing experiences and moments with friends. Furthermore, Super Bock also uses social networks to promote and provide information about products, which can be seen by the words "1927 selection" present on both, Facebook and Instagram. 1927 selection is a product range composed by 4 artisanal beers that received several international awards and are often publicized on Super Bock's social media channels. Lastly, on Instagram, a word that stood out was regram. Regram is a common hashtag used by Super Bock when posting photos from followers. Since on Instagram there is no "share" button, in order to share someone's photo it

is necessary to use a specific app called Regram (reposts photos giving credit to the original photo owner) or to screenshot the photo and, when posting it, identify the photo owner to give them credit. Regram, by being one of the most evident words on Super Bock's Instagram cloud indicates that the brand monitors user generated content and appreciates its value and importance by sharing it in their feed with all of their followers. As a final note, it is important to highlight that, as previously stated, Super Bock's digital communication is aligned with the offline strategy, focusing on the same topics and key words promoted on traditional media.



Figure 3. Super Bock's Facebook word cloud
Source: Own elaboration on (Davies, 2017) based on Super Bock's Facebook posts

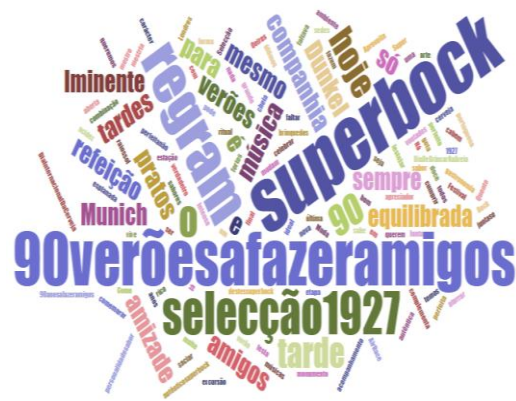


Figure 4. Super Bock's Instagram word cloud
Source: Own elaboration based on Super Bock's Instagram posts

Analysing Compal's clouds it is possible to perceive that both clouds are dense, containing numerous important words for the brand's communication strategy. The words that stand out are essentially the same on Facebook and Instagram (figures 5 and 6): the brand's name, Compal; fruit (*fruta*); product ranges (Vital, essential (*essencial*), Veggie, and the unavoidable (*clássico*)) and some of the latest launched flavours (clementine (*clementina*), and Carrot Apple Ginger (*cenoura, maçã e gengibre*)). On Instagram, two other words stand out, the hashtags my veggie side (*#omeuladoveggie*), and balanced secrets (*#segredosdeequilibrio*). These hashtags are frequently used on brand posts as well as on user posts. The end result is an interactive atmosphere between the brand and its followers, with numerous posts containing these hashtags which often leads Compal to regram these photos and identifying the original owner on the post description. Finally, consistent with their offline communications, Compal uses its social media platforms to announce their latest products highlighting their qualities and benefits (revitalizing, freshness, flavour).

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Figure 5. Compal's Facebook word cloud
Source: Own elaboration on (Davies, 2017) based on Compal's Facebook posts



Figure 6. Compal's Instagram word cloud
Source: Own elaboration on (Davies, 2017) based on Compal's Instagram posts

Considering Vitalis' clouds, it is possible to see that its Facebook cloud is denser than the Instagram one, similar to what was seen on Super Bock. Furthermore, compared with the other two brands, Vitalis clouds contain less words, indicating that the brand's communication rely on fewer words to transmit their ideas. Starting with Facebook (figure 7), thirst for winning (*sede de vencer*) - the brand's motto commonly used in all of their campaigns; water (*água*) - the product; and record (*recorde*) are the words that stand out.

Additionally, the word 'records' was used jointly with other words such as training (*treino*) and squats (*agachamentos*), showing that most of Vitalis' Facebook communication focuses not exactly on the product their selling, water, but on encouraging followers to adopt a healthy and active lifestyle, exercise and constantly beat their personal records. To do so, Vitalis water can be helpful since it allows consumers to stay hydrated, an important feature when exercising, to achieve greater results. On Instagram (figure 8), two groups of words, usually used in hashtags, stand out: motivational myths (*#mitosmotivacionais*) and Vitalis water (*#aguavitalis*). The first one consists in various motivational quotes that are not based on true events (e.g. taking a deep breath increases your muscle mass), to, in a humorous way, motivate followers to exercise and adopt an active lifestyle. Contrarily to what was seen on Compal's Instagram account, this hashtag is only used by the brand, not producing any user generated content. The second hashtag, is often used not only by Vitalis but also by followers, especially digital influencers that promote the brand.

Finally, as seen in the other two brands, Vitalis' Facebook and Instagram communications are consistent with traditional media mainly supporting sport events and encouraging people to beat their personal records, to be active and, ultimately, be a better version of themselves.



Figure 7. Vitalis' Facebook word clouds
Source: Own elaboration on (Davies, 2017) based on Vitalis' Facebook posts



Figure 8. Vitalis' Instagram word clouds
Source: Own elaboration on (Davies, 2017) based on Vitalis' Instagram posts

Finally, after examining the content of brands' posts it is time to explore its impact on consumer engagement by analysing the variables retrieved from the online social media analytics tool, Quintly.

The first social network to be analysed will be Facebook.

Starting with the number of followers of each brand page, it is visible that, in the end of August Super Bock had the most followers, 573,202 to be more precise, comparing to Compal with 388,208, and Vitalis with 112,555 (appendix 58). Plus, it is the only brand, out of the 3, that has a global page (one page on Facebook with only one URL with localized pages for specific markets, i.e. people can either see the global page, or, based on their location, can be redirected to specific regions and see the content created to their market in their language (Barnett, 2012), having a total of 735,626 fans worldwide (appendix 59). This means that Super Bock is aware that its followers are not only Portuguese but from different countries across the globe and customizes brand content according to each location. Compal and Vitalis, by only having one local brand page with Portuguese content, are mainly targeting the Portuguese market. However, since the purpose of this study is to explore exclusively the Portuguese market, only the number of Portuguese followers will be considered for future analysis.

In the end of September, the three brands saw their audience grow resulting in 577,745 Super Bock's followers and 388,472 and 113,306 Compal's and Vitalis' followers respectively (appendix 75). Comparing the number of followers in the beginning and end of the two months it is possible to obtain the audience growth rates. Accordingly, Super Bock's brand page grew

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1.57% in August and 0.79% in September. Compal and Vitalis gained 0.20% and 0.41% more followers in August, and 0.07% and 0.67% in September (appendix 76).

In August, the brand that posted more often was Compal with 22 posts, followed by Super Bock, 20 posts, and Vitalis, with only 9 posts (appendix 58). However, regarding users' posts, Super Bock received 33 posts from users, Vitalis 1 and Compal 0 (appendix 58). It is significant to state that, even though sometimes users do not post on a brand's page, they can still show interest and exhibit an active presence by commenting on brand posts. In September Compal and Super Bock generated more posts than in August but again Compal has the lead with 26 posts, followed by Super Bock with 22. Contrarily, Vitalis published one less post than in August, resulting in a total of 8 posts (appendix 75). Regarding users' posts, Super Bock was the only brand to receive posts from brand fans with a total of 23 posts, less than in August (appendix 75).

Regarding post type distribution, there are 7 post types that brands can use: link, music, photo, status, flash, video, and Misc (Notes and Offers), see appendix 60. In August, these three brands only used links, photos, and videos; the most common post type was, unanimously, photos. Approximately 65% of Super Bock's and Vitalis' posts were photos and more than 95% of Compal's posts were also photos (appendix 61). In September, there is no significant differences in terms of post type distribution compared to August, although it is important to point out that Super Bock innovated in their posts and made three live videos (appendix 77).

In order to analyse brand fans' engagement, it is essential to analyse the total and average number of reactions (likes + love+ wow + haha + sad + angry), shares, comments, and interactions per post (reactions+ comments+ shares) (appendix 60).

Starting with reactions, Super Bock has the lead, receiving 123880 reactions, more than 6000 per post, followed by Compal with 24708 representing around 1000 per post, and Vitalis with 15575 leading to an average of nearly 2000 reactions per post. Note that, even though Compal collected a higher total number of reactions than Vitalis (due to posting more frequently - 22 vs. 9 posts), its average per post is lower, possibly meaning that some posts are not as engaging as Vitalis' or that posting more frequently might have resulted in some posts going unnoticed by brand fans. Regarding comments, Super Bock received a total of 6556 comments, more than 300 per post. Compal and Vitalis received respectively 318 and 104, representing 14 and 11 comments per post. Once again, when considering the number of shares, Super Bock shows

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a better performance with a total 7313 shares, an average of 365 shares per post. Vitalis ranks second with 542 shares, 60 per post, followed by Compal with 393, translating into 17 shares per post. Lastly, evidently Super Bock earned more interactions than Compal and Vitalis, a total of 137749, on average, nearly 7000 per post. Compal earned 25419 interactions, a mean value of around 1000 per post and Vitalis' posts generated 16221 interactions nearly 2000 per post (see appendix 58,62,63,64,65). Once more, Vitalis performs better than Compal showing more interactivity in its posts. In September, all the the variables under analysis decreased in all of the three brands with exception to Compal regarding number of shares. In September, Compal's posts were shared 481 times, compared to 393 in August resulting in 18 shares per post, on average (see appendix 75,78,79,80,81).

Furthermore, analysing the interactions distribution graphic (appendix 66), it is possible to see that even though Facebook allows users to respond to a post with different reactions, the most common reaction is "liking" a post. "Likes" represent more than 90% of Vitalis' and Compal's interactions and more than 80% of Super Bock's. In September, "Likes" were again the most popular reaction (appendix 82).


Although Super Bock received more reactions, comments, and shares than the two other brands, when considering interaction rate (the sum of reactions, comments and shares per post, standardized by the total amount of post and fans (appendix 67)), Vitalis showed a better performance. In August, Vitalis' interaction rate was 1.6045% against 1.2110% of Super Bock and 0.2979% of Compal (appendix 58). This means that even though Vitalis has less fans than Super Bock and Compal, they are more engaged and interact more with the brand. Regarding interaction rate by post, Vitalis also shows a better performance. Its posts were either links or photos and, on both, obtained the best interaction rate, followed by Super Bock. On video posts, Super Bock performed better than Compal. Moreover, it is perceptible that Super Bock's, Compal's, and Vitalis' brand fans prefer to interact with photo-based posts, since the interaction rate in these posts is higher when compared to other post types (appendix 68). In September the general pattern remained the same, Vitalis was the most interactive brand followed by Super Bock and Compal was the least interactive brand. However, all of the three brands saw a decline in their interactions rate (1.4945% Vitalis, 0.8480 Super Bock, and 0.2297 Compal) (appendix 75). Regarding interacion rate by post type, results were pretty similar to August, Vitalis shows a better performance on all of its posts desregarding the type, and Compal displays the least

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favorable performance. Additionally, photo posts presented the best interaction rates for all of the brands (appendix 83).

Analysing the performance of these three brands on Instagram, it is visible that in the end of August, Super Bock has significantly more followers than Compal and Vitalis. 22,927 compared to 8931 of Compal and 590 of Vitalis (appendix 69). In the end of September, all of the brands presented more followers and Super Bock, naturally, still had the most followers. 23604 compared to 9303 of Compal and 632 of Vitalis (appendix 84). Regarding audience growth in August, it is only possible to calculate this value for Super Bock and Compal since there is no information regarding Vitalis' number of followers in the beginning of this month. Accordingly, Super Bock presented a growth rate of 2.95% and Compal 5.18%. In September however it is possible to calculate the three growth rates that were correspondingly, 2.95% Super Bock, 4.17% Compal, and 7.12% Vitalis (appendix 85).

In August, Compal exhibited the most active page, with 17 posts, followed by Vitalis with 8 posts, and Super Bock with 6 (appendix 69). In September Compal was once more the most active page with 18 posts, followed by Super Bock with 9, and Vitalis with 2 (appendix 84).

Regarding user posts, they cannot be posted directly by users on the brand page (as in Facebook), instead, they are posted on a user's personal feed page who then tags the brand they are posting about. These  posts are linked to the brand page and can be seen by clicking on this symbol. Therefore, in August, Super Bock was tagged in more than 200 posts, Compal in 47, and Vitalis in 4. In September, Super Bock was tagged in even more posts, more than 300, Compal in 40, and Vitalis in 22.

Since Instagram is a photo-sharing social media platform, posts can only be uploaded in the form of photos or videos. In August, all of Compal's and Vitalis' posts were photos, while Super Bock posted a video once, representing roughly 17% of the total brand posts (appendix 70). In September, Super Bock and Compal posted two videos each, and Vitalis continued to post only photos (appendix 86). Videos represent roughly 20% of Super Bock's posts and, approximately, 10% of Compal's.

Contrarily to Facebook, where users can share a post in their profiles just by clicking on the "share" option, on Instagram, sharing a post is not so simple. It is possible to share posts either by installing an additional app for that purpose named, Repost for Instagram (the app posts the photo on Instagram, automatically giving credit to the original photo owner) or, by

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screenshotting the photo and, when posting it, tag the photo owner to give him/her credit. This makes it difficult to calculate the number of shares that a certain post generated, therefore, in order to evaluate followers engagement, it will be only examined the total and average number of likes, comments and interactions (likes + comments).

Starting with the number of likes per post, not surprisingly, Super Bock holds the highest value, 3244, an average of 540 likes per post. Compal ranks second with 2161 likes translating into 127 likes per post, on average. Finally, Vitalis received 147 likes in August, an average of 18 likes on each post (appendix 69 and 71). In September, Super Bock was able to increase the total number of likes received, 6500 compared to 3244, an average of 723 likes per post. Compal saw its number decline to 2073 likes, resulting in a decrease of the average number per post to 116. Similarly, Vitalis received less likes in this month, 57 to be more precise, however since the brand also posted less often the average number of likes per post increased to 28 (appendix 84 and 87).

Regarding the number of comments, Super Bock received a total of 26 comments, an average of 4 comments per post, while Compal collected 15 comments, representing, less than a comment per post and Vitalis received zero comments (appendix 69 and 72). Therefore, Super Bock summed a total of 3270 interactions, an average of 545 per post, Compal 2176, mean value of 128 per post and Vitalis 147, an average of 18 per post (appendix 73). In September, Super Bock earned even more comments, 49, representing 5 per post. Compal and Vitalis received the exact same number of comments that in August 15 and 0 respectively, meaning that once more, Compal earns less than a comment per post (appendix 84 and 88). Regarding the number of interactions, Super Bock accumulated a total of 6549 interactions, 728 on average per post, Compal 2088, an average of 116, and Vitalis 57, an average of 28 per post (appendix 89).

Finally, it is essential to analyse the interaction or engagement rate. Since there is no information regarding Vitalis' number of followers in the beginning of August, Quintly does not calculate this rate for this brand. However, it can be calculated manually, assuming that the followers growth rate during August was 0. That being said, it is visible that although Super Bock received more interactions, Vitalis displays a higher interaction rate, similarly to what was seen on Facebook. Vitalis' interaction rate was 3.1144% against 2.4116% of Super Bock and 1.4694% of Compal (appendix 69). In addition, regarding interaction rate by post, it is possible to see that photos are more interactive than videos (appendix 74). In September, it is

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possible to calculate a more accurate interaction rate for Vitalis, knowing that in the end of August its number of followers was 590 and in the end of September it was 632. Accordingly, Vitalis interaction rate in September was again the highest one, 4.6645%, against 3.1277% of Super Bock and 1.2723% of Compal (appendix 84). Moreover, in what concerns interaction rate by post type, the most interactive posts are, once again, photos, being the ones posted by Vitalis the most interactive of all (appendix 90).

5. Conclusions and Implications

5.1. Findings overview and implications

This study was written with the purpose of exploring the role of firm-generated content posted on social media on consumer engagement. In order to accomplish that, firstly it was necessary to clarify some concepts and investigate what had been written so far about the topic.

Although several authors already discussed brand communities, FGC and its positive outcomes (Bruhn, Schoenmueller, & Schäfer, 2012; Goh, Heng, & Lin, 2013; Kumar *et al.*, 2016; Swain & Cao, 2014), it is still necessary to assess its role on consumer engagement. Therefore, it was possible to comprehend that to generate a more thorough and meticulous analysis, other related topics would have to be analysed, therefore two additional research questions were created RQ1 and RQ2 regarding the combination of traditional and digital communications, and nurturing relationships on social media, respectively. From this investigation it is possible to draw various conclusions.

Starting with cultivating relationships online, it is perceivable that different SNSs offer diverse functionalities, therefore it is logical that they exhibit different performances in the three strategies under analysis: disclosure, information dissemination, and interactivity and involvement. Accordingly, Websites perform better in the first two strategies (disclosure and information dissemination) by frequently displaying a brief description about the business as well as brand history, logo and visual cues, news links, and information about achievements and awards. However, with regards to the last strategy, interactivity and involvement, websites lack interactive features that allow firms to engage with consumers, such as commenting and sharing opportunity. Also, generally, actions to foment online participation are not implemented. This could be explained by the fact that Websites' main purpose is, according to Keller (2009), to express ambitions, history, products as well as the firms' vision, therefore they act more as sources of information than as sources of interaction. However they still have to be attractive enough to encourage repeated visits (Keller, 2009).

On the contrary, brand fan pages on Facebook and Instagram disclose and disseminate less information about firms and their activities (more evident on Instagram) and perform better in the interactivity and involvement strategy. In accordance with Jahn & Kunz (2012), brand fan pages' main goal is to promote a communicative and interactive channel that creates a bond between the user and the brand, therefore it is expected that the main strategy used to nurture

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relationships on these social networks is the one that enables interaction and encourages involvement.

Finally, comparing the three SNSs, Facebook seems to be the more consistent channel to combine and implement the three strategies altogether, since it displays a better overall performance. Nonetheless, each social networking site has its own role, therefore companies should consider which network works best for each strategy and for each type of consumer and build an overall plan that maximizes the potential to connect with consumers, remembering that the image they build online should present an accurate representation of the brand and should align with other marketing efforts to present consistent messages to customers.

Regarding blending traditional and digital media, the three brands under analysis implement an integrated marketing communications strategy.

Super Bock uses a wide range of communication channels such as TV, Sponsorships in music festivals and traditional festivities, as well as Facebook and Instagram brand pages. The combination of traditional and digital media, specifically TV and Facebook, resulted in measurable positive outcomes as it is visible from the study made by Kantar Worldpanel and Facebook (Facebook, 2017). Indeed, results showed that the video scored 1 million views on Facebook in just three weeks, representing an additional 11.5 points of incremental reach compared to TV. Reach was considered in previous literature as one of the variables capable of measuring engagement (Buffer Social, 2017; Kipfolio, 2017), therefore it can be stated that this campaign generated high levels of engagement, especially on Facebook. In accordance with Hanna, Rohm, & Crittenden (2011), the campaign was more effective on Facebook since it enabled both reach and engagement, while on traditional media occurs a trade-off between reach and engagement. Additionally, by mixing TV with Facebook, it was possible to influence 89% of the population.

Moreover, it is essential to mention that even though Super Bock combines both traditional and digital media, Facebook is a key tool in their communication strategy, used to extend effectiveness especially among younger generations that are less prone to use traditional channels.

Compal demonstrated that it is a very innovative brand, constantly launching new products and using a diversified communication strategy to promote them. Their campaigns are usually launched in some key channels composed by TV, mupis, Point of Purchase marketing, and

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Facebook and Instagram pages. Additionally, the brand tries to be up to date in its communications by making use of new digital languages. This could be seen in the Compal Veggie campaign launched on digital platforms, not only brand-owned but also on Rita Pereira's Facebook and Instagram fan pages, probably to reach a larger audience.

Vitalis, also blends traditional and digital communications although often not using mainstream channels such as TV and radio. Instead their offline efforts focus on endorsing sports events, especially marathons in order to encourage and promote a healthier and more active lifestyle. By switching advertising agencies and setting as a goal improving the brand's digital presence, it is visible that online channels such as Facebook and Instagram are not neglected by Vitalis. Instead, boosting their performance while using traditional channels to spread their message is a top priority.

Furthermore, according to Todor (2016), by incorporating an integrated strategy, Super Bock, Compal, and Vitalis may benefit from an increase in customer retention along with a positive impact on Brand Awareness. In fact, Brand Awareness is mainly influenced by traditional media while social media is known to affect consumers' perception of brands' personality *i.e.*, the Brand Image. Consequently, this may lead to an impact on brand equity triggered by both, traditional and digital media (Bruhn, Schoenmueller, & Schäfer, 2012).

Finally, considering FGC and consumer engagement several implications can be drawn from this investigation. In order to ease findings' interpretation two tables were designed compiling the results collected in August and September to increase overall reliability.

Looking at tables 5 and 6, it is perceivable that, by the end of September, Super Bock had more followers on both social networks. In contrast, Vitalis had a smaller audience on Facebook and Instagram.

Considering audience growth rate it is possible to comprehend that brands' are attaining new fans more rapidly on Instagram. Super Bock, the brand with more fans on both networks, presents the best average growth rate on Facebook, indicating that they succeed in constantly capturing more followers leading to an even bigger audience. On Instagram, contrarily, generated the lowest growth rate meaning that even though the brand has more followers than Compal and Vitalis its audience is slowly growing and eventually, if this situation is not reversed in a near future, the other two brands can surpass Super Bock's audience. Moreover, it is essential to highlight that Vitalis has less followers however presented the best audience

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growth rate in September (data not available for August) on Instagram indicating that its performance is generating positive results and conquering new followers.

Regarding the number of posts, brands create online content on Facebook more often than on Instagram. This situation is also evident by looking at the word clouds presented on 4.3. Facebook clouds are denser since Instagram posts contain less words and occur less frequently. Additionally, Compal is the most active brand on these two networks, posting more frequently than the other brands. Again, this was visible on their word clouds, overloaded with words.

Considering the number of reactions, comments, shares, and interactions it is visible that Super Bock has the lead in all these categories in both social networks. Its wide audience is not passive, instead, they make an effort to react and interact with posts. Moreover, reactions, more specifically likes, are, unanimously, the most common attitude towards a post on Facebook and Instagram. According to Neiger, *et al.* (2012), this means that Super Bock's, Compal's, and Vitalis' fans, mostly present low levels of engagement towards the brands. Additionally, when considering the 4-I model of engagement, is it perceptible that most followers stand in the most basic level: involvement (Jiang, Luo, & Kulemeka, 2016). However, on Facebook, when comparing the two variables that indicate medium engagement (comments and shares) (Neiger, *et al.*, 2012) it is visible that users share more regularly than comment, reaching the highest level of engagement on the 4-I model: influence. Instead of merely interacting with posts by commenting on them, followers often make the effort to share them with their Facebook friends in their own profiles.

Facebook fan page	Super Bock	Compal	Vitalis
Number of Followers (30/09)	577745	388472	113306
Average Audience Growth Rate	1.18%	0.35%	0.54%
Total number of posts	42	48	17
Total Number of Reactions	218862	47149	28791
Average Number of Reactions	5211	982	1694
Total Number of Comments	11318	592	202
Average Number of Comments	269	12	12
Total Number of Shares	14927	874	730
Average Number of Shares	355	18	43
Total Number of Interactions	245107	48615	29723
Average Number of Interactions	5836	1013	1748
Average Interaction/Engagement Rate	1.0295%	0.2638%	1.5495%

Table 5. Facebook statistics – compilation of August and September
Source: Own elaboration based on data retrieved from (Quintly, 2017)

Instagram fan page	Super Bock	Compal	Vitalis
Number of Followers (30/09)	23604	9303	632
Average Audience Growth Rate	2.95%	4.68%	7.12%*
Total number of posts	15	35	10
Total Number of Likes	9744	4234	204
Average Number of Likes	650	121	20
Total Number of Comments	75	30	0
Average Number of Comments	5	0,86	0
Total Number of Interactions	9819	4264	204
Average Number of Interactions	655	122	20
Average Interaction/Engagement Rate	2.7697%	1.3709%	3.8895%

Table 6. Instagram statistics - compilation of August and September
Source: Own elaboration based on data retrieved from (Quintly, 2017)

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Finally, regarding engagement rate, it is visible that Instagram presents the best rates.

Starting with Facebook, according to Leander (2017), Super Bock and Vitalis display good engagement rates ($> 1\%$) while Compal's rate is average. Benchmarking those rates against the food and beverages industry average, 0.44% , it is evident that Compal is performing below the average. Furthermore, considering brand page size, the average rate in the mentioned industry for companies with more than 100000 followers is 0.36% (Gottke, 2017). Again, Compal's rate is lower than the average showing that even though the brand is posting more often than the other two, those posts are not capturing enough followers' attention and do not translate into acceptable engagement levels.

Moreover, even though Vitalis posts less frequently and has less followers, exhibits the best interaction rate, suggesting that it is not all about the size of the audience or frequency of the posts, the content posted should be appropriate, reflect the essence of the brand and should be attractive and engaging.

On Instagram, once more, Vitalis presents the best interaction rate and Compal presents the least favourable one. Moreover, since the average rate for the food and beverages industry is 3.31% (Lara O'Reilly, 2014), only Vitalis performed above average. However, when considering brand page size, different values have to be considered. For brands with less than 1000 followers, Vitalis' case, the average engagement rate is 10.72% , meaning that the brand displays the best interaction rate, yet should be performing better in comparison with other brands from the same industry with similar size. Brands with less than 10000 followers, such as Compal, present an average interaction rate of 2.63% , indicating that also Compal is not sufficiently engaging their followers as other brands with the same size are. Finally, brands with less than 100000 fans like Super Bock, usually present interaction rates of 1.56% . Super Bock, displays an engagement rate of 2.7697% , demonstrating that it is more engaging than numerous brands from the same industry with similar audience size.

From this, it is noticeable that, usually, smaller audiences generate higher engagements rates perhaps because those audiences are composed essentially by devoted and loyal fans.

Finally, it is possible to understand that brands from the same industry operate very differently on social media platforms, in this case, on Facebook and Instagram, presenting dissimilar results. Additionally, their online actions have a role in generating online brand engagement and influence engagement rates.

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Regarding overall performance, Super Bock should be the example to follow out of these three brands. The brand holds the largest audience, which continues to grow. Moreover, even though Super Bock does not post as often as Compal, its posts receive tons of reactions that vary from low to medium levels of engagement (likes vs. comments and shares). Its interaction rates are not the best in terms of arithmetic numbers, however in comparison with other brands with the same brand page size from the same industry, they reveal good engagement levels.

Vitalis should work on increasing their audience and posting more frequently in order to create more engagement. Its engagement rates present the highest values, however, on Instagram this rate is lower than the average for brands with comparable brand page size.

Lastly, Compal does not exhibit a good performance and should revise its online communication strategy. The brand is posting regularly, perhaps, too frequently for their followers to follow the pace, therefore those posts do not generate enough interactions and translate into poor engagement rates.

Furthermore, it should be remarked that even though from the first analysis concerning RQ2 and relationship cultivation strategies, Facebook seems the most reliable channel to implement and combine the three strategies to nurture online relationships with fans that may ultimately lead to online brand engagement, engagement levels are actually higher on Instagram.

In conclusion, Instagram's success regarding engagement may be caused by two factors: frequency of posts, and post type. Firstly, brands post less often on this network in comparison to Facebook, however reach higher levels of engagement, therefore users' tolerance towards frequency of posts should be examined. Secondly, as previously mentioned, photo based posts present higher engagement rates on both social networks. Knowing that Instagram's posts are mainly photos since it is a photo-sharing network, engagement rates can be influenced by the visually appealing posts.

As a final note, comparing brands' ranks in 2016 with 2011 (first year of data available), it is visible that all brands climbed their way to the top. Starting with Super Bock, in 2011 it was the 32nd most valuable brand in Portugal (Brand Finance, 2011) and in 2016 ranked 17th, as previously mentioned. Compal improved from 42nd in 2011 to 27th in 2016. Finally, Vitalis moved from 48th in 2017 to 44th in 2016. Knowing that engagement in social media brand communities results in a significant increase in consumer purchases (Goh, Heng, & Lin, 2013),

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this ranking improvement and increase in brand value may be triggered, among other factors, by social media communications, more specifically, firm-generated content.

5.2. Managerial implications

This study intended to explore two meaningful concepts in contemporary marketing: firm-generated content and consumer engagement, more specifically the role of FGC on consumer engagement. From this investigation, several implications can be retrieved that may positively impact marketing and business world by helping brands to understand how to foment online relationships that lead to consumer engagement.

Firstly, in order to cultivate online relationships it is important to make use of all the three available strategies: disclosure, information dissemination, and interactivity and involvement. Disclosure and information dissemination strategies are widely implemented on websites, since they work as a place for individuals to look for information about the brand, its history, achievements, *etc.* However, due to its interactive features, social networking sites, in this particular case Facebook and Instagram, function best as instruments to implement the last strategy, boosting dialogue (commenting opportunity) and leading fans to involvement.

Additionally, mixing traditional and digital media leads to positive results, especially when mixing TV and social networks, such as Facebook. This could lead to higher levels of engagement as in Super Bock's study case. Moreover brands should examine their consumers and use different channels to influence different types of costumers, for instance, digital media can be used to reach younger audiences that are less interested in engaging with mainstream media communications.

Regarding consumer engagement, brands should focus on creating interesting and captivating content instead of posting too regularly just to have an active online presence. Posting more often does not necessarily lead to online brand engagement.

Moreover, having more followers is not necessarily good on its own. Fans need to feel connected to the brand and its content and usually, smaller audiences are more engaged with brands. Therefore brands should work on strategies that allow them to grow their audience while keeping the perks of interacting with smaller audiences. Also, audience growth rate is a helpful measure to evaluate performance on each network, identify which one is generating the

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highest rates and investigate how to gain more followers on all networks. Additionally, it may be useful in tracking specific campaigns' success.

Finally, photo posts are an effective way to achieve higher engagement rates. Also, Instagram is the best platform to connect with fans since it produces superior engagement levels. Therefore brands should invest on their Instagram fan pages and on posting photos.

5.3. Limitations and further research

This dissertation's findings broaden former studies on firm-generated content's role on consumer engagement and offer some valuable conclusions regarding this topic. However, this study shows some limitations that must be discussed and could be converted into suggestions for future research.

Firstly, this dissertation explored Portuguese brands and consumers only, narrowing the study culturally. This could be improved by studying the same topic in a different country or comparing results among different countries to understand how culture affects this topic.

Additionally, this study only analysed cultivation strategies on Websites, Facebook, and Instagram, and consumer engagement on Facebook and Instagram. Future research could explore different SNSs such as YouTube and Twitter.

Moreover only three brands from the same industry were used to investigate the combination of traditional and digital media and online consumer engagement. Consequently, a larger sample, containing more brands from the same industry in the Top 50, such as Sagres and Delta could be more adequate and produce different insights. Also, comparing different industries could be useful in clarifying some results.

Lastly, firm-generated content was studied during a two-month period (August and September), therefore a larger timeframe could reduce biased outcomes and investigate engagement rates' progress over time, leading to more accurate and illustrative conclusions.

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7. Appendix

Appendix 1 Top 50 most valuable Portuguese brands of 2016

Rank	Logo	Name	Official website	Facebook Page	Instagram Page
1		<u>Edp</u>	Yes	No	No
2		<u>Galp Energia</u>	Yes	No	No
3		<u>Pingo Doce</u>	Yes	Yes	No
4		<u>Caixa Geral de Depósitos</u>	Yes	Yes	Yes
5		<u>Millennium bcp</u>	Yes	Yes	No
6		<u>TAP</u>	Yes	Yes	Yes
7		<u>Continente</u>	Yes	Yes	Yes
8		<u>Nos</u>	Yes	Yes	Yes
9		<u>Meo</u>	Yes	Yes	Yes
10		<u>Portugal Telecom</u>	Yes	Yes	Yes
11		<u>Jerónimo Martins</u>	Yes	No	No
12		<u>Santander-Totta</u>	Yes	Yes	No
13		<u>Cimpor</u>	Yes	No	No
14		<u>Grupo Mota-Engil</u>	Yes	No	No
15		The Navigator Company	Yes	No	No
16		<u>BPI Vida e Pensões</u>	Yes	No	No
17		<u>Super Bock</u>	Yes	Yes	Yes
18		<u>Sagres</u>	Yes	Yes	Yes
19		<u>Recheio</u>	Yes	No	No
20		<u>Teixeira-Duarte</u>	Yes	Yes	No
21		<u>Sovena</u>	Yes	No	No
22		<u>Montepio</u>	Yes	No	No
23		<u>CTT</u>	Yes	No	No

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24		<u>Worten</u>	Yes	Yes	No
25		<u>Fidelidade</u>	Yes	Yes	No
26		<u>Corticeira Amorim</u>	Yes	No	No
27		<u>Compal</u>	Yes	Yes	Yes
28		<u>Ren</u>	Yes	No	No
29		<u>Delta Cafés</u>	Yes	Yes	Yes
30		<u>Minipreço</u>	Yes	No	No
31		<u>Novo Banco</u>	Yes	No	No
32		<u>Inapa</u>	Yes	Yes	No
33		<u>SONAE SIERRA</u>	Yes	Yes	Yes
34	 Aeropostos de Portugal	<u>ANA</u>	Yes	No	No
35		<u>Grupo AutoSueco</u>	Yes	Yes	No
36		<u>Sidul</u>	Yes	Yes	Yes
37		<u>Mimosa</u>	Yes	Yes	No
38		<u>Credito Agricola</u>	Yes	Yes	Yes
39		<u>Sportzone</u>	Yes	Yes	Yes
40		<u>Riberalves</u>	Yes	Yes	No
41		<u>Agros</u>	Yes	No	No
42		<u>Siva</u>	Yes	No	No
43		<u>Semapa</u>	Yes	No	No
44		<u>Vitalis</u>	Yes	Yes	Yes
45		<u>Somague Engenharia</u>	Yes	Yes	No
46		<u>Açoreana Seguros</u>	Yes	No	No
47		<u>Sic</u>	Yes	Yes	Yes

Source: Own elaboration based on the Top 50 presented on (Brand Finance, 2016)

Chi square Tests of Independence

I. Website vs. Facebook

Appendix 2 Description

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Description * Typeofmedia	75	100,0%	0	0,0%	75	100,0%

Description * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Facebook	
Description	No	Count	4	5	9
		Expected Count	5,6	3,4	9,0
	Yes	Count	43	23	66
		Expected Count	41,4	24,6	66,0
Total		Count	47	28	75
		Expected Count	47,0	28,0	75,0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1- sided)
Pearson Chi-Square	1,452 ^a	1	,228	,281	,200
Continuity Correction ^b	,701	1	,402		
Likelihood Ratio	1,402	1	,236		
Fisher's Exact Test					
Linear-by-Linear Association	1,432	1	,231		
N of Valid Cases	75				

a. 1 cells (25,0%) have expected count less than 5. The minimum expected count is 3,36.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 3 History

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
History * Typeofmedia	75	100,0%	0	0,0%	75	100,0%

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History * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Facebook	
History	No	Count	11	26	37
		Expected Count	23,2	13,8	37,0
	Yes	Count	36	2	38
		Expected Count	23,8	14,2	38,0
Total	Count	47	28	75	
	Expected Count	47,0	28,0	75,0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	33,862 ^a	1	,000	,000	,000
Continuity Correction ^b	31,140	1	,000		
Likelihood Ratio	38,402	1	,000		
Fisher's Exact Test					
Linear-by-Linear Association	33,410	1	,000		
N of Valid Cases	75				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 13,81.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 4 Mission Statement

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Mission Statement * Typeofmedia	75	100,0%	0	0,0%	75	100,0%

Mission Statement * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Facebook	
Mission Statement	No	Count	22	21	43
		Expected Count	26,9	16,1	43,0
	Yes	Count	25	7	32
		Expected Count	20,1	11,9	32,0
Total	Count	47	28	75	
	Expected Count	47,0	28,0	75,0	

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Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	5,701 ^a	1	,017	,029	,015
Continuity Correction ^b	4,607	1	,032		
Likelihood Ratio	5,898	1	,015		
Fisher's Exact Test					
Linear-by-Linear Association	5,625	1	,018		
N of Valid Cases	75				

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 11,95.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 5 URL to Website

Warnings

No measures of association are computed for the crosstabulation of URL to Web Site * Typeofmedia. At least one variable in each 2-way table upon which measures of association are computed is a constant.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
URL to Web Site * Typeofmedia	28	37,3%	47	62,7%	75	100,0%

URL to Web Site * Typeofmedia Crosstabulation

			Typeofmedia	Total
			Facebook	
URL to Web Site	Yes	Count	28	28
		Expected Count	28,0	28,0
Total		Count	28	28
		Expected Count	28,0	28,0

Source: SPSS statistics outputs

Chi-Square Tests

	Value
Pearson Chi-Square	, ^a
N of Valid Cases	28

a. No statistics are computed because URL to Web Site and Typeofmedia are constants.

Appendix 6 Logo/ Visual Cues

Warnings

No measures of association are computed for the crosstabulation of Logo/Visual Cues * Typeofmedia. At least one variable in each 2-way table upon which measures of association are computed is a constant.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Logo/Visual Cues * Typeofmedia	75	100,0%	0	0,0%	75	100,0%

Logo/Visual Cues ^ Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Facebook	
Logo/Visual Cues	Yes	Count	47	28	75
		Expected Count	47,0	28,0	75,0
Total		Count	47	28	75
		Expected Count	47,0	28,0	75,0

Chi-Square Tests

	Value
Pearson Chi-Square	. ^a
N of Valid Cases	75

a. No statistics are computed because Logo/Visual Cues is a constant.

Source: SPSS statistics outputs

Appendix 7 News links

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
News links * Typeofmedia	75	100,0%	0	0,0%	75	100,0%

News links ^ Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Facebook	
News links	No	Count	11	15	26
		Expected Count	16,3	9,7	26,0
	Yes	Count	36	13	49
		Expected Count	30,7	18,3	49,0
Total		Count	47	28	75
		Expected Count	47,0	28,0	75,0

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Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	7,050 ^a	1	,008	,012	,008
Continuity Correction ^b	5,781	1	,016		
Likelihood Ratio	6,984	1	,008		
Fisher's Exact Test					
Linear-by-Linear Association	6,956	1	,008		
N of Valid Cases	75				

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 9,71.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 8 Photos/ Videos posted

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Photos/videos posted * Typeofmedia	75	100,0%	0	0,0%	75	100,0%

Photos/videos posted * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Facebook	
Photos/videos posted	No	Count	21	0	21
		Expected Count	13,2	7,8	21,0
	Yes	Count	26	28	54
		Expected Count	33,8	20,2	54,0
Total	Count	47	28	75	
	Expected Count	47,0	28,0	75,0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	17,376 ^a	1	,000	,000	,000
Continuity Correction ^b	15,230	1	,000		
Likelihood Ratio	24,320	1	,000		
Fisher's Exact Test					
Linear-by-Linear Association	17,144	1	,000		
N of Valid Cases	75				

a. 0 cells (0,0%) have expected count less than 5. The minimum expected count is 7,84.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 9 Announcements and press releases

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Announcements and press releases * Typeofmedia	75	100,0%	0	0,0%	75	100,0%

Announcements and press releases * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Facebook	
Announcements and press releases	No	Count	23	7	30
		Expected Count	18,8	11,2	30,0
	Yes	Count	24	21	45
		Expected Count	28,2	16,8	45,0
Total	Count	47	28	75	
	Expected Count	47,0	28,0	75,0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4,189 ^a	1	,041	,053	,034
Continuity Correction ^b	3,251	1	,071		
Likelihood Ratio	4,326	1	,038		
Fisher's Exact Test					
Linear-by-Linear Association	4,133	1	,042		
N of Valid Cases	75				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 11,20.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 10 Campaign Summaries

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Campaign Summaries * Typeofmedia	75	100,0%	0	0,0%	75	100,0%

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Campaign Summaries * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Facebook	
Campaign Summaries	No	Count	46	28	74
		Expected Count	46,4	27,6	74,0
	Yes	Count	1	0	1
		Expected Count	,6	,4	1,0
Total	Count	47	28	75	
	Expected Count	47,0	28,0	75,0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	,604 ^a	1	,437	1,000	,627
Continuity Correction ^b	,000	1	1,000		
Likelihood Ratio	,943	1	,332		
Fisher's Exact Test					
Linear-by-Linear Association	,596	1	,440		
N of Valid Cases	75				

a. 2 cells (50,0%) have expected count less than 5. The minimum expected count is ,37.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 11 Info about achievements/awards

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Info about achievements/awards * Typeofmedia	75	100,0%	0	0,0%	75	100,0%

Info about achievements/awards * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Facebook	
Info about achievements/awards	No	Count	12	7	19
		Expected Count	11,9	7,1	19,0
	Yes	Count	35	21	56
		Expected Count	35,1	20,9	56,0
Total	Count	47	28	75	
	Expected Count	47,0	28,0	75,0	

Firm-generated content's role on consumer engagement

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	,003 ^a	1	,959	1,000	,592
Continuity Correction ^b	,000	1	1,000		
Likelihood Ratio	,003	1	,959		
Fisher's Exact Test					
Linear-by-Linear Association	,003	1	,959		
N of Valid Cases	75				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7,09.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 12 Organizational contacts

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organizational contacts * Typeofmedia	75	100,0%	0	0,0%	75	100,0%

Organizational contacts ^ Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Facebook	
Organizational contacts	No	Count	1	4	5
		Expected Count	3,1	1,9	5,0
	Yes	Count	46	24	70
		Expected Count	43,9	26,1	70,0
Total		Count	47	28	75
		Expected Count	47,0	28,0	75,0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4,168 ^a	1	,041	,061	,061
Continuity Correction ^b	2,443	1	,118		
Likelihood Ratio	4,094	1	,043		
Fisher's Exact Test					
Linear-by-Linear Association	4,113	1	,043		
N of Valid Cases	75				

a. 2 cells (50,0%) have expected count less than 5. The minimum expected count is 1,87.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 13 Navigation

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Commenting opportunity * Typeofmedia	75	100,0%	0	0,0%	75	100,0%

Commenting opportunity ^ Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Facebook	
Commenting opportunity	No	Count	21	0	21
		Expected Count	13,2	7,8	21,0
	Yes	Count	26	28	54
		Expected Count	33,8	20,2	54,0
Total	Count	47	28	75	
	Expected Count	47,0	28,0	75,0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1- sided)
Pearson Chi-Square	17,376 ^a	1	,000	,000	,000
Continuity Correction ^b	15,230	1	,000		
Likelihood Ratio	24,320	1	,000		
Fisher's Exact Test					
Linear-by-Linear Association	17,144	1	,000		
N of Valid Cases	75				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7,84.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 15 Sharing to one's own page

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Sharing to one's own page * Typeofmedia	75	100,0%	0	0,0%	75	100,0%

Firm-generated content's role on consumer engagement

Sharing to one's own page * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Facebook	
Sharing to one's own page	No	Count	24	0	24
		Expected Count	15,0	9,0	24,0
	Yes	Count	23	28	51
		Expected Count	32,0	19,0	51,0
Total	Count	47	28	75	
	Expected Count	47,0	28,0	75,0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	21,026 ^a	1	,000	,000	,000
Continuity Correction ^b	18,745	1	,000		
Likelihood Ratio	28,896	1	,000		
Fisher's Exact Test					
Linear-by-Linear Association	20,746	1	,000		
N of Valid Cases	75				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 8,96.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 16 Action features for online participation

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Action features for online participation * Typeofmedia	75	100,0%	0	0,0%	75	100,0%

Action features for online participation * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Facebook	
Action features for online participation	No	Count	33	6	39
		Expected Count	24,4	14,6	39,0
	Yes	Count	14	22	36
		Expected Count	22,6	13,4	36,0
Total	Count	47	28	75	
	Expected Count	47,0	28,0	75,0	

Firm-generated content's role on consumer engagement

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	16,730 ^a	1	,000		
Continuity Correction ^b	14,833	1	,000		
Likelihood Ratio	17,505	1	,000		
Fisher's Exact Test				,000	,000
Linear-by-Linear Association	16,507	1	,000		
N of Valid Cases	75				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 13,44.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 17 Response to user posts

Warnings

No measures of association are computed for the crosstabulation of Response to user posts * Typeofmedia. At least one variable in each 2-way table upon which measures of association are computed is a constant.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Response to user posts * Typeofmedia	28	37,3%	47	62,7%	75	100,0%

Response to user posts * Typeofmedia Crosstabulation

		Typeofmedia		Total
		Facebook		
Response to user posts	No	Count	6	6
		Expected Count	6,0	6,0
	Yes	Count	22	22
		Expected Count	22,0	22,0
Total		Count	28	28
		Expected Count	28,0	28,0

Chi-Square Tests

	Value
Pearson Chi-Square	. ^a
N of Valid Cases	28

a. No statistics are computed because Typeofmedia is a constant.

Source: SPSS statistics outputs

Appendix 18 Partnerships and sponsorships

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Partnerships and/or sponsorships * Typeofmedia	75	100,0%	0	0,0%	75	100,0%

Partnerships and/or sponsorships * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Facebook	
Partnerships and/or sponsorships	No	Count	14	5	19
		Expected Count	11,9	7,1	19,0
	Yes	Count	33	23	56
		Expected Count	35,1	20,9	56,0
Total	Count	47	28	75	
	Expected Count	47,0	28,0	75,0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1,320 ^a	1	,251	,286	,192
Continuity Correction ^b	,765	1	,382		
Likelihood Ratio	1,368	1	,242		
Fisher's Exact Test					
Linear-by-Linear Association	1,303	1	,254		
N of Valid Cases	75				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7,09.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

II. Facebook vs Instagram

Appendix 19 Description

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Description * Typeofmedia	47	100,0%	0	0,0%	47	100,0%

Firm-generated content's role on consumer engagement

Description * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Facebook	Instagram	
Description	No	Count	5	13	18
		Expected Count	10,7	7,3	18,0
	Yes	Count	23	6	29
		Expected Count	17,3	11,7	29,0
Total		Count	28	19	47
		Expected Count	28,0	19,0	47,0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	12,247 ^a	1	,000		
Continuity Correction ^b	10,200	1	,001		
Likelihood Ratio	12,582	1	,000		
Fisher's Exact Test				,001	,001
Linear-by-Linear Association	11,986	1	,001		
N of Valid Cases	47				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7,28.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 20 History

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
History * Typeofmedia	47	100,0%	0	0,0%	47	100,0%

History * Typeofmedia Crosstabulation

			Type of media		Total
			Facebook	Instagram	
History	No	Count	26	19	45
		Expected Count	26,8	18,2	45,0
	Yes	Count	2	0	2
		Expected Count	1,2	,8	2,0
Total		Count	28	19	47
		Expected Count	28,0	19,0	47,0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1,417 ^a	1	,234		
Continuity Correction ^b	,206	1	,650		
Likelihood Ratio	2,132	1	,144		
Fisher's Exact Test				,508	,350
Linear-by-Linear Association	1,387	1	,239		
N of Valid Cases	47				

a. 2 cells (50,0%) have expected count less than 5. The minimum expected count is ,81.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 21 Mission Statement

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
MissionStatement * Typeofmedia	47	100,0%	0	0,0%	47	100,0%

MissionStatement * Typeofmedia Crosstabulation

			Type of media		Total
			Facebook	Instagram	
MissionStatement	No	Count	21	19	40
		Expected Count	23,8	16,2	40,0
	Yes	Count	7	0	7
		Expected Count	4,2	2,8	7,0
Total		Count	28	19	47
		Expected Count	28,0	19,0	47,0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1- sided)
Pearson Chi-Square	5,581 ^a	1	,018	,032	,019
Continuity Correction ^b	3,783	1	,052		
Likelihood Ratio	8,070	1	,005		
Fisher's Exact Test					
Linear-by-Linear Association	5,463	1	,019		
N of Valid Cases	47				

a. 2 cells (50,0%) have expected count less than 5. The minimum expected count is 2,83.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 22 URL to Website

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
URLtoWebSite * Typeofmedia	47	100,0%	0	0,0%	47	100,0%

Firm-generated content's role on consumer engagement

URLtoWebSite ^ Typeofmedia Crosstabulation

			Typeofmedia		Total
			Facebook	Instagram	
URLtoWebSite	No	Count	0	3	3
		Expected Count	1,8	1,2	3,0
	Yes	Count	28	16	44
		Expected Count	26,2	17,8	44,0
Total	Count		28	19	47
	Expected Count		28,0	19,0	47,0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4,722 ^a	1	,030	,060	,060
Continuity Correction ^b	2,450	1	,118		
Likelihood Ratio	5,739	1	,017		
Fisher's Exact Test					
Linear-by-Linear Association	4,622	1	,032		
N of Valid Cases	47				

a. 2 cells (50,0%) have expected count less than 5. The minimum expected count is 1,21.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 23 Logo/Visual Cues

Warnings

No measures of association are computed for the crosstabulation of LogoVisualCues * Typeofmedia. At least one variable in each 2-way table upon which measures of association are computed is a constant.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
LogoVisualCues * Typeofmedia	47	100,0%	0	0,0%	47	100,0%

LogoVisualCues ^ Typeofmedia Crosstabulation

			Typeofmedia		Total
			Facebook	Instagram	
LogoVisualCues	Yes	Count	28	19	47
		Expected Count	28,0	19,0	47,0
Total	Count		28	19	47
	Expected Count		28,0	19,0	47,0

Chi-Square Tests

	Value
Pearson Chi-Square	. ^a
N of Valid Cases	47

a. No statistics are computed because LogoVisualCues is a constant.

Source: SPSS statistics outputs

Appendix 24 News Links

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Newslinks * Typeofmedia	47	100,0%	0	0,0%	47	100,0%

Newslinks * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Facebook	Instagram	
Newslinks	No	Count	15	19	34
		Expected Count	20,3	13,7	34,0
	Yes	Count	13	0	13
		Expected Count	7,7	5,3	13,0
Total		Count	28	19	47
		Expected Count	28,0	19,0	47,0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	12,194 ^a	1	,000	,000	,000
Continuity Correction ^b	9,984	1	,002		
Likelihood Ratio	16,759	1	,000		
Fisher's Exact Test					
Linear-by-Linear Association	11,935	1	,001		
N of Valid Cases	47				

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 5,26.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 25 Photos/videos posted

Warnings

No measures of association are computed for the crosstabulation of Photosvideosposted * Typeofmedia. At least one variable in each 2-way table upon which measures of association are computed is a constant.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Photosvideosposted * Typeofmedia	47	100,0%	0	0,0%	47	100,0%

Firm-generated content's role on consumer engagement

Photosvideospoisted * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Facebook	Instagram	
Photosvideospoisted Yes	Count		28	19	47
	Expected Count		28,0	19,0	47,0
Total	Count		28	19	47
	Expected Count		28,0	19,0	47,0

Chi-Square Tests

	Value
Pearson Chi-Square	. ^a
N of Valid Cases	47

a. No statistics are computed because Photosvideospoisted is a constant.

Source: SPSS statistics outputs

Appendix 26 Announcements and press releases

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Announcementsandpres sreleases * Typeofmedia	47	100,0%	0	0,0%	47	100,0%

Announcementsandpressreleases * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Facebook	Instagram	
Announcementsandpres sreleases	No	Count	7	10	17
		Expected Count	10,1	6,9	17,0
	Yes	Count	21	9	30
		Expected Count	17,9	12,1	30,0
Total		Count	28	19	47
		Expected Count	28,0	19,0	47,0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3,743 ^a	1	,053	,069	,052
Continuity Correction ^b	2,642	1	,104		
Likelihood Ratio	3,735	1	,053		
Fisher's Exact Test					
Linear-by-Linear Association	3,664	1	,056		
N of Valid Cases	47				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6,87.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 27 Campaign Summaries

Warnings

No measures of association are computed for the crosstabulation of CampaignSummaries * Typeofmedia. At least one variable in each 2-way table upon which measures of association are computed is a constant.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
CampaignSummaries * Typeofmedia	47	100,0%	0	0,0%	47	100,0%

CampaignSummaries * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Facebook	Instagram	
CampaignSummaries	No	Count	28	19	47
		Expected Count	28,0	19,0	47,0
Total		Count	28	19	47
		Expected Count	28,0	19,0	47,0

Chi-Square Tests

	Value
Pearson Chi-Square	. ^a
N of Valid Cases	47

a. No statistics are computed because CampaignSummaries is a constant.

Source: SPSS statistics outputs

Appendix 28 Info about achievements/awards

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Infoaboutachievementsawards * Typeofmedia	47	100,0%	0	0,0%	47	100,0%

Infoaboutachievementsawards * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Facebook	Instagram	
Infoaboutachievementsawards	No	Count	7	14	21
		Expected Count	12,5	8,5	21,0
	Yes	Count	21	5	26
		Expected Count	15,5	10,5	26,0
Total		Count	28	19	47
		Expected Count	28,0	19,0	47,0

Firm-generated content's role on consumer engagement

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	10,854 ^a	1	,001		
Continuity Correction ^b	8,974	1	,003		
Likelihood Ratio	11,231	1	,001		
Fisher's Exact Test				,002	,001
Linear-by-Linear Association	10,623	1	,001		
N of Valid Cases	47				

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 8,49.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 29 Organizational contacts

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organizationalcontacts * Typeofmedia	47	100,0%	0	0,0%	47	100,0%

Organizationalcontacts * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Facebook	Instagram	
Organizationalcontacts	No	Count	4	4	8
		Expected Count	4,8	3,2	8,0
	Yes	Count	24	15	39
		Expected Count	23,2	15,8	39,0
Total		Count	28	19	47
		Expected Count	28,0	19,0	47,0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	,367 ^a	1	,545		
Continuity Correction ^b	,044	1	,833		
Likelihood Ratio	,362	1	,548		
Fisher's Exact Test				,697	,411
Linear-by-Linear Association	,359	1	,549		
N of Valid Cases	47				

a. 2 cells (50,0%) have expected count less than 5. The minimum expected count is 3,23.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 30 Navigation

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Navigation * Typeofmedia	47	100,0%	0	0,0%	47	100,0%

Navigation * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Facebook	Instagram	
Navigation	No	Count	3	8	11
		Expected Count	6,6	4,4	11,0
	Yes	Count	25	11	36
		Expected Count	21,4	14,6	36,0
Total		Count	28	19	47
		Expected Count	28,0	19,0	47,0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	6,222 ^a	1	,013	,018	,016
Continuity Correction ^b	4,594	1	,032		
Likelihood Ratio	6,215	1	,013		
Fisher's Exact Test					
Linear-by-Linear Association	6,090	1	,014		
N of Valid Cases	47				

a. 1 cells (25,0%) have expected count less than 5. The minimum expected count is 4,45.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 31 Commenting opportunity

Warnings

No measures of association are computed for the crosstabulation of Commentingopportunity * Typeofmedia. At least one variable in each 2-way table upon which measures of association are computed is a constant.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Commentingopportunity * Typeofmedia	47	100,0%	0	0,0%	47	100,0%

Firm-generated content's role on consumer engagement

Commentingopportunity ^ Typeofmedia Crosstabulation

			Typeofmedia		Total
			Facebook	Instagram	
Commentingopportunity	Yes	Count	28	19	47
		Expected Count	28,0	19,0	47,0
Total		Count	28	19	47
		Expected Count	28,0	19,0	47,0

Chi-Square Tests

	Value
Pearson Chi-Square	. ^a
N of Valid Cases	47

a. No statistics are computed because Commentingopportunity is a constant.

Source: SPSS statistics outputs

Appendix 32 Sharing to one's own page

Warnings

No measures of association are computed for the crosstabulation of Sharingtoonesownpage * Typeofmedia. At least one variable in each 2-way table upon which measures of association are computed is a constant.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Sharingtoonesownpage * Typeofmedia	47	100,0%	0	0,0%	47	100,0%

Sharingtoonesownpage ^ Typeofmedia Crosstabulation

			Typeofmedia		Total
			Facebook	Instagram	
Sharingtoonesownpage	Yes	Count	28	19	47
		Expected Count	28,0	19,0	47,0
Total		Count	28	19	47
		Expected Count	28,0	19,0	47,0

Chi-Square Tests

	Value
Pearson Chi-Square	. ^a
N of Valid Cases	47

a. No statistics are computed because Sharingtoonesownpage is a constant.

Source: SPSS statistics outputs

Appendix 33 Action features for online participation

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Actionfeaturesforonlineparticipation * Typeofmedia	47	100,0%	0	0,0%	47	100,0%

Firm-generated content's role on consumer engagement

Actionfeaturesforonlineparticipation * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Facebook	Instagram	
Actionfeaturesforonlineparticipation	No	Count	6	6	12
		Expected Count	7,1	4,9	12,0
	Yes	Count	22	13	35
		Expected Count	20,9	14,1	35,0
Total	Count	28	19	47	
	Expected Count	28,0	19,0	47,0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	,613 ^a	1	,434	,506	,327
Continuity Correction ^b	,196	1	,658		
Likelihood Ratio	,606	1	,436		
Fisher's Exact Test					
Linear-by-Linear Association	,600	1	,438		
N of Valid Cases	47				

a. 1 cells (25,0%) have expected count less than 5. The minimum expected count is 4,85.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 34 Response to user posts

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Responsetouserposts * Typeofmedia	47	100,0%	0	0,0%	47	100,0%

Responsetouserposts * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Facebook	Instagram	
Responsetouserposts	No	Count	6	6	12
		Expected Count	7,1	4,9	12,0
	Yes	Count	22	13	35
		Expected Count	20,9	14,1	35,0
Total	Count	28	19	47	
	Expected Count	28,0	19,0	47,0	

Firm-generated content's role on consumer engagement

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	,613 ^a	1	,434		
Continuity Correction ^b	,196	1	,658		
Likelihood Ratio	,606	1	,436		
Fisher's Exact Test				,506	,327
Linear-by-Linear Association	,600	1	,438		
N of Valid Cases	47				

a. 1 cells (25,0%) have expected count less than 5. The minimum expected count is 4,85.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 35 Partnerships and sponsorships

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Partnerships and sponsorships * Type of media	47	100,0%	0	0,0%	47	100,0%

Partnerships and sponsorships * Type of media Crosstabulation

				Type of media		Total
				Facebook	Instagram	
Partnerships and sponsorships	No	Count	5	3	8	
		Expected Count	4,8	3,2	8,0	
	Yes	Count	23	16	39	
		Expected Count	23,2	15,8	39,0	
Total	Count	28	19	47		
	Expected Count	28,0	19,0	47,0		

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	,034 ^a	1	,853		
Continuity Correction ^b	,000	1	1,000		
Likelihood Ratio	,034	1	,853		
Fisher's Exact Test				1,000	,589
Linear-by-Linear Association	,034	1	,855		
N of Valid Cases	47				

a. 2 cells (50,0%) have expected count less than 5. The minimum expected count is 3,23.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

III. Website vs Instagram

Appendix 36 Description

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Description * Typeofmedia	66	100,0%	0	0,0%	66	100,0%

Description * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Instagram	
Description	No	Count	4	13	17
		Expected Count	12,1	4,9	17,0
	Yes	Count	43	6	49
		Expected Count	34,9	14,1	49,0
Total		Count	47	19	66
		Expected Count	47,0	19,0	66,0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1- sided)
Pearson Chi-Square	25,395 ^a	1	,000	,000	,000
Continuity Correction ^b	22,359	1	,000		
Likelihood Ratio	24,248	1	,000		
Fisher's Exact Test					
Linear-by-Linear Association	25,011	1	,000		
N of Valid Cases	66				

a. 1 cells (25,0%) have expected count less than 5. The minimum expected count is 4,89.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 37 History

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
History * Typeofmedia	66	100,0%	0	0,0%	66	100,0%

Firm-generated content's role on consumer engagement

History * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Instagram	
History	No	Count	11	19	30
		Expected Count	21,4	8,6	30,0
	Yes	Count	36	0	36
		Expected Count	25,6	10,4	36,0
Total	Count	47	19	66	
	Expected Count	47,0	19,0	66,0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	32,017 ^a	1	,000	,000	,000
Continuity Correction ^b	29,002	1	,000		
Likelihood Ratio	39,802	1	,000		
Fisher's Exact Test					
Linear-by-Linear Association	31,532	1	,000		
N of Valid Cases	66				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 8,64.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 38 Mission Statement

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
MissionStatement * Typeofmedia	66	100,0%	0	0,0%	66	100,0%

MissionStatement * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Instagram	
MissionStatement	No	Count	22	19	41
		Expected Count	29,2	11,8	41,0
	Yes	Count	25	0	25
		Expected Count	17,8	7,2	25,0
Total	Count	47	19	66	
	Expected Count	47,0	19,0	66,0	

Firm-generated content's role on consumer engagement

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	16,269 ^a	1	,000		
Continuity Correction ^b	14,087	1	,000		
Likelihood Ratio	22,614	1	,000		
Fisher's Exact Test				,000	,000
Linear-by-Linear Association	16,022	1	,000		
N of Valid Cases	66				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7,20.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 39 URL to Web Site

Warnings

No measures of association are computed for the crosstabulation of URLtoWebSite * Typeofmedia. At least one variable in each 2-way table upon which measures of association are computed is a constant.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
URLtoWebSite * Typeofmedia	19	28,8%	47	71,2%	66	100,0%

URLtoWebSite * Typeofmedia Crosstabulation

		Typeofmedia	Total
		Instagram	
URLtoWebSite No	Count	3	3
	Expected Count	3,0	3,0
Yes	Count	16	16
	Expected Count	16,0	16,0
Total	Count	19	19
	Expected Count	19,0	19,0

Chi-Square Tests

	Value
Pearson Chi-Square	. ^a
N of Valid Cases	19

a. No statistics are computed because Typeofmedia is a constant.

Source: SPSS statistics outputs

Appendix 40 Logo/Visual Cues

Warnings

No measures of association are computed for the crosstabulation of LogoVisualCues * Typeofmedia. At least one variable in each 2-way table upon which measures of association are computed is a constant.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
LogoVisualCues * Typeofmedia	66	100,0%	0	0,0%	66	100,0%

LogoVisualCues ^ Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Instagram	
LogoVisualCues Yes	Count		47	19	66
	Expected Count		47,0	19,0	66,0
Total	Count		47	19	66
	Expected Count		47,0	19,0	66,0

Chi-Square Tests

	Value
Pearson Chi-Square	. ^a
N of Valid Cases	66

a. No statistics are computed because LogoVisualCues is a constant.

Source: SPSS statistics outputs

Appendix 41 News links

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Newslinks * Typeofmedia	66	100,0%	0	0,0%	66	100,0%

Newslinks ^ Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Instagram	
Newslinks No	Count		11	19	30
	Expected Count		21,4	8,6	30,0
Yes	Count		36	0	36
	Expected Count		25,6	10,4	36,0
Total	Count		47	19	66
	Expected Count		47,0	19,0	66,0

Firm-generated content's role on consumer engagement

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	32,017 ^a	1	,000	,000	,000
Continuity Correction ^b	29,002	1	,000		
Likelihood Ratio	39,802	1	,000		
Fisher's Exact Test					
Linear-by-Linear Association	31,532	1	,000		
N of Valid Cases	66				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 8,64.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 42 Photos/videos posted

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Photosvideoposted * Typeofmedia	66	100,0%	0	0,0%	66	100,0%

Photosvideoposted * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Instagram	
Photosvideoposted	No	Count	21	0	21
		Expected Count	15,0	6,0	21,0
	Yes	Count	26	19	45
		Expected Count	32,0	13,0	45,0
Total	Count	47	19	66	
	Expected Count	47,0	19,0	66,0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	12,451 ^a	1	,000	,000	,000
Continuity Correction ^b	10,477	1	,001		
Likelihood Ratio	17,942	1	,000		
Fisher's Exact Test					
Linear-by-Linear Association	12,262	1	,000		
N of Valid Cases	66				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6,05.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 43 Announcements and press releases

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Announcementsandpres releases * Typeofmedia	66	100,0%	0	0,0%	66	100,0%

Announcementsandpresreleases ^ Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Instagram	
Announcementsandpres releases	No	Count	23	10	33
		Expected Count	23,5	9,5	33,0
	Yes	Count	24	9	33
		Expected Count	23,5	9,5	33,0
Total	Count	47	19	66	
	Expected Count	47,0	19,0	66,0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	,074 ^a	1	,786	1,000	,500
Continuity Correction ^b	,000	1	1,000		
Likelihood Ratio	,074	1	,786		
Fisher's Exact Test					
Linear-by-Linear Association	,073	1	,787		
N of Valid Cases	66				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9,50.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 44 Campaign Summaries

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
CampaignSummaries * Typeofmedia	66	100,0%	0	0,0%	66	100,0%

CampaignSummaries ^ Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Instagram	
CampaignSummaries	No	Count	46	19	65
		Expected Count	46,3	18,7	65,0
	Yes	Count	1	0	1
		Expected Count	,7	,3	1,0
Total	Count	47	19	66	
	Expected Count	47,0	19,0	66,0	

Firm-generated content's role on consumer engagement

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	,410 ^a	1	,522	1,000	,712
Continuity Correction ^b	,000	1	1,000		
Likelihood Ratio	,685	1	,408		
Fisher's Exact Test					
Linear-by-Linear Association	,404	1	,525		
N of Valid Cases	66				

a. 2 cells (50,0%) have expected count less than 5. The minimum expected count is ,29.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 45 Info about achievements/awards

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Infoaboutachievementsawards * Typeofmedia	66	100,0%	0	0,0%	66	100,0%

Infoaboutachievementsawards * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Instagram	
Infoaboutachievementsawards	No	Count	12	14	26
		Expected Count	18,5	7,5	26,0
	Yes	Count	35	5	40
		Expected Count	28,5	11,5	40,0
Total	Count	47	19	66	
	Expected Count	47,0	19,0	66,0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	13,140 ^a	1	,000	,001	,000
Continuity Correction ^b	11,201	1	,001		
Likelihood Ratio	13,201	1	,000		
Fisher's Exact Test					
Linear-by-Linear Association	12,941	1	,000		
N of Valid Cases	66				

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 7,48.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 46 Organizational contacts

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Organizationalcontacts * Typeofmedia	66	100,0%	0	0,0%	66	100,0%

Organizationalcontacts * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Instagram	
Organizationalcontacts	No	Count	1	4	5
		Expected Count	3,6	1,4	5,0
	Yes	Count	46	15	61
		Expected Count	43,4	17,6	61,0
Total		Count	47	19	66
		Expected Count	47,0	19,0	66,0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1- sided)
Pearson Chi-Square	6,921 ^a	1	,009	,022	,022
Continuity Correction ^b	4,482	1	,034		
Likelihood Ratio	6,178	1	,013		
Fisher's Exact Test					
Linear-by-Linear Association	6,816	1	,009		
N of Valid Cases	66				

a. 2 cells (50,0%) have expected count less than 5. The minimum expected count is 1,44.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 47 Navigation

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Navigation * Typeofmedia	66	100,0%	0	0,0%	66	100,0%

Firm-generated content's role on consumer engagement

Navigation * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Instagram	
Navigation	No	Count	4	8	12
		Expected Count	8,5	3,5	12,0
	Yes	Count	43	11	54
		Expected Count	38,5	15,5	54,0
Total	Count	47	19	66	
	Expected Count	47,0	19,0	66,0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	10,265 ^a	1	,001	,003	,003
Continuity Correction ^b	8,131	1	,004		
Likelihood Ratio	9,362	1	,002		
Fisher's Exact Test					
Linear-by-Linear Association	10,109	1	,001		
N of Valid Cases	66				

a. 1 cells (25,0%) have expected count less than 5. The minimum expected count is 3,45.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 48 Commenting Opportunity

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Commentingopportunity * Typeofmedia	66	100,0%	0	0,0%	66	100,0%

Commentingopportunity * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Instagram	
Commentingopportunity	No	Count	21	0	21
		Expected Count	15,0	6,0	21,0
	Yes	Count	26	19	45
		Expected Count	32,0	13,0	45,0
Total	Count	47	19	66	
	Expected Count	47,0	19,0	66,0	

Firm-generated content's role on consumer engagement

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	12,451 ^a	1	,000		
Continuity Correction ^b	10,477	1	,001		
Likelihood Ratio	17,942	1	,000		
Fisher's Exact Test				,000	,000
Linear-by-Linear Association	12,262	1	,000		
N of Valid Cases	66				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6,05.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 49 Sharing to one's own page

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Sharingtoonesownpage * Typeofmedia	66	100,0%	0	0,0%	66	100,0%

Sharingtoonesownpage * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Instagram	
Sharingtoonesownpage	No	Count	24	0	24
		Expected Count	17,1	6,9	24,0
	Yes	Count	23	19	42
		Expected Count	29,9	12,1	42,0
Total		Count	47	19	66
		Expected Count	47,0	19,0	66,0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	15,246 ^a	1	,000		
Continuity Correction ^b	13,119	1	,000		
Likelihood Ratio	21,389	1	,000		
Fisher's Exact Test				,000	,000
Linear-by-Linear Association	15,015	1	,000		
N of Valid Cases	66				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6,91.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 50 Action features for online participation

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Actionfeaturesforonlineparticipation * Typeofmedia	66	100,0%	0	0,0%	66	100,0%

Actionfeaturesforonlineparticipation * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Instagram	
Actionfeaturesforonlineparticipation	No	Count	33	6	39
		Expected Count	27,8	11,2	39,0
	Yes	Count	14	13	27
		Expected Count	19,2	7,8	27,0
Total	Count	47	19	66	
	Expected Count	47,0	19,0	66,0	

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	8,354 ^a	1	,004	,006	,005
Continuity Correction ^b	6,832	1	,009		
Likelihood Ratio	8,352	1	,004		
Fisher's Exact Test					
Linear-by-Linear Association	8,228	1	,004		
N of Valid Cases	66				

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 7,77.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Appendix 51 Response to user posts

Warnings

No measures of association are computed for the crosstabulation of Responsetouserposts * Typeofmedia. At least one variable in each 2-way table upon which measures of association are computed is a constant.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Responsetouserposts * Typeofmedia	19	28,8%	47	71,2%	66	100,0%

Firm-generated content's role on consumer engagement

Responsetouserposts * Typeofmedia Crosstabulation

			Typeofmedia	Total
			Instagram	
Responsetouserposts	No	Count	6	6
		Expected Count	6,0	6,0
	Yes	Count	13	13
		Expected Count	13,0	13,0
Total		Count	19	19
		Expected Count	19,0	19,0

Chi-Square Tests

	Value
Pearson Chi-Square	. ^a
N of Valid Cases	19

a. No statistics are computed because Typeofmedia is a constant.

Source: SPSS statistics outputs

Appendix 52 Partnerships and sponsorships

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Partnershipsandorsponsorships * Typeofmedia	66	100,0%	0	0,0%	66	100,0%

Partnershipsandorsponsorships * Typeofmedia Crosstabulation

			Typeofmedia		Total
			Website	Instagram	
Partnershipsandorsponsorships	No	Count	14	3	17
		Expected Count	12,1	4,9	17,0
	Yes	Count	33	16	49
		Expected Count	34,9	14,1	49,0
Total		Count	47	19	66
		Expected Count	47,0	19,0	66,0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1,386 ^a	1	,239	,354	,195
Continuity Correction ^b	,751	1	,386		
Likelihood Ratio	1,482	1	,223		
Fisher's Exact Test					
Linear-by-Linear Association	1,365	1	,243		
N of Valid Cases	66				

a. 1 cells (25,0%) have expected count less than 5. The minimum expected count is 4,89.

b. Computed only for a 2x2 table

Source: SPSS statistics outputs

Firm-generated content's role on consumer engagement

Traditional and digital media

Appendix 53 Super Bock's summer campaigns



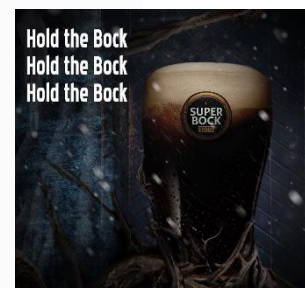
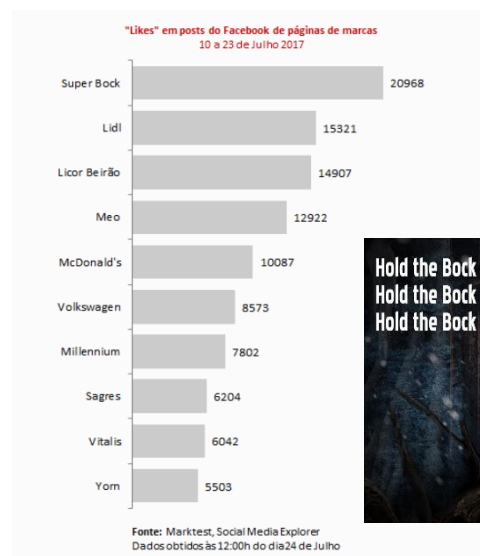
Source: Super Bock's Facebook page

Appendix 54 Super Bock's sponsorship to Festas de Lisboa



Source: Google

Appendix 55 Super Bock's most liked posts: fortnight of 20th of March to 2nd of April; fortnight of 10th to 23rd July



Source: (Marktest, 2017) and Super Bock's Facebook pages

Appendix 56 Super Bock interacts with Licor Beirão

Firm-generated content's role on consumer engagement



Source: Licor Beirão's and Super Bock's Facebook pages

Appendix 57 Vitalis' successful post in July



Source: Vitalis' Facebook page

Firm-generated content's role on consumer engagement

Facebook and Instagram analysis during August and September

Facebook August 2017

Appendix 58 Key metrics table

Key Metrics Table | All Profiles

08/01/2017 - 08/31/2017 (total)



Name	Fans	+/-	Posts	Reactions	Commen...	Shares	User Pos...	F-Rate	Respons...
Super Bock	573,202	8,887	20	123,880	6,556	7,313	33	1.2110%	0.0%
Compal	388,208	763	22	24,708	318	393	0	0.2979%	0.0%
Vitalis	112,555	455	9	15,575	104	542	1	1.6045%	0.0%

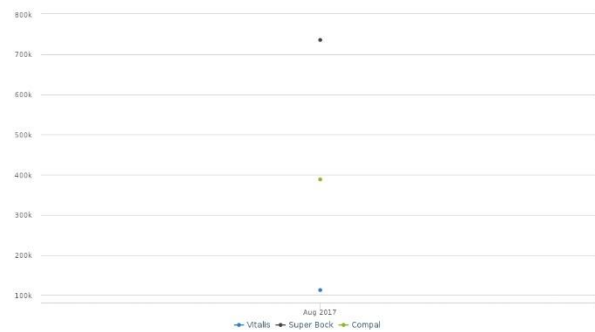
Source: (Quintly, 2017)

Appendix 59 Global Pages

Appendix 60 Post type, reactions and Interactions

Global Fans Total | All Profiles

08/01/2017 - 08/31/2017 (monthly)



Source: (Quintly, 2017)

Types: Link, Music, Photo, Status, Flash, Video, Misc (Notes & Offers)
 Reactions: Likes + Love + Wow + Haha + Sad + Angry
 Interactions: Reactions + Comments + Shares

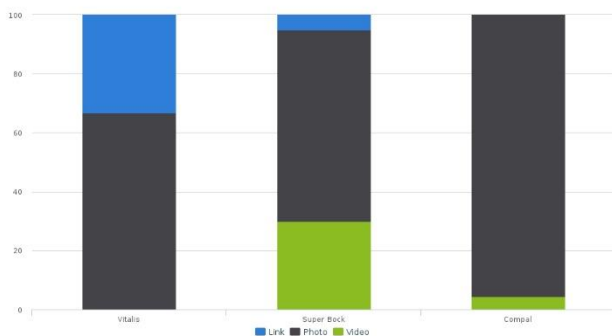
Source: (Quintly, 2017)

Appendix 61 Post type distribution

Appendix 62 Average reaction per post

Post Type Distribution | All Profiles

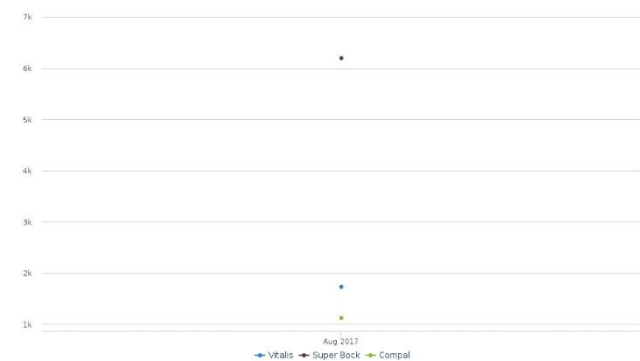
08/01/2017 - 08/31/2017 (total)



Source: (Quintly, 2017)

Average Reactions Per Post | All Profiles

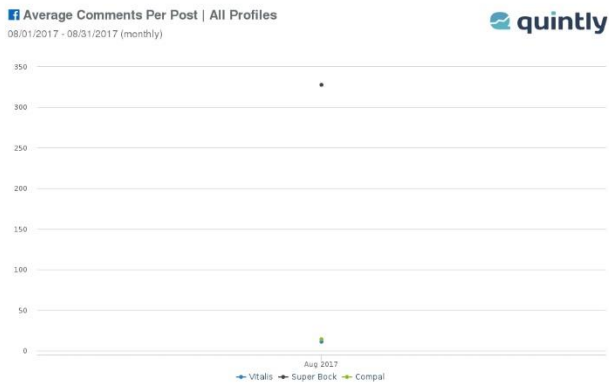
08/01/2017 - 08/31/2017 (monthly)



Source: (Quintly, 2017)

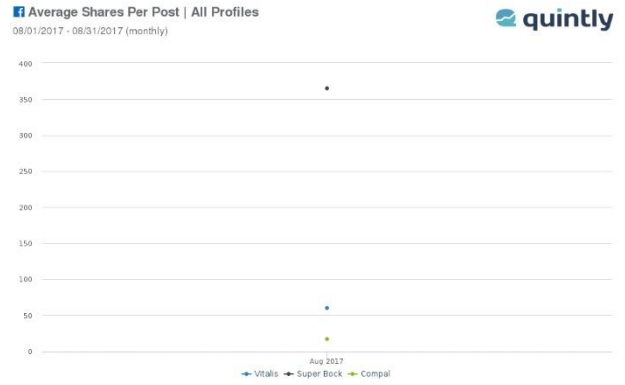
Firm-generated content's role on consumer engagement

Appendix 63 Average comments per post



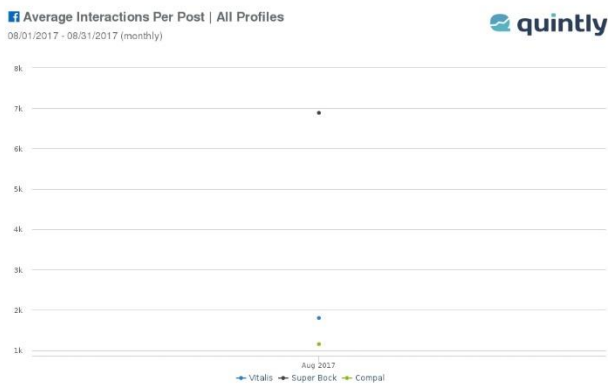
Source: (Quintly, 2017)

Appendix 64 Average Shares per post



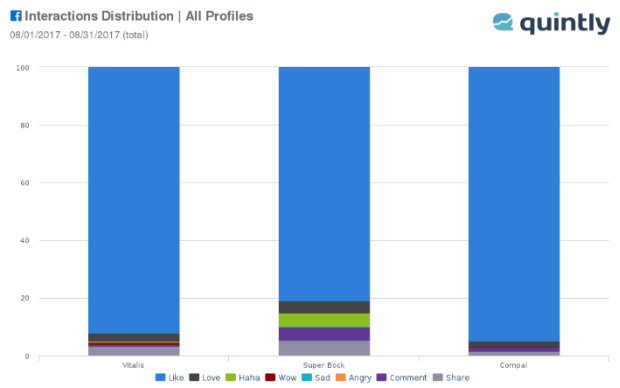
Source: (Quintly, 2017)

Appendix 65 Average Interactions per post distribution



Source: (Quintly, 2017)

Appendix 66 Interactions



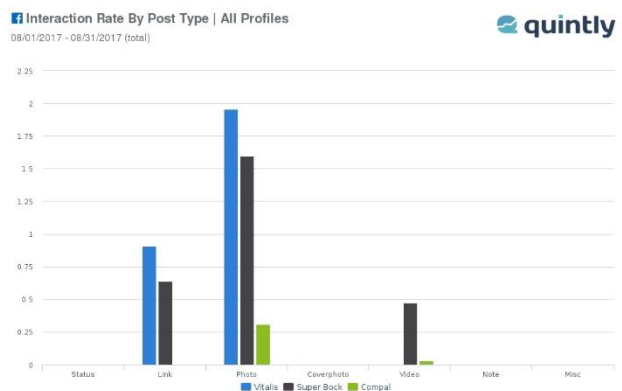
Source: (Quintly, 2017)

Appendix 67 Interaction Rate

$$\text{Interaction Rate} = \frac{\# \text{Likes} + \# \text{Comments}}{\# \text{Posts}} * \frac{100\%}{\# \text{Avg. Followers}}$$

Source: (Quintly, 2017)

Appendix 68 Interaction rate by post



Source: (Quintly, 2017)

Firm-generated content's role on consumer engagement

Instagram August 2017

Appendix 69 Key metrics table

Key Metrics Table | All Profiles

08/01/2017 - 08/31/2017 (total)



Name	Followe...	+/-	Images	Carous...	Videos	Posts	Likes	Comme...	I-Rate
superbock (Super Bock)	22,927	656	5	0	1	6	3,244	26	2.4116%
compal (Compal)	8,931	440	17	0	0	17	2,161	15	1.4694%
aguavitalis (Água Vitalis)	590	n/a	8	0	0	8	147	0	n/a

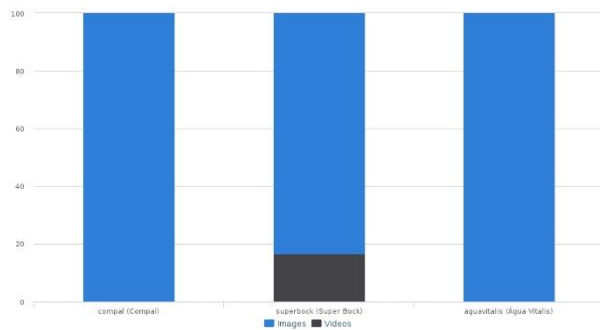
$$\text{Interaction rate Vitalis} = \frac{147}{8} * \frac{100\%}{590} = 3.1144\%$$

Source: (Quintly, 2017)

Appendix 70 Post type distribution

Posts Type Distribution | All Profiles

08/01/2017 - 08/31/2017 (total)

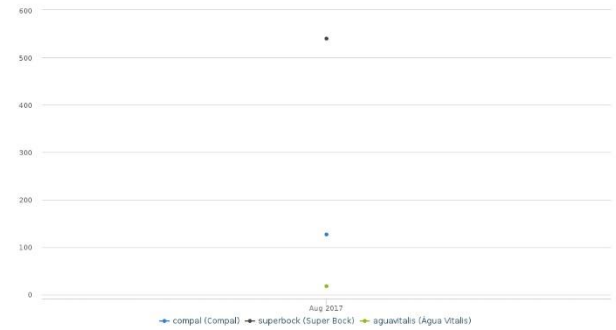


Source: (Quintly, 2017)

Appendix 71 Average likes per post

Average Likes Per Post | All Profiles

08/01/2017 - 08/31/2017 (monthly)



Source: (Quintly, 2017)

Appendix 72 Average comments per post

Average Comments Per Post | All Profiles

08/01/2017 - 08/31/2017 (monthly)

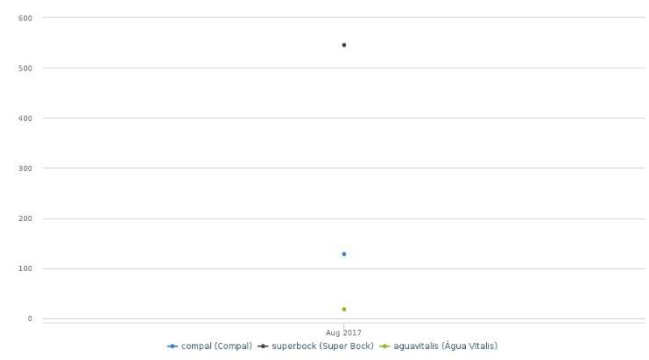


Source: (Quintly, 2017)

Appendix 73 Average Interactions per post

Average Interactions Per Post | All Profiles

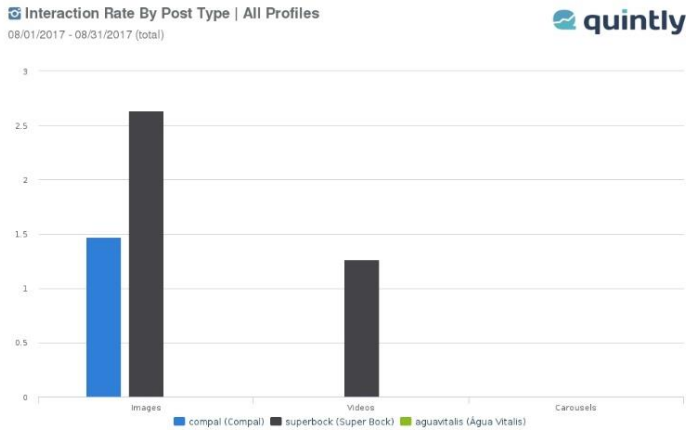
08/01/2017 - 08/31/2017 (monthly)



Source: (Quintly, 2017)

Firm-generated content's role on consumer engagement

Appendix 74 Interaction rate by post type



Source: (Quintly, 2017)

Facebook September 2017

Appendix 75 Key metrics table

Key Metrics Table | All Profiles
09/01/2017 - 09/30/2017 (total)

Name	Fans	+/-	Posts	Reactions	Commen...	Shares	User Pos...	I-Rate	Respons...
Super Bock	577,745	4,543	22	94,982	4,762	7,614	23	0.8480%	33.3%
Compal	388,472	264	26	22,441	274	481	0	0.2297%	0.0%
Vitalis	113,306	751	8	13,216	98	188	0	1.4945%	0.0%

Source: (Quintly, 2017)

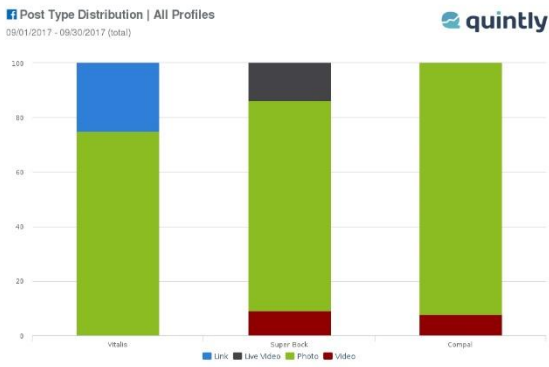
Appendix 76 Audience Growth rates

Facebook				Facebook			
	01/08/2017	31/08/2017	Growth Rate		01/09/2017	30/09/2017	Growth Rate
Super Bock	564315	573202	1.57%	Super Bock	573202	577745	0.79%
Compal	387445	388208	0.20%	Compal	388208	388472	0.07%
Vitalis	112100	112555	0.41%	Vitalis	112555	113306	0.67%

Source: On elaboration based on data retrieved from (Quintly, 2017)

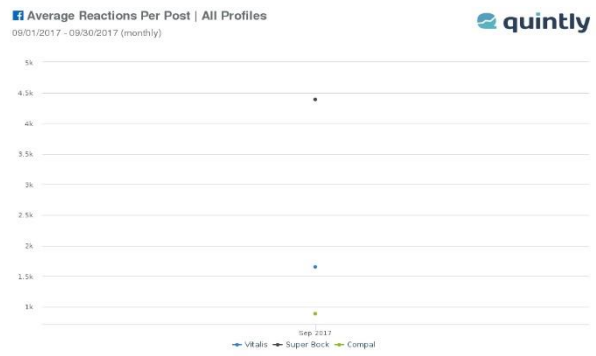
Firm-generated content's role on consumer engagement

Appendix 77 Post type distribution



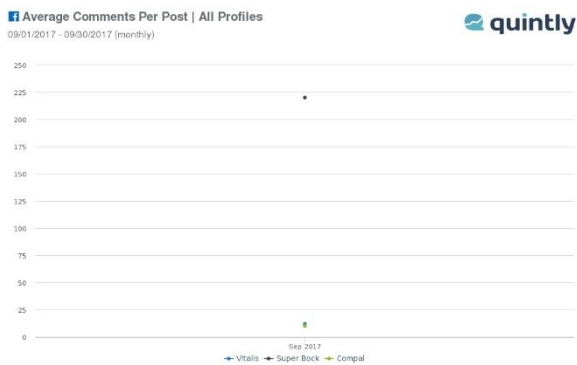
Source: (Quintly, 2017)

Appendix 78 Average number of react



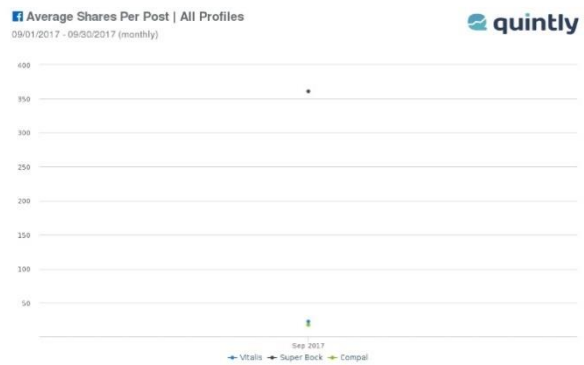
Source: (Quintly, 2017)

Appendix 79 Average Comments per post



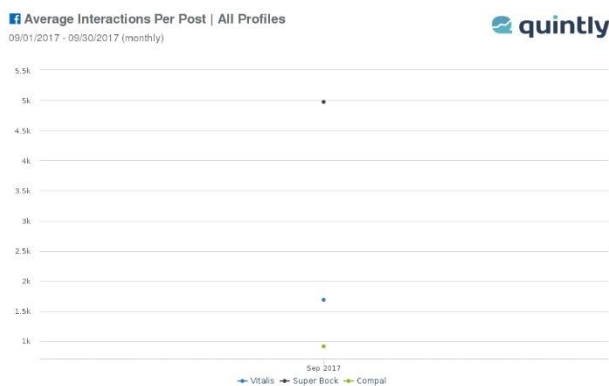
Source: (Quintly, 2017)

Appendix 80 Average Shares per post



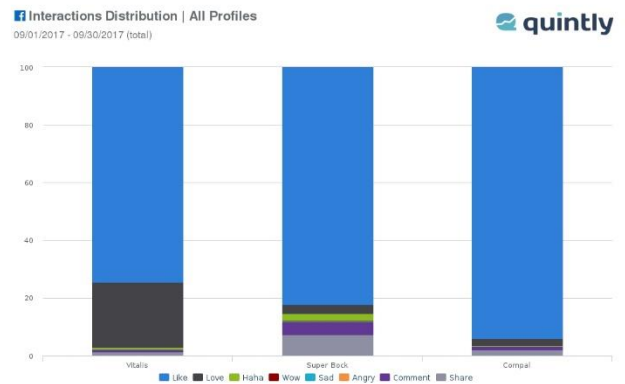
Source: (Quintly, 2017)

Appendix 81 Average Interactions per post



Source: (Quintly, 2017)

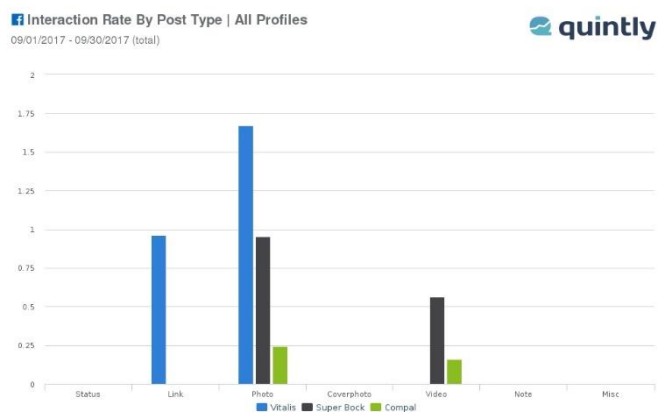
Appendix 82 Interactions Distribution



Source: (Quintly, 2017)

Firm-generated content's role on consumer engagement

Appendix 83 Interaction rate by post type



Source: (Quintly, 2017)

Instagram September 2017

Appendix 84 Key metrics table

f Key Metrics Table | All Profiles
09/01/2017 - 09/30/2017 (total)

Name	Followe...	+/-	Images	Carous...	Videos	Posts	Likes	Comme...	I-Rate
superbock (Super Bock)	23,604	677	7	0	2	9	6,500	49	3.1277%
compal (Compal)	9,303	372	16	0	2	18	2,073	15	1.2723%
aguavitalis (Água Vitalis)	632	n/a	2	0	0	2	57	0	n/a

Source: (Quintly, 2017)

$$\text{Interaction Rate Vitalis} = \frac{57}{2} * \frac{100\%}{611} = 4.6645\%$$

Appendix 85 Audience Growth Rate

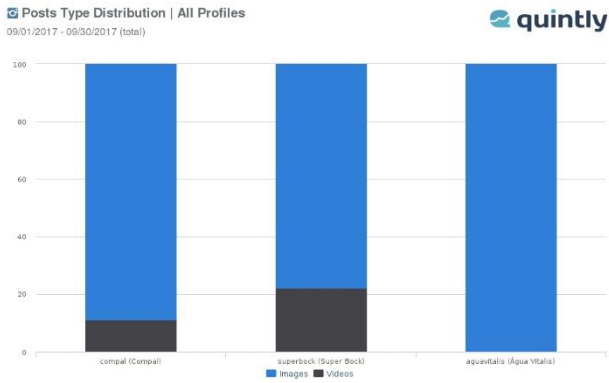
Instagram			
	01/08/17	31/08/17	Growth Rate
Super Bock	22271	22927	2.95%
Compal	8491	8931	5.18%
Vitalis	-	590	-

Instagram			
	01/09/17	30/09/2017	Growth rate
Super Bock	22927	23604	2.95%
Compal	8931	9303	4.17%
Vitalis	590	632	7.12%

Source: On elaboration based on data retrieved from (Quintly, 2017)

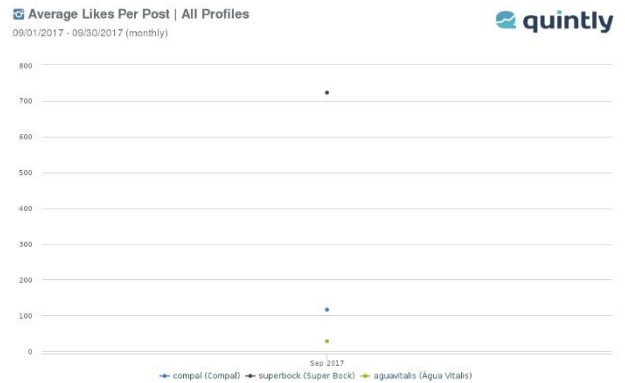
Firm-generated content's role on consumer engagement

Appendix 86 Post type distribution



Source: (Quintly, 2017)

Appendix 87 Average likes per post



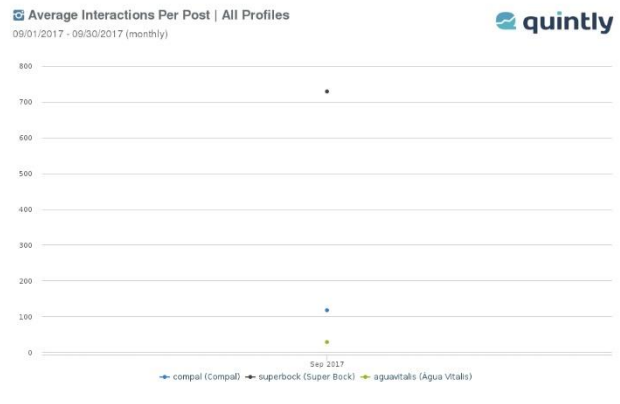
Source: (Quintly, 2017)

Appendix 88 Average Comments per post



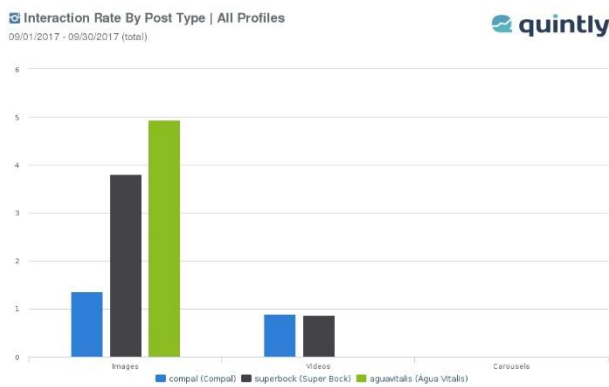
Source: (Quintly, 2017)

Appendix 89 Average Interactions per post



Source: (Quintly, 2017)

Appendix 90 Interaction rate by post type



Source: (Quintly, 2017)