Universidade Católica Portuguesa

CATÓLICA – LISBON
School of Business and Economics

Approaching the Social Media:
The Galp Energia case

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"It's about making sure that we do our job every day to give those fans some sort of meaningful value. Having 10 million people on Facebook who like us would be useless if we did nothing with it."

Alexandra Wheeler, Director of Digital Strategy at Starbucks, 2008

"Marketers, if you're not doing social technology applications now, you're officially behind."

Josh Bernoff, co-author of *Groundswell: Winning in a World Transformed by Social Technologies*, 2009

"For decades, brands have been carefully controlled. Now, with social media, brands are being asked to listen and converse, rather than broadcast. This requires flexibility, trust, and new staffing roles."

Gwyneth Dwyer, Director of Writing Services, Larsen, 2009

"If a company, or even its chief executive, doesn't have a presence on social networks today, that company risks not being in the conversation at all. Over time, I believe, that can be fatal to a business".

Brian J. Dunn, CEO of Best Buy, 2010

"We use Facebook to schedule the protests, Twitter to coordinate, and YouTube to tell the world."

Unnamed Cairo activist in the Arab Spring, 2011

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PREFACE

The present thesis was developed from February to June 2011. The main subject analysed in this work was not the initially topic chosen. Despite that fact, when Galp Energia proposed me to study the company's dilemma about entering the social media, I recognized the potentials of the idea and immediately accepted. What I could guess at the time was what I soon came to realize: there was no company such as Galp that could be taken as a perfect example for the strategy that the company should follow.

At first sight, oil industry and the social media did not mix, or when it happened, it was sign of a PR crisis. It was and still is, in fact, a new field for different industries, where oil is included. That was my major challenge when building this thesis. In fact, I would eventually be told that Galp itself was facing the same question: from which companies to benchmark?

I want to thank Rute Gonçalves, Brand & Communication manager in Galp Energia and Célia Félix, responsible for the development of Galp Energia's strategy for the social media. Thanks to Rute, I was introduced to the topic and told about the needs of the company and their relation with the web 2.0 tools. Célia Félix became my link to the company and kept me in touch with the different stages of development of the strategy to approach the social media. Her precious insights of the company's point of view and acting were of extremely value for me as a management and strategy student and of course, for this thesis.

I want to thank as well Statistics professor Marília Antunes, from FCUL, for her academic and theoretic knowledge used to create the appropriate format for the conducted survey. This way, I was able to obtain precise and useful answers in the research.

Last but not least, I want to thank Professor Pedro Celeste for his important guidance and support in the birth and development of my thesis, which helped me to know which way to focus on during the research.

An important special thanks, and perhaps the most important of all, to my family and friends, who supported me during the whole process and helped me collecting all the data. Without them, I could never reach such a high number of responses, which made my survey relevant.

ABSTRACT

Theme: Approaching the Social Media: The Galp Energia Case
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Social media is today an essential technique to modern marketing. Companies need to go where their consumers are, and they are online, establishing contacts with friends, telling them about their daily lives and, most importantly, commenting news and sharing their opinion and preferences in what concerns to products, services and brands. This is a modern version of the word-of-mouth, but this time is a multidirectional and faster way. It takes only one unpleased consumer, angry about a brand to dozens or thousands of people know it. Companies are already in the social media, even if not officially. They are there through their individual collaborators, their satisfied and unsatisfied clients. Social media can represent today a threat to those companies who have image problems. Nonetheless, social media is much more than that. It represents a huge opportunity and revolution on how to deal with clients. It allows a faster crisis management, a more direct contact between the company and consumers, in a way that protects the brand. It is also a cheaper way of advertizing, with an investment many times lower than if done through the usual channels, thus creating a higher revenue. Social media can be a monitor of tendencies, a test to consumers' response, with no major added costs to the company. Right before a product or campaign is launched, consumers can give their opinion and guide the company. Firms cannot ignore social media anymore in their mid-long term strategies.

RESUMO

Tema: Abordando as Redes Sociais: O Caso da Galp Energia
Autor: André Duarte Jorge

As redes sociais são hoje em dia uma técnica essencial ao marketing moderno. É necessário as empresas irem onde os seus consumidores estão, e eles estão online, a estabelecer contactos com amigos, a mostrar-lhes um pouco do seu dia-a-dia e, o mais importante, a comentar a actualidade, a partilhar a sua indignação, descobertas e preferências ao nível de produtos, serviços e marcas. É uma versão moderna, multidireccional e mais rápida do passa a palavra. Basta um consumidor acordar descontente ou enfrentar num determinado momento uma situação que lhe desagrade para em simultâneo dezenas ou centenas de pessoas o ficarem a saber. As empresas quer queiram quer não, já estão nas redes sociais, através dos seus colaboradores, fãs ou clientes insatisfeitos. As redes sociais podem representar hoje uma ameaça para aquelas em especial que têm uma tradição de problemas de imagem. No entanto, são muito mais do que isso. Representam uma enorme oportunidade e revolução na forma como lidar com o cliente. Permitem uma gestão de crises mais rápida, um contacto mais directo entre a empresa e o consumidor, de forma a proteger a marca, sendo igualmente uma forma de publicidade com um investimento infimamente menor ao tradicional, gerando um retorno elevado. As redes sociais podem servir de monitor de tendências, de teste à sensibilidade e resposta do consumidor, sem custos adicionais de maior para a empresa. Antes mesmo de um produto ou campanha serem lançados, os consumidores podem dar a sua opinião e orientar a empresa. As empresas não podem mais ignorá-las na sua estratégia a médio prazo.

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Introduction

This thesis intends to study the importance that the new social media tools have for modern marketing, mainly in what concerns to the dynamics of a brand, the relationship between the companies and the community and to the cost saving factor of this new way of publicity, when compared with the traditional ways of advertisement. As case study, it will focus on the challenge that Galp Energia, a company from the petroleum industry sector is facing towards the entrance in this new territory. Galp, as most oil suppliers worldwide, has some image issues related mostly with pricing and a low involvement from its customers. The company has already decided to enter in the social media. This is the natural path, since it is already there unofficially and the new marketing trends show that the development of a brand will be made in future throughout a higher interaction with customers.

The main objectives of this thesis will be to understand how can a typical business to business company, former monopolist and industry related make use of the new social media tools. It will analyse the most reasonable companies for Galp to benchmark with, constituted by the current social media leaders, companies from its sector and companies with a similar low involvement with customers.

This thesis was elaborated following the guidelines from the *Cases on Marketing Strategy* Dissertation Seminar, from the International Masters of Science in Business Administration from Universidade Católica Portuguesa. Its main key research questions, applied to the practical case will be:

1. Should Galp Energia enter in the social media, mainly in Facebook? Should its strategy be focused on this particular tool? What is the level of acceptance of the company when present on the social networks?
2. How should the company maximize the potential of the synergies between the activities that it does presently and the creation of an online community of fans, customers and collaborators?

Methodology

As to prepare the theoretical basis of this thesis, following what learned in the *Research Methods* Seminar, I began to search on EBSCO for relevant papers, articles and news with which I could base the thesis on. Realising that this was a hot topic, in almost

constant weekly actualization of ideas and development, I searched for more practical tips, questions and debates in marketing and social media blogs through Google. The information was then organized by themes and topics related to the research questions. Some new areas were related with the main ones and later included in order to have a more complete thesis. The collected data concerning the case study was both primary and secondary.

Primary Data - As there were no previous inquiries made specifically by Galp about the topic of the social media, an online survey was conducted during two weeks (from 10th to 25th of May). The platform used was QuestionPro, an online survey maker website. The link for the questionnaire was publicized in Facebook and shared through a chain of contacts. The size of the sample was 438 complete answers. SPSS and R programs for statistical analysis were used to analyze the data and understand the most important correlations. Two matrixes are presented in annex: the Pearson correlation coefficient and the tau-b coefficient. Nevertheless, as the variables analyzed were categorical and not quantitative, these coefficients cannot be 100% exact.

For a 95% confidence interval, it was found that the percentage of Portuguese people who would be willing to be a fan of a possible Galp Energia page on Facebook is between the interval of]24.96% ; 33.32%[, being the point estimation 29.14%, which means an error margin of 4.18%.

Two meetings were held with Galp Energia's responsible for the social media strategy, Célia Félix, who provided me some reports that the company had about its current situation in the social media.

Secondary Data – Reports from the journal of Marketing Management, Harvard Business Review, marketing blogs, agencies and rankings focused on the social media.

Literature Review

1. Introduction

When a crisis comes, the rule is for a company to reduce costs. Those cuts can be felt more strongly in areas that the management considers as less important or which do not affect revenues in the short-term. Marketing communication might be considered by some as one of those sectors. When the global financial crisis of the late-2000s came, cost savings were back into managers' minds. However, this time it was different. Web 2.0 tools were now matured and allowed companies to keep communicating with their customers, but in a completely new way, that had started being designed in the middle-2000s. This new world of communication produced phenomena such as the Arab Spring of 2011, which spread demands of freedom and democracy all across the Middle East and shared it with the rest of the world, or the new competition of small firms who could now compete in the same field as large companies (Manternach, 2010). Crowdsourcing was also a new powerful tool, for governments and companies. It was now possible to ask the community about their ideas for a product or even for society. Nevertheless, consumers are the ones who are now crowdsourcing their purchasing decisions, asking for advice on Twitter or Facebook about a product (Dunn, 2010). They are connected among friends on social platforms and following opinion leaders and VIPs opinions about daily things.

However, there are not only VIPs and common persons present on the social media. Brands are now discovering this new world and tools to reach their customers (see attachment 1). Are customers on Facebook or Twitter? Then, brands must go there too.

1.1. Global Marketing Trends on social media

Marketing trends in 2010 were chapped according to Brand Keys marketing agency by:

- Value propositions – relevant in a time of economic contraction;
- Brand differentiation – as to face the low-cost generic brands threat;
- Authenticity – with consumers checking a brand's beliefs;
- Growing consumer expectations;
- The notion that a good brand can go viral in days;
- A need to shape word-of-mouth in the social networks – where consumers are, as to obtain the desired buzz;

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- Engagement – made though four channels: "*the platform (TV and online), the context (the program and webpage), the message (ad or communication) and the experience (store/event)*" (Brand Keys, 2009).

These lines were the broad tendency maintained in 2011 (Passikoff, 2010). Both studies concluded that the future of marketing would pass necessarily through the online consumer communities and specifically through the social media. Some other studies demonstrated this need.

A survey conducted by marketing agency Razorfish with one thousand US consumers concluded that sixty-five percent of consumers have experienced online something that "positively or negatively changed their opinion about a brand" (Beuker and Abbing 2010). From this percentage, ninety-seven said that it had influenced their willingness to buy from that brand; sixty-nine percent said having provided feedback to the brand directly through its website or independent online opinion groups. The same survey concluded that forty-three point five percent of the respondents were following brands on Twitter because they were looking for exclusive deals or offers, followed by twenty-three point five percent who said being current customers and by twenty-two point seven percent who considered those brands provided interesting or entertaining content.

1.1.1. A new way to communicate

When in the middle of 2010 **Facebook** became the number one website visited by Americans, surpassing what was until then the undisputable leader Google (see attachment 2), it was official: Facebook had come to stay. Launched worldwide in 2004 by US students Mark Zuckerberg, Eduardo Saverin, Dustin Moskovitz and Chris Hughes, Facebook would eventually grow steadily in number of users and quickly reach half million active users in July 2010 and eventually entering in 2011 with more than six hundred million users achieved. Already in 2010, every 20 minutes 2.7 million photos and 1 million links were being shared, and 7.5 million likes were being made.

In the beginning of 2011, American singer Lady Gaga was the living human being with the highest number of Facebook fans, barely thirty-five million users. The closest brand to gather such a high number of fans was Coca-cola, with twenty-seven million users connected to its page (see annexes 3 and 4). The average Facebook user has one hundred and thirty friends.

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Twitter, founded in 2006 by Jack Dorsey and with circa two thousand subscribers as of 2011, was also led by Lady Gaga, with ten point three million followers. Differently than Facebook, Twitter's top 10 ranking was dominated exclusively by public figures. Despite that, according to Pennsylvania State University, twenty percent of all tweets in 2010 specifically referred a product or a brand (Stuth and Mancuso, 2010), and forty-two percent of global brands were being tweeted about (Burson-Marsteller survey).

YouTube had been created in 2005 by Steve Chen, Chad Hurley and Jawed Karim. It had *"hundreds of million users"* (according to the company) as of May 2011. Its most followed channel was amateur, *nigahiga* and had few more than three point sixty-eight million users. Together with other social networks, YouTube was responsible for the generation of amateur and professional viral videos than could account as high as three hundred twenty-six million for an amateur and five hundred forty-nine million visualizations for a professional. According to YouTube, forty-eight hours of videos are being uploaded into the website each minute.

MySpace was founded in 2003 by Tom Anderson and Chris De Wolfe, and was until 2008 the most spread social networking platform, a place occupied by Facebook ever since. It has a current estimation of sixty million visits worldwide according to internet marketing research company eBiz MBA. Still according to this company, MySpace lost an estimated twenty nine point three million users between March and May 2011. It was rebranded in 2010, focusing more on music and in a younger target as to avoid direct competition from with Facebook.

LinkedIn is currently the leading business-related social platform. Launched in 2003, it started by an invitation for the contacts of the five founders to join the network. The company reported having surpassed the milestone of one hundred million registered users as of May 2011. Its main purpose is for its users to upload their curriculum information and establish professional contacts.

The situation of social media in Portugal was slightly different. Hi5, a direct competitor of Facebook, was losing its place but still leaded the usage, with forty-two point six percent, compared with Facebook's thirty-nine point seven and Twitter's only seven point nine percent. MySpace was used by six point six percent of users and Orkut, resulting from the interconnection between Portugal and Brazil, where it was very

popular, was used by five point six percent of internet users (see attachment 5). Visão magazine reported that in the end of 2010, Facebook had reached three million of Portuguese users (according to Social Bakers). From those users, thirty-four percent were aged between twenty-five and thirty-four years old, a quarter between eighteen and twenty-four years old, eighteen percent between thirty-five and forty-four years old and twelve percent for teenagers (aged between thirteen and seventeen percent).

1.1.2. Advertising and social media

The growth of online users connected through social networks has led to the creation of an enormous audience for companies, that has the potential to overthrown the traditional marketing channels such as TV or outdoor ads. Some of those online consumers do not even spend time watching television anymore, making them harder to be reached by brands with a traditional marketing strategy. The debate starts whether brands should disinvest their marketing expenses on channels such as television, mainly, to invest in the online platforms. Arguments in favor are that online social communication is more personal, bidirectional and a natural way to maintain the buzz after being exposed to advertisement through television (Bowley, Hastings, Markey and Given, 2011). It can be either through commenting a commercial seen on TV or chatting live during a show (Patel and Slutsky, 2011). This idea would lead managers to share their budget on advertisement between these two main channels, with an increasingly share for online networks. Others believe that *"differentiation between the two will soon narrow"* (Markey et al., 2011), and that the interesting outcomes for brands will arrive from this convergence. What can be anticipated is that while fighting for budget or not, both social networks such as Facebook and television will remain complementary channels for the time to come. For now, no social network has such a reach as television. Despite that, Ford announced that back in 2009 and 2010, a quarter of its advertizing budget have gone to social media. Ford invested the double of the big companies' average, which accordingly to Effie Worldwide and Mashable's study, was about twelve percent in 2011, coming close to TV's thirteen percent. Ford's rival BMW, as an example, was going to spend fifteen percent on its digital marketing (Kurylko, 2011).

1.2. How customers understand social media

From the five main social platforms, Facebook was the one that caused a stronger social impression (see attachment 6). According to the Nielsen Company, in January 2010, its

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users spent on average seven hours per month on the website. When considering the whole social media, Australia was the leading country in hours spent – with almost seven hours per month as well -, followed by the United States and the United Kingdom, both with more than six hours spent. Television, on the other hand, captured more and more the attention of viewers, reaching a peak of thirty hours per week in the US. No data was collected about other countries.

In what concerns to Portugal, a survey conducted by Marktest concluded that each Portuguese watched an average of three and a half hours per day of television in 2009, which represented a decrease of six minutes when compared with 2008. This study concluded that the lower social classes where the ones who spent more hours in front of the television (four hours and twenty-one minutes in 2009). Interestingly, youngsters between fifteen and twenty-four years old and the higher and high-middle classes were the ones who consumed less television in 2009. ISCTE's study back in 2004 had concluded that TV viewers who were also using the internet watched it forty minutes less than the ones who were not. Social Bakers study about brands on Facebook concluded that, as of May 2011, the brands with the highest number of Portuguese fans were Nike (with three hundred eighty-four thousand fans), tmn (with more than three hundred thousand fans), Swatch Portugal (almost two hundred fifty-five thousand) and Worten (with more than two hundred thirty-three housed fans).

1.2.1. Love Brands

The companies with more fans on Facebook have brands with which consumers share values and feel a connection with. It might be a trendy brand or connected with a specific lifestyle that identifies the user. What we can see in the top of the list are: Coca-cola, Disney, Starbucks, Oreo, Redbull, Converse, Skittles and Playstation, among others. These are products with a clear differentiation from their competitors or a certain prestige associated with the brand. They offer dreams, taste, fashion and fun. Being fan of a brand on Facebook is an extension of being a usual consumer of it on real life, and can be a way to show their friends their personality – just like in real life - and to see who has interests and tastes in common.

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1.3   How companies understand social media

Despite not having originally a market purpose, social media networks such as Facebook turned out to be a major opportunity for branding. The usage of social media tools can be diverse for a company, just as diverse as the usage each gives to it. Best Buy's provides an interesting example of how management can use social media as form of internal communication. Best Buy's CEO Brian J. Dunn says that *"Facebook turns out to be a very relevant way of connecting with our employees, given the company's demographics"* (Dunn, 2010). In what concerns to Twitter, *"Tweets could be genuine extensions of my thinking. When I tweet, I know I'm communication with my employees"*. Dunn writes in his own name and has no one else responsible to do it. He believes that this way he can learn stories from his employees. Twitter was used to compliment employees and advertize the firm's activities (Dunn, 2010). While doing Dunn was doing these statements, Best Buy was developing a new online tool that would allow customers to buy through Facebook (McEleny, 2010). However, this example is not so common in the business world.

A study conducted between December 2009 and January 2010 by Burson-Masteller found that seventy-nine percent of the top one hundred from the Fortune Global 500 index were using at least one social media platform. Twitter, Facebook, YouTube and corporate blogs were the platforms considered. This value was higher in the US and Europe, where eighty-six and eighty-eight percent of the companies considered were in a social platform. However, synergies from these platforms were not being properly used, since only twenty percent of the companies were using all four platforms. Companies in Asia mostly used the social platforms only to communicate with their Western counterparts. When considering each platform, Twitter was the most popular one, with sixty-five percent of companies using it, followed by Facebook with fifty-four percent and YouTube with fifty percent. Interestingly, as a result of segmentation and due to the dimension of the companies considered, each company present on Twitter had an average of four point two accounts (six point six in the US, five point four in Asia-Pacific and only two point seven in Europe); each on Facebook had two point one accounts; on YouTube one point six and four point two corporate blogs.

In Twitter, only thirty-eight percent of companies responded to their followers' tweets and thirty-two percent re-tweeted comments from others. These values were as high as forty-three and forty-one percent in the US but extremely low in Europe: twenty-five percent and twenty-three percent respectively. The practice of following users on this

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platform was stronger on the Asia-Pacific region, where on average eight hundred ninety-nine users were being followed by each company. This value was slightly higher than in the US (with eight hundred seventy-one on average) and more than the double of Europe's (with four hundred twenty-nine followed per company).

In what concerns to Facebook, sixty-nine percent of the US companies in the study had a page on the website, in contrast with only fifty-two percent in Europe. This value was the lowest in Latin America, where only thirty-three percent were present. This value might be explained by the fact that the leading social network on Latin America's largest country Brazil was Orkut, a platform owned by Google that had its success limited to this country's borders. European companies were the ones which more posts were making, with an average of five per week, as opposite of two made by American firms. American companies were however the most successful in engaging fans, with an average of almost fifty-four thousand, eight thousand more than their European counterparts.

1.3.1 Successes and Failures

When a company enters in the social media, it must have conscience of all the possibilities of what it will find there. It must have an idea of how is its brand perceived at the moment and what possible reactions it will get. Consumer expectation is also an important variable to consider. Some successful examples:

Coca-cola – With the biggest online community on Facebook for a brand, Coca-cola's page was not created by the firm, but by only two fans. The page gained such a dynamic, that instead of launching an official page, Coca-Cola turned official its fan page. According to Emarketer, Coca-cola almost doubled its number of fans in just three months (from August 2010 to November 2010) thanks to its campaign *Expedition 206*, where a group of brand ambassadors would visit two hundred and six countries across the globe during one year and put the videos and pictures online, keeping the company's website, connected to its Facebook, up to date about the news.

Starbucks – Starbucks came right after Coca-cola as the second brand on Facebook with the biggest number of fans (see attachment 8). Facebook Marketing Solutions suggested that a possible explanation for it was that the brand was very active on its page and it rewarded fans with special offers and a constant update on news about the

company. The fact that it was possible to purchase online and to reload other person's customer card as a gift, was also a major factor of dynamism on the page.

Cadbury – Twenty two thousand fans of Wilpa Gold, a discontinued chocolate from the brand petitioned for its return. Forty million chocolates were produced and sold out in eighteen weeks.

Oreo – The brand created an interactive game on its Facebook page in September 2010. It increased its number of fans from eight point five million at the time to fifteen point two million in November of the same year. It was so successful that some game inspired events were made by the company (Emarketer, 2011). This Facebook page also shares recipes among the community (targeting them to *mums*) and empowers fans to answer to each other's questions.

GAP – In what could be a major disaster for the brand, GAP announced on its Facebook account its new logo on October 2010. The reactions were unfavorable and many fans of the brand offered themselves to design a new logo, and others threatened to stop buying from the brand. In one week, GAP went back to its previous logo and admitted having failed asking its fans for their opinion in the first place. Nevertheless, it saved thousands of dollars to the company when compared if it had gone forward with its rebranding.

Some other companies were not so lucky on the social media:

BP - One of the most important case-studies about social media misuse has to do with the oil industry. BP has a history of recent events that damaged seriously its image, especially in the US market (Rao, Gohokar and Girija, 2009). This situation was worsened by an unprecedented oil spill crisis in the Gulf of Mexico in mid-2010, the largest ever. Its efforts to control the crisis while at the same time saving the brand's image were "disingenuous, flippant and offensive" (Jacques, 2010). A fake official PR twitter account was created gathering more fans than the real account, where BP would inform the society about the latest information about the crisis.

Ensitel – After refusing to switch a broken mobile phone to a consumer, Ensitel made a terrible mistake. This consumer was a relatively influential blogger who shared with her community each step of what would became a two years problem. Ensitel's page was invaded by criticisms and the company not only erased all the posts, but also demanded on court that the blogger should delete hers, on her page. What could be a minor problem became a major image crisis, with a boycott page of Ensitel having one thousand more fans than the official page, the customer's blog being comment up to six hundred twenty times and videos on YouTube about the issue receiving more than twelve thousand visualizations.

1.3.2 Dealing with a Social Media Crisis

"It always happens on a Friday" (Pearse, 2010).

Resulting in part from firms' relax on the social web during weekend time, image crisis are easily more spread during this time online, when no answer is expected to come promptly. This happened in 2010 with Nestlé's response to what was happening on its Facebook page, during the accusation of producing unsustainable palm oil. Nestlé's late answer in defensive and overly flippant posts did not calm the criticisms (Proulx, 2010), which were torched by the page's moderator rule that any post with the company's distorted logo would be erased.

Amazon and Domino's had faced before similar situations on their Twitter pages – a *"twitterstorm"* (Klaassen, 2009) -, caused in Domino's case by a video posted on YouTube. It might seem difficult to solve such a PR situation when the word can be quickly spread, but there are some steps a company can follow to address the problem (Klaassen): **a)** Listen to the what and to the who – it is important to know who is angry with the brand, to which extent and if he is a customer or not; **b)** Admit when you don't know – showing modesty and that the brand wants to solve the issue; **c)** Address the crowd where it's gathered – going right to the page or tag where complaints are grouped; **d)** Tone matters – it is in these moments that consumers can see the real face of a company. When they do not receive an answer as they expected, their perception of the brand will change; **e)** Explain how you'll address the future – marketers will have to ensure that the situation will not be repeated in future and why; **f)** Invest now to prepare for accidents later – developing the relationship with consumers.

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There are other three main rules that sum up what a company needs to acknowledge right in the beginning of an online PR crisis (Schock, 2010): **a)** Communication doesn't matter as much as action; **b)** How a company communicates matters; and that it should **c)** Learn social media before a crisis occurs.

Many of the companies which admit a failure are among the most loved consumer brands. Admitting a mistake - as great as it might be - shows that the company listens to its customers and is eager to improve.

2.   Going Social

2.1.   Reasons

Despite not having originally a marketing purpose, social media networks such as Facebook turned out to be a major opportunity for branding. On a first stage, platforms such as Facebook allowed a well targeted advertisement, something until then only possible through Google. This search engine would suggest products and services on the right corner of the results page that would be related with the object of the search. This time, Facebook possessed the exact information about the characteristics of its users, thus allowing a more accurate segmentation and targeting for the brands which wanted to advertize on this platform.

On a second phase, and especially after a redesign in 2009 on the page profiles that unpleased many users, Facebook became much more brands friendly, boosting the number of companies present on it. It was possible for brands to advertize through the news feeds that appeared in each fan's page.

However, accurate targeting was not the only reason for companies to join Facebook or going social at all. Even while a company was still deciding whether entering or not on the social web, probably its logo and name were already commented through common users' pages, hate groups, love groups or even by employees on their personal pages (Overhulse-king, 2010). The worst in that would be than employees might not know the boundaries of what to share publicly and what was confidential. The only decision for a company in what concerns to the social media is to know if the firm wants to have a saying or not on what is said about it online.

2.2   Opportunities

Despite not having being developed for marketing, social media platforms offer today ways for the development of a brand, extension of customer care and pure marketing.

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Social media can be perceived as:

1. **Developer of customer relationships** - When a company sells commodities.
2. **Customer help in the product development (or Crowdsourcing)**: as the proposal of new logos for GAP (Overhulse-king, 2010).
3. **Customer after sales service** with a space for tech problems as Best Buy did, where employees and other users can suggest solutions as well with a low cost for the company – the *twelpforce* (Dunn, 2010). It is the CEO's believe that this strategy, with no cost for consumers, will increase their loyalty sustainably.
4. **Developer of a community of company's alumni and job offers**
5. **Another way to market** (Aaker and Smith, 2010) **and to advertize** (Overhulse-king, 2010)
6. **A way to engage fans, be present and provide information**
7. **A cost effective way to make pools and tests** (Overhulse-king, 2010)
8. **An answer to Criticisms** (Overhulse-king, 2010)
9. **A way to share new business goals** (Overhulse-king, 2010)

Additionally, a fan of a brand present on Facebook spends on average more than a non-fan. According to the survey conducted by Syncapse, this difference can go as far as the double of the expenditure for brands such as McDonald's, Starbucks, Nike, Playstation, Nutella, Motorola or Nokia (see attachment 8). In the overall, fans spend on average $71.84 more than non-fans on Facebook. Fans have also an extra twenty-eight percent probability to stay with the brand and forty-one percent more prone to recommend a product of which there are fans to their friends.

3. Clues on how to succeed in the social platforms

Analyzing the most common pitfalls that some companies faced when entering in the social media, some authors came out with a short list of what to avoid. According to Overhulse-king (2010):

a) Define, document and prioritize the purpose of participating;

b) Set attainable, measurable goals for it;

c) Map social media initiatives on the strategic corporate goals

These point focus on the entrance in the social media and in setting the clear boundaries of its importance inside a corporation.

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Aaker and Smith (2010) provide some other ideas to have in mind when playing in the social field:

a) **Who am I** – How did the company start?

b) **Where am I going to** – Vision.

c) **Apology and Recovery** – To get out of any crisis and preserve the brand value.

d) **Personal** – Personal stories inside the company that are happening and growing for the future.

After setting its objectives with the social media, the company needs to know how to act in the social networks. A company might captivate consumers through sharing a story.

"Stories serve as glue to unify communities. Stories are the most important thing. You don't have to be famous to tell a good story" (Aaker and Smith, 2010).

This quote follows the idea that brands can initiate and feed conversations with customers that will keep them interested (Beuker and Abbing, 2010). The same authors Aaker and Smith developed the Dragonfly Wings approach, constituted by four points as well: **a)** Focus; **b)** Grab Attention; **c)** Engagement; **d)** Take Action.

Companies' workers role can be an important asset as well inside the strategy for the social media: they can be a messenger, a spokesperson, a supporter, a salesperson and a guardian of the brand (Schawbel 2009). Best Buy's CEO for example, developed three basic rules for his employees to know the limits of their online actuation, after being empowered to answer to all of their clients questions:

a) Disclose affiliation - Assuming they were part of the company when discussing it online.

b) Honor differences – Following Best Buy's values of tolerance.

c) Never disclose nonpublic information - of Best Buy's activity or any of its customers.

"I don't say or do something that I wouldn't want to see published in a newspaper. Basically, if you find yourself wondering if you can talk about something you learned at work – don't. Remember: protect the brand, protect yourself" (Dunn, 2010).

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The entrance in the social media might not be as important as the stay. Proulx (2010) identifies the tendency for companies to be shallow in the social media and not monitoring the reactions to its presence. Downsource is also a major concern. It is easy for a company to feel the need to assign a young social oriented team for the answering and posting in the networks. However, it is dangerous to assign people who do not know about the whole business and might not provide the most adequate answers when approached by consumers. Proulx argues as well that posting should be fast, but as long as the posts came out perfect and with the exact message the company wants to give. Fake customers who greet the company so that other can see is another technique to avoid, as it can be easily understood by the real consumers. Finally, Proulx defends that having an off switch is no option for a company which wants to be on the social networks. A real involvement from the company cannot have an end date.

3.1   Measuring Success

Every marketing channel, just as like as any department of a company itself, has goals and performance measurers of its success. The easiest way to measure a company's performance on social media is its number of fans on Facebook and followers on Twitter. This value allows the firm to know the immediate number of consumers who are directly exposed to their message. However, this number assumes that consumers will see each post made by the company. This is not true in a platform as Facebook where there can be fans who access daily to their page and check about the feeds, and other who only twice a month go there. A short message put by the company online will fail its goal in this situation.

Another way to measure the success of a company's social media strategy is by measuring their fans engagement. This engagement will show to the company how active and involved are the fans with the community.

A study from Visibli (2011) calculated the average a brand's post would get out of one hundred thousand fans and discovered that an average of two hundred twenty-eight liked German automaker Audi's latest status change, making it the global leader, in front of American stars Justin Bieber, Chamillionaire and Lady Gaga (second, third and forth places, respectively). Only American Airlines was the other company in the top five, receiving one hundred twenty-eight likes per one hundred thousand fans. The study was unclear about the reasons for such a success for Audi, but a possible explanation would be that Audi's fans were interested into the latest updates on car

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technology. The same study found an average of seventeen comments per artist post, forty-three comments for each media post (which means a piece of news) and only nine for each brand's post. Another interesting outcome was that fans engagement was inversely proportional to a company's fan base. The more fans a page has, the less they will be involved. This was especially true for media pages. However, the rule was not applicable to artists, as the more fans they had, the more engagement they got in their pages, although only receiving a slight increase.

In fact, it is possible to affirm that at this moment, the most important engagement measurer is the number of likes a company has on each post it makes. According to the Burson-Marsteller survey, sixty-nine percent of Europe's greatest companies on Facebook received "likes" (either on their page or in a post) from their fans in the previous week, fifty-six percent of them had been commented on the page and thirty-eight percent had posts made by fans. As for the US companies present in the study, only forty-one percent had been liked in the previous week, only thirty-two percent received comments from fans, but forty-nine percent had posts initiated by fans. This could mean that fans were not so interested in what the company wanted to tell them, but wanted to share something in its official page.

Visibli's study concluded that half of the likes a Facebook post received would come within the first one hour and twenty minutes after being published, eighty percent on the first seven hours and nightly-five percent during until the first twenty-two hours (see attachment 7). This led to Visibli's CEO Saif Ajani conclusion that *"If you want to maximize your exposure, you should post every hour and 20 minutes."* However, the most effective way to avoid the cannibalization of posts would be to wait the mentioned twenty-two hours. After a feed overload, fans' engagement will decrease. In what concerns to Twitter, night-five percent of re-tweets happen in the first hour.

According to another study from Visibli, the most favorable hours to publish a post were in the morning, when they would have up to thirty-nine point seven percent more engagement when compared with if published on the afternoon. The peak of interaction would happen in the first fifteen minutes of the hour. Facebook's peak activity would occur at three pm (Eastern US and Canada Time, in this study). An important fact to consider it that, according to a study by Robert Half Technology, fifty-four percent of US companies banned the social networks from their workplace. This value might possible be lower in Europe, but it still is an important conditioner of social media's traffic.

4.   Discussions in the oil industry

According to Microsoft and Accenture, seventy-five percent of oil and gas professionals see value in using social media (Ahuja, 2010). There is no doubt that just like other companies, oil brands must go to the social networks, where their consumers are already. However, the most frequent approach made by this type of companies is usually a reactive answer to an image problem. Oil companies main problem when addressing to the social media has to do with its effectiveness. Each industry has different issues, main characteristics and dissimilar stakeholders. This fact will narrow the extent of the company's online success. The oil industry has a long tradition of critics and of an image more likely to be unfavorable or just neutral. When entering in the social media, oil companies are exposed publicly to the criticisms, and therefore must be prepared with a contingency plan for any possible situation (Ahuja). Social media is an opportunity to engage individual oil consumers to the 21st century trends to make this industry "a cleaner and greener business" (Ahuja). This new vision of the business became a trend after the beginning of the 2000s, when companies tried to partially disconnect their image from a polluting oil company to a sustainable energy supplier of renewable energies and, of course, oil as well. This change occurred with BP (Rao, Gohokar and Girija, 2009) and with Galp, the company that will be analyzed in the case study.

Marketing in this industry has historically been neglected in favor of the more industrial and logistical sectors of the oil company, raising therefore questions about how in the future an oil firm's brand can be empowered to a level that will increase the value of the company.

4.1.   Consumer Engagement in the oil industry

Unlike some products such as coffee that recently have been diversified and segmented, oil remains as a commodity. The only novelty in late years has been the entrance of the low-cost suppliers, who offer a slightly different product. Consumer engagement is therefore low in this industry, resulting in difficulty for the oil firms to assure consumer loyalty besides through loyalty cards or special offers.

In a broad sense, the success of a product might be explained by three defining characteristics (Rhodes, 2008): it must **a)** Meet a need; **b)** Be easy to use; and **c)** Be engaging. Engagement is by far the most complicated point to meet. It will result from a

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bundle of education, entertainment and information (Rhodes, 2008) to the consumer, so that he will realize what differentiates the product from its competitors and makes him want to buy from this brand again. Innovation will play a major role in the creation of a good relationship between the consumer and the brand. It should be a company's priority to discover and implement new products that will make customers recognize a brand and choose it when in a decision-making process (Rhodes, 2008).

A 2011 panel from Brand Keys of its Customer Loyalty Engagement Index concluded that the top five companies in the oil industry Chevron, Texaco, Sunoco/Mobil, Exxon/Shell and BP, Chevron was the company with the highest ranking.

4.2.   PR & Marketing

As mentioned, each industry has different stakeholders with different power over the company. In the oil industry, the government plays an important regulatory work, which can jeopardize the company's activities when not complying with the rules for the industry. Politicians, pressure groups and investors, all condition the activities of a regular oil company.

In 2007, Shell started the discussion whether or not should its marketing department come under the directions of the corporate affairs chief (Benady, 2007). This business vision followed BP's previous decision to place its brand team under the supervision of the group vice-president of communications and external affairs. This new structure, however, "appeared to downgrade the importance of marketing" in the companies (Benady, 2007).

Companies in this industry rely heavily on having good relations with the political and regulatory authorities. It will avoid major problems when a leakage happens, for example, and might allow a company to establish new fuel stations. Hence, its focus on the relationship with the client is deprecated by its need to have a close dialogue with the state.

What this move shows in fact is the reality that when a brand is not strong enough by itself and does not have its consumer by its side – something that could happen if we were dealing with a love brand – social issues are stronger and the oil company must go for a public affairs-led strategy (Benady, 2007).

The potentials of marketing for this industry seem to be underestimated by its leaders, as the most successful brands have usually a chief executive and a marketing director (Benady, 2007). It is easy to look at marketing in this industry as misused resources that

could be channeled to the PR initiatives of the companies. It is not regarded as an important part of the value chain.

4.3   Downstream and upstream split

The recent PR crises involving oil companies have shown an extremely high connection between an oil company's brand and its refinery activities, where most of the image problems came from.

Vertical integration has been the typical way maintained by oil companies, where their main focus goes to the denominated upstream activities: the exploration and production of oil. This part of the oil companies not only is their main source of profitability but also the sector where investments are heavier (Briggs, 2006). The marketing department, just like the gas stations, is included in the downstream activities. Some argue, as the investment bank JP Morgan Cazenove, that this situation leads to an underinvestment in the marketing activities and to an underutilization of the potentials of the brand. This means that the brand will be weaker while connected to activities that are purely industrial and prone to suffer from any failure in that sector. It is also argued that both upstream and downstream activities are independent segments inside the company, with completely different concerns and a loss of focus in what each part does best. This idea is based on the concept that there is no true value chain related to the supply area when considering the final product for the downstream area (Briggs, 2006).

Oil companies' biggest asset, the network of gas stations, could be regarded as direct promoters of the commercial brand (as opposed to just the end of the process). Following Briggs' idea, this divorce's division of property would leave the company's most important brand, the stations network and products in its portfolio (with the company's logo) with the new oil marketing company. Oil platforms, refineries and everything related to the industrial part of the company would now remain with the upstream-focused company. This would mean that most of the risk of brand damages would remain with the upstream part.

Demerger in therefore an interesting idea for the development of marketing in oil companies and to a possible reinforcement of the brand name. The question that will need further research in this industry is to what extent the loss of the production area for a customer-oriented oil company would represent in terms of image and value. The company would never be capable of deciding the oil prices individually and would be dependent of its fluctuations as an external factor for the company.

Case Study

Introduction:

Slightly more than half a year had passed since the end of the 2010 FIFA World Cup, held in South Africa. Galp had experienced its most successful marketing campaign ever, with the vuvuzelas. Celebrating the fact that for the first time this huge event was organized in the African continent, the Portuguese leading oil company introduced this traditional South African nationwide. No previous football related campaign had ever been so successful in the country. Some loved it, some hated it, and this controversy was spread online throughout blogs, news sites and in the social media, mainly in Facebook. In the beginning of 2011, more than 100 groups could be counted on this social platform. Some of them were favourable to the company and to the vuvuzelas, but the overwhelming majority of them were criticizing what was seen as an expense made by the company in such a campaign in a moment when oil prices were growing to values never seen before. This situation lead to the creation of various boycotts organized through Facebook and publicized by the media. How could Galp react to all this online tourbillion, and most of all, how could the company protect its image?

The Oil retailing industry:

The global crisis initiated in 2008 and the instability in the Middle East resulted in the highest prices per barrel since the 1970s oil shocks.

The Portuguese Market

The Portuguese retail oil market was liberalized in January 1st 2004. Since that day, prices of the two most consumed fuels, the 95 octane unleaded petrol and diesel, had risen respectively from €0.95 Euro per liter of to €1.639 and from €0.70 to €1.399 per liter (as of May 2011). Prices were high as never before due to the instability of the international markets and to the heavy governmental taxation. The importance of this taxation was so high that many consumers started to cross the border to attest their cars in Spain, where it was lower. The liberalization of the market did not bring a clear differentiation among the main fuel retail companies, Galp, BP and Repsol. Shell had sold its fuel stations network in 2004 to the Spanish firm Repsol, making it one of the three big players in the market. This situation resulting from the liberalization of the market was considered by DECO, Portugal's most important consumer's defense organization, of being an oligopoly. This situation derived from the fact that almost all

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oil commercialized in Portugal had been refined in Sines, the country's main refinery, exclusively by Galp.

As of the beginning of 2011, Galp Energia, the former state-owned monopolist was still the market leader in the retailing industry, with a market share of around 30%-35%, followed by BP and Repsol, both with market shares between 15% and 20% (see exhibit 1). The national and global crises brought with them new trends to the market: demand decreased 0.4% from 2008 to 2010, price was now the most important key success factor, rather than location and the *marcas brancas* had come to stay.

The low-cost threat

With the liberalization of the market, the door was open for new competitors or concepts to enter, namely the low-cost. In 2005, French group Auchan, a leading retail company in the country, owner of the Jumbo hypermarkets and of Pão de Açúcar supermarkets, entered the fuel retailing market. This innovative concept of allying in a single place groceries and fuel was new in Portugal but not for Auchan's headquarters. In France, retail chains had already at the time more than a half of the fuel market. Auchan, together with other low-cost brands ended 2005 with a market share of 4%, growing until 12% in 2008 and finally reaching between 16% and 25% of the market in the beginning of 2011 (present nationwide through 167 stations). The real value was disputable, as some of the low-cost stations did not belong to the distribution industry, but to independent operators. Auchan was the leading brand among the low-cost labels, with 7% of global market share (see exhibit 1) and with intentions to open a station in each of its super and hypermarkets. Other new important players were now chains Intermarché and Ecomarché; Feira Nova and Pingo Doce; and E. Leclerc. A business agreement between Galp and the retailing market leader Modelo Continente avoided the emergence of a new serious player. The difference in prices could reach 0.185 cents in the gasoline and 0.17 in the diesel and was explained with the savings in mobilizing employees from the stores to the stations, the non application of additives to the fuels and with the absence of a convenience store or diverse pricing strategies. Interestingly, something that did not exist in a developed stage with the three main oil companies happened with the low-cost brands: consumer loyalty. Consumers now accepted waiting in lines constituted by more than five or even six cars, something that never happened before. Some of them were not even clients of the retail stores. For the other who were, Auchan created a fidelity card what would offer them discounts in the store.

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Traditional suppliers' main problem was the lack of understanding from consumers' point of view of the advantages of paying more for their fuel. Despite ANAREC (Associação Nacional de Revendedores de Combustíveis) official statement, saying that these low-cost fuels had a lower quality, were more damaging for the environment and for the car itself, consumers did not perceive it as a threat or a possible problem.

The low-cost brands where then the biggest threat traditional oil companies were facing, while at the same time constituted the most important transformation in the industry in recent times.

Galp: Company Profile

Galp Energia, was constituted in 1999 as a corporation to manage Petrogal, the oil supplier company and Gás de Portugal, the gas supplier. It results from series of formerly state-owned companies that were merged during the second half of the 20th century and resulted into a vertically integrated company. Its importance was always strategic to the different incumbent governments, as there was no other company that would refine oil in the country. As of 2011, it was present in 13 countries spread mainly through Europe, Africa and South America. Its activities were divided into three major sectors: exploration and production (of oil and gas); refining and marketing; and gas and power. Its offer covered all three most important energy fuels: oil, gas and electricity. Recently, it had entered in the renewable energy sector.

The company had a total network of more than 1451 service stations in Portugal and Spain, a market capitalization of €10.017 million and a turnover of €12.008 million. It was present in the PSI-20, the group of the 20 most important Portuguese traded companies in the stock market.

The social media revolution

After the successful campaign of the vuvuzelas, Galp understood that one of the main channels responsible for its success was Facebook. Galp launched a page in support of the national team, sponsored by the company and connected with the vuvuzelas. In the first two weeks, it reached 20,000 fans (see exhibit 2). However, many other pages had been created meanwhile. Many were a result of the effect caused by the campaign, but many others complaining about the high prices of gasoline and diesel on its fuel stations. These groups and comments were sometimes generated by misunderstood pieces of

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news present in online newspapers, which would spread to economy blogs, online forum communities and shared in the social platforms such as Twitter. The company realized that part of its consumers was on the social media, and that a response from the company was needed. Rute Gonçalves, Brand and Communication Manager of Galp Energia, instructed Célia Félix to develop a strategy that would make Galp proactive in the social media and gain benefits on its image.

"The brand is already present in the social media, but not with our perspective. It has only consumers' point of view, who probably need to be elucidated relatively to some issues and to be helped in problems they might have. It would be interesting for us to contribute in that conversation initiated among [social media] users" Célia Félix

Managerial and strategic issues

At the time, Galp was facing a decisive point in its history. Its shareholder structure was being changed and a new board of directors was likely to come. On the other hand, in Brazil's Santos Bay, it was found the largest oil reserves in three decades, the pre-salt. Galp had a share on these reserves, which needed a strong financial effort from the company for its exploitation.

On its business to customer unit, Galp was by far the oil company that was suffering with the growth of the low cost distributors, having lost 10% of market share in only two years (2008-2010) and a decrease in the number of oil stations from 842 to 789.

As to face the low-cost competition, Galp made a strategic agreement with retail chain Modelo Continente. This agreement would offer discounts in fuels for Continente's customers and vice versa and was intended to increase customers' loyalty. Its loyalty system, the traditional points card *Fast Galp* was no longer perceived as a major competitive advantage and was becoming a mere customer data base. However, still 800,000 customers possessed one.

Image issues

In the profoundest crisis of the last decades, oil consumers were angry with the constant raises in oil prices. They were angry each time they replenished their car and they were angry with Galp, the market leader. Célia Félix, Galp Energia's marketing responsible for the social media knew this, back in her office.

"People usually get mad with their closest friends or family, not with the ones who don't have a strong relation with them. People have a close relationship with the company and think that Galp should help them in this moment of crisis."

The fact was that consumers still perceived Galp as a national brand and were angry when news about its profits were released. This reaction was specially directed to the brand, and not to its closest competitors. Galp's prices were also perceived as the highest in the market. Meanwhile, differences between the quality of its oil and the oil sold by the low-cost retailers were difficult to be understood. Despite this situation, Galp had no other major PR problems.

The social media challenge

Célia Felix had a delicate subject in her hands. Used to deal with communication and advertisement, she was accustomed to follow the latest trends about consumers' behavior and their motivation to interact with a brand. However, she had never worked for such a large company, neither in such a recessive moment. She was also dealing with the social media for the first time, but she was up to the challenge:

"Galp is a powerful brand which despite being an industrial company, managed to create an emotional relationship with consumers, and this relation has been worn over the years, thanks to the crisis and to the rise in oil prices. This is not a minor challenge, it is a different challenge."

The social media strategy

Célia had started in March 2011 analyzing case-studies from other companies and the last trends in what concerned online marketing communication. She had three months to develop a strategy that would be presented to the board of directors in late June that year. The objective of her presentation was simple and intended to answer the questions about what were the communicational objectives for the social media, with who did they want to talk to and where; which Segmentation to do, which themes to approach and how to feed the relationship with clients.

Célia was not sure about which measures to follow exactly, but she had some ideas.

"Our idea is to enter in the social networks, profit from opportunities of contact with our consumers, to enlighten people, listen to them, receive opinions and retain insights useful for product communication and services."

Galp was not going to arrive in the social platforms and start advertizing there. It was too dangerous, as users could perceive it as an invasion of their leisure space and prices issues could arise again. Facebook and Twitter were the social platforms chosen.

Facebook was chosen for its number of Portuguese users (3.5 million): *"We need to be in the broadest of the social networks. The whole population is our target"*. Twitter, for its type of users. It was Célia's believe that Twitter had a better informed community, with many journalists and opinion makers, who could receive direct information from Galp in this platform.

The content of the posts was still undecided and the only thing that she was sure about it was that *"We need to be relevant"*. Otherwise, consumers would just ignore the information.

But Célia knew: *"We will need to have someone in each business area of the company, with more detailed information that can help us with ideas or novelties"*. This need would be particularly felt when answering directly to questions or critics on the platforms. The team, of which she still had no final number, would be connected with a person responsible for each business sector of the company, who could offer them a more exact information. *"For now, there are no definitive ideas"*, she thought.

Galp had already a website, which had been revamped one year ago.

"We will certainly connect our presence in the social networks with the official website. When we publish our products and projects, it is important to direct people to the places where things are presented in a more detailed warty. Social networks are not the place to do it."

This was the way, she thought. Galp's website was complex, but still, it had an average of 15,000 monthly visits.

"Our website is today extremely broad, in terms of business units and of target market: journalists, consumers, shareholders, NGOs... it's a complex site, given that these kinds of public are very different".

However, which other platforms could create beneficial synergies for the brand? Galp was already present on YouTube since 2009, but it had never been an important channel and it was not likely to help Galp on its path towards the development of a more positive relation with consumers. For now, Twitter could work as a channel with institutional information, where company values could be published directly to everyone who was interested in it, with no intermediaries and following the company'

point of view. The online buzz about the company had been originated many times by the absence of a comparison with other companies from the oil sector.

For now, Galp was only monitoring. It had an agreement with E.Life, a company which analyzed the buzz about the company on the various platforms of social media. Through this partnership, Galp became aware of the main hot topics that were being debated online, where they were started, who started them and what was the general appreciation about the issue (see exhibit 3). Taking the example of other companies, Célia had thought that people who were influential and commented positively about the brand could became ambassadors of Galp, being supported by the company and answering to more negative comments or questions as experts. On the other hand, the main usual negative commentators could be approached by Galp privately, which would try to explain them the brand's point of view.

Benchmarking

The most successful oil company in the social media was Chevron. The company had more than 64,000 fans on its Facebook page, and had been classified as the oil company with the most loyal customers (see exhibit 4). Even so, the company had a dozen of minor pages on the same platform, where it was accused of damaging the rain forest in Ecuador. None of the other oil companies had an ambitious strategy towards the social media, besides in a reactive way to contain criticisms – reaching the extreme with BP.

"For us, it is an opportunity of doing something different", was Célia's idea. Galp decided to create a broader scope over the social media, and studied the cases of social media leaders Starbucks and Coca-cola, with which they learned how important was customer's empowerment; Best Buy's good example, where a great part of employees was engaged in the answering of questions and dynamization of the company's Facebook page and twitter account; PT, for their strategy of stratification by creating various pages specifically targeted and online customer care service. However, the most relevant case for Galp was Ford's case, where for the re-launching of an old model, the company borrowed a car for a family to do the test drive and comment it on Ford's Facebook page. This last case was in Célia's opinion a perfect union of an online activity connected with an offline initiative. On the other hand, BP and Ensitel cases were retrieved as examples of bad management of corporate reputation and lessons for what the company should be careful of. The Portuguese leading brand on Facebook (see exhibit 5) were not used as a benchmark.

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Statistical Data

A survey was conducted with the objective to measure the acceptance of a possible entrance of Galp in the social media (see exhibit 6). It was concluded that xx% of the inquiries would be willing to became fans of the brand if it created a Facebook page. This value was higher among the groups who accessed more often to Facebook. Youngsters were the age gap who were less interested, maybe because they did not perceive the social media as a place to have commercial contact (Grant, 2005). Among the 31-35 years class, almost 60% said they could became fans and in the 36-40 years age group, almost 90% said they would probably became fans. Some classes in the study were however, not truly representative, as the size of the age sample varied. Men were in generally less receptive to became fans of Galp. A clear sign of Galp's image influence on the decision was that consumers who thought that fuel prices were not clearly explained to the public did not have a strong will to friend the company. Interestingly, the majority of consumers who understood who prices were decided say they would probably became fans.

From the 120 who answered they would probably or definitely became fans, more than 75% expected to see special promotions in the fuel stations for Facebook fans.

All Twitter users in the study confessed accessing YouTube at least sporadically. However, not all of them had Facebook accounts. However, almost 70% of Twitter users assumed going to that social network more than once per day.

The Future

The uncertainty about if the future administration would consider the social media strategy a priority for the company or not delayed some decisions. The Galp Share application and page, making use of an online community that Galp had created as part of its sustainability concerns, had been launched on Facebook three weeks ago. Its adhesion for now low (see exhibit 3).

The presentation with the proposal for the administration had been postponed. *"Company's life will not be radically changed whether we enter the social media in June or September",* Célia said to herself. She had in her hands the list of the top Portuguese brands with the largest communities of fans (see exhibit 5). Could Galp ever

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reach that top? Célia had now more time to carefully plan the clear path Galp Energia should take, as to smoothly enter in the social media, but at the same time, making consumers acknowledge its presence.

Exhibits:

Exhibit 1: Market Share in the Portuguese Oil Retail market in the middle 2010

		Retailer	Market Share (2nd trimester 2010)
1	galp energia	Galp Energia	30%-35%
2	REPSOL	Repsol	15%-20%
3	bp	BP	15%-20%
4	-	Independent Operators	9%
5	CEPSA	Cepsa Total	5%-10%
6	jumbo	Jumbo (Auchan)	7%
7	-	Other distribution chains	9%

Source: Autoridade para a Concorrência

Exhibit 2: Top *pages* and *groups* related with Galp Energia present on Facebook as of May 2011.

A. *Pages* on Facebook mentioning directly or indirectly Galp:

	Page Name	Number of Likes
1	Graças à Galp vamos ficar surdos este mundial	3,050
2	Galp Auto Bemguiados	332
3	ANTI GALP / BP	221
4	SE A BP E GALP N VENDEREM NADA, PREÇO DA GASOLINA VAI BAIXAR!!!	211
5	Galp Energia	194
6	Galp	79
7	Convívios GALP / FAR	58
8	Eu não atesto nas bombas da GALP	51
9	Galp	45
10	Qual Galp qual quê!... TU és a minha Energia Positiva!...	18

Source: Search on Facebook, May 28th 2011

B. *Groups* on Facebook mentioning directly or indirectly Galp:

	Group Name	Members	Discussed Topics
1	A GALP que meta a VUVUZELA no cú e baixe o preço da Gasolina!!!	117,423	Price / vuvuzela
2	Vou boicotar a GALP, BP E REPSOL nos dias 29 e 30 de ABRIL	8,657	Price / cartel
3	Ainda não começou o Mundial e só já me apetece partir as VUVUZELAS!!!	3,815	Vuvuzela
4	Não abastecer na GALP e na BP	3,115	Price / cartel
5	E se a Galp pusesse as vuvuzelas no c* e baixasse o preço da gasolina?	2,587	Price / vuvuzela
6	Boicote a BP e GALP	1,785	Price / cartel
7	Galp: Ponham as Vuvuzelas na peida e baixem os preços dos combustiveis	1,339	Price / vuvuzela
8	Anti-vuvuzela - Se queres soprar, sopra numa gaita de beiços	1,192	Vuvuzela
9	Bwin Portuguese SuperLiga	1,158	Football
10	TOU FARTO(A) DAS VUVUZELAS!!!	718	Vuvuzela
11	Podiam enfiar as VUVUZELAS pelo...	665	Vuvuzela
12	Pessoas que odeiam as "vuvuzelas" da Galp	649	Vuvuzela
13	Não abasteço mais na GALP enquanto não descerem os preços	559	Price
14	EU NÃO COMPRAREI A VUVUZELA	486	Vuvuzela
15	Já não posso ouvir as Vuvuzelas	482	Vuvuzela

Source: Search on Facebook, March 2011

C. Officially related pages or groups:

	Page or Group Name	Number of Likes	Type	Relation
1	Vuvuzelas pela Selecção – Vamos lá Portugal	20,947	Page	Campaign
2	Fãs Armindo Araujo	12,627	Page	Sponsorship
3	Passatempo Galp Fórmula	85	Application	Contest
4	Portal Energia Positiva	78	Page	Initiative
5	Galp Share	7	Application	Initiative

Source: Search on Facebook, May 28th 2011

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Exhibit 3: Example of E.Life's monitoring of the online buzz about Galp Energia (February 2011):

Nuvens de Termos
termos mais citados para cada sentimento no período
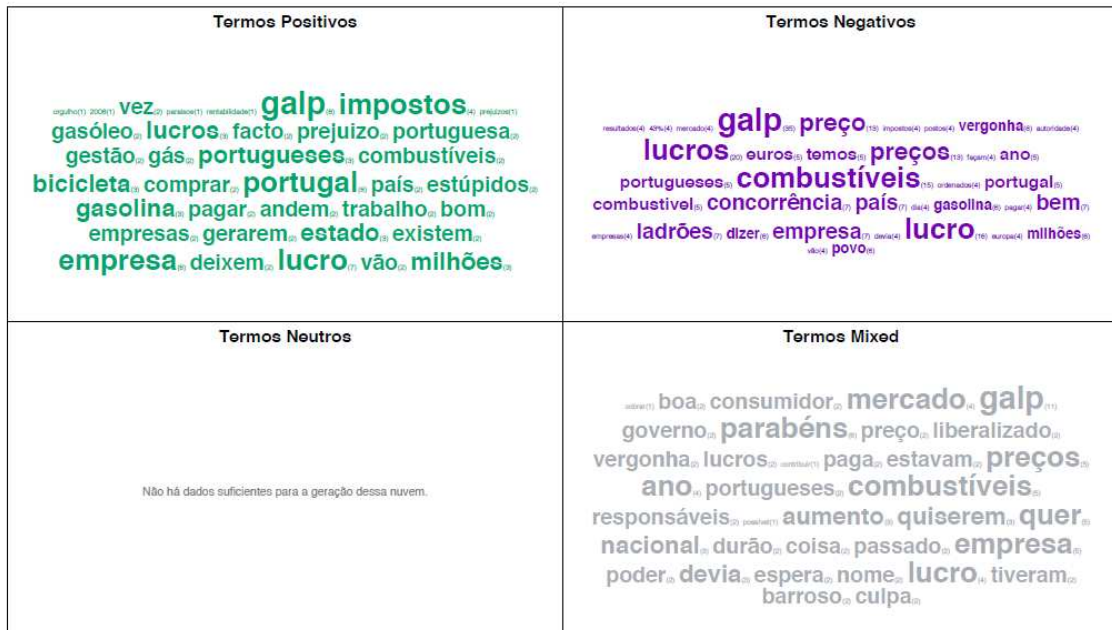
Termos x Sentimento
número de ocorrências por termo distribuídos por sentimento
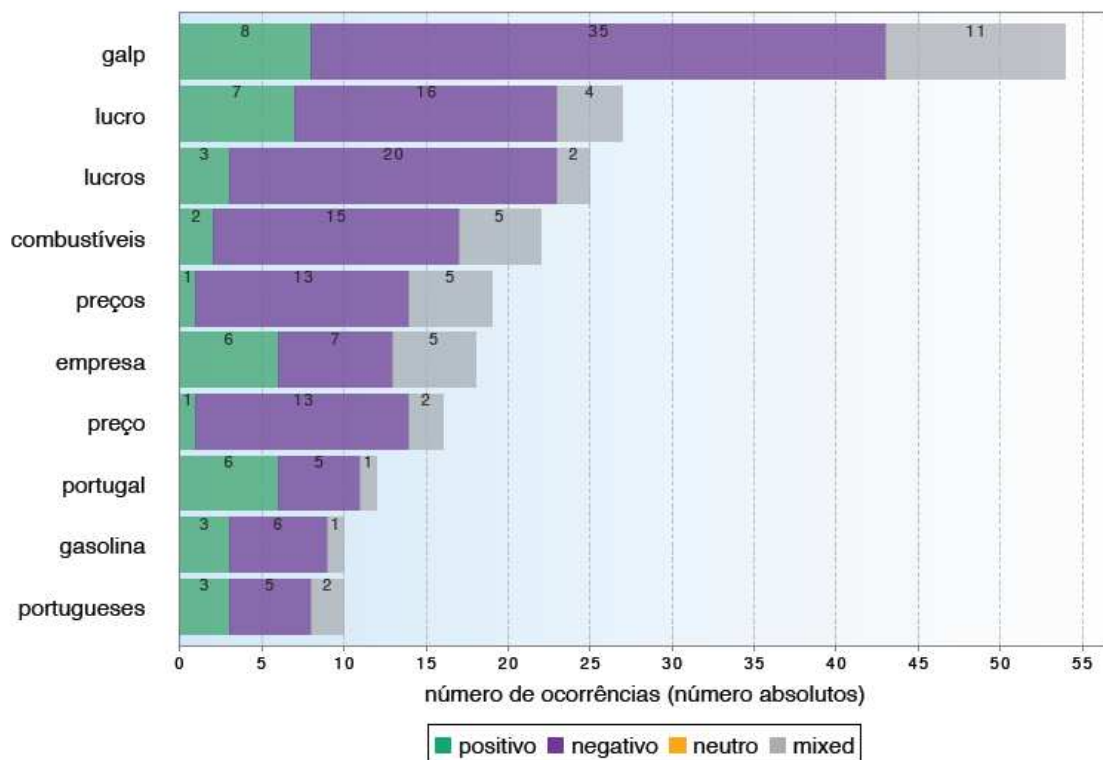
Source: «Relatório BuzzMonitor Galp Energia», Fevereiro 2011, E.Life

Exhibit 4: 2011 Brand Keys Customer Loyalty Engagement Index

	Top 5 Oil Brands, according to the CLE index
1	Chevron
2	Texaco
3	Sunoco/Mobil (tie)
3	Exxon/Shell (tie)
5	BP

Source: Brand Keys.com, accessed on may 28th 2011

Exhibit 5: List of the 40 Portuguese brands with the highest number of fans on Facebook

#	Name	Fans	Growth per month
1.	Nike Football Portugal	384 193	+6.46%
2.	tmn	300 805	+11.10%
3.	Swatch Portugal	254 975	+5.85%
4.	Worten	233 164	+8.98%
5.	Fnac Portugal	200 012	+5.72%
6.	Optimus	180 101	+30.39%
7.	TMN Moche	169 379	+4.21%
8.	Vodafone Portugal	156 971	+4.23%
9.	Optimus Alive	142 682	+9.04%
10.	Super Bock	142 469	+5.73%
11.	TAP PORTUGAL	115 750	+8.48%
12.	Portugal Dream Coast: Yours in…	98 951	+8.98%
13.	Sudoeste tmn	96 337	+5.76%
14.	Meo - O comando é meu	92 755	+34.72%
15.	Sumol	87 103	+8.11%
16.	Salsa Jeans	84 584	+7.31%
17.	a vida é bela	76 123	+9.71%
18.	Fanta Portugal	75 990	+5.30%
19.	Samsung Portugal	72 806	+3.12%
20.	Pedigree	70 775	+5.90%
21.	Pepsi Portugal	64 724	+4.56%
22.	DKNY Portugal	60 324	+5.04%

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23.	Mercedes-Benz em Portugal	59 650	+15.03%
24.	smart Portugal	58 738	+11.20%
25.	La Redoute PT	57 453	+5.95%
26.	Levi's Portugal	56 684	+7.40%
27.	Um Bongo	51 791	+10.24%
28.	Lipton Portugal	50 163	+89.75%
29.	Nike Running Portugal	48 176	+17.04%
30.	Pizza Hut Portugal	47 942	+3.50%
31.	Cornetto - da Olá	36 421	+37.84%
32.	Cerveja Sagres	36 205	-3.86%
33.	Negócios Yorn	36 106	+2.50%
34.	Telepizza Portugal	35 721	+9.71%
35.	Nokia Portugal	35 095	+7.19%
36.	SAPO	33 469	+19.37%
37.	Nestlé Portugal	30 210	+8.96%
38.	Renault Portugal	29 874	+21.23%
39.	Oriflame Portugal	27 757	+8.94%
40.	El Corte Inglés Portugal	24 900	+3.11%

Source: SocialBakers.com [Retrieved on May 26th 2011]

Exhibit 6: Results from the Online Survey

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Frequency of Access to MySpace

- More than once per day: 0,61%
- Once per day: 0,61%
- Weekly: 0,81%
- Sporadically: 17,24%
- Never: 80,73%

2. If you have a Facebook account, are you fan of any brand?

- No: 71,61%
- Yes: 28,39%

3. Do you play any game on Facebook?

- Frequently (> twice a week): 20,72%
- Sporadically (<twice a week): 18,93%
- Never: 60,36%

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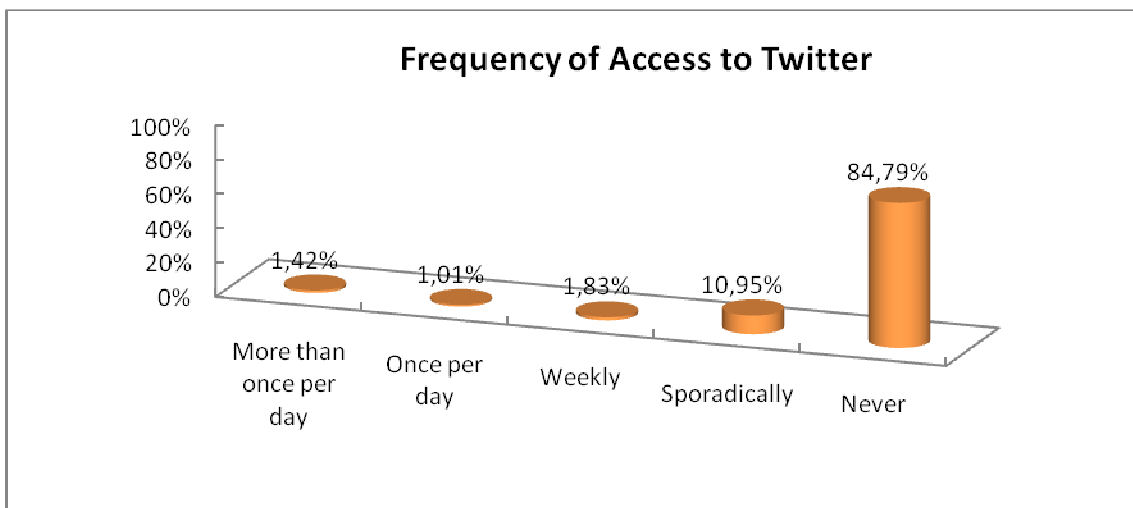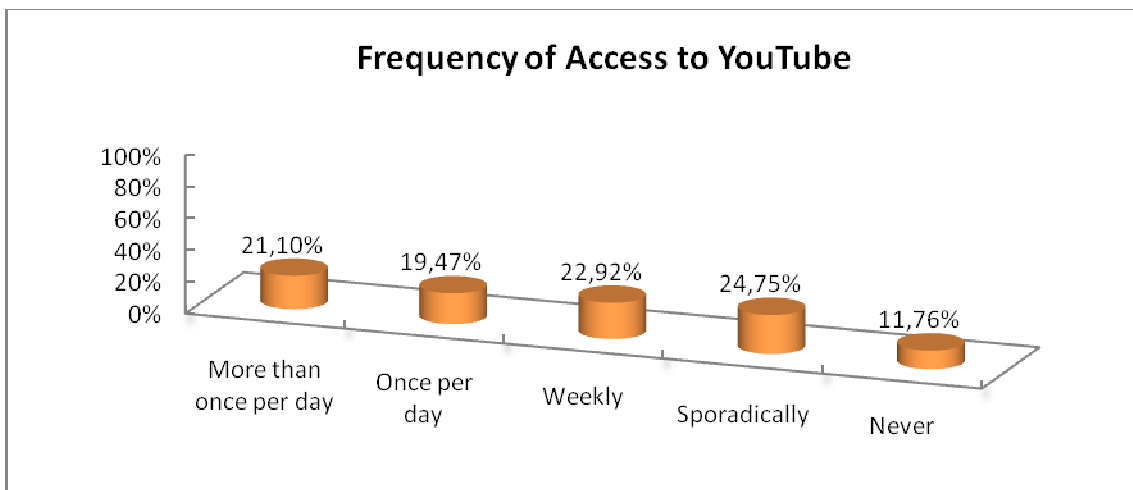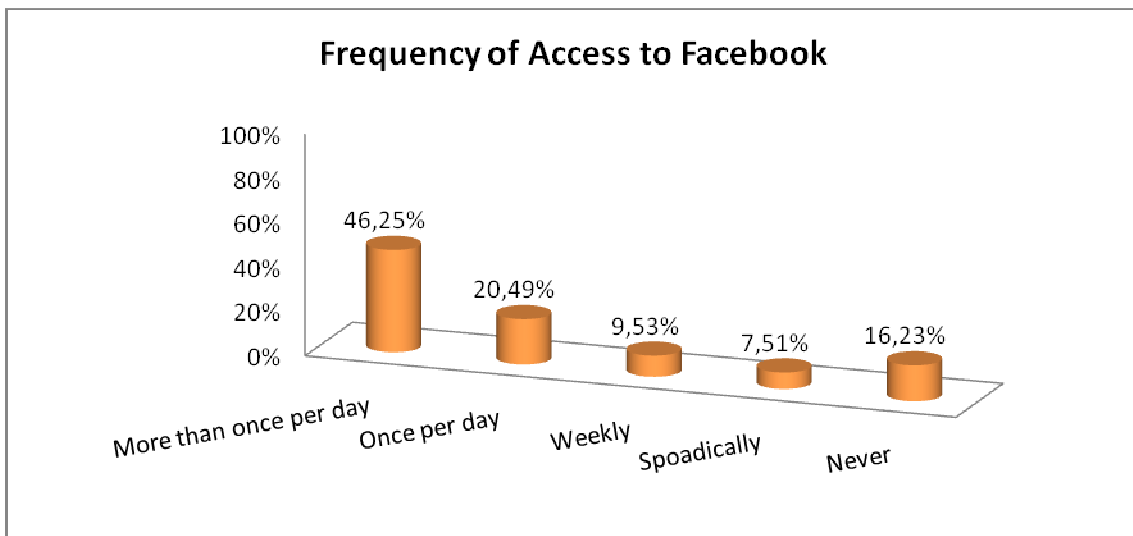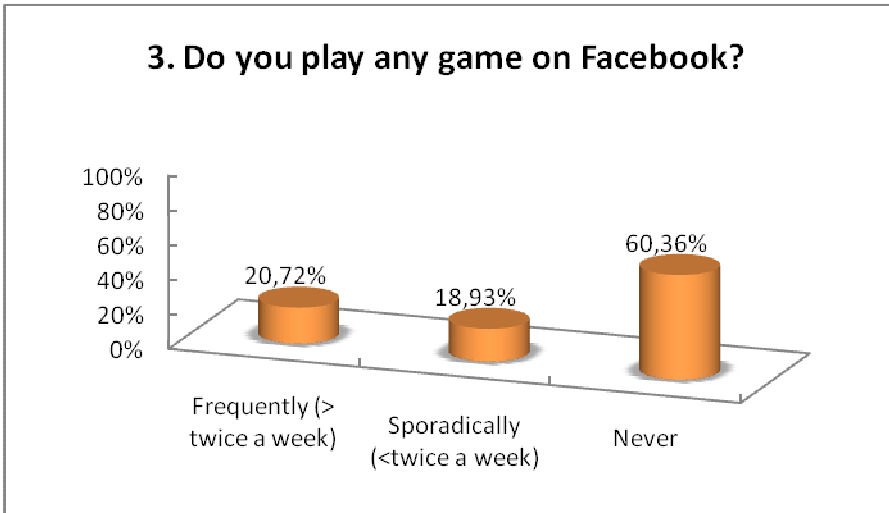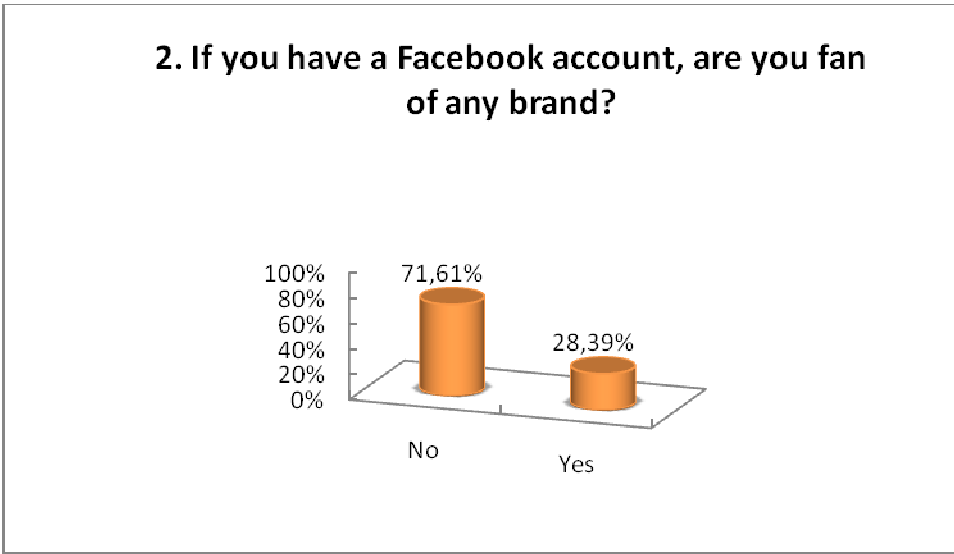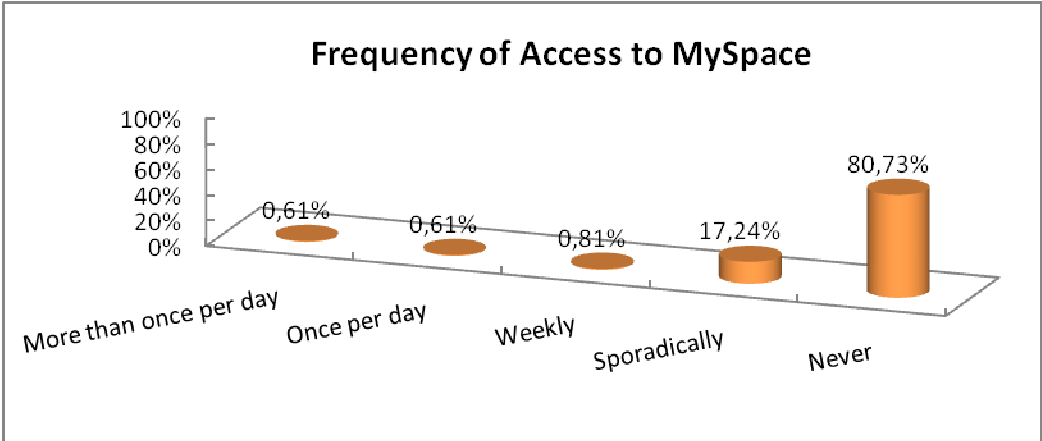
4. Have you participated in any promotion, offer or contest of a brand on Facebook?

- 54,48% — No, I didn't like any
- 31,97% — No, I've never seen any
- 13,55% — Yes
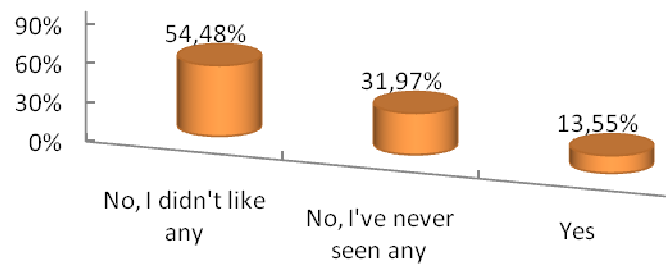
5. Have you been persuaded to buy any product after being exposed to publicity on Facebook?

- 93,09% — No
- 6,91% — Yes
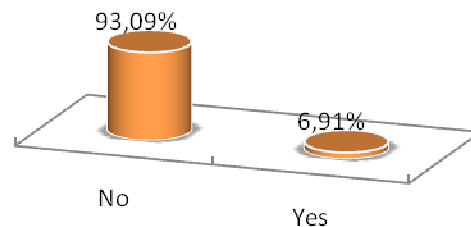
6. Which do you think is the main advantage for a company to be present on Facebook?

- 43,99% — Be aware of news about the brand
- 24,81% — Special promotions
- 7,67% — Interactivity between brand and consumers...
- 11,00% — Be connected with a brand I identify with
- 12,53% — None in particular

7. How many times a month do you go to a fuel station?

- Once: 15,01%
- Twice: 27,81%
- 3x: 15,23%
- 4x: 15,45%
- 5x: 4,86%
- More than 5x: 6,84%
- I don't drive: 14,79%

8. From those, how many times do you go to a Galp station?

- None: 26,27%
- Once: 22,96%
- Twice: 20,31%
- 3x: 7,95%
- 4x: 4,19%
- 5x: 1,32%
- More than...: 2,65%
- I don't drive: 14,35%

9. Do you think that oil prices in Portugal are well explained by the oil companies?

- Yes: 6,62%
- No: 93,38%

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10. Do you believe that oil prices in Portugal are decided by a cartel constituted by the three main oil companies (Galp, Repsol e BP)?
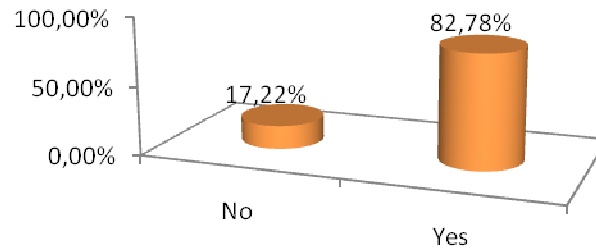
11. Have you been to Galp Energia's website?
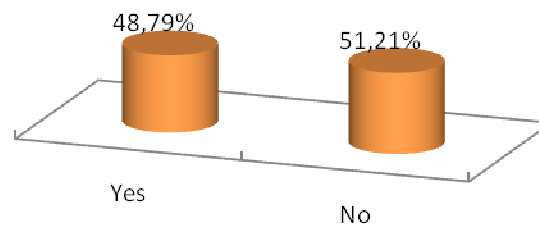
12. Which of these marketing campaigns do you remember? *(Multiple answer)*

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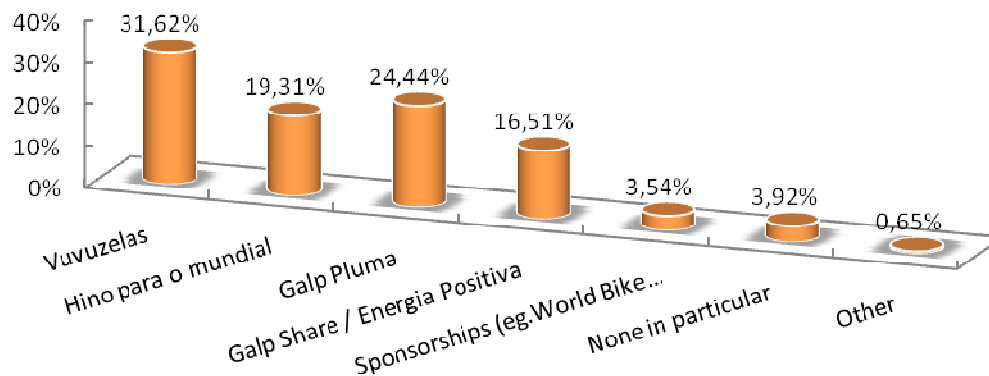
13. Which of these social activities from Galp do you know? *(Multiple answer)*

Legend:
- Patronage to arts
- Musical Events (eg. Ciclo de Jazz Galp in Casa da Música)
- Program agains Obesity
- Energia Positiva / Galp Share
- None
- Other
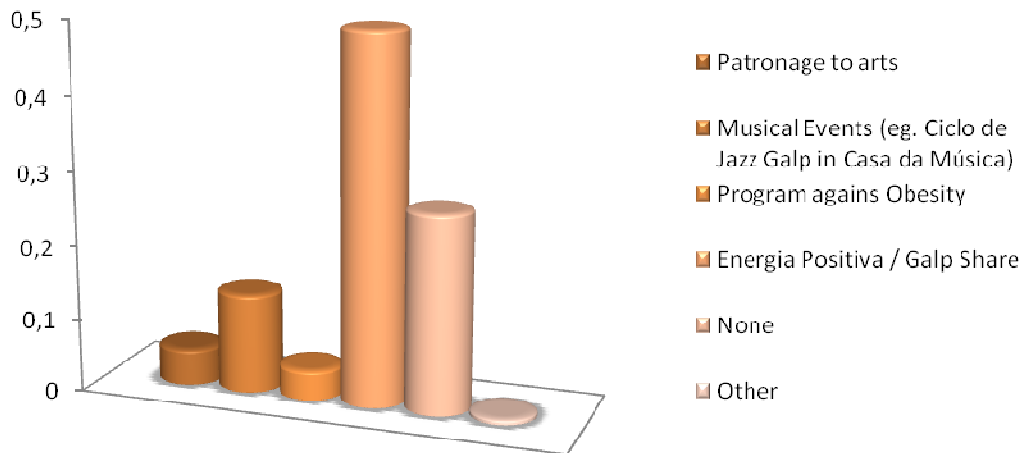
14. If Galp Energia had an official page on Facebook, would be a fan?

- No — 24,28%
- Probably not — 46,58%
- Probably yes — 27,37%
- Yes — 1,77%

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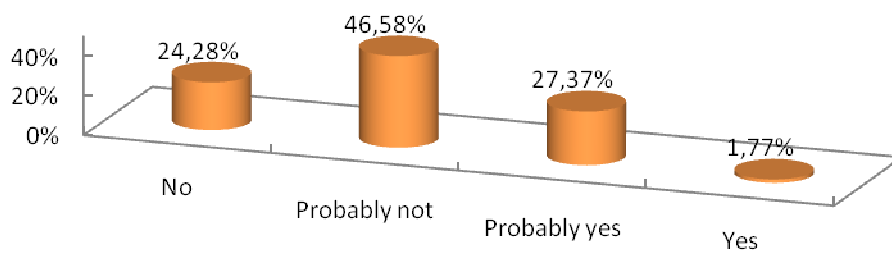
15. What would you expect to find on Galp's page?
(Multiple answer)

Institutional Info — 8,27%
Info about oil price changes — 18,22%
Special promotions on stations for fans — 17,17%
Special promotions not related w/ stations — 6,73%
Games — 1,33%
Info about social activities of the company — 14,16%
News about energetic innovation — 11,56%
Tips on how to save in energy costs — 17,03%
No opinion — 5,54%

16. Would you be willing to join Galp Share?

Yes — 9,53%
Maybe yes — 37,47%
Maybe not — 16,19%
No — 36,81%

16.1 If not, why?

- 31,62% — I don't use the car so often
- 31,62% — I don't want to change my habits
- 9,83%
- 15,81%
- 11,11%

Legend:
- I don't use the car so often
- I don't want to change my habits
- I'm not confortable w/ the idea
- I already share my journeys
- Other

17. Would you like to see Galp Energia more connected to sustainability, ecology and mobility issues?

- Certainly yes — 74,22%
- Probably yes — 22,20%
- Probably no — 2,24%
- Certainly no — 1,35%

18. Galp Energia developed a volunteering project for its collaborators. If that project was extended for clients, would you be interested in checking the offers?
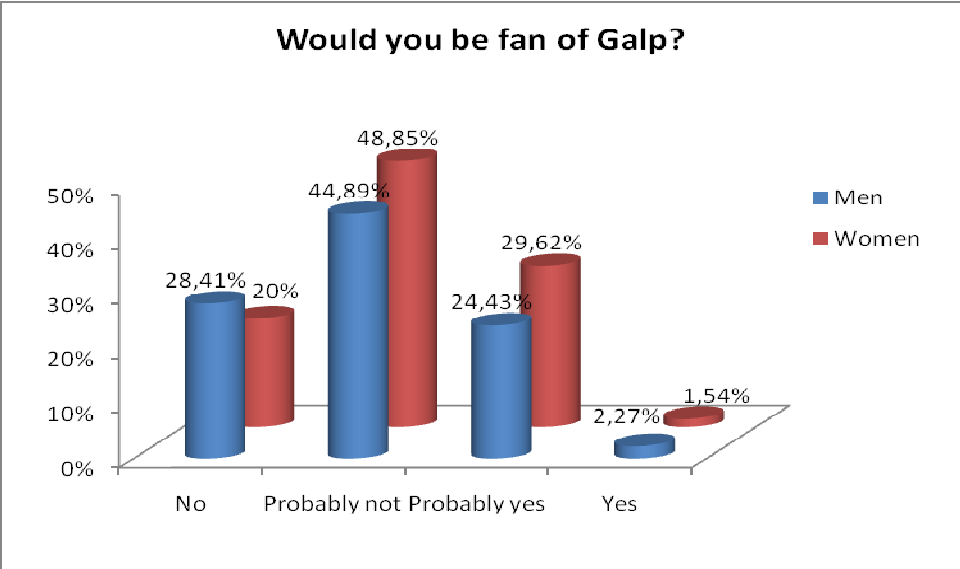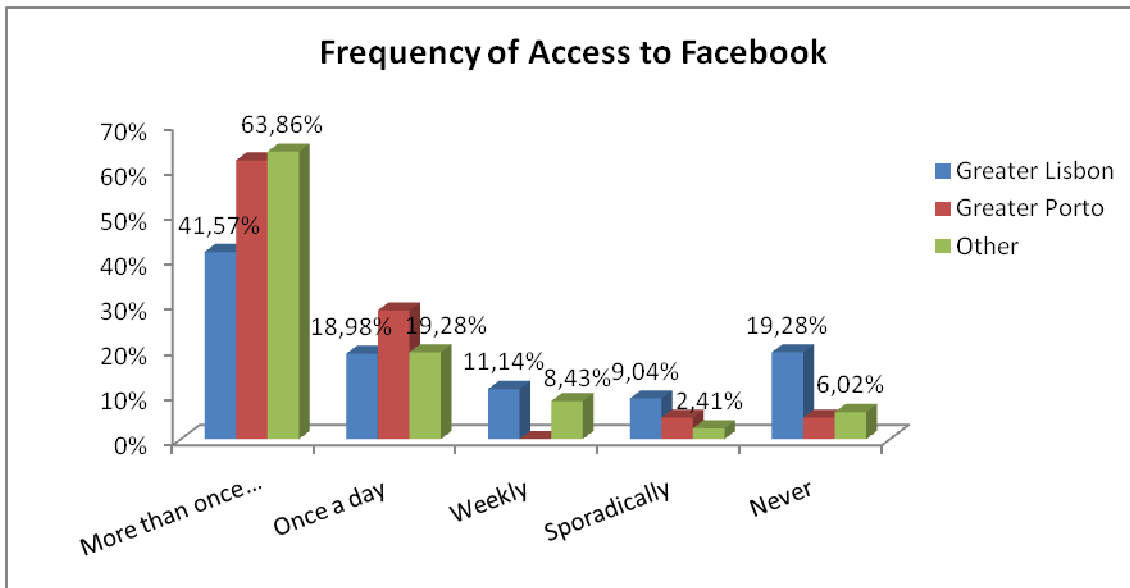

- No interest — 10,31%
- Little interest — 17,49%
- Some interest — 58,30%
- Much interest — 13,90%

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21. Gender

40,77%   59,23%

Masculine   Feminine

22. Qualifications

0,46%   30,98%   46,92%   20,05%   1,59%

Elementary School   High School   Undergraduate   Masters Degree   PhD

23. Place

76,31%   4,78%   18,91%

Greater Lisbon   Greater Porto   Other

49

Frequency of Access to Facebook according to qualifications:

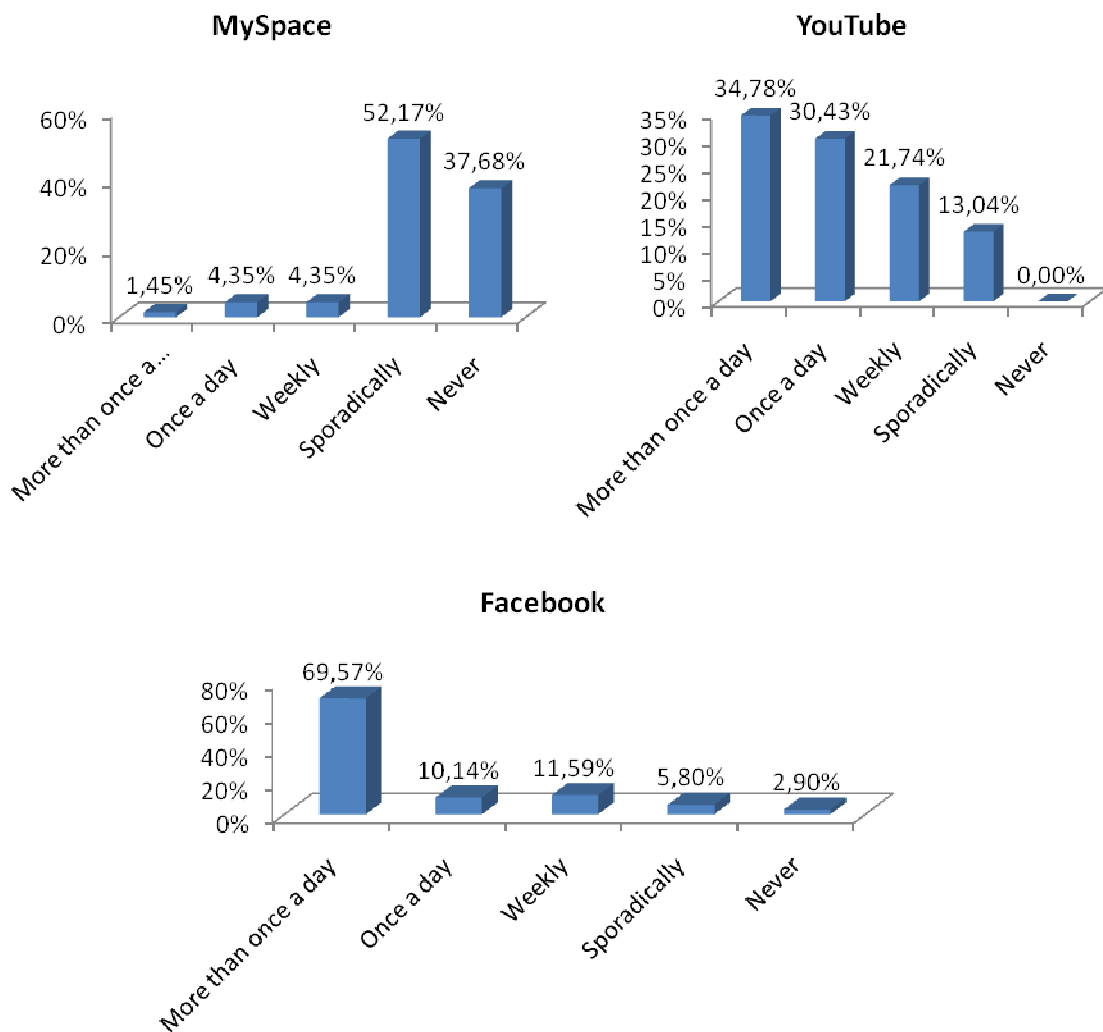## With High School

Undergraduates

Legend:
- ■ More than once a day
- ■ Once a day
- ■ Weekly
- ■ Sporadically
- ■ Never

Masters

PhD

Would you be fan of Galp?

Legend:
- ■ Never goes to FB
- ■ Goes sporadically to FB
- ■ Weekly visitor to FB
- ■ Daily Visitor to FB
- ■ Goes more than once per day to FB

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Would you be fan of Galp? *(by age gap)*

Certainly would
Probably would

What do potential fans expect from Galp's page?
(multiple answer)

30,83%   68,33%   75,83%   34,17%   5,00%   60,83%   45,83%   63,33%   0,83%

Institutional info
Info about oil price changes
Special promotions on stations for fans
Special promotions not related w/stations
Games
Info about social activities of the company
News about energetic innovation
Tips on how to save in energy costs
No opinion

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Would you be fan of Galp?

Would you be fan of Galp?

Would you be fan of Galp?

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Frequency of Access to Facebook

Frequency of Access to other social platforms of Twitter users:

MySpace

YouTube

Facebook

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Correlation Tables: Pearson and tau-b

Correlations

			Facebook	Youtube	Twitter	MySpace	2 Se utilizador do Facebook f de alguma marca	3 Utiliza jogos no Facebook	4 J participou em alguma promoo oferta ou concurso de uma marca feita via Facebook	5 J foi levado a comprar um produto aps ter sido exposto a publicidade via Facebook mesmo que indirectamente	6 Qual considera ser a maior vantagem para o consumidor de uma empresa estar presente numa rede social como o Facebook	7 Quantas vezes por ms em mdia se desloca a um posto de abastecimento	8 Dessas quantas vezes vai a um posto da Galp	9 Considera que os preos praticados pelas empresas gasolineiras esto claramente justificados	10 Cr que possa existir um acordo entre as trs maiores gasolineiras em Portugal Galp Repsol e BP para o estabelecimento	11 J alguma vez acedeu ao site oficial da Galp	14 Se a Galp Energia tivesse uma pgina oficial no Facebook seria f dela	17 Gostaria de ver a Galp Energia associada a mais eventos de sustentabilidade de ecologia e mobilidade	18 A Galp Energia desenvolveu um projecto de voluntariado para os seus colaboradores Se essa bolsa fosse estendida ao cl	21 Gnero	22 Habilitaes literrias	23 Localidade
Kendall's tau_b	Facebook	Correlation Coefficient	1,000	,505**	,173**	,152**	-,232**	,241**	,067	-,124**	,142**	-,079*	,036	,038	,000	,018	-,257**	,129**	-,077	-,061	-,093*	-,199**
		Sig. (2-tailed)	.	,000	,000	,000	,000	,000	,145	,009	,001	,039	,349	,380	,995	,677	,000	,003	,061	,165	,025	,000
		N	491	491	491	491	388	388	388	388	388	450	450	450	450	450	450	443	443	436	436	436
	Youtube	Correlation Coefficient	,505**	1,000	,238**	,230**	-,095*	,100*	,013	-,062	,082	-,124**	-,041	,009	,026	,005	-,111**	,134**	-,016	,092*	-,061	-,163**
		Sig. (2-tailed)	,000	.	,000	,000	,039	,023	,767	,179	,052	,001	,272	,831	,536	,914	,006	,001	,684	,033	,136	,000
		N	491	491	491	491	388	388	388	388	388	450	450	450	450	450	450	443	443	436	436	436
	Twitter	Correlation Coefficient	,173**	,238**	1,000	,442**	-,097	-,009	,038	-,107*	,036	-,098*	-,032	-,013	,106*	,021	-,107*	,090*	,011	,129**	-,044	-,079
		Sig. (2-tailed)	,000	,000	.	,000	,051	,855	,427	,031	,436	,016	,443	,775	,023	,653	,015	,050	,796	,006	,327	,086
		N	491	491	491	491	388	388	388	388	388	450	450	450	450	450	450	443	443	436	436	436
	MySpace	Correlation Coefficient	,152**	,230**	,442**	1,000	,034	,022	,050	-,003	-,018	-,047	-,001	,034	,049	,071	-,091*	,033	,008	,067	-,005	-,027
		Sig. (2-tailed)	,000	,000	,000	.	,494	,652	,296	,955	,697	,259	,986	,464	,293	,127	,040	,475	,850	,159	,904	,556
		N	491	491	491	491	388	388	388	388	388	450	450	450	450	450	450	443	443	436	436	436
	2 Se utilizador do Facebook f de alguma marca	Correlation Coefficient	-,232**	-,095*	-,097	,034	1,000	,021	,203**	,143**	-,145**	,101*	,040	,024	-,077	-,118*	,155**	,045	,084	-,026	,102*	,049
		Sig. (2-tailed)	,000	,039	,051	,494	.	,658	,000	,005	,002	,026	,384	,645	,135	,023	,002	,377	,086	,625	,038	,336
		N	388	388	388	388	388	388	388	388	388	375	375	375	375	375	375	370	370	366	366	366
	3 Utiliza jogos no Facebook	Correlation Coefficient	,241**	,100*	-,009	,022	,021	1,000	-,015	-,038	,034	-,029	,035	,072	-,027	-,120*	-,156**	-,050	-,027	-,058	,124**	-,146**
		Sig. (2-tailed)	,000	,023	,855	,652	,658	.	,740	,434	,450	,505	,431	,143	,588	,016	,001	,308	,568	,249	,008	,003
		N	388	388	388	388	388	388	388	388	388	375	375	375	375	375	375	370	370	366	366	366
	4 J participou em alguma promoo oferta ou concurso de uma marca feita via Facebook	Correlation Coefficient	,067	,013	,038	,050	,203**	-,015	1,000	,097*	,036	,017	,018	-,067	,032	-,016	,128**	,089	,046	,052	-,015	-,029
		Sig. (2-tailed)	,145	,767	,427	,296	,000	,740	.	,048	,420	,699	,680	,177	,520	,747	,006	,070	,331	,299	,750	,561
		N	388	388	388	388	388	388	388	388	388	375	375	375	375	375	375	370	370	366	366	366
	5 J foi levado a comprar um produto aps ter sido exposto a publicidade via Facebook mesmo que indirectamente	Correlation Coefficient	-,124**	-,062	-,107*	-,003	,143**	-,038	,097*	1,000	-,052	,043	,066	-,078	,047	-,036	,212**	-,059	,081	,072	,071	,028
		Sig. (2-tailed)	,009	,179	,031	,955	,005	,434	,048	.	,262	,350	,152	,132	,359	,484	,000	,249	,097	,172	,148	,589
		N	388	388	388	388	388	388	388	388	388	375	375	375	375	375	375	370	370	366	366	366
	6 Qual considera ser a maior vantagem para o consumidor de uma empresa estar presente numa rede social como o Facebook	Correlation Coefficient	,142**	,082	,036	-,018	-,145**	,034	,036	-,052	1,000	,010	-,005	-,024	,051	,056	-,096*	,014	-,079	,001	-,053	,009
		Sig. (2-tailed)	,001	,052	,436	,697	,002	,450	,420	,262	.	,814	,899	,606	,283	,239	,033	,768	,078	,985	,240	,851
		N	388	388	388	388	388	388	388	388	388	375	375	375	375	375	375	370	370	366	366	366
	7 Quantas vezes por ms em mdia se desloca a um posto de abastecimento	Correlation Coefficient	-,079*	-,124**	-,098*	-,047	,101*	-,029	,017	,043	,010	1,000	,484**	-,032	-,079	,035	,105**	,003	,056	,014	-,045	,059
		Sig. (2-tailed)	,039	,001	,016	,259	,026	,505	,699	,350	,814	.	,000	,438	,059	,397	,008	,942	,152	,746	,260	,157
		N	450	450	450	450	375	375	375	375	375	450	450	450	450	450	450	443	443	436	436	436
	8 Dessas quantas vezes vai a um posto da Galp	Correlation Coefficient	,036	-,041	-,032	-,001	,040	,035	,018	,066	-,005	,484**	1,000	-,065	-,075	-,055	,147**	-,063	,114**	-,059	-,059	-,061
		Sig. (2-tailed)	,349	,272	,443	,986	,384	,431	,680	,152	,899	,000	.	,123	,074	,193	,000	,130	,004	,165	,143	,148
		N	450	450	450	450	375	375	375	375	375	450	450	450	450	450	450	443	443	436	436	436
	9 Considera que os preos praticados pelas empresas gasolineiras esto claramente justificados	Correlation Coefficient	,038	,009	-,013	,034	,024	,072	-,067	-,078	-,024	-,032	-,065	1,000	,162**	-,030	-,145**	,040	-,085	-,131**	,063	,076
		Sig. (2-tailed)	,380	,831	,775	,464	,645	,143	,177	,132	,606	,438	,123	.	,001	,529	,001	,390	,056	,006	,164	,105
		N	450	450	450	450	375	375	375	375	375	450	450	450	450	450	450	443	443	436	436	436
	10 Cr que possa existir um acordo entre as trs maiores gasolineiras em Portugal Galp Repsol e BP para o estabelecimento	Correlation Coefficient	,000	,026	,106*	,049	-,077	-,027	,032	,047	,051	-,079	-,075	,162**	1,000	-,043	-,099*	,076	-,044	-,098*	,015	-,030
		Sig. (2-tailed)	,995	,536	,023	,293	,135	,588	,520	,359	,283	,059	,074	,001	.	,362	,026	,103	,323	,041	,748	,529
		N	450	450	450	450	375	375	375	375	375	450	450	450	450	450	450	443	443	436	436	436
	11 J alguma vez acedeu ao site oficial da Galp	Correlation Coefficient	,018	,005	,021	,071	-,118*	-,120*	-,016	-,036	,056	,035	-,055	-,030	-,043	1,000	-,176**	,137**	-,103*	,161**	-,031	,140**
		Sig. (2-tailed)	,677	,914	,653	,127	,023	,016	,747	,484	,239	,397	,193	,529	,362	.	,000	,003	,021	,001	,492	,003
		N	450	450	450	450	375	375	375	375	375	450	450	450	450	450	450	443	443	436	436	436
	14 Se a Galp Energia tivesse uma pgina oficial no Facebook seria f dela	Correlation Coefficient	-,257**	-,111**	-,107*	-,091*	,155**	-,156**	,128**	,212**	-,096*	,105**	,147**	-,145**	-,099*	-,176**	1,000	-,123**	,309**	,078	-,110**	,086
		Sig. (2-tailed)	,000	,006	,015	,040	,002	,001	,006	,000	,033	,008	,000	,001	,026	,000	.	,005	,000	,084	,010	,053
		N	450	450	450	450	375	375	375	375	375	450	450	450	450	450	450	443	443	436	436	436
	17 Gostaria de ver a Galp Energia associada a mais eventos de sustentabilidade ecologia e mobilidade	Correlation Coefficient	,129**	,134**	,090*	,033	,045	-,050	,089	-,059	,014	,003	-,063	,040	,076	,137**	-,123**	1,000	-,224**	,017	-,150**	,021
		Sig. (2-tailed)	,003	,001	,050	,475	,377	,308	,070	,249	,768	,942	,130	,390	,103	,003	,005	.	,000	,713	,001	,656
		N	443	443	443	443	370	370	370	370	370	443	443	443	443	443	443	443	443	436	436	436
	18 A Galp Energia desenvolveu um projecto de voluntariado para os seus colaboradores Se essa bolsa fosse estendida ao cl	Correlation Coefficient	-,077	-,016	,011	,008	,084	-,027	,046	,081	-,079	,056	,114**	-,085	-,044	-,103*	,309**	-,224**	1,000	,180**	,020	,044
		Sig. (2-tailed)	,061	,684	,796	,850	,086	,568	,331	,097	,078	,152	,004	,056	,323	,021	,000	,000	.	,000	,630	,323
		N	443	443	443	443	370	370	370	370	370	443	443	443	443	443	443	443	443	436	436	436
	21 Gnero	Correlation Coefficient	-,061	,092*	,129**	,067	-,026	-,058	,052	,072	,001	,014	-,059	-,131**	-,098*	,161**	,078	-,017	,180**	1,000	,069	,072
		Sig. (2-tailed)	,165	,033	,006	,159	,625	,249	,299	,172	,985	,746	,165	,006	,041	,001	,084	,713	,000	.	,130	,126
		N	436	436	436	436	366	366	366	366	366	436	436	436	436	436	436	436	436	436	436	436
	22 Habilitaes literrias	Correlation Coefficient	-,093*	-,061	-,044	-,005	,102*	,124**	-,015	,071	-,053	-,045	-,059	,063	,015	-,031	-,110**	-,150**	,020	,069	1,000	-,071
		Sig. (2-tailed)	,025	,136	,327	,904	,038	,008	,750	,148	,240	,260	,143	,164	,748	,492	,010	,001	,630	,130	.	,110
		N	436	436	436	436	366	366	366	366	366	436	436	436	436	436	436	436	436	436	436	436
	23 Localidade	Correlation Coefficient	-,199**	-,163**	-,079	-,027	,049	-,146**	-,029	,028	,009	,059	-,061	,076	-,030	,140**	,086	-,021	,044	,072	-,071	1,000
		Sig. (2-tailed)	,000	,000	,086	,556	,336	,003	,561	,589	,851	,157	,148	,105	,529	,003	,053	,656	,323	,126	,110	.
		N	436	436	436	436	366	366	366	366	366	436	436	436	436	436	436	436	436	436	436	436

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		Facebook	Youtube	Twitter	MySpace	2 Se utilizador do Facebook f de alguma marca	3 Utiliza jogos no Facebook	4 J participou em alguma promoo oferta ou concurso de uma marca feita via Facebook	5 J foi levado a comprar um produto aps ter sido exposto a publicidade via Facebook mesmo que indirectamente	6 Qual considera ser a maior vantagem para o consumidor de uma empresa estar presente numa rede social como o Facebook	7 Quantas vezes por ms em mdia se desloca a um posto de abastecimento	8 Dessas quantas vezes vai a um posto da Galp	9 Considera que os preos praticados pelas empresas gasolineiras esto claramente justificados	10 Cr que possa existir um acordo entre as trs maiores gasolineiras em Portugal Galp Repsol e BP para o estabelecimento	11 J alguma vez acedeu ao site oficial da Galp	14 Se a Galp Energia tivesse uma pgina oficial no Facebook seria f dela	16 O Galp Share uma rede online desenvolvida pela Galp Energia para ligar entre si clientes que habitualmente se desloc	161 Se respondeu no ou talvez no pergunta anterior qual a principal razo	17 Gostaria de ver a Galp Energia associada a mais eventos de sustentabilidade de ecologia e mobilidade	18 A Galp Energia desenvolveu um projecto de voluntariado para os seus colaboradores Se essa bolsa fosse estendida ao cl	21 Gnero	22 Habilitaes literrias	23 Localidade
Facebook	Pearson Correlation	1	,571**	,177**	,112*	-,243**	,285**	,033	-,132**	,221**	-,107*	-,020	,043	,005	,012	-,312**	,259**	,007	,153**	-,119*	-,088	-,103*	-,216**
	Sig. (2-tailed)		,000	,000	,013	,000	,000	,519	,009	,000	,024	,677	,361	,909	,799	,000	,000	,910	,001	,012	,067	,032	,000
	N	491	491	491	491	388	388	388	388	388	450	450	450	450	450	450	448	233	443	443	436	436	436
Youtube	Pearson Correlation	,571**	1	,252**	,210**	-,104*	,111*	-,013	-,070	,109*	-,177**	-,110*	,010	,036	,007	-,135**	,189**	,032	,143**	-,025	,102*	-,064	-,185**
	Sig. (2-tailed)	,000		,000	,000	,041	,029	,797	,167	,032	,000	,020	,832	,447	,880	,004	,000	,632	,003	,599	,033	,183	,000
	N	491	491	491	491	388	388	388	388	388	450	450	450	450	450	450	448	233	443	443	436	436	436
Twitter	Pearson Correlation	,177**	,252**	1	,447**	-,069	-,012	,010	-,054	,030	-,086	-,017	,025	,068	-,009	-,113*	,088	-,039	,091	,008	,136**	-,038	-,039
	Sig. (2-tailed)	,000	,000		,000	,176	,809	,848	,290	,559	,069	,714	,597	,149	,853	,016	,062	,552	,055	,868	,004	,423	,421
	N	491	491	491	491	388	388	388	388	388	450	450	450	450	450	450	448	233	443	443	436	436	436
MySpace	Pearson Correlation	,112*	,210**	,447**	1	,040	-,004	,069	,011	-,030	-,039	-,010	,087	,050	,034	-,099*	,102*	,048	,041	,008	,086	,045	-,002
	Sig. (2-tailed)	,013	,000	,000		,427	,933	,172	,835	,550	,412	,835	,067	,289	,468	,036	,031	,463	,394	,859	,073	,345	,964
	N	491	491	491	491	388	388	388	388	388	450	450	450	450	450	450	448	233	443	443	436	436	436
2 Se utilizador do Facebook f de alguma marca	Pearson Correlation	-,243**	-,104*	-,069	,040	1	,017	,259**	,143**	-,164**	,122*	,061	,024	-,077	-,118*	,160**	-,023	-,113	,009	,103*	-,026	,105*	,041
	Sig. (2-tailed)	,000	,041	,176	,427		,745	,000	,005	,001	,018	,238	,645	,136	,022	,002	,661	,131	,868	,048	,625	,044	,440
	N	388	388	388	388	388	388	388	388	388	375	375	375	375	375	375	374	180	370	370	366	366	366
3 Utiliza jogos no Facebook	Pearson Correlation	,285**	,111*	-,012	-,004	,017	1	-,030	-,047	,070	-,037	-,004	,073	-,039	-,124*	-,168**	,024	-,009	-,071	-,036	-,063	,140**	-,167**
	Sig. (2-tailed)	,000	,029	,809	,933	,745		,559	,360	,167	,481	,942	,159	,455	,016	,001	,643	,907	,172	,486	,230	,007	,001
	N	388	388	388	388	388	388	388	388	388	375	375	375	375	375	375	374	180	370	370	366	366	366
4 J participou em alguma promoo oferta ou concurso de uma marca feita via Facebook	Pearson Correlation	,033	-,013	,010	,069	,259**	-,030	1	,126*	,003	,025	,021	-,072	,047	-,016	,147**	-,032	-,075	,038	,060	,063	-,003	-,029
	Sig. (2-tailed)	,519	,797	,848	,172	,000	,559		,013	,952	,632	,678	,162	,369	,763	,004	,540	,316	,460	,252	,231	,952	,586
	N	388	388	388	388	388	388	388	388	388	375	375	375	375	375	375	374	180	370	370	366	366	366
5 J foi levado a comprar um produto aps ter sido exposto a publicidade via Facebook mesmo que indirectamente	Pearson Correlation	-,132**	-,070	-,054	,011	,143**	-,047	,126*	1	-,060	,051	,057	-,078	,047	-,036	,218**	-,086	,116	-,064	,085	,072	,067	,038
	Sig. (2-tailed)	,009	,167	,290	,835	,005	,360	,013		,242	,325	,272	,132	,359	,485	,000	,096	,122	,217	,103	,172	,203	,464
	N	388	388	388	388	388	388	388	388	388	375	375	375	375	375	375	374	180	370	370	366	366	366
6 Qual considera ser a maior vantagem para o consumidor de uma empresa estar presente numa rede social como o Facebook	Pearson Correlation	,221**	,109*	,030	-,030	-,164**	,070	,003	-,060	1	,028	,021	-,022	,035	,071	-,159**	,031	,168*	,101	-,126*	-,013	-,079	,028
	Sig. (2-tailed)	,000	,032	,559	,550	,001	,167	,952	,242		,590	,680	,668	,497	,168	,002	,547	,024	,051	,015	,798	,130	,588
	N	388	388	388	388	388	388	388	388	388	375	375	375	375	375	375	374	180	370	370	366	366	366
7 Quantas vezes por ms em mdia se desloca a um posto de abastecimento	Pearson Correlation	-,107*	-,177**	-,086	-,039	,122*	-,037	,025	,051	,028	1	,735**	-,049	-,107*	,061	,102*	-,118*	-,095	,024	,059	,009	-,052	,077
	Sig. (2-tailed)	,024	,000	,069	,412	,018	,481	,632	,325	,590		,000	,296	,023	,200	,030	,013	,147	,614	,214	,856	,277	,110
	N	450	450	450	450	375	375	375	375	375	450	450	450	450	450	450	448	233	443	443	436	436	436
8 Dessas quantas vezes vai a um posto da Galp	Pearson Correlation	-,020	-,110*	-,017	-,010	,061	-,004	,021	,057	,021	,735**	1	-,094*	-,128**	-,005	,114*	-,089	-,167*	-,078	,108*	-,030	-,080	-,048
	Sig. (2-tailed)	,677	,020	,714	,835	,238	,942	,678	,272	,680	,000		,046	,006	,910	,016	,060	,011	,102	,023	,536	,096	,318
	N	450	450	450	450	375	375	375	375	375	450	450	450	450	450	450	448	233	443	443	436	436	436
9 Considera que os preos praticados pelas empresas gasolineiras esto claramente justificados	Pearson Correlation	,043	,010	,025	,087	,024	,073	-,072	-,078	-,022	-,049	-,094*	1	,162**	-,030	-,152**	,002	,168*	,050	-,092	-,131**	,074	,090
	Sig. (2-tailed)	,361	,832	,597	,067	,645	,159	,162	,132	,668	,296	,046		,001	,530	,001	,965	,010	,289	,053	,006	,122	,060
	N	450	450	450	450	375	375	375	375	375	450	450	450	450	450	450	448	233	443	443	436	436	436
10 Cr que possa existir um acordo entre as trs maiores gasolineiras em Portugal Galp Repsol e BP para o estabelecimento	Pearson Correlation	,005	,036	,068	,050	-,077	-,039	,047	,047	,035	-,107*	-,128**	,162**	1	-,043	-,099*	,109*	-,026	,067	-,049	-,098*	,018	-,025
	Sig. (2-tailed)	,909	,447	,149	,289	,136	,455	,369	,359	,497	,023	,006	,001		,363	,035	,021	,695	,161	,303	,041	,713	,600
	N	450	450	450	450	375	375	375	375	375	450	450	450	450	450	450	448	233	443	443	436	436	436
11 J alguma vez acedeu ao site oficial da Galp	Pearson Correlation	,012	,007	-,009	,034	-,118*	-,124*	-,016	-,036	,071	,061	-,005	-,030	-,043	1	-,188**	,017	-,056	,132**	-,113*	,161**	-,028	,140**
	Sig. (2-tailed)	,799	,880	,853	,468	,022	,016	,763	,485	,168	,200	,910	,530	,363		,000	,720	,391	,005	,018	,001	,555	,003
	N	450	450	450	450	375	375	375	375	375	450	450	450	450	450	450	448	233	443	443	436	436	436
14 Se a Galp Energia tivesse uma pgina oficial no Facebook seria f dela	Pearson Correlation	-,312**	-,135**	-,113*	-,099*	,160**	-,168**	,147**	,218**	-,159**	,102*	,114*	-,152**	-,099*	-,188**	1	-,253**	-,013	-,176**	,358**	,078	-,102*	,086
	Sig. (2-tailed)	,000	,004	,016	,036	,002	,001	,004	,000	,002	,030	,016	,001	,035	,000		,000	,841	,000	,000	,102	,033	,074
	N	450	450	450	450	375	375	375	375	375	450	450	450	450	450	450	448	233	443	443	436	436	436
16 O Galp Share uma rede online desenvolvida pela Galp Energia para ligar entre si clientes que habitualmente se desloc	Pearson Correlation	,259**	,189**	,088	,102*	-,023	,024	-,032	-,086	,031	-,118*	-,089	,002	,109*	,017	-,253**	1	,060	,267**	-,369**	-,044	-,054	-,098*
	Sig. (2-tailed)	,000	,000	,062	,031	,661	,643	,540	,096	,547	,013	,060	,965	,021	,720	,000		,365	,000	,000	,364	,256	,041
	N	448	448	448	448	374	374	374	374	374	448	448	448	448	448	448	448	233	443	443	436	436	436
161 Se respondeu no ou talvez no pergunta anterior qual a principal razo	Pearson Correlation	,007	,032	-,039	,048	-,113	-,009	-,075	,116	,168*	-,095	-,167*	,168*	-,026	-,056	-,013	,060	1	,013	-,039	-,132*	,094	-,014
	Sig. (2-tailed)	,910	,632	,552	,463	,131	,907	,316	,122	,024	,147	,011	,010	,695	,391	,841	,365		,845	,557	,045	,158	,830
	N	233	233	233	233	180	180	180	180	180	233	233	233	233	233	233	233	233	233	233	229	229	229
17 Gostaria de ver a Galp Energia associada a mais eventos de sustentabilidade ecologia e mobilidade	Pearson Correlation	,153**	,143**	,091	,041	,009	-,071	,038	-,064	,101	,024	-,078	,050	,067	,132**	-,176**	,267**	,013	1	-,271**	-,049	-,136**	-,031
	Sig. (2-tailed)	,001	,003	,055	,394	,868	,172	,460	,217	,051	,614	,102	,289	,161	,005	,000	,000	,845		,000	,310	,004	,514
	N	443	443	443	443	370	370	370	370	370	443	443	443	443	443	443	443	233	443	443	436	436	436
18 A Galp Energia desenvolveu um projecto de voluntariado para os seus colaboradores Se essa bolsa fosse estendida ao cl	Pearson Correlation	-,119*	-,025	,008	,008	,103*	-,036	,060	,085	-,126*	,059	,108*	-,092	-,049	-,113*	,358**	-,369**	-,039	-,271**	1	,205**	,004	,056
	Sig. (2-tailed)	,012	,599	,868	,859	,048	,486	,252	,103	,015	,214	,023	,053	,303	,018	,000	,000	,557	,000		,000	,939	,246
	N	443	443	443	443	370	370	370	370	370	443	443	443	443	443	443	443	233	443	443	436	436	436
21 Gnero	Pearson Correlation	-,088	,102*	,136**	,086	-,026	-,063	,063	,072	-,013	,009	-,030	-,131**	-,098*	,161**	,078	-,044	-,132*	-,049	,205**	1	,066	,068
	Sig. (2-tailed)	,067	,033	,004	,073	,625	,230	,231	,172	,798	,856	,536	,006	,041	,001	,102	,364	,045	,310	,000		,166	,157
	N	436	436	436	436	366	366	366	366	366	436	436	436	436	436	436	436	229	436	436	436	436	436
22 Habilitaes literrias	Pearson Correlation	-,103*	-,064	-,038	,045	,105*	,140**	-,003	,067	-,079	-,052	-,080	,074	,018	-,028	-,102*	-,054	,094	-,136**	,004	,066	1	-,072
	Sig. (2-tailed)	,032	,183	,423	,345	,044	,007	,952	,203	,130	,277	,096	,122	,713	,555	,033	,256	,158	,004	,939	,166		,136
	N	436	436	436	436	366	366	366	366	366	436	436	436	436	436	436	436	229	436	436	436	436	436
23 Localidade	Pearson Correlation	-,216**	-,185**	-,039	-,002	,041	-,167**	-,029	,038	,028	,077	-,048	,090	-,025	,140**	,086	-,098*	-,014	-,031	,056	,068	-,072	1
	Sig. (2-tailed)	,000	,000	,421	,964	,440	,001	,586	,464	,588	,110	,318	,060	,600	,003	,074	,041	,830	,514	,246	,157	,136	
	N	436	436	436	436	366	366	366	366	366	436	436	436	436	436	436	436	229	436	436	436	436	436

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Teaching Notes

The present case-study is rather broad and can raise a multiplicity of questions. It is focused on a company that belongs to a sector that apparently has nothing to do with the social media. Consumer's engagement is low, the marketing department is traditionally not as important as other sectors for the oil companies and image problems raise concerns. This case shows in fact the example of a company which knows how to read the latest marketing trends and wants to improve its situation and create added value to the company. The social media is today a worldwide growing reality, and Portugal is no exception. Companies need to go where consumers are. Especially in this industry, only answering to their real questions it is possible to increase the brand loyalty and consumer engagement. An engaged customer is more likely to purchase from a company he feels connection with.

Galp is a company recognized for its national character and is strongly present in consumers mind. In the difficult period in time of a recession, its relationship with customers is only likely to deteriorate, especially when consumers face the alternative of buying low-cost fuels. Galp's strategy of sponsorship of the Portuguese National Team has created always a strong impact, but its results are only visible during the short time of the world and euro championships.

Facing a trend in the oil industry, Galp is trying to attach its image to the values of sustainability, mobility and green energy – the "positive energy" concept. The social media offer an opportunity for the company to communicate with consumers – and explain to a broader audience the reasons for the oil prices to increase in a more direct way – and to develop its mobility initiative Galp Share. The survey proved that consumers are willing to see the brand more connected with green and sustainable initiatives.

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Possible Questions for the case

1. What are the alternatives for a company to attack image issues or interact with consumers other than "going social"? What would be the compared benefits? *(direct question)*

2. What should be the best strategy for a company like Galp to follow when approaching the social media? Which platforms should the company use and why? *(development question)*

   Suggested topics to debate:
   a) Galp is for now considering only Facebook and Twitter. Is that enough? How important is YouTube and viral videos for companies?
   b) Interaction among platforms is essential for the success of an online marketing campaign and for a more effective communication and engagement with consumers.
   c) Galp's initial objectives are to listen to consumers and debate industry or brand topics with them. How long would that stage last and how could it be effective?
   d) How could Galp connect its communication objectives with the enlargement of the Galp Share community?

3. How could Galp segment its online fans and how could the brand captivate consumers to follow it? *(development question)*

   Suggested topics:

   a) The most successful brands on Facebook such as Starbucks have not only an international page, but also national, regional and product pages. The interconnection with these pages improves consumers' involvement with the brand.
   b) Galp is a nationwide brand, present virtually in the whole country and all the population is considered by the company as its target.

4. Which reasonable objectives should Galp have for its entrance in the social media? How could it measure its success? *(direct question)*

Some suggested arguments to debate:

a) Number of fans /followers.

b) Number of likes/responses per post.

c) Evolution in the type of comments.

d) Increase in the buzz.

e) Sales

Conclusions

The social media is still a recent topic in what concerns to its use by marketing. As presented, most of the companies from Forbes 500 are present already in the social platforms, but few are really exploring to the maximum its potential (Zeisser, 2010). This is caused partially because of a lack of suitable performance metrics (Tsai, 2009). Despite this fact, it is not possible to ignore the web 2.0 tools anymore. Marketers have been reporting night-five percent of ROI on their investments in social media and thirty percent ROIs higher than one hundred fifty percent (Eddy, 2011). Never before it was possible to target so precisely consumers on the internet, with all the resulting advantages from that (Crosier, 1999).

A good level of interactivity is half the way for a good social media strategy. However, only half of the companies present in blogs allow comments (Barnes, 2010). Social media can be applied in any business, but not at any moment. If a company has few but highly profitable clients, it should prefer the personal contact, in spite of social media; if a company is facing internal problems with its workers, bringing the company to a public place might create a future problem. This does not apply for PR issues, a situation where the social media might play an important role (Gaines-Ross, 2010). If managers are sceptical and the strategy is not well planned, the company might acquire more problems than the ones it wants to solve (Barnes, 2010). A stagnant page will allow negative comments to arise, stay there and be seen by thousands of people; positive comments will not be used in their full potential in creating a good image among consumers. Consumers want to interact with the brands and to be listen, not to be ignored (Kumar and Yahoda, 2010). The monitoring of what is spoken online about the brand is essential for companies to retain insights (Kumar and Bhagwat, 2010) and to know in which topics to focus on (Berinato, 2010).

The social platforms can play an important role in the recruitment of talent (Ramirez, 2010) and in the communication of a company's social responsibility (Jones et al. 2009). A good cross-platforms interaction will be crucial for a successful communication campaign (Barwise and Meehan, 2010), just like the involvement of all employees, relatives and companies with which a brand makes business.

Galp Energia is in fact facing at the moment a challenging task. The company realizes the importance of the social media and has investigated the most adequate cases to

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benchmark with. However, those are few, and anything that Galp will do, when included in a larger communication or marketing strategy, will be innovative both in its industry and market. The conducted survey confirmed and acceptance of the brand that was higher than the expected by its responsible for the social media. This fact is positive and might give a hint that there will be no major problems about entering in the social media. Yet, most of consumers will not join a possible Facebook page of Galp if nothing is offered in return. This will be a challenge for the company. It will have to redesign its gifts and promotions strategy, as to offer an interesting propose for its consumers to join them.

The conducted survey had a high number of responses. Nevertheless, when analyzing the results per age group, some results were not so well sustained due to the few number of elements in that gap.

Key Research Answers

1. *Should Galp Energia enter in the social media, mainly in Facebook? Should its strategy be focused on this particular tool? What is the level of acceptance of the company when present on the social networks?*

The literature review showed that it is essential for a brand today to be in the social media, either it has a good relation with its customers or not. The social media must be regarded as an opportunity and not a threat. If the company has some issues, as Galp does, it must study carefully the way it will enter and who is going to be targeted. The objectives must as well be clarified in advance. The conducted research showed that most of internet users are on Facebook, in a higher proportion when compared with the other platforms. YouTube is also an important way to reach consumers, due to its high number of accesses. 29.14% of the inquiries said that they would be probably or certainly fans of Galp. This is considerably a high value for a brand with the image issues of Galp, with its almost undifferentiated products and consumers' low involvement. 46.58% said they would probably not become fans. This value shows that if Galp wants to gain more engaged consumers, it should study carefully the content of its future posts and rewards for their fans. Maybe it will gain some of these sceptical consumers. Still considering the literature review, an effective social media strategy must connect the various web 2.0 tools. Hence, Facebook and Twitter will

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probably not be enough, and a connection to the company's website and YouTube will be of a major advantage.

2. *How should the company maximize the potential of the synergies between the activities that it does presently and the creation of an online community of fans, customers and collaborators?*

There are two major answers resulting from this research. On the theoretical side, it is important that Galp when launched officially in the social media, quickly reunites all of its contacts and potential partners. This means its workers, partner companies, departments and Fundação Galp. Additionally, it must have thematic pages, according to the chosen stratification of consumers. On one hand, Galp with gain more notoriety when connecting all of its contacts; on the other hand, it will embrace different segments of consumers who expect different things from their Facebook page or twitter account. Galp's connection to different users (workers, consumers, other companies) will enhance that need. The survey results show that 18.22% of consumers expect Galp to provide information changes in oil prices, 17.17% special promotions for fans and 17.03% tips on how to save in energy expenses. An interesting 96.42% is willing to see the brand more connected with sustainability, ecology and mobility issues, a path that the company is already trying to pursue. This is an indicator that much of the activities or information Galp will provide online should have to do with this topic. As the question on marketing campaigns showed, consumers do not relate some non-energetic activities with the brand. In that sense, Galp has here an opportunity to do something that consumers are eager do see. Never forgetting, however, to reward online consumers offline, with mixed campaigns. It is necessary to assure not only online visibility but also engagement.

Limitations of the study and future research

The conducted survey had an important number of responses. However, it had some bias, as most of the inquiries were college students, who according to the survey are not so interested in following Galp on the social media. Some of the questions were of the company's interest, but had to do at the same time with some tips about which way to go on what information to provide to consumers.

An important issue in this thesis was the benchmarking. There were few companies with interesting results on their cases, as the ones who had were from completely different industries. As this is a recent topic and has to do with people interacting online, it has almost weekly changes. The rankings of the companies with the highest number of engaged consumers in two years from now can be completely different from today's. This is a new field for most of the companies and many as Galp are studying ways to do something innovative. Consequently, this study is not closed. It only provided the main trends that are being developed in the subject as of today, and educated guesses for the near future in the online marketing.

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Attachments

Attachment 1: Facebook fan pages by category, November 2010

		% of total
1	Local Business	17.6%
2	Interest	10.6%
3	Musicians	6.5%
4	Company	6.3%
5	Public Figures	5.9%
6	Nonprofit	3.4%
7	Products, other	3.0%
8	Music	2.6%
9	School	2.5%
10	Websites	2.3%

Source: Facebook as cited in Wedbush, "This week in Social Media" – December 15,2010," provided to eMarketer, Jan 7, 2011

Attachment 2: Most popular websites worldwide as of May 2011:

	Website	Estimation of monthly visits
1.	Google	850,000,000
2.	Facebook	800,000,000
3.	Yahoo!	600,000,000
4.	YouTube	550,000,000
5.	msn	350,000,000
6.	Wikipedia	349,000,000
7.	amazon	150,500,000
8.	ebay	125,000,000
9.	twitter	120,000,000
10.	bing	110,000,000
11.	craiglist	90,000,000

12.		WordPress	88,000,000
13.		Aol	86,000,000
14.		Ask	85,000,000
15.		IMDB	80,000,000

Source: eBiz MBA.com : «Top 15 Most Popular Websites», May 2011.

Attachment 3: 10 Largest Brand Fan Pages on Facebook (in millions)

	August 2010	September 2010	October 2010	November 2010
1. YouTube	11.0	13.0	18.0	23.5
2. Coca-cola	10.4	11.6	15.3	19.8
3. Starbucks	12.4	13.5	16.2	18.5
4. Oreo	8.5	9.6	12.3	15.2
5. Skittles	8.3	9.3	11.6	14.0
6. Disney	5.6	6.4	8.6	14.0
7. Red Bull	7.7	8.5	10.3	13.3
8. Converse	5.0	5.7	7.5	11.4
9. Victoria's Secret	6.2	6.9	8.5	10.1
10. iTunes	5.3	5.8	7.2	9.0

Sources: Facebook as cited in Wedbush, "This week in Social Media – December 15, 2010", provided to eMarketer, Jan 7, 2010

Attachment 4: List of brands with the highest number of fans on Facebook worldwide.

	Name	Fans	Growth*
1.	Coca-Cola	27 545 579	+7.12%
2.	Disney	23 990 859	+13.40%
3.	Starbucks	22 271 854	+4.77%
4.	Oreo	19 754 064	+6.10%
5.	Red Bull	19 264 943	+8.13%
6.	Converse All Star	18 327 340	+11.79%
7.	Converse	17 239 652	+14.49%
8.	Skittles	16 888 666	+4.35%
9.	iTunes	14 839 036	+11.31%
10.	PlayStation	14 817 664	+14.69%
11.	Pringles	14 048 264	+15.31%

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12.	Windows Live Messenger	13 477 628	+11.65%
13.	Victoria's Secret	13 327 869	+5.75%
14.	Ferrero Rocher	11 165 141	+13.98%
15.	Monster Energy	10 724 834	+9.15%
16.	Nutella	10 211 445	+9.80%
17.	adidas Originals	10 041 096	+11.52%
18.	Xbox	9 370 307	+9.39%
19.	Dr Pepper	9 161 620	+5.55%
20.	Victoria's Secret Pink	9 143 172	+4.92%

* Growth compared with the previous month.

Source: SocialBakers.com [Retrieved on May 26th 2011]

Attachment 5: Most Popular Social Networks in Portugal (November 2010):

	Network	Usage
1.	Hi5	42.6%
2.	Facebook	39.7%
3.	Twitter	7.9%
4.	MySpace	6.6%
5.	Orkut	5.6%

Source: Lisbon Internet and Networks Institute: "A Uttilização da Internet em Portugal 2010"

Attachment 6: Most popular social networks Worldwide as of May 2011

		Website	Estimation of monthly visits
1.		Facebook	800,000,000
2.		twitter	120,000,000
3.		LinkedIn	81,000,000
4.		MySpace	60,500,000
5.		Ning	42,000,000

|			
6.		Tagged	30,000,000
7.		Hi5	27,000,000
8.		myyearbook	12,000,000
9.		Meetup	8,000,000
10.		Badoo	6,900,000
11.		Bebo	7,000,000
12.		Mylife	6,000,000
13.		Friendster	5,000,000
14.		Multiply	4,600,000
15.		Orkut	4,500,000

Source: eBiz MBA.com: «Top 15 Most Popular Social Networking Websites», May 2011

Attachment 7: Percentage of *Likes* received over time (in hours)
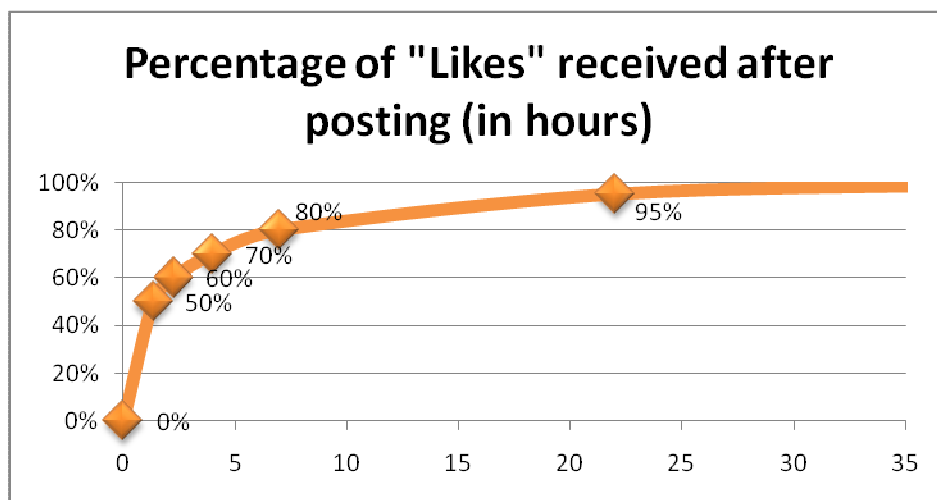
Source: Visibli, "Study of Fan Engagement on Facebook Pages", 2011

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Attachment 8: Profitability of a Fan
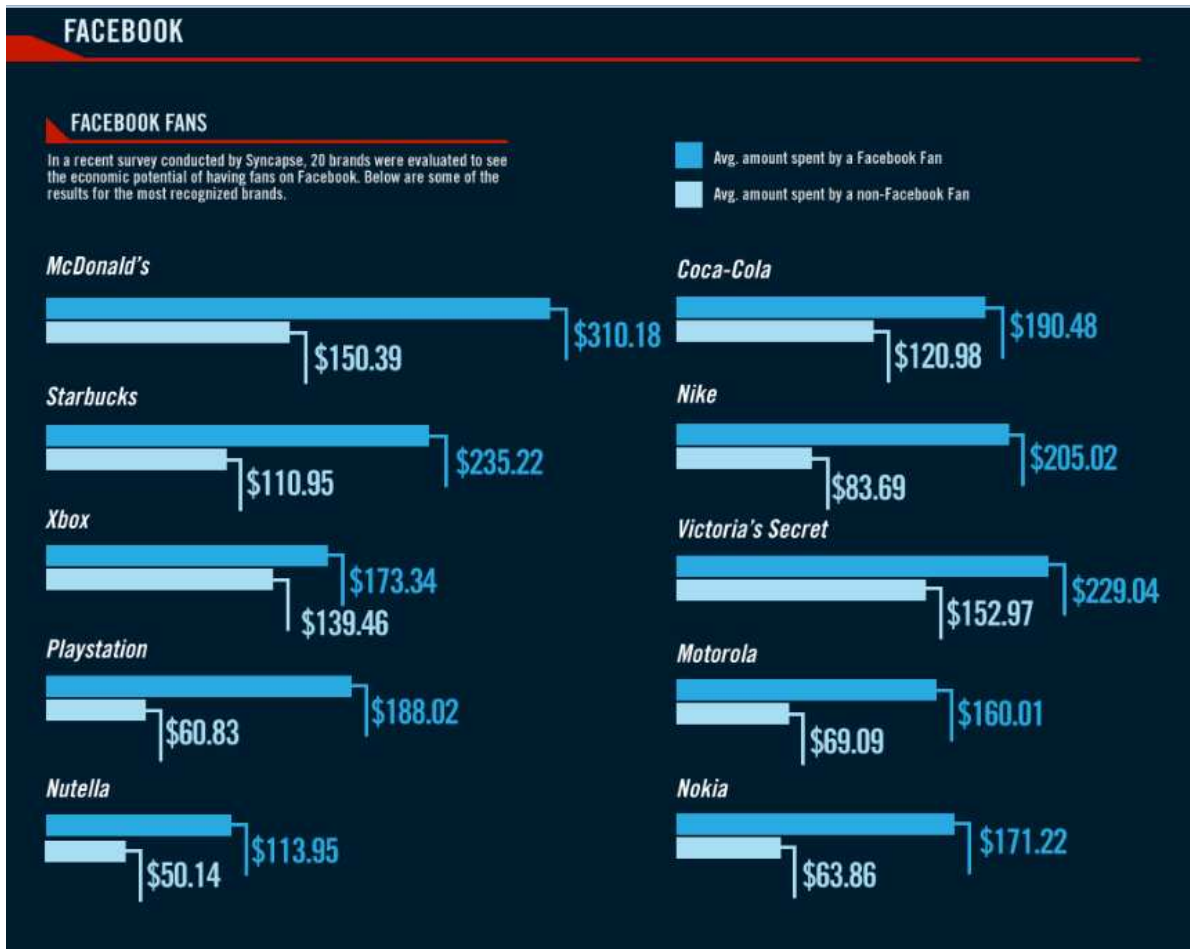
Source: Focus.com: «The Real Cost of Social Media», data collected from websites Dannybrown.me; Syncapse.com; Socialmediatoday.com, O2P.org; Econsultancy.com; Innerarchitect.com; kluriganaytics,com; emarketer.com [accessed on May 28th 2011]

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Questionário de opinião sobre a Galp Energia e a sua entrada nas Redes Sociais

A Galp Energia, empresa líder no sector dos combustíveis no mercado nacional, está interessada em participar activamente nas redes sociais, de forma a desenvolver a sua relação com os seus clientes. Nesse sentido, este questionário propõe-se estudar a receptividade por parte do público em geral quanto à sua presença no Facebook e a percepção que no global têm da empresa e das suas actividades. Este questionário é académico e como tal independente da empresa. No entanto, os resultados dele tirados irão ser tomados em consideração pela Galp.

1. Qual a frequência com que aproximadamente acede a cada um dos seguintes sites ou redes sociais?

	Facebook	Youtube	Twitter	MySpace
Mais do que uma vez por dia	[]	[]	[]	[]
Uma vez por dia	[]	[]	[]	[]
Semanalmente	[]	[]	[]	[]
Esporadicamente	[]	[]	[]	[]
Nunca*	[]	[]	[]	[]

* Se respondeu "Nunca" ao acesso ao Facebook, por favor prossiga para a questão 7.

2. Se é utilizador do Facebook, é fã de alguma marca?
   a) Sim. Indique até 3 marcas: _____
   b) Não.

3. Utiliza jogos no Facebook?
a) Frequentemente (mais de duas vezes por semana).
b) Raramente (até duas vezes por semana).
c) Nunca.

4. Já participou em alguma promoção, oferta ou concurso de uma marca feita via Facebook?
a) Não, nunca me agradou.
b) Não, nunca vi nenhuma.
c) Sim. Indique até três: _____

5. Já foi levado a comprar um produto após ter sido exposto a publicidade via Facebook, mesmo que indirectamente?
a) Sim. Indique até três: _____
b) Não.

6. Qual considera ser a maior vantagem para o consumidor de uma empresa estar presente numa rede social como o Facebook?
   a) Estar a par mais rapidamente de novidades sobre a marca.
   b) Possibilidade de promoções especiais para o consumidor.

c) Possibilidade de actividades interactivas entre consumidores e possíveis consumidores (jogos, etc.).
d) Estar próximo de uma marca com que partilha valores e que define parte do seu estilo de vida.
e) Nenhuma em particular.

As seguintes questões centram-se na percepção em geral da marca Galp e no possível interesse na sua presença nas redes sociais

7. Quantas vezes por mês (em média) se desloca a um posto de gasolina?
    a) Entre 1 e 3.
    b) Entre 4 e 5.
    c) Mais de 5.

8. Dessas, quantas vezes vai à Galp?
    a) Nenhuma.
    b) Entre 1 e 2.
    c) Entre 3 e 4.
    d) Mais de 4 vezes.

9. Considera que os preços praticados pelas empresas gasolineiras estão claramente justificados?
    a) Sim.
    b) Não

10. Crê que possa existir algum acordo entre as três maiores gasolineiras em Portugal para o estabelecimento do preço ao consumidor, o chamado cartel?
    a) Não. São praticados preços de concorrência.
    b) Sim. Os preços são combinados.

11. Já alguma vez acedeu ao site oficial da Galp?
    a) Sim.
    b) Não.

12. De quais das seguintes campanhas de comunicação da Galp se recorda? Pode assinalar mais do que uma resposta.
    a) Vuvuzelas
    b) Hino para o mundial
    c) Galp Pluma
    d) Galp Share / Energia Positiva
    e) Patrocínio de eventos em geral (ex.World Bike Tour)
    f) Outra: _____
    g) De nenhuma em particular

13. De quais das seguintes actividades sociais da empresa teve conhecimento? Poderá assinalar mais do que uma resposta.
    a) Mecenato às artes (incluindo restauro de monumentos)
    b) Organização de eventos musicais (ex. Ciclo de Jazz Galp na Casa da Música)
    c) Programa contra a Obesidade

d) Energia Positiva / Galp Share

e) De nenhuma das anteriores

f) Outra: _____

14. Se a Galp Energia tivesse uma página oficial no Facebook, seria fã dela?

a) Não seria fã.

b) É pouco provável.

c) Provavelmente seria.

d) Sim, seria certamente.

15. O que esperaria encontrar na página da Galp Energia no Facebook? Poderá assinalar mais do que uma resposta.

a) Informação institucional (ex: resultados anuais da empresa e investimentos realizados).

b) Informação actualizada sobre alterações no preço dos produtos da empresa.

c) Promoções especiais nos postos de abastecimento para utilizadores do Facebook.

d) Promoções especiais não relacionadas com os postos de abastecimento.

e) Jogos.

f) Divulgação das actividades sociais e culturais da empresa realizadas através da Fundação Galp Energia (mecenato e patrocínios).

g) Novidades sobre inovações criadas pela empresa ou a decorrer no sector energético, petrolífero ou na sociedade em geral

h) Dicas sobre como obter uma maior eficiência energética nas suas várias vertentes e uma poupança de custos.

As seguintes questões, aqui presentes por vontade da empresa, prendem-se com a possibilidade da Galp ligar às redes sociais algumas das actividades que já desenvolve.

16. O Galp Share é uma rede online desenvolvida pela Galp Energia para ligar entre si clientes que habitualmente se deslocam de viatura em trajectos fixos ou não, cujos horários coincidam e que se dispõem a partilhá-lo com outros para obter um consumo mais eficiente do combustível e ter uma experiência mais rica durante a deslocação. Estaria eventualmente interessado em pertencer a uma rede com estas características?

a) Sim.

b) Talvez sim.

c) Talvez não.

d) Não.

16.1 Se respondeu "não" ou "talvez não" à pergunta anterior, qual a principal razão?

a) Não utiliza o carro de forma frequente.

b) Não está disposto a mudar os seus hábitos.

c) Desconhecimento sobre a outra pessoa.

d) Partilha já a sua viatura com outras pessoas que lhe são próximas.

e) Outra: _____

17. Gostaria de ver a Galp Energia associada a mais eventos de sustentabilidade, ecologia e mobilidade?

a) Sim, claramente.

b) Acho que sim.

c) Acho que não.
d) Não, claramente.

18. A Galp Energia desenvolveu um projecto de voluntariado para os seus colaboradores. Se essa bolsa fosse estendida ao cliente, teria interesse em consultar as ofertas?
a) Nenhum interesse.
b) Pouco interesse.
c) Algum interesse.
d) Muito interesse.

19. Tem alguma sugestão que não tenha sido coberta pelo questionário sobre a melhor forma da Galp Energia estar presente nas redes sociais e em especial no Facebook?
_____

20. Idade: ___

21. Género:
a) M
b) F

22. Habilitações literárias:
a) Ensino primário ou básico
b) Ensino secundário
c) Licenciatura.
d) Mestrado.
e) Doutoramento.

23. Localidade:
a) Grande Lisboa
b) Grande Porto
c) Outra: _____