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SOCIAL MEDIA AS A COMMUNICATION TOOL FOR SMALL AND MEDIUM ENTERPRISES: LESSONS LEARNED ON BEST PRACTICES FOR COMPANIES WITH LIMITED BUDGET

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Abstract

In businesses nowadays, social media is essential to reach and interact with potential customers, with the goal of increasing brand awareness, sales, ROI, and customer acquisition and retainment. In this dissertation, best practices on social media communication for small and medium enterprises with a limited budget are determined.

This research conducted qualitative and quantitate studies, where eight in-depth interviews took place with the goal of better understanding how marketing in SMEs works and a content analyses on 1087 LinkedIn posts was done to test the proposed hypotheses. Based on the literature, nine hypotheses were proposed, studying the impact that variables such as vividness and interactivity had on the number of likes, number of comments and engagement.

Results based on the literature show that more followers on brand pages and curated content on brand posts have a positive impact on engagement. Human faces on brand posts do not have an impact on engagement. Furthermore, the higher the level of vividness, the higher the number of likes. On the contrary, low and medium interactivity factors and giveaways brand posts have a negative impact on the number of likes and a high level of interactivity do not impact on the number of likes. Additionally, the higher the level of vividness, the higher the number of comments and interactivity in brand posts does not have an impact on the number comments.

At last, theoretical and practical implications are exposed and future studies are proposed.

Resumo

Nas empresas de hoje em dia, as redes sociais são essenciais para alcançar e interagir com potenciais clientes, com o objetivo de aumentar a visibilidade da marca, vendas, ROI, e aquisição e retenção de clientes. Nesta dissertação, são determinadas as melhores práticas em comunicação de redes sociais para pequenas e médias empresas com um orçamento limitado.

Esta pesquisa realizou estudos qualitativos e quantitativos, onde se realizaram oito entrevistas com o objetivo de melhor compreender como o marketing nas PME funciona e uma análise de conteúdo em 1087 posts do LinkedIn foi conduzida para testar as hipóteses propostas. Com base na literatura, foram determinadas nove hipóteses, estudando o impacto que variáveis como vivacidade e interatividade têm no número de gostos, comentários e engajamento.

Os resultados baseados na literatura mostram que mais seguidores em páginas de marcas e conteúdo curado em posts de marca têm um impacto positivo no engajamento. Rostos humanos em posts de marca não têm impacto no engajamento. Além disso, quanto maior o nível de vivacidade, maior o número de gostos. Pelo contrário, os fatores de baixa e média interatividade e os posts de marca de brindes têm um impacto negativo sobre o número de gostos e um alto nível de interatividade não afeta o número de gostos. Além disso, quanto maior o nível de vivacidade, maior o número de comentários e interatividade em posts de marca não tem um impacto sobre o número de comentários.

Finalmente, implicações teóricas e práticas são expostas e futuros estudos são propostos.

Palavras chave: Pequenas e Médias Empresas; Marketing Digital; Redes Sociais; Melhores Práticas;

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Tables

1. Introduction

The aim of this study is to identify the best practices on social media (Facebook, Instagram, Twitter and LinkedIn) for small and medium enterprises (SMEs). This research will start by analysing different social media platforms and, later on, it will focus on LinkedIn.

1.1. Theme

As the world is changing, the digital era is evolving, and companies are adapting their strategies to become more digital. In order to reach as many customers as possible, companies are using digital marketing to share updates and keep connected to their customers. Digital marketing includes email, websites, apps, social media and so many other tools that allow companies to reach their target audience (Stephen, 2016).

Social media has created the possibility to connect brands with customers and consumers, at the right time and with a low budget reaching higher levels of efficiency when compared to traditional communication tools (Hassan, Nadzim, & Shiratuddin, 2015). Moreover, social media is considered to be one of the most important sources of information where people share their opinions and ideas among other users and, consequently, create electronic word-of-mouth by commenting, liking, and sharing products or services of different brands on their social media personal feeds (Latiff & Safiee, 2015; Woodcock & Green, 2010). This generates brand awareness, sales revenue, ROI and customer acquisition and retention which comes from the engagement created on social media (De Bruyn & Lilien, 2008; Dellarocas, 2003; Jansen, Zhang, Sobel, & Chowdury, 2009: Swani, Milne, & Brown, 2013; Trusov, Bucklin, & Pauwels, 2009).

Various SMEs show that social media is an essential supplement on SMEs marketing strategies. A clear strategy for social media is essential for the development of the business (Vásquez and Escamilla, 2014). However, these businesses have a limited budget to spend on marketing, especially on social media. Based on that, this dissertation will focus on practices on social media and how they can be used by small and medium enterprises with a low or non-existent investment.

1.2. Research Problem

In order to assure the spreading of marketing via electronic word-of-mouth, there is a need to create engagement on social media. This comes through the number of likes, comments and shares, as well as the number of followers on company pages on social media (Swani et al., 2013). Many studies have identified which practices on social media have a higher or lower impact on the number of likes, number of comments and number of shares on social media. For instance, according to De Vries, Gensler and Leeflang (2012), video is one of the best practices to enhance the number of likes, followed by images and then text. However, Kim, Spiller, and Hettche (2015) concluded that image has a higher impact on the number of likes than video, and then text. There were many examples that had a differing result regarding the number of likes, but only a few examples were listed regarding the impact on the number of shares and comments.

Various studies on the different social media platforms – Facebook, Instagram, Twitter and LinkedIn – such as Blank and Lutz (2017), Davidson (2009), Hargittai (2015) and Papacharissi (2009) were developed where the target users were defined. Moreover, other studies made by authors like Coelho, Oliveira and Almeida (2016) and Latiff and Safiee (2015) researched the different objectives of Facebook, Instagram, Twitter and LinkedIn.

As literature shows us, there is still much more to explore. What are exactly the practices that marketers are using on social media to create engagement within its followers and how can small and medium enterprises reach their audiences without investing money on social media?

1.3. Objective

The overall intention of this dissertation is to analyse the different social media platforms – Facebook, Twitter, Instagram and LinkedIn – and to **identify how social media can be used by SMEs in order to grow their business**. In other words, what practices marketers of small and medium enterprises should share on their company pages, who are the users of each social media platform and what this engagement on social media brings to these businesses. This dissertation will guide future SMEs when starting to implement their new social media marketing plan, keeping in mind the low or non-existing cost factor.

In order to conduct this study and to develop the aforementioned intentions, a research question was set, as well as sub question. These will be used as a guide to conduct this research. The research question of this study is: (RQ1) *"How can social media be used to leverage small and medium enterprises businesses and what are the best practices to do it?"*

To better develop this question and in order to go into greater dept, a sub question was created:

RQ1.1.: What are the best practices on social media?

1.4. Structure

The dissertation develops along different chapters that evolve through a progressive approach of structured topics, starting with secondary data and general research of literature, and concluding with primary data and specific field research.

The first chapter, after the introduction, presents the topic of digital marketing and how it evolves. Afterwards, the topic of social media will be developed, explaining how social media is employed by its users and how businesses are using it. Furthermore, the description, target audience and use of each social media – Facebook, Instagram, Twitter and LinkedIn – will be analysed. After, a chapter explaining the relationship between social media and SMEs will be developed, and thereafter a chapter which exposes the practices used on social media, in order to understand the conclusion of the other authors. The subsequent chapter will explore what engagement on social media bring to businesses, as well as a table of contents with examples studied by the different authors, enumerated in the same chapter.

Next, in chapter three, the methodology will take place with the identification of the right research methods to fill the gaps found in the literature review. Consequently, research will start in chapter four regarding eight in-depth interviews with marketers of SMEs and a content analysis of 1087 brand posts on LinkedIn. Afterwards, the results will be exposed, and hypotheses will be developed based on literature review. These will be accepted or rejected. At the end, conclusions, implications, limitations and further research will be delineated.

2. Literature Review

2.1. Digital Marketing

The use of internet, social media, mobile apps and other digital communication technologies have become part of billions of people's daily routine. As digital communication becomes more popular, "people are exposing themselves to more and more digital and social media" (Stephen, 2016: 17). According to Neil Patel in Lal, (2018), p.1, "Digital Marketing is any form of marketing products or services that involve electronic devices".

There are seven categories within digital marketing. These are Search Engine Optimization, (SEO), Search Engine Marketing (SEM), Content Marketing, Social Media Marketing (SMM), Pay per Click (PPC), Affiliate Marketing and Email Marketing (Lal, 2018). SEO has the goal of optimizing users' online searches, SEM is considered to be the process of increasing traffic and visibility on search engines through paid and unpaid methods (Lal, 2018). Content Marketing is defined by the Content Marketing Institution as the "marketing strategy focused on creating and distributing valuable, relevant and consistent content to attract and retain a clearly defined audience and ultimately drive profitable customer action" (Lal, 2018, p.2). SMM is a network where it is possible to promote goods or services and take profit from analytics given by these platforms where the group's interests, demographics and preferences can be analysed (Lal, 2018). According to the same author, PPC is a form used by brands to buy visits to their website, so each time that a user searches specific words that the brand defined as keyworks, for the ad or website, the brand's website appears as top suggestion. Affiliate Marketing is a business reward system where brands pay affiliates per visit brought by them to the website and Email Marketing occurs when campaigns made by the brands are sent with a specific target through email (Lal, 2018).

Furthermore, there are some examples of consumer behaviour under different aspects of digital marketing aspects (Stephen, 2016). For instance, personalized advertisements are seen as a positive action by consumers when there is a high perception of control of their personal and private information used (Tucker, 2014). Also, when users search for less-popular keywords, creating a niche search, the results are considered to be more efficient, due to brevity of the search and to the more specific results given to the user (Jerath, Ma, & Park, 2014).

Additionally, digital advertisements are more effective when compared to offline advertisements in driving online behaviour (Dinner, Van Heerde, & Neslin, 2014).

In an interview made by Tiago & Veríssimo (2014) with a marketing director, it was said that "The most important factor for the involvement of companies in digital media is the very low investment required when compared with traditional media" (Tiago & Veríssimo, 2014: 706). Moreover, according to the same authors, 18% of surveyed firms intend to increase the amount of investment in social media. Furthermore, as another participant mentioned: "more than socializing, it is important to convert social networking into real people, representing consumers, clients, journalists, analysts, current and future employees, partners, and other suppliers" (Tiago & Veríssimo, 2014: 706). Additionally, the authors of the study concluded that employees play a very important role in digital marketing considering that they are the ones that implement the firm's strategy. Based on that, and according to the same authors, firms intend to increase the number of employees in digital marketing in order to assure the well-functioning of an online strategy and the ease of communication between customers and businesses.

Looking at social media, firms may gravitate toward to microblogs (e.g., Twitter), social networks (e.g., Facebook), microsites (e.g., Doritos Crash the Superbowl) and video sharing sites (e.g., YouTube posts) due to their high reach (Ashley & Tuten, 2015). Also, brands focus on these platforms due to the "ease of use of the channel" and due to the "ability to repurpose existing brand assets in the channel." (Ashley & Tuten, 2015: 23). Focusing on customers, the ability that regular consumers have to access large audiences through the digital world, more specifically social media is documented as per the "mega-phone effect" (McQuarrie, Miller, & Phillips, 2013). In 2014, there were only 1.57 billion smartphone users. In 2020, an exponential increase to 2.87 billion smartphone users is expected (Lal, 2018). As a result, companies need to become more active in different social media platforms along with the inevitability of understanding their consumers' needs as well as their potential customers' wants and how they expect to receive that information (McQuarrie et al., 2013). When developing a marketing communication plan, brands must develop a target communication, assuring that the message fits the brand persona (Lal, 2018). According to the same author, with the knowledge of a target audience and a strategy in place, the conditions for an effective marketing campaign are established. Furthermore, multiple tolls that allow the use of analytics can be implemented in a cost-efficient way. These can be implemented in various categories of online marketing

platforms, allowing the business to understand if their online campaigns are successful and efficient (Lal, 2018).

2.2. Social Media Marketing

"Social Media is a group of Internet-based applications that build on the ideological and technological foundation of Web 2.0, and that allow the creation as well as the exchange of User Generated Content" (Kaplan & Haenlein, 2010: 61). Web 2.0 was gradually replaced by the term "social media" to highlight the role of social interactions happening in the different channels, tools and platforms that Web 2.0 included (Corso, Gastaldi, & Martini, 2013). A more specific definition of social media on a corporate vision states that "social media marketing is an interdisciplinary and cross-functional concept that uses social media (often with other communication channels) to achieve organizational goals by creating value for stakeholders" (Felix, Rauschnabel, & Hinsch, 2017: 7). Social media marketing (SMM) covers the scope, the culture, the structure and the governance of an organization's decisions (Felix et al., 2017).

Marketing communication medium evolved from print media, electronic media to social media in cyberspace. The millennium generation (people born between 1980 and 2000) is changing ideas and interests. For this generation, online shopping and social media are the most important sources of information in order to make purchase decisions. This shows that consumers tend to trust their friends and connections on social media more than businesses and general advertisement (Latiff & Safiee, 2015). According to what was previously stated, electronic word-of-mouth (E-WOM) is an important factor to consumers' decision in the purchase process. E-WOM is the traditional word-of-mouth (WOM), reflected on the digital era (Bulearca & Bulearca, 2010). It is "the process of conveying information from person to person" and it is considered as one of the most effective forms of marketing (Jansen et al., 2009: 2169). The impacts registered on e-WOM are bigger than in the offline WOM. An example of this is the promotion of products and brand awareness that leads to the increase of sales and brand advocacy which happens due the faster and cost-efficiency assistance given to the customer through online platforms (De Bruyn & Lilien, 2008; Dellarocas, 2003; Jansen et al., 2009; Swani et al., 2013; Trusov et al., 2009). As e-WOM is difficult to control and it spreads at a fast velocity, brands are not able to control every word said on social media. This can lead to a negative e-WOM, and if mistreated and not detected on time, it can spread at a fast rate leading to a brand crisis (Davidson, 2009). Additionally, it can have a permanent and costly destruction on a brand (Davies, 2010; Paine, 2009).

To better understand the user's behaviour, especially on social media, some hypotheses were developed by Rauniar, Rawski, Yang, and Johnson (2014) based on the Technology Acceptance Model, previously developed by Davis (1989). Here it is stated that the perceived ease of use of social media is positively related to perceived usefulness, in other words, the easier social media is to use, the more people use it. Additionally, the number of users on a social media network is related to perceived usefulness, meaning, the more users the network have, the more the useful the network is perceived to be. Furthermore, perceived playfulness of social media for its users is positively related to perceived benefit, in other words, the more options of interaction the social media offers, the more it is used. Moreover, perceived usefulness of social media is related positively with the intention of use of the social media site, concluding that the more useful people believe that the network will be to their activities, the more likely they are to use it. At last, trustworthiness of social media is positively correlated with higher use of a social media platform, for instance, the assurance of data protection in social media accounts drives to a higher intention from the user to utilize the social media platforms (Rauniar et al., 2014).

Consumers search for different products, to purchase and share their experiences through social media (Stephen, 2016). According to Felix et al. (2017) the objectives of social media are the stimulation of sales, the increase of brand awareness, the improvement of brand image, the creation of traffic to the website, the decreasing of marketing costs and the creation of a flow of interaction between the company and the customers. All of these depend on the type of industry and on the size of the company. Social media is a part of the business strategy and it has an impact on the way that businesses interact with their customers, allowing marketers to influence brand outcomes and purchase decisions over fan promotion and promotion of brand content (De Vries et al., 2012; Hennig-Thurau, Wiertz, & Feldhaus, 2015; Kumar & Mirchandani, 2012; Nelson-Field, Riebe, & Sharp, 2012). To inform and entertain consumers, companies use social media marketing as a communication tool. In one hand, as pure communications tool to share content, on the other hand, to create and retain relationships with its stakeholders, such as current and potential employees, suppliers or followers of the company page (Felix et al., 2017). With the goal of facilitating engagement and sharing between its network members, marketers create social media posts focused on a more specific target (Leek, Canning, & Houghton, 2016). Likewise, marketers want to reach the right audience on SMM to engage with potential consumers and convert them into marketing leads.

SMM is becoming very important for firms, as seen above, however firms need to be prepared for difficulties that can come with the exposition in social media, such as the need to protect their reputation in case of a crisis on social media and be aware of economic risks (Aichner & Jacob, 2015). Moreover, according to the same authors, social media activities ask for strategic plans, clear internal rules and a need for firms to set objectives such as the number of posts per week on social media, the number of interactions on different social media platforms and an average response time to enquires. Furthermore, available and dedicated employees that are able to manage and monitor the platforms are very important in the marketing of a business organization (Aichner & Jacob, 2015). In addition, it is important to measure the success of the interactions on social media made by companies using relevant metrics. With this in mind, companies have a better perspective of which type of communication should be repeated or improved in their social media strategies (Hoffman & Fodor, 2010; Peters, Chen, Kaplan, Ognibeni, & Pauwels, 2013; Smith, 2013).

Studies show that brands are increasing their interest in establishing their presence on social media and with that, they intend to rise their marketing budget directly towards social media (Latiff & Safiee, 2015). According to Gillian (2007), the shift towards social media is explained based on five key points. These are: the declining number of responses towards conventional online marketing like emails; the increase of reaction in social media; the new tolls and the increase of online population that contributes to a social media attractiveness; the demographic changes that show that more and more people, mainly young people, lead to higher rates of response in online marketing than on traditional media channels. Additionally, the fact that customers prefer to search for items online and be advised by friends or family instead of brands (e-WOM and WOM) and the low cost or non-existent cost factor of social media when compared to a television campaign are major contributors for this shift (Latiff & Safiee, 2015).

2.2.1. Social Media Usage

The effectiveness of social media marketing may change according to different types of consumers and brands within the social media scope (Felix et al., 2017). There are two types of users, the ones who expect brands to interact on conversationally with its users and the users who do not expect any interaction (Fournier & Avery, 2011). The ones that assume that firms should participate on social media, assure interaction by mentioning the brand or by adding the brand's hashtag for inclusion in online conversations (Ashley & Tuten, 2015; Canhoto & Clark,

2013). These different groups of consumers may create a "heterogeneous consumer base" creating the need for companies to consider all the different types of people that need to be targeted (Felix et al., 2017, p.2). According to the theory of identity (Burke & Reitzes, 1991), users' willingness to engage in businesses dialogue depend on their level of identification with the brand, where they are looking for a stable relationship and dialogue with the companies and brands in which they trust. Moreover, the theory of consumer socialization (Mazza & Palermo, 2018; Ward, 1974) suggests that the type of communication used on social media by the brand has influence on the user's cognitive, affective and behavioural attitudes.

A very useful model to assess the impact of advertisements in the individual's purchasing pattern is the AIDA (Attention, Interest, Desire and Action) model. According to Ashcroft and Hoey (2001), this model is applicable to internet services and it has different levels. At the cognitive level, when the user's attention can be drafted, the business needs to know how to place the product or service in the market, to show their existence to the consumer. The affective level, where consumers take interest in the services or products offered and ask to know more about it, leading to the desire of acquisition of a product or service. Finally, the behaviour level, where the consumer buys the product or service and to make a profit. Moreover, there are various examples of strategies that can be used in each step of the AIDA model. On the attention step, the sharing of photos on social media. On the interest step, the sharing of clear information by showing pictures of the product from different perspectives or by sharing company contacts. On the desire step, attractive promotions like discounts and giveaways, creating an interaction with the customers and providing a good pre-sale service along with posts with attractive phrases, notes and eye-catching pictures along with clear information regarding the product or service. At last, on the action step, a clear sale process, clear payment information and product or service delivery options (Hassan et al., 2015: 265).

There are more than 2.77 billion people using social media around the world (Statista, 2019). The rise and fast diffusion of social media during the first decade of the new millennium "enabled an evolutionary leap forward in the social component of web use" (Obar & Wildman, 2015: 3). Moreover, according to the same authors, the reduced costs for online data storage made it possible to offer an enormous amount of internet access to users around the world.

A large number of Americans use Instagram, LinkedIn, and Pinterest, however more British people use Twitter. The use of Facebook is identical in the United States as well as in the United Kingdom (Blank & Lutz, 2017). In this dissertation, Facebook, Twitter, Instagram and LinkedIn will be the social media platforms studied.

2.2.1.1. Facebook

Facebook was launched in 2004 (Obar & Wildman, 2015) and according to Statista (2018), there are more than 2 billion Facebook users active monthly around the world which is increasing at "an annual growth rate of 18%" (Aichner & Jacob, 2015: 257).

Based on different studies (Blank & Lutz, 2017; Hargittai, 2015) age and gender are decisive factors in defining Facebook's target audience: younger and female users are more likely to adopt Facebook. Moreover, this social media seems to be more attractive for mobile users and the ease of use increases the likelihood of Facebook adoption. This network is used by its users to post, comment, share and "like" stories, photos, text, text with emojis and videos of friends, known people, celebrities, organizations, brands and companies. It is also possible for companies to create company pages and write posts, upload pictures, videos and share stories that are posts available for a maximum period of 24 hours. Additionally, users can share all the content with friends through private messages (Aichner & Jacob, 2015).

According to Stelzner (2019), 94% of global companies are present on Facebook, in particular, is used by 97% of business-to-consumer (B2C) and by 91% of business-to-business (B2B). Moreover, Facebook is used by companies to increase credibility and reputation in order to build trust and loyalty among its followers as well as to gather useful information, with a great focus on users' needs and expectations in order to gain competitive advantage (Mazza & Palermo, 2018). Additionally, entertainment content is used by 70% of companies, who mainly employ games, discounts and competitions. Some studies (Fosdick, 2012; Morrison, Haley, Sheehan, & Taylor, 2011) argue that it is necessary to develop a broad and integrated concept of continuous content with corporate input and users' contributions. Facebook has an application that encourages users to send notifications and involve friends to create engagement and activity on the platform (Aral & Walker, 2012).

Facebook metrics are developed based on comments, likes and shares (Coelho et al., 2016). This provides analytics with its page likes, reach, visits and engagement analytics on the

five most recent posts of the user or brand page, allowing the brand to watch other Facebook pages in terms of page likes, new likes on the page, weekly posts and the engagement per week (King, 2015).

2.2.1.2. Instagram

Instagram was created in 2010 and joined Facebook in 2012 (Martins, de Albuquerque, & Neves, 2018). According to Statista (2018), there are around 1 billion monthly active Instagram users in the world, which makes it the fastest growing social media platform. Since 2014, this platform has increased by more than 100 million users each year. From 2017 to 2018, it registered an increase of 200 million users (Statista, 2018).

To define the target of this platform, the gender has no influence as a variable. Moreover, income, age and education are considered to be relevant variables for the categorization of Instagram users. This platform is easy for mobile users, as it is considered to be mobile friendly (Blank & Lutz, 2017). Furthermore, it allows users to post photos or short videos in the format of "stories" that have a maximum visualization period of 24 hours. Besides that, Instagram allows users to edit photos and videos with interactive filters that let the user turn plain photos into professional looking photos, making these look unique (Coelho et al., 2016; Latiff & Safiee, 2015).

In order to measure these platform metrics, Instagram created "insights" that allows companies or individuals to access metrics of their own posts where the number of comments and likes are taken into account (Coelho et al., 2016; Martins et al., 2018).

According to Stelzner (2019), 73% of global businesses are present on Instagram, in particular, is used by 78% of business-to-consumer (B2C) and by 66% of business-to-business (B2B). Instagram is a good platform to create awareness of new businesses as it boosts their brand and attracts new people to their feed allowing customers to get to know the brand (Latiff & Safiee, 2015). The use of hashtags can be a great tool as people are able to follow hashtags that are of the users' interest. When brands share it, they are "inviting" users that are not following the brand on Instagram to view their content and, consequently, visit their account (Jaakonmäki, Müller, & vom Brocke, 2017). Furthermore, it has attractive features that interest businesses. Starting with the filters, brands want to keep their products as close to the real one

as it can be, so filters are used to adjust their lightning and brightness, giving the photos a professional touch that can be taken by anyone with a phone (Latiff & Safiee, 2015).

Furthermore, influencers on Instagram have an important role due to their ability to help brands advertise its products or services for a small fee, meaning no third party is involved and no expensive media or agency budget is needed (Latiff & Safiee, 2015). According to the previous authors, when influencers share products or services on Instagram, the brand is automatically tagged, what leads to an increase in their number of followers, as the post made by the influencer brings more visitors to the brand account. Moreover, an important point to keep in mind when talking about influencers is that they will target the right audience since influencers are followed by people with similar tastes to them (Latiff & Safiee, 2015).

Additionally, online word of mouth (e-WOM) is important in decision making. For instance, when a user posts a photo of a product and tags the brand, this will let other people browse the company and get to know more about the business. Also, the packaging and its exclusivity are very important to assure that the product is visually attractive and worth it to sharing by its consumers on social media (Latiff & Safiee, 2015).

2.2.1.3. Twitter

Twitter was launched in 2006 and there are 335 million monthly active Twitter active users worldwide (Obar & Wildman, 2015; Statista (2018).

When defining Twitter users, age and income are important variables, however education and gender are not as relevant as they are in other social media. Like Facebook, the ease of use and the use of mobile have a positive impact on the adoption. (Blank & Lutz, 2017; Hargittai, 2015). On this particular network, businesses are allowed to create a company account and post tweets where text and images can be included. Previously, users could add tweets to their favourites, respond to "likes", reply to tweets, or "retweet", which is the same as sharing tweets (Aichner & Jacob, 2015). According to Jaakonmäki et al. (2017), the hashtag is a trend used on Twitter that leads to more retweets. Additionally, regarding Twitter users in brand posts, users that retweet brand posts are more committed to the brand than users that do not retweet brand posts, showing also a higher level of brand trust, community commitment, community membership intention, higher Twitter usage frequency and a greater number of postings (Kim, Sung, & Kang, 2014).

According to Stelzner (2019), 59% of global businesses are present on Twitter, in particular, is used by 57% of business-to-consumer (B2C) and by 67% of business-to-business (B2B). Twitter is a multipurpose social media network, used for socio-political campaigns, journalism and marketing purposes. It is mainly used by individuals with an opinion to share (Davidson, 2009). Also, this network has been recognized as the biggest representative of e-WOM on social media (Brown, Broderick, & Lee., 2007; Jansen et al., 2009; Trusov et al., 2009). It is a platform that requires time to manage in order to engage with people and to update the brand feed regularly (Bulearca & Bulearca, 2010).

According to King (2015), analytics on Twitter are composed of the analysis of tweets and followers, detailed by month: individual tweets, replies, retweets, link clicks, favourites, and engagement rate. Additionally, these analytics give us also the top tweet of the month, which is usually a blog or text with a link with a higher number of impressions; the top mention of the month, also based on its impressions; the follower of the month, being the follower that is followed by more users; and, the top media tweet that it is only an image with text, based on the number of impressions gained as well (Twitter Analytics, 2018).

In general, there are many benefits for businesses to have twitter as it allows networking, relationship and online branding. On the contrary, there can be permanent and pricy damages due to the possibility of negative electronic word-of-mouth (e-WOM) (Bulearca & Bulearca, 2010).

2.2.1.4. LinkedIn

According to Mughal (2019), approximately 260 million people use LinkedIn monthly around the world. Moreover, 58% of global businesses are present on LinkedIn, in particular, is used by 46% of business-to-consumer (B2C) and by 80% of business-to-business (B2B) (Stelzner, 2019).

LinkedIn is a networking platform tailored for professional users. On this platform, users are mostly defined by income. High-income citizens are more likely to be using this network when compared with low-income citizens. Furthermore, divorced people have a higher chance to be using LinkedIn in comparison to single people, which can be explained by life circumstances and life course patterns. Self-efficacy positively and strongly influences the use of this social media platform (Blank & Lutz, 2017). In general, LinkedIn is an open platform,

although it has mainly professional users and students that are soon entering the job market (Papacharissi, 2009).

On this platform, companies can have their own corporate LinkedIn page where they post news, blogs, future events as well as job opportunities (Papacharissi, 2009). Additionally, users can create their own professional profile, which represents their online résumé. LinkedIn suggests a professionally oriented performance with templates allowing users to present themselves well. LinkedIn provides a "professional sense of place", allowing professional modes of interactions as well as suggestions such as "referrals, introduction, networking, professionally related questions, answers and conversation" (Papacharissi, 2009: 209). According to the same author, users on this social media connect with people of their interest within or outside of their professional circle. Moreover, as LinkedIn is a business-orientated platform, it brings people from the same professional network together, their users often affiliate with their work network and use this social media to build and maintain their list of contacts details (Papacharissi, 2009). Additionally, and according to the same author, LinkedIn is used to share information and knowledge that can be beneficial within the professional community.

To measure LinkedIn analytics, the platform analyses the number of comments, likes and shares of individual posts (Coelho et al., 2016). It is also possible to see the number of visitors per day of the brand page as well as the increase or decrease of the number of followers per day (LinkedIn Help, 2018).

2.3. Small Medium Enterprises and Social Media

To define small and medium enterprises (SMEs), the most common criteria used between different countries is the number of employees. There are variations between countries, yet, most countries define SMEs as businesses with between 0 and 250 employees (Ayyagari, Demirgüç-Kunt, & Beck, 2003). SMEs are considered to be one of the most relevant contributors to economy, development and employment growth (Dahnil, Marzuki, Langgat, & Fabeil, 2014). According to Kuan and Chau (2001), the major contributions made by SMEs in the US were the new type of job creation, the contribution to the GDP and the production of innovation in technology. Moreover, according to Carayannis, Popescu, Sipp, and Stewart (2006), the same happens in Europe, where the majority of businesses established are SMEs and contribute to the creation of two-thirds of the turnover and business employment. At last,

according to Samujh (2011), SMEs raise the standards of living for their families and play a crucial part in contributing to a stable and sustainable social and economic community environment.

Social media creates the possibility for businesses to connect with customers at the ideal time, with a low budget and with a greater efficiency when compared to traditional communication tools (Hassan et al., 2015). The relationships built by businesses with clients, customers and stakeholders on social media allow them to feel connected, engaged and important to the brand (Council, 2012; Hassan et al., 2015). Additionally, loyal consumers strengthen brand online marketing through e-WOM which creates awareness concerning SMEs and helps their business to grow (Reyneke, Pitt, & Berthon, 2011). With the high costs of advertising, social media appears to be the best solution for small businesses to show their active presence in the market and to build their brand position (Benwell, 2014). The rapid usage and the strength of user-generated content not only creates various opportunities to SMEs, but it eliminates many threats (Dahnil et al., 2014). Social media platforms are very beneficial to SMEs when conducting effective marketing activities, considering the limited financial resources, lack of knowledge needed and competition with large businesses (Hassan et al., 2015).

According to Benwell (2014), when creating a social media communication, SMEs should have the following questions in mind: (1) Who are their buyer personas?; (2) Which channels do they use?; (3) Which type of content does interest them the most?; (4) How much time does the business plan to spend on social media?; (5) How can the business track success?.

Further studies found that various consumers feel that businesses that use social media are updated with market trends as well as with the topics that are important to consumers and the public in general (Diercksen, DiPlacido, Harvey, & Bosco, 2013).

Being active on social media means posting on the different platforms where businesses are present, liking posts, tweeting, re-tweeting, updating, pinning, sharing photos, creating ads and other ways of engagement that lead to an exchange or sharing in a virtual community or network (Webb & Roberts, 2016). For SMEs, it is important to have a procedure in place to measure their activity on the different platforms. These are the parameters to meet short and long-term goals as well as providing consistency (Webb & Roberts, 2016).

According to Vásquez and Escamilla (2014), various SMEs show that social media is an essential component in the marketing strategies of SMEs and that a clear strategy for social media is essential for the development of the business. Furthermore, analytics are considered very relevant in showing the success of their social media campaigns. Overall, the goal of SMEs on social media is to establish brand positioning. Moreover, the biggest advantage of all these points is the fact that social media can reach a big number of customers and it is free of charge or it has a low investment (Vásquez & Escamilla, 2014).

In conclusion, important points that SMEs should be aware on social media are to start with the analysis of the 4Ps of each business – place, product, promotion and price - followed by a strategy selection where the best fit for the business is defined in order to spread the word about their particular campaign or product (Vásquez & Escamilla, 2014). Furthermore, and according to the same author, SMEs should use social media as a competitive and advantageous marketing tool, share updated content through viral marketing, allow co-creation on social media, support e-WOM by giving the power to customers to influence each other's behaviours and be aware of social media advantages and disadvantages, like the absence of "face to face" interactions leading to a perception of uncertainty and risk for the buyer (Vásquez & Escamilla, 2014).

2.4. Social Media Practices

More followers on brand pages represent a higher engagement on brand posts. More brand posts are shared among different news feed, allowing users to engage with posts by liking, commenting or sharing it in their personal profiles (Swani et al., 2013). According to De Matos and Rossi (2008), satisfaction, loyalty, quality and commitment are drivers of word of mouth that have positive outcomes, such as increase of brand awareness, return on investment (ROI), sales revenue and customer acquisition and retention (De Bruyn & Lilien, 2008; Dellarocas, 2003; Jansen et al., 2009; Swani et al., 2013; Trusov et al., 2009). Moreover, one of the most used electronic forms of communication in social media environments that spread e-WOM is one-click social plugins. These are the "like" buttons that can be found on Instagram, Facebook or LinkedIn, "retweet" button that is available on Twitter and the "share" option that is available on Facebook and Linkedin (Swani et al., 2013). One-click social plugins are a low cognition progress in comparison with comments. When a customer "likes" the content of a brand, businesses benefit from it, encouraging customer-customer and brand-customer interaction, which increases the popularity of their brand posts and allows users to share their personal

opinions (Godes & Mayzlin, 2009) Furthermore, when a user interacts with a post on social media, his/her friends will be able to see it, therefore increasing the reach of the post. Additionally, if these users end up engaging with the brand post, this gains popularity, increasing brand awareness (Swani et al., 2013).

H1: More followers on brand pages represent a higher engagement on brand posts

When analysing the *vividness* in a brand post, there are many aspects to consider. The higher the level of vividness, the higher the number of likes in a brand post (Bakhshi, Shamma & Gilbert, 2014; Cvijikj & Michahelles, 2013; Cvijikj, Spiegler, & Michahelles, 2011; De Vries et al., 2012; Rauschnabel, Praxmarer, & Ivens, 2012; Zheng, Cheung, Lee, & Liang, 2015). A low level of vividness is text, a medium level of vividness is a photo and a high level of vividness is a video. A post with a video that appeals to different stimulus as sight and sound, will have more likes than a post with an image (De Vries et al., 2012). However, according to Kim et al. (2015), posts with a photo tend to receive more positive responses than a video content in different circumstances. This is explained by the fact that more time is required to watch videos when compared with a post, for instance, with only a picture (Kim et al., 2015). Another reason why this can happen is due to the fact that the user is usually redirected to other platforms (e.g. YouTube), and consequently they do not return to the brand post (De Vries et al., 2012). Moreover, posts with images have more likes than brand posts with text only, as images are more appealing than brand posts only with text. Overall, the higher is the vividness of a brand posts, the higher is the positive attitude towards the brand post (Cvijikj & Michahelles, 2013; Cvijikj at al., 2011; De Vries et al., 2012; Rauschnabel et al., 2012). On the contrary, when focusing on the number of comments, vivid brand post characteristics – videos and images - are not significantly related to this number as this type of content do not appeal to a type of interaction like an answer, that comes in a form of a comment (De Vries et al., 2012; Cvijikj and Michahelles, 2013). Moreover, if the visual content shared by the brand includes human faces, users feel a higher incentive to react to the brand post, as well as a stronger connection with the brand post, leading to a positive impact on engagement (Bakhshi et al., 2014; Zheng et al., 2015;).

H2a: The higher the level of vividness, the higher the number of likes
H2b: The number of comments is the same when there is video on brand posts or there is not
H2c: The number of comments is the same when there is image on brand posts or there is not
H2d: Engagement is higher when there are human faces on brand posts than when there is not

Furthermore, we focus on the *level of interactivity* on a brand post. Examples of low level of interactivity are a link to a website, for instance a news site or a blog, but not a company website. A medium level of interactivity could be a call to action, a hashtag or a giveaway brand post. A high level of interactivity could be a question, a quiz or including people in the conversation by tagging them (Ariel & Avidar, 2015; De Vries et al., 2012). When analysing the impact of the different levels of interactivity, according to De Vries et al. (2012), the level of interactivity on a brand post does not influence in the number of likes, due to the same reason as videos in posts: users who click on the link, end up navigating away from the brand page. Regarding high level of interactivity on brand posts, such as a question, this does not lead to likes as users are not able to answer the questions made by the brand by engaging through likes on the brand posts (De Vries et al., 2012). However, there is an exception: giveaways, for instance a webinar, a whitepaper or a template, a type of medium-level interactivity brand post, is significantly and positively related to the number of likes, as this type of content is something that the users would have to normally pay in order to have it, but here is given free of charge (De Vries et al., 2012). Focusing on the number of comments, if there are low or medium levels of interactivity, this reflects negatively on the number of comments, due to the same reason as the level of interactivity does not have impact on likes, as a low and a medium level of interactivity lead users to navigate to other websites. Although, high level of interactivity on brand post characteristics, like a question, is positively related to the number of comments, as users feel the need to answer to what the brand asked and this has an impact on the number of comments (De Vries et al., 2012). Interactions make users feel connected to the brand and may increase the sense of familiarity of the user with the brand (Rauschnabel et al., 2012).

H3a: The level of interactivity on a brand post, does not influence the number of likes
H3b: The number of likes is higher when there is giveaway on brand posts than when there is not
H3c: The higher level of interactivity on a brand post, the higher the number of comments

Further, *curated content*, that is the content that is discovered, gathered and then shared among different digital platforms that surrounds specific subjects, has a positive impact on a brand post engagement (Mullan, 2011; De Vries et al., 2012; Kim et al., 2015). This type of content shows to brand followers that the business wants to keep their users informed and up to date about news in the brand business sector (De Vries et al., 2012; Kim et al., 2015).

H4: Engagement is higher when there is curated content than when there is not

Focusing on *times to post* on the different social media platforms, according to literature, there is no best time of the week to post on Facebook and Instagram. Studies where posts were published during the week show the same statistically results regarding the number of likes as the ones published during the weekend (Coelho et al., 2016; Cvijikj at al., 2011; De Vries et al., 2012;) and a positive impact regarding the number of comments in a brand post (Cvijikj & Michahelles, 2013). Furthermore, the best hours to post on Facebook on the weekend is around lunch time, on Wednesdays at 3pm and on Thursdays and Fridays between 1pm and 4pm (Kleinheksel, 2017). These times depend on the country, nevertheless there is a pattern where it is registered an increase of activity on weekdays, being Tuesday the best weekday to post. Regarding hours of the weekdays, Instagram shows two peaks of activity, one at lunch time and another one at dinner time, however, on the weekend days, there is no peak around lunch time, but in the afternoon until early evening, with a peak around 7pm (Silva, De Melo, Almeida, Salles, & Loureiro, 2013). On Twitter, it is better to share brand posts on weekdays than on weekend days, being Wednesday the best day to post, around lunch time and at 5pm during weekdays (Kleinheksel, 2017). On LinkedIn, the best days to post on are Tuesday, Wednesday and Thursday around 8am and Tuesday is the best day to post, around 10am (Kleinheksel, 2017).

A study made by Bonsón and Bednárová (2013) concluded that the main factors of a high number of followers on *LinkedIn* depend on the industry of the brand that is related to its extent of usage where industries such as technology and telecommunication are more active than industries from other sectors. Moreover, it was concluded that the extent of usage and the number of followers is connected, meaning that, if a brand wants to increase its number of followers on LinkedIn, this should increase the use of tools on the platform such as career, product and service, blog, and status updates. Furthermore, the availability of a career section on the company page may lead to a higher number of followers and, at last, the higher the number of employees on LinkedIn, the higher the number of followers, this is the result with the highest correlation (Bonsón & Bednárová, 2013). As LinkedIn is a business network, traditional texts or picture posting are considered of low relevance. This explains the low number of "likes" and comments on LinkedIn posts (Aichner & Jacob, 2015).

2.4.1 Hypotheses Formulation Based on the Literature

In order to summarize the findings from the literature review, the most common practices on social media will be exposed in different tables, according to their different impacts, as well as, the best times to post according to the literature.

Table 1: Social media practices

Practice	Impact	Author	Hypotheses
Followers	Positive impact *on engagement*	Bonsón and Bednárová (2013) and Swani et al. (2013)	H1
Vividness – Video	High impact *on likes*	Bakhshi, et al. (2014), Cvijikj and Michahelles (2013), Cvijikj, et al. (2011), De Vries et al. (2012), Rauschnabel et al. (2012) and Zheng, et al. (2015) and	H2a
	Medium impact *on likes*	Kim et al. (2015)	
Vividness – Image	High impact *on likes*	Kim et al. (2015)	
	Medium impact *on likes*	Bakhshi, et al. (2014), Cvijikj and Michahelles (2013), Cvijikj, et al. (2011), De Vries et al. (2012), Rauschnabel et al. (2012) and Zheng, et al. (2015)	
Vividness – Only Text	Low impact *on likes*	Bakhshi, et al. (2014), Cvijikj and Michahelles (2013), Cvijikj, et al. (2011), De Vries et al. (2012), Kim et al. (2015), Rauschnabel et al. (2012), Zheng, et al. (2015)	

Vividness – Video	No impact *on comments*	De Vries et al. (2012)	H2b
Vividness – Images	No impact *on comments*	Cvijikj and Michahelles (2013) and De Vries et al. (2012)	H2c
Images with human faces	High impact *on engagement*	Bakhshi et al. (2014) and Zheng et al. (2015)	H2d
Interactivity	No impact *on likes*	De Vries et al. (2012)	H3a
Interactivity – Giveaways (e.g. white papers)	Positive impact *on likes*	De Vries et al. (2012)	H3b
Interactivity	Negative impact *on comments*	De Vries et al. (2012)	H3c
Curated content	Positive impact *on engagement*	Kim et al. (2015)	H4

Table 2: Best times to post on Facebook, Instagram, Twitter and LinkedIn

Social Media	**Best time to post according to the literature**	**Author**
Facebook	Wednesdays (around 3pm);	Kleinheks et al. (2017)
	Thursdays and Fridays (between 1pm and 4pm);	
	Weekend days (around lunch time);	
Instagram	Tuesday is the best day to post;	Silva et al. (2013)
	Weekdays (lunch time and dinner time);	
	Weekend days (afternoon until early evening with a peak around 7pm);	

Twitter	Wednesday is the best day to post;	Kleinheksel (2017)
	Weekdays (around lunch time and 5pm);	
LinkedIn	Tuesday is the best day to post;	Kleinheksel (2017)
	Tuesday (around 8am and 10am); Wednesday and Thursday (around 8am)	

2.4.1.1. Summary of hypotheses proposed

Based on the previous tables of practices, accomplished through the literature review, the following hypotheses have been proposed:

H1: More followers on brand pages represent a higher engagement on brand posts

H2a: The higher the level of vividness, the higher the number of likes

H2b: The number of comments is the same when there is video on brand posts or there is not

H2c: The number of comments is the same when there is image on brand posts or there is not

H2d: Engagement is higher when there are human faces on brand posts than when there is not

H3a: The level of interactivity on a brand post, does not influence the number of likes

H3b: The number of likes is higher when there is giveaway on brand posts than when there is not

H3c: The higher level of interactivity on a brand post, the higher the number of comments

H4: Engagement is higher when there is curated content than when there is not

3. Methodology

The aim of this dissertation is to understand how SMEs use social media to engage with their target audience and what the best practices are to do so. As a result, the research was divided into three steps. First, secondary data was collected based on the existing literature. Secondly, primary data was collected, the qualitative data, by interviews conducted with SMEs marketers. Thirdly, more primary data was collected by analysing more than 1000 posts on SME's LinkedIn.

3.1. Study 1 – Qualitative Research

At first, study 1 took place, as *qualitative research.* To be more precise, a "primary strategy for data collection" (Hoepfl, 1997, p.52). Interviews were conducted in order to have an in-depth understanding of marketers' point of view, knowledge of how social media is used on SMEs as well as to understand the its benefits. Moreover, interviews had the goal of understanding which practices marketers apply in their marketing plan in order to reach the right target audience, all of this with the lowest investment possible. Furthermore, interviews questions were formulated to answer the research question of this dissertation. Eight individual in-depth interviews were conducted with marketers in charge of small and medium enterprises' social media account. The companies under analysis were established in Belgium and Germany. The sample covered B2B companies, B2B and B2C companies as well as B2C companies. Interviewed marketers were chosen among the researcher network.

In this study, semi-structured interviews took place, which were organised based on a set of predefined open-ended questions, with other questions that emerged during the interviews (DiCicco-Bloom & Crabtree, 2006). The interviews' guide was structured to evaluate the hypotheses proposed in the literature review. Moreover, questions were adapted and excluded if these were previously answered or not relevant for this enterprise (Hoepfl, 1997). All interviews were recorded giving the researcher the advantage of capturing data in a trustier form (DiCicco-Bloom & Crabtree, 2006; Hoepfl, 1997). Each interview took between 30 minutes and one hour to complete. Afterwards, all interviews were transcribed by the researcher (Appendix 1) and consequently analysed. In order to understand the results of the interviews, these were examined question by question.

3.2. Study 2 – Quantitative Research

In the second study, a *quantitative research* was implemented based on a content analysis of different SMEs brand posts on LinkedIn. Quantitative content analysis is the examination of communication symbols that are translated into numeric values according to valid measurements systems, which are afterward analysed based on those values using statistical methods, in order to describe communication types, draw implications about its meaning or deduce its outcomes (Riff, Lacy, Fico, Riffe, & Fico, 2006). LinkedIn was the social media platform chosen by the researcher due to the higher number of interviewed people in B2B and their presence on LinkedIn. Study 2 was conducted as a follow up of study 1. Consequently, all research done on study 2 was based on the practices referred on the literature review and, on the answers, collected on the interviews. The examination of the content analysis on study 2, was evaluated, interpreted and conclusions were drawn. In order to validate hypotheses, different tests were conducted. These results were analysed with IBM SPSS Advanced Statistical Analysis program. Study 2 has the final goal of validating the proposed hypotheses.

3.2.1. Research Methods

According to Saunders, Lewis, Thornhill, and Bristow (2019), there are three types of research methods and these are deduction, induction and abduction. On the deduction approach, a data collection is used to evaluate hypotheses related to an already formed theory. In the induction approach, a data collection is used to explore a phenomenon, identify themes and trends leading to a creation of a framework. At last, on the abduction approach uses data collection to explore an experience to identify trends and locate it in a conceptual frame. From the previously mentioned definitions, it is possible to assume that this research follows a deductive approach. Blaikie (2010) listed a six sequential step list that should be followed when using a deductive approach:

1. Proposes hypotheses to create a theory;
2. Based on literature, formulate a number of propositions: In this study, formulate hypotheses to test best practices on social media.
3. Examine the relationship between variables and assure the advantage on its existence: In this study, check the importance of hypotheses' creation.

4. Test the hypotheses: In this study, collect data on LinkedIn and test it on SPSS, meaning content analysis.

5. If the results are not consistent with the hypothesis, the test fails, consequently rejecting the hypotheses.

6. If the results are consistent with the hypotheses, the hypotheses are verified.

3.2.2. Variables Description

To test the various hypotheses proposed on this study, a set of 20 variables was used. Additionally, variables 21 and 22 were added to test hypotheses that were proposed based on study 1. Below all the variables are listed along with their meanings.

1. "Name of the Brand": Name of the brand of the analysed brand post;
2. "Industry": Industry of the brand as described on LinkedIn;
3. "# Employees on LinkedIn": Number of employees that work for the brand;
4. "B2B": Business to business brands;
5. "B2C": Business to consumer brands;
6. "Total Posts": Total number of audited posts per company page;
7. "# Likes": Number of likes;
8. "# Comments": Number of comments;
9. "# Followers": Number of followers;
10. "Engagement": Number of likes and comments together;
11. "# Months Under Analysis": Number of months that each company page was audited;
12. "Video": Brand posts with video;
13. "Images": Brand posts with images;
14. "Images with faces": Posts with images with human faces;
15. "Low Interactivity": Posts with a link, excluding links from the company's website;
16. "Medium Interactivity": Posts with call to action, giveaways or hashtags;
17. "High Interactivity": Posts with questions or people / companies mentions;
18. "Interactivity": Different levels of interactivity (low level of interactivity, medium level of interactivity and high level of interactivity);
19. "Giveaways": Posts that offer something, for instance whitepapers or eBooks;
20. "Curated Content": Posts that contain content from third parties;
21. "Average Posting": Total number of audited posts per company page divided by the audit number of months per company page

22. "Brand Ambassadors": When the CEO or marketer of the company personally share or creates content about the brand.

Furthermore, variables 1 to 3 were pure text and were used to describe the sample. Variables 6 to 11 were in a nominal value. This means that, for instance, when focusing on the number of likes, these were the ones presented on the post at the moment of the content analysis and were registered as it was presented. Variables 4, 5 and 22 and variables between 12 and 20 were dummy variables as these took two different values, that were translated into yes or no, excluding variable 18 that is a variable that represents different groups. Moreover, variables 21 is a mean created based on other existing variables. Variable 21 is calculated based on variables 6 ("Total Posts") and variable 11 ("# Months Under Analyse).

3.2.3. Data Analysis

Firstly, the analysis describes the sample of the 1087 posts on LinkedIn, for instance, the amount of posts analysed per industry. Secondly, it displayed the number of posts that were analysed for each hypothesis. Thirdly, hypotheses testing took place. At last, additional insights were added to the results, as the researcher noticed that specific types of posts had a strong impact on likes, comments or engagement in general. These should be highlighted.

Focusing on the test analysis made on IBM SPSS Advanced Statistical Analysis program, different tests were conducted. For hypothesis 1, spearman correlation was conducted. Spearman's correlation measures the strength and direction of association existing between the two variables under analysis. For hypothesis 2a and hypothesis 3a a multiple linear regression model by OLS was conducted. This test examines if the independent variables have a positive or negative impact or if there is no impact on the dependent variable. Additionally, hypothesis 3c, a one-way ANOVA was conducted. This test analyses the impact that the different levels of the independent variable have in the dependent variable. Furthermore, for hypotheses 2b, 2c, 2d, 3b and 4, independent sample t-tests were conducted. These tests analyse if the independent variable has an impact on the dependent variable under analysis.

The two variables in hypothesis 1 were engagement and number of followers. Regarding hypothesis 2a, the dependent variable was number of likes and the independent variables were video and images. In hypothesis 2b, the dependent variable was the number of comments and the independent variable was video. In hypothesis 2c, the dependent variable was the number of comments and the independent variable was images. Concerning hypothesis

2d, the dependent variable was engagement and the independent variable was image with faces. Focusing on hypothesis 3a, the dependent variable was the number of likes and the independent variables were medium and high interactivity. Regarding hypothesis 3b, the dependent variable was the number of likes and the independent variable was giveaways. Concerning hypothesis 3c, the dependent variable was the number of comments and the independent variable was interactivity. In hypothesis 4, the dependent variable was engagement and the independent variable was curated content.

Focusing on the hypotheses developed based on the qualitative study, study 1, the following tests were conducted with the stated variables. Concerning hypothesis 5, a spearman rank-order correlation coefficient, a nonparametric correlation test was conducted. This correlation indicates the extent to which the average posting variable and the average posting engagement are linearly related. The two variables for this test were engagement and average posting. For hypothesis 6, an independent sample t-test was conducted to analyse whether the independent variable has an impact on the dependent variables under analysis. The dependent variable of this test was number of followers and the independent variable was brand ambassadors.

4. Results

4.1. Study 1 - Qualitative Research

The purpose of this chapter is to build answers to the research question proposed in the beginning of this dissertation. At the end, some new hypotheses will be formulated with new findings that come up with the qualitative study. All interviews can be found on the appendix (Appendix 1).

4.1.1. Interviewed Sample

Table 3: Interviewed marketers' description

Data	B2B	B2C	Company name	Company size	Geography
P1		x	O'yo bar	10-12 employees	Belgium
P2	x	x	Sommer & Co	85 employees	Germany
P3	x	x	BattMobiel	3 employees	Belgium
P4		x	Jo.	10 employees	Belgium
P5	x		Rialto	5 employees	Belgium
P6	x		LINQ Communication	6 employees	Belgium
P7	x		Crunch Analytics	14 employees	Belgium
P8	x		Door2door	75 employees	Germany

All interviewed companies manage their marketing internally with the exception of P3 and P4. P3 worked together with the company business partners. P4 is a marketing agency that is used by a SME to develop their marketing plan. P4 was the one interviewed for this research in order to have a clearer vision and understanding of the SME marketing strategy. This relationship between P4 and the SME is due to their long-time work relationship as well as the lack of time and knowledge that the managers of this store have concerning marketing, more specifically social media marketing. Every person interviewed had an academic background or previous experience in Marketing. Out of 8 interviewees, 6 of them worked in a team of marketers (P2, P3, P4, P6, P7 and P8) and 2 of them were the only ones on the company in charge of the marketing department (P1 and P5). To guarantee clear and objective answers, all interviewees were assisted by those in charge of social media in the different enterprises.

4.1.2. What are the best practices on social media for SMEs?

When asked what social media role to each enterprise was, answers differed. For some, the goal was to get leads and interact with potential customers (P1, P3, P4, P5), for others the role of social media was not very active, but acted as a tool to show presence in the digital world (P2, P6, P7) and at last, one interviewee said that the role of social media was to be present in the market in order to attract investors. One prevalent factor for each interviewee was that posting regularly on the different channels and engaging with their customers was very important for the image of the brand. Every marketer interviewed focus on their business area, for example, P2 focused on people that have allergies to gluten and that like to eat biscuits. In general, all marketers concentrated their social media marketing on the age group between 25 and 45 years old. In cases of B2B businesses, the target was even more segmented into people that were working in positions with decision power. Furthermore, the target audience changed according to the social media platform in use.

To analyse the social media platforms that the different businesses are present on, companies were assembled in three groups: B2C companies, B2B companies and B2C and B2B companies. Both B2C companies were present on Facebook and on Instagram. On Facebook, companies interacted with their customers and answer questions regarding their products or service. On Instagram, pictures of their services and products were shown because, as one marketer mentioned, *"a picture says more than a couple of words"*. The same occurs with B2C and B2B companies, with the exception of P2, which was not present on Instagram due to budget limitation. The marketer (P2) explained that as the business cannot have quality photos for this social media, they prefer to not be present on this platform. Additionally, both B2C and B2B companies, were not present on LinkedIn because of their limited time to manage an additional platform. Between B2B companies, there are a few differences. All the interviewed marketers said that their companies were present on Facebook, Instagram, LinkedIn and Twitter, with the exception of P5 which was not present on Instagram. Instagram was used by B2B companies as an employee account to show the environment of the company (P7 and P8) or to show, in the case of P6, their services. Twitter was actively used to post regularly about opinion articles (P5 and P8), but P6, on the contrary, said that the business has an account, but it was never used. The same happened with P7; that when it posts on Twitter, it used the same posts that were used on the other social media platforms. LinkedIn was used by the four B2B marketers as a serious platform and it was considered to be the most important by all of them. Two out of the four B2B marketers (P5 and P6) said that they use their personal profile page

on LinkedIn. P6 explains that LinkedIn has an algorithm, that gives priority to posts from personal profiles instead of company pages, so through P6's profile, it is possible to reach a higher number of users when compared to the enterprise's company page. These marketers are considered to be brand ambassadors. When active, they assure to post on behalf of the brand, and the company many times, which leads users to trust brand ambassadors and follow the company page. Both, P6 and P5 use their profile as a representative person of the company. At last, Facebook was used by the four companies to show their family and friends their big milestones and company culture.

Interviewees were asked to describe the different social media platforms and the marketers classified Facebook as a platform to share information, to interact, where informal language is used, and on which every age group is present. Instagram was classified as being visual, faster and for younger people. LinkedIn was considered as a formal and corporate social network. At last, Twitter was described as being a platform where companies are able to position themselves through their thought leadership. Overall, marketers agreed that each social media has its target audience and that there is a need to focus on that variable when sharing on the different platforms.

Focusing on the type of language, both B2C companies and B2C and B2B companies use their local language as well as informal communication, as Facebook was used by B2C as a page for locals. Additionally, emojis were used to express the brand thoughts or as representations of their products. On Instagram, the pattern was the same with the addition of hashtags by some of the companies. These hashtags were shared based on the company and on the post, so there were common hashtags on the post regarding the brand and hashtags based on the shared content. For B2B companies, the language depended on their target audience, so it was usually a mix of English and the local language, depending on the different social media platform. On LinkedIn, the language is always formal and P5 mention that a personal language was used in order to get closer to the customer, so *"it is a person behind the post, not a company"*. On Twitter, the language tended to be more personal with posts as well with the use of hashtags.

Concerning content, every marketer said that they posted a wide range of images with text as well as shared content from different blogs and entities that the brand identified with – curated content. Most companies shared video on their brand posts, all in different forms, apart from P1 and P4. The images shared on their brand posts were usually taken by someone inside

of the company or from websites that have a variety of free images as "Pexels", as P4 mentioned. Focusing on video on brand posts and how SMEs are able to create video content, they all find different ways. For example, P2 said that *"Facebook sometimes suggests a video that they have made with your content and it appears on your Facebook feed".* This gives material to the company to have video content with no extra cost. P3 creates quality videos because their partners cover the production costs. P5 did not produce video content, but, instead, shared TED talks about different topics that are interesting for the business target audience. P6, as a marketing agency, shared videos that were produced for their clients, by the agency, but financed by their client. In this way the marketing agency is able to share quality video content at no extra cost. P7 had a team of two marketers that studied film, who were able to create video content. Due to the non-existent budget for video production, this was all done in-house with an iPhone and a stabilizer and then edited in iMovie. These videos usually focused on team videos and events that the company have attended or created. Finally, P8 produces in-house videos, because they had the material and the software to edit, but, due to a limited budget, P8 said that *"it is rather what do we have and how can we use this, instead of what do we want and how can we do it, because money is always an issue".* On LinkedIn, businesses tend to post more articles, blogs, images with text and videos, as well as on Twitter. Instagram is fully focused on images and sometimes video. On Facebook, enterprises tend to share more videos, images with text and sometimes some articles about the industry or news related to the brand.

Small and medium enterprises do not invest much in social media, preferring to focus on other marketing resources. Focusing on the budget, every marketeer confirmed that they had a budget, but it was used with a lot of contention. Additionally, the majority of the marketing budget was going to Google Ads or conferences. On social media, there were only few marketers that intended to invest on social media. This investment was used on campaigns to promote posts that would enable brand awareness, like videos, or posts able to collect leads, like product tests, contests and subscriptions on webinars.

An important factor regarding sharing of content is the time that it takes. Most enterprises had a social media strategy plan to assure that they posted regularly. P7 was an exception, as this one did not post on a regular basis because it preferred to focus on things that were considered, by the company, to have a higher priority. *"When I had a plan and when I was a regular poster, I noticed more and more likes and engagement, so it definitely works"* to have a schedule and to post with regularity, added P7. Apart from P7, all marketers tried to

share content on average three times a week. An advantage of curated content, as P2 mention, is that *"it saves us a lot of money and time and keeps our social media updated"*. Additionally, P7 mentioned that "Google Alerts" is a very good tool that enables people to create keyword alerts or brand name alerts, so every time that an article comes with that keywork or brand name, Google sends an email to the user with the article that contains the defined keyword. P8 added that *"it is important to have a certain movement and engagement on social media"* in order to keep users engaged with the brand.

Interviews and literature mention that brands should post regularly on social media in order to set and achieve brand objectives and to show their to users that these can rely on the brand (Aichner & Jacob, 2015; Webb & Roberts, 2016). Once this requirement is established, users "repay" by engaging with the brand posts, as these enjoy consistency on brand pages. As a result of what was said on these interviews, as well as with support of the literature, the following hypothesis was created:

H5: Posting regularly brings engagement

Focusing on which type of content brings more engagement to social media platforms, the most common answer was *"photo with people or with the team"* (P2, P3, P4, P6, P7 and P8) where P4 stated *"the more personal, the more likes, the less personal, from the internet, the less likes it gets"*. Video was mentioned by P3 and P7 as being a driving force of engagement for their social media platforms and P7 added that *"more engagement, more likes, more shares"*. Additionally, P5 considered articles with trends to be the driving force of engagement due to sharing topics that are of the interest of the different brand followers. Articles were also considered by P7 and P8 as the key force behind traffic to their website.

When asked what engagement brings to the company, most marketers mentioned brand awareness as a result. According to P1, *"with my posts I create brand awareness"*, explaining that small reminders on social media, put their brand at the forefront of the customer's mind. Moreover, P1, who manages the social media of a cafe, concludes her answer by adding that "*with my posts I create brand awareness, by bringing more people, we increase our sales and we try to keep our usual customers, the ones that come more than once, because they are the ones that make the business turn over in the long term"*. P2 added that they can track their rise in brand awareness through their product testing, when asking to clients how they first heard of the brand *"80% out of 40 people"* discovered the brand through Facebook. P3 mentioned that

users share a lot of their content which *"leads to word of mouth and consequently increased brand awareness"*. Furthermore, sales, lead generation and trust were mentioned as a result of engagement on social media, but less. P5 said that it was by building trust through regular posts and through sharing content that the marketer creates leads, resulting in the acquisition of new customer and increased sales revenue for the company. P2 stated that *"We are not able to fully track the ROI, so for us, using Facebook or any social media platform will always be about brand awareness, more than ROI, because we do not invest a lot in it"*. P3 is one of the few interviewed marketers that works for a business that invests in social media content. Hence, P3 affirmed that there were only return on investment if there was a call to action associated with the post; *"so now we really try to lead people to our website page where they can fill in contact forms for test drives or to ask for an offer based on their mobility needs"*. Additionally, P5 and P6 mentioned that by sharing content that is of mutual interest, they were building trust between the brand and their users. From there on, sales come from the relationship built. P5 added *"they build trust in me, in order to buy from me, the brand"*. P8 concluded by saying that *"Leads, I believe, are what we gain the most on social media"*, especially on LinkedIn, as this was a B2B company and they were already well known in the market.

Furthermore, followers are a very important factor in the analysis of social media engagement. When marketers were asked for different suggestions of how to increase their number of followers the answers were different for each social media platform. On Facebook, it was through looking at the names tagged in posts and invite them to like the page, or by inviting users that had liked the posts but not followed the page yet (P3 and P4). On Instagram, it was through following as many people as possible and the majority would follow the company page back (P4). On LinkedIn, it was though posting on a personal profile and tagging the company or sharing company posts, to drive traffic back to the LinkedIn company page, as usually individuals have more followers than companies (P5 and P6). On Twitter, an increase in followers was gained applying the same method used on LinkedIn, where a post is shared by an employee in order to reach a broader audience (P8). Moreover, by tagging people in posts or with the use of hashtags, posts gained a higher reach.

When users share brand posts, there is a higher level of visibility of these. According to Swani et al. (2013), as it was mentioned on the literature chapter, more brand posts shared within different news feed, allow more users to engagement. Based on the interviews done for the purpose of this study, it was noticed that marketers share brand posts, knowing that this will

bring a higher visibility, not only to brand posts, as well as to the brand itself. Moreover, brand ambassadors are usually followed by more users than company pages. Said this, when a brand ambassador shares something related to the brand, the users that trust the brand ambassador, will consequently follow the brand page, trusting that this is a good company to follow. Considering, the following hypothesis was created:

H6: The number of followers of brand pages is higher when marketers or CEOs share company posts or post on behalf of the company, as brand ambassadors, than when these do not share, or post posts related to the company

In order to measure the performance and track analytics, marketers focused on reach, visitors or followers on the different social media platforms with the final goal of understanding which type of post was successful and define if the brand should repeat certain types of content or not. Also, when analysing the number of likes that each company has, these vary through the different businesses and social media platforms. Furthermore, some companies had a reduced number of comments on their social media platforms and/or shares, but it was more common to have likes than any other type of engagement. Based on this fact, a successful campaign would be considered differently by each marketer, but, as a general rule, a successful campaign would be a post that would have a higher reach and traffic on social media. This would be measured by a higher number of likes than average when compared with other posts shared by the brand. Some brands considered it to be successful if they had any shares or comments.

4.1.3. Examples of SMEs as examples to follow on social media

At the end of the interviews, every marketer was asked to give three examples of SMEs that, in their opinion, where good examples to follow. The reasons for the success of the pages were due to their regularity of posting, using brand personality, and the use of a diverse and attractive posting pattern. Examples of SMEs to follow on social media according to the interviewed marketers the following: "Villa Maria", "Fat Lady", "But" and "Uber" (not the transport company), on Facebook; "Happy cow", "Madambakster", "Cargo Velo", "Clue" and "Tagmag" on Instagram and Facebook; "Minimalist baker", "Zoela", "Studio McGee", "ElainesDeli", Essentiel", "Friends and Foul", "Blinkist" and "Amelia" on Instagram; "Sthroom", "Zwift", "Gcuc", "Fora" and "Avenue HQ" on LinkedIn; "In the pocket" on Instagram, Facebook and LinkedIn; "Wijs" on Instagram and LinkedIn; and "Dinner on the Lake" on Facebook and LinkedIn.

4.1.4. Hypotheses Formulation Based on the Qualitative Study

In order to summarize the practices that were mentioned on the quantitative study, with impact on engagement, leading to two new hypotheses formulation, the following table was created:

Table 4: Practices mentioned on the interviews

Practice	Impact on Engagement	Interviews	Hypotheses
Regularity	High	P1 – P8	**H5**
Ambassadors	High	P5 and P6	**H6**

Based on the qualitative study, the following hypotheses have been proposed:

H5: Posting regularly brings engagement

H6: The number of followers of brand pages is higher when marketers or CEOs share company posts or post on behalf of the company, as brand ambassadors, than when these do not share, or post posts related to the company

4.2. Study 2 - Quantitative Research

4.2.1. Descriptive Analysis

A data analysis was conducted to provide an overview of the sample studied on this content analysis.

Regarding the sample, LinkedIn company pages of small and medium enterprises were selected based on what interviewees considered to be good examples to follow as well as a random selection, always assuring that the company page registered less than 250 employees to fit under the criteria of a SME. A total of 1087 LinkedIn posts from 16 different company pages were examined, within different industries, to ensure diversity on the sample (Appendix 2; Appendix 3). Moreover, these posts were from small and medium enterprises, where the biggest company had 199 employees and the smallest one had 5 employees (Appendix 4).

The LinkedIn posts studied on this content analysis came from nine different industries, with the goal of gathering diverse results. The industries considered were "Apparel & Fashion" (9.94% of the total posts), "Facilities Services" (5.89% of the total posts), "Fitness Company" (2.30% of the total posts), "Informational Technology and Services" (37.90% of the total posts),

"Marketing and Advertisement" (11.04% of the total posts), "Newspapers" (15.46% of the total posts), "Real Estate" (10.40% of the total posts), "Research" (4.78% of the total posts) and "Staffing and Human Resources" (2.30% of the total posts) (Appendix 3). Furthermore, 894 posts (82.2%) out of 1087 posts were from B2B company pages and 193 posts (17.8%) out of 1087 were from B2C (Appendix 5).

Additionally, most company pages had a content analysis of one year. This means that all posts shared over the last year, starting in March 2018 and finishing in March 2019 were examined. To be more specific, 633 posts (58,2%) of content analysed were from company pages in which the oldest posts were a year old. Moreover, 275 posts (25.3%) of content analysis are from company pages that were under analysis for six months. The remain ones were analysed for periods of 1, 8, 9 or 11 months (Appendix 6).

Focusing on vivid posts, on the content analysis conducted, there were 129 posts (11.9%) that contained video, 917 posts (84.4%) with images and only 4 posts (0.4%) with "text only". "Others" represent the posts that do not have any vividness, which were 39 posts (3.4%) out of 1087 brand posts (Appendix 7; Appendix 10; Appendix 11). Additionally, 329 (30.2%) out of 1087 posts had images with human faces (Table 9; Appendix 12). Regarding interactivity posts, on a sample of 1087 posts, 324 posts (29,8%) had a low level of interactivity, 317 posts (29,2%) had a medium level of interactivity and 446 posts (41%) had a high level of interactivity (Appendix 8; Appendix 13; Appendix 14; Appendix 15). Furthermore, a specific type of interactivity on brand posts, giveaways, was tested, from a sample of 50 posts (4.6%) out of 1087 posts (Table 11; Appendix 16)**.** Additionally, 241 posts (22.2%) were curated content (Table 13; Appendix 17) and 889 posts (81.8%) were part of companies which brand ambassadors, such as CEOs and Marketers who shared company posts or mentioned their brand time to time on their personal LinkedIn profile (Table 15: Appendix 21).

At last, additional insights were examined. From these, three different variables were studied. From a sample of 1087 posts, there were 55 posts (5.1%) of company milestones, 106 hiring posts (9.8%) and 177 posts (16.3%) regarding events (Table 18; Table 19; Table 20; Appendix 18; Appendix 19; Appendix 20).

4.2.2. Hypotheses Testing

4.2.2.1. H1: More followers on brand pages represent a higher engagement on brand posts

The first hypothesis was created in order to understand whether there is a correlation between the number of followers on brand pages and the engagement on these company profiles. To measure this correlation, the Spearman rank-order correlation coefficient, a "Nonparametric Correlation" was conducted. This test measures the strength and direction of association existing between engagement and the number of followers. Table 5 illustrates the results. Looking at Spearman's correlation test, we can conclude that there is a strong positive correlation between the number of followers and the engagement on a company page ($r = 0.533$, $p < 0.05$). Focusing on the correlation coefficient, which shows how much the model explains the correlation between these two variables, we are able to conclude that this model explains that 28% of engagement on brand posts is explained by the number of followers of the brand page. Therefore, **hypothesis 1 is accepted**.

Table 5: Spearman rank-order correlation between engagement and number of followers

Correlations

			Engagement	# Followers
Spearman's rho	Engagement	Correlation Coefficient	1.000	.533**
		Sig. (2–tailed)	.	.000
		N	1087	1087
	# Followers	Correlation Coefficient	.533**	1.000
		Sig. (2–tailed)	.000	.
		N	1087	1087

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

4.2.2.2. H2a: The higher the level of vividness, the higher the number of likes

In hypothesis 2a, the goal was to understand if high vividness leads to a higher number of likes than medium level of vividness. As in the sample of 1087 posts there were only 4 posts with text only, this variable will not be taken into consideration. For the evaluation of this hypothesis, only posts with "video", a high level of vividness, and "images", a medium level of vividness, will be considered as vivid posts. The constant is representing all the other brand posts that do not contain either video or image. For this evaluation, a multiple linear regression model by OLS (Ordinary Least Squares) was conducted. This test analysis which impact, if any, different variables, in this case, video and image, have on one specific variable, number of likes.

$$\text{Number of likes} = \beta0 + \beta1 \times \text{Brand posts with videos} + \beta2 \times$$
$$\text{Brand posts with images} + error \tag{1}$$

Table 6 illustrates the results. The model was considered to be significant (F $(1,1085) =$ 11.4, $R^2 = .01$, $p < 0.05$). The square level of R is 0.010, which shows that 1% of the number of likes on brand posts come from posts with video. The regression analysis shows a positive and significant effect of video on the number of likes ($\beta = 0,102$, $p < .05$). Posts with images do not have an impact on the number of likes ($p > 0.05$). Based on this, **hypothesis 2a is accepted,** as video (high level of vividness) has a high impact on the number of likes, but posts with images (medium level of vividness) have no impact on the number of likes. Moreover, it is possible to affirm that posts without video have an average of 20 likes per brand post and posts with video have in average 11 likes more.

When checking the assumptions, Durbin-Watson is 0.784, so it is not close to 2, meaning that there is a correlation among the residual terms, so the assumption fails. With this, we can conclude that the regression model can only be used for descriptive purposes, based on the sample under analysis, and not for generalizing "theory" of the population.

Table 6: Multiple linear regression model by OLS: The impact of video and images on the number of likes

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin–Watson
1	.102[a]	.010	.009	34.777	.784

a. Predictors: (Constant), Video
b. Dependent Variable: # Likes

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13731.03	1	13731.03	11.353	.001[b]
	Residual	1312228	1085	1209.427		
	Total	1325959	1086			

a. Dependent Variable: # Likes
b. Predictors: (Constant), Video

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	20.305	1.124		18.071	.000		
	Video	10.990	3.262	.102	3.369	.001	1.000	1.000

a. Dependent Variable: # Likes

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics Tolerance	VIF	Minimum Tolerance
1	Images	−.052[b]	−.917	.360	−.028	.287	3.485	.287

a. Dependent Variable: # Likes
b. Predictors in the Model: (Constant), Video

4.2.2.3. H2b: The number of comments is the same when there is video on brand posts or there is not

Hypothesis 2b was created with the goal to understand if video has an impact on the number of comments. In order to analyse this, an independent samples test was conducted. This test analysis the impact that an existent variable, in this case video, has on another variable, in this case, number of comments. Table 7 illustrates the results. A t-test revealed significant differences in the number of comments of posts with and without video (t (143) = 2,05, $p <$ 0.05). This means that the mean of comments of posts with video (M = 0.88, SD = 2.21) is significantly higher, around 0.411 number of comments more, than the mean of comments of posts without video (M = 0.47, SD = 1.44) (95% CI -.81 to -.02). Having said this, **hypothesis 2b is rejected**, as the number of comments is higher when there is video on brand posts.

Table 7: Independent sample t-test: The impact of video on the number of comments

Group Statistics

	Video	N	Mean	Std. Deviation	Std. Error Mean
# Comments	No	958	.47	1.438	.046
	Yes	129	.88	2.214	.195

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
# Comments	Equal variances assumed	15.889	.000	-2.827	1085	.005	-.411	.145	-.696	-.126
	Equal variances not assumed			-2.051	142.897	.042	-.411	.200	-.807	-.015

4.2.2.4. H2c: The number of comments is the same when there is image on brand posts or there is not

Hypothesis 2c was formulated in order to understand if image has an impact on the number of comments. In order to analyse this, an independent samples test was conducted. This test analysis if the existence of the variable image has or not an impact on the number of comments and which impact is that. Table 8 illustrates the results. The t-test suggests significant differences on the number of comments of posts with and without image (t (203) = - 2,26, $p <$ 0.05). This means that the mean of comments of posts with image (M = 0.46, SD = 1.45) is significantly lower, around 0.365 less comments than the mean of comments of posts without images (M = 0.83, SD = 2.01) (95% CI .05 to .68). This said, **hypothesis 2c is rejected** as the number of comments is lower when there is image on brand posts.

Table 8: Independent sample t-test: The impact of image on the number of comments

Group Statistics

	Images	N	Mean	Std. Deviation	Std. Error Mean
# Comments	No	170	.83	2.012	.154
	Yes	917	.46	1.449	.048

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
# Comments	Equal variances assumed	12.319	.000	2.819	1085	.005	.365	.129	.111	.619
	Equal variances not assumed			2.258	202.700	.025	.365	.162	.046	.683

4.2.2.5. H2d: Engagement is higher when there are human faces on brand posts than when there is not

Hypothesis 2d aims to comprehend if posts with human faces have a positive impact on engagement. In order to analyse this, an independent samples test was conducted. This test studies if the existence of images with faces on brand posts have an impact, or not, on engagement of a brand post. Table 9 illustrates the results. These results indicate that there is no significant difference in engagement between posts with images with faces posts without images with faces (t (1085) = 1.09, $p > 0.05$). That is, the average performance score of posts that contain images with human faces ($M = 23.93$, $SD = 31.37$) was not significantly different from posts that did not contain images without faces ($M = 21.35$, $SD = 37.64$). In conclusion, **hypotheses 2d is rejected**, as engagement is the same when there is the presence of human faces on brand posts or there is not.

Table 9: Independent sample t-test: The impact of images with human faces on engagement

Group Statistics

	Images with faces	N	Mean	Std. Deviation	Std. Error Mean
Engagement	No	758	21.35	37.642	1.367
	Yes	329	23.93	31.366	1.729

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Engagement	Equal variances assumed	.227	.634	-1.092	1085	.275	-2.585	2.368	-7.230	2.061
	Equal variances not assumed			-1.173	740.807	.241	-2.585	2.204	-6.913	1.743

4.2.2.6. H3a: The level of interactivity on a brand post, does not influence the number of likes

This hypothesis was proposed in order to understand if interactivity on brand posts influences the number of likes. For this, a multiple linear regression model by OLS (Ordinary Least Squares) was conducted. $\beta0$ corresponds to the low level of interactivity. This test analysis the impact, or no impact, that different variables, in this case, low, medium and high level of interactivity, have on the number of likes. This test analysis which impact, if any, different variables, in this case, medium level of interactivity and high level of interactivity, have on one specific variable, number of likes.

$$\text{Number of likes} = \beta0 + \beta1 \times \text{Medium Level of Interactivity} + \beta2 \times$$
$$\text{High Level of Interacticity} + error \quad\quad\quad (2)$$

Table 10 illustrates the results. The model was considered to be significant ($F_{(1,1085)}$ = 21.8, R^2 = .02, $p < 0.05$). R square level is 0.020, which shows that 2% of the number of likes on brand posts are explained by the level of interactivity on brand posts. The regression analysis shows a significant effect of medium level of interactivity on the number of likes. Furthermore, medium level of interactivity – call to action, giveaways and hashtags – have an impact on the number of likes. However, the impact is negative (β = - 0.140, $p < 0.05$) suggesting that posts with medium level of interactivity have a lower number of likes than posts that do not contain medium interactivity factors. A high level of interactivity – questions and tags – does not have an impact on the number of likes ($p > 0.05$). **Hypothesis 3a is rejected** as only high level of interactivity brand posts do not have an impact on the number of likes and low and medium level of interactivity posts do have a negative impact on the number of likes.

Considering that the correlation among the residual terms failed, as Durbin-Watson is equal to 0.818, not close to 2, one of the assumptions fails. Based on that, it is concluded that the regression model can only be used for descriptive purposes, based on the sample, and not for generalizing "theory" to the population.

Table 10: Multiple linear regression model by OLS: The impact of low, medium and high level of interactivity on the number of likes

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin–Watson
1	.140[a]	.020	.019	34.612	.818

a. Predictors: (Constant), MediumInteractivity
b. Dependent Variable: # Likes

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26124.54	1	26124.54	21.807	.000[b]
	Residual	1299834	1085	1198.004		
	Total	1325959	1086			

a. Dependent Variable: # Likes
b. Predictors: (Constant), MediumInteractivity

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	24.755	1.247		19.846	.000		
	Medium Interactivity	–10.786	2.310	–.140	–4.670	.000	1.000	1.000

a. Dependent Variable: # Likes

Excluded Variables[a]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	High Interactivity	–.042[b]	–1.180	.238	–.036	.714	1.401	.714

a. Dependent Variable: # Likes
b. Predictors in the Model: (Constant), MediumInteractivity

4.2.2.7. H3b: The number of likes is higher when there is giveaway on brand posts than when there is not

The hypothesis 3b exists to recognize if giveaway posts have a positive impact on the number of likes. In order to analyse this, an independent samples test was conducted. This test analysis the impact, or no impact, that the existence of giveaways factor has on the number of likes of a brand post. Table 11 illustrates the results. These results suggest significant differences in the number of likes of posts with and without giveaways ($t (122) = - 7,39$, $p < 0.05$). This means that the mean of comments of posts with giveaways ($M = 8.84$, $SD = 10.14$) is significantly lower, around 13.385 likes less than the mean of likes of posts without giveaways ($M = 22.22$, $SD = 35.59$) (95% CI 9.80 to 16.97). Having said this, ***hypothesis 3b is rejected***, as the number of likes is lower when there are giveaway brand posts.

Table 11: Independent sample t-test: The impact of giveaways on the number of likes

Group Statistics

	Giveaways	N	Mean	Std. Deviation	Std. Error Mean
# Likes	No	1037	22.22	35.592	1.105
	Yes	50	8.84	10.141	1.434

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
# Likes	Equal variances assumed	14.461	.000	2.653	1085	.008	13.385	5.045	3.485	23.284
	Equal variances not assumed			7.392	122.453	.000	13.385	1.811	9.801	16.969

4.2.2.8. H3c: The higher the level of interactivity on a brand post, the higher the number of comments

Hypothesis 3c was proposed in order to understand whether a higher level of interactivity resulted in a higher number of likes. For this a One-Way ANOVA was conducted. This test was conducted to compare the effect of the different levels of interactivity on the number of comments. Table 12 illustrates the results. There was not a significant effect registered on the number of comments, for the three levels of interactivity on brand posts (F (2,1084) = 0.739, p > .05). Hence, there is no correlation between the two variables, **hypothesis 3c is rejected**, as interactivity does not have an impact on the number of comments.

Furthermore, having a look at the Test of homogeneity of variances (Appendix 9), it is possible to conclude that the assumption holds (p > 0.05), so we can rely on the results of ANOVA. In another words, the three tested samples – low, medium and high levels of interactivity – come from populations with equal variance of the variable number of comments.

Table 12: One-way ANOVA: The impact of low, medium and high level of interactivity on the number of comments

ANOVA

Comments

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.577	2	1.788	.739	.478
Within Groups	2621.665	1084	2.419		
Total	2625.242	1086			

4.2.2.11. H4: Engagement is higher when there is curated content than when there is not

In hypothesis 4, curated content is analysed in order to evaluate whether this variable has a positive impact on engagement or not. In order to analyse this, an independent samples test was conducted. This test analysis the impact, or no impact, that the existence of curated content has on engagement of a brand post. Table 13 illustrates the results. This t-test indicates significant differences on engagement of posts with and without curated content ($t(339) = 2,17$, $p < 0.05$). This means that the mean of engagement of posts with curated content ($M = 27.02$, $SD = 41.22$) is significantly higher, around 6.288 more than the mean of engagement of posts without curated content ($M = 20.74$, $SD = 34.09$) (95% CI -12 to -.58). Therefore, **hypothesis 4 is accepted**.

Table 13: Independent sample t-test: The impact of curated content on engagement

Group Statistics

	Curated Content	N	Mean	Std. Deviation	Std. Error Mean
Engagement	No	846	20.74	34.085	1.172
	Yes	241	27.02	41.215	2.655

Independent Samples Test

		Levene's Test for Equality of Variances		t–test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2–tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Engagement	Equal variances assumed	21.140	.000	–2.407	1085	.016	–6.288	2.613	–11.415	–1.162
	Equal variances not assumed			–2.167	338.977	.031	–6.288	2.902	–11.997	–.580

4.2.2.13. H5: Posting regularly creates engagement

Hypothesis 5 seeks to understand the correlation between posting regularly on LinkedIn company pages and the engagement to brand posts of the company. To measure this correlation, the spearman rank-order correlation coefficient, a "Nonparametric Correlation" was conducted. This test measures the strength and direction of association existing between engagement and average posting. Table 14 illustrates the results. Looking at Spearman's correlation test, we can conclude that there is no correlation between the average posting and engagement on a company page ($r = 0.734$, $p > 0.05$). Therefore, **hypothesis 5 is rejected**.

Table 14: Spearman rank-order correlation between average posting and engagement

Correlations			Engagement	Average Posting
Spearman's rho	Engagement	Correlation Coefficient	1.000	.010
		Sig. (2–tailed)	.	.734
		N	1087	1087
	Average Posting	Correlation Coefficient	.010	1.000
		Sig. (2–tailed)	.734	.
		N	1087	1087

4.2.2.14. H6: The number of followers of brand pages is higher when marketers or CEOs share company posts or post on behalf of the company, as brand ambassadors, than when these do not share, or post posts related to the company

The hypothesis 6 was formed to comprehend whether sharing posts through brand ambassadors, such as CEOs and Marketers of the company, has an impact on the number of followers. In order to analyse this, an independent samples test was conducted. This test analysis the impact, or no impact, that sharing posts by brand ambassadors on their personal profiles have on the number of followers of a company brand. Table 15 illustrates the results. This t-test illustrates significant differences on the number of followers of company pages which CEOs or marketers share or create content on their personal profile, regarding the brand or not (t (858) = 4,85, $p < 0.05$). This means that the mean of followers of LinkedIn company pages with brand ambassadors (M = 5794.93, SD = 7263.05) is significantly higher, around 1499.317 more than the mean of followers of LinkedIn company pages without brand ambassadors (M = 4295.61, SD = 2681.94) (95% CI -2106.4 to -892.2). This said, **hypothesis 6 is accepted**.

Table 15: Independent sample t-test: The impact of the brand ambassadors on the number of followers

Group Statistics	Brand Ambassadors	N	Mean	Std. Deviation	Std. Error Mean
# Followers	No	198	4295.61	2681.941	190.597
	Yes	889	5794.93	7263.047	243.595

Independent Samples Test		Levene's Test for Equality of Variances		t–test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2–tailed)	Mean Difference	Std. Error Difference	Lower	Upper
# Followers	Equal variances assumed	79.222	.000	-2.861	1085	.004	-1499.32	524.099	-2527.68	-470.956
	Equal variances not assumed			-4.847	858.209	.000	-1499.32	309.299	-2106.39	-892.246

Table 16: Overview of the results

Hypotheses		Results
H1	More followers on brand pages represent a higher engagement on brand posts	Accepted
H2a	The higher the level of vividness, the higher the number of likes	Accepted
H2b	Video does not impact the number of comments	Rejected
H2c	Image does not impact the number of comments	Rejected
H2d	Posts with human faces have a positive impact on engagement	Rejected
H3a	The level of interactivity on a brand post, does not influence the number of likes	Rejected
H3b	Giveaway posts have a positive impact on the number of likes	Rejected
H3c	The higher level of interactivity on a brand post, the higher the number of comments	Rejected
H4	Curated content has a positive impact on engagement.	Accepted
H5	Posting regularly creates engagement	Rejected
H6	When marketers or CEOs share company posts or post on behalf of the company, as brand ambassadors, it positively reflects on the number of followers	Accepted

4.2.3. Additional Insights

During the content analysis done for this dissertation, the researcher noticed that some variables have a strong impact on brand posts. On top of the proposed hypotheses, additional research was done alongside. The following table shows the additionally studied practices.

Table 17: Social Media practices with impact on engagement – Additional Insights

Practice	Impact
The sharing of big company milestones	Engagement
Hiring	
Future events	

New variables:

23. "Sharing Big Milestones": When a post contained the sharing of important company achievements

24. "Hiring Posts": When the post had a job opportunity

25. "Events": When a post shared an event that would happen in the future

All new variables were dummies. On the three additional insights, engagement was always the dependent variable. On (4.2.3.1), the independent variable used was "sharing big milestones", on (4.2.3.2.), the independent variable used was "hiring posts" and on (4.2.3.3.), the independent variable used was "event post".

4.2.3.1. Sharing big milestones on company pages and engagement

The first additional insight tested the impact that the sharing of big milestones had in the variable "engagement". For this analyse, an independent samples test was conducted. This test analysis the impact, or no impact, that sharing important milestones on company pages have on the engagement of the company brand posts. Table 18 illustrates the results. This t-test indicated significant differences on engagement of posts with and without the sharing of important company milestones ($t (54) = 4,89$, $p < 0.05$). This means that the mean of engagement of posts with the sharing of big milestone ($M = 72.51$, $SD = 80.22$) is significantly higher, around 53.063 more than the mean of engagement of posts without the sharing of important company achievements ($M = 19.45$, $SD = 29.58$) (95% CI -74.8 to -31.3). Having said this, *engagement is higher when brands share big achievements on LinkedIn compared with regular brand posts.*

Table 18: Independent sample t-test: The impact of the share of important company milestones on engagement

Group Statistics

	Sharing big milestones	N	Mean	Std. Deviation	Std. Error Mean
Engagement	No	1032	19.45	29.583	.921
	Yes	55	72.51	80.218	10.817

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference		Lower	Upper
Engagement	Equal variances assumed	137.232	.000	−11.298	1085	.000	−53.063	4.697		−62.279	−43.848
	Equal variances not assumed			−4.888	54.785	.000	−53.063	10.856		−74.821	−31.306

4.2.3.2. Hiring Posts and Engagement

The second additional insight tested the impact that hiring posts had on the variable engagement. For this analysis, an independent samples test was conducted. This test analysis the impact, or no impact, that hiring brand posts have on the engagement of the company brand posts. Table 19 illustrates the results. This t-test proposes significant differences in engagement of posts with and without job offers ($t (220) = - 4,60$, $p < 0.05$). This means that the mean engagement of posts with job offers ($M = 13.38$, $SD = 17.92$) is significantly lower, around 9.699 less than the mean engagement of posts without job offers ($M = 23.08$, $SD = 37.17$) (95% CI 5.5 to 13.9). This said, ***engagement is lower when hiring posts are shared compared to brand posts without job positions available.***

Table 19: Independent sample t-test: The impact of hiring posts on engagement

Group Statistics

	Hiring Posts	N	Mean	Std. Deviation	Std. Error Mean
Engagement	No	981	23.08	37.172	1.187
	Yes	106	13.38	17.920	1.741

Independent Samples Test

		Levene's Test for Equality of Variances		t–test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2–tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Engagement	Equal variances assumed	14.022	.000	2.652	1085	.008	9.699	3.657	2.524	16.874
	Equal variances not assumed			4.604	220.230	.000	9.699	2.107	5.547	13.851

4.2.3.3. Future Events' posts and Engagement

The third additional insight tested the impact that event's posts had on the variable engagement. For this analysis, an independent samples test was conducted. This test analysis the impact, or no impact, that brand posts containing future event's content have on the engagement of the company brand posts. Table 20 illustrates the results. This t-test suggest significant differences in engagement of posts with and without future event's content ($t (525) = - 6,13$, $p < 0.05$). This means that the mean of engagement of posts with sharing future events ($M = 12.55$, $SD = 18.30$) is significantly lower, 11.440 less than the mean of engagement of posts without sharing future event's content ($M = 23.99$, $SD = 38.09$) (95% CI 7.8 to 15.1). Said this, ***engagement is lower when events posts are shared compared to brand posts that do not refer to events.***

Table 20: Independent sample t-test: The impact of brand posts containing future event's content on engagement

Group Statistics

	Events	N	Mean	Std. Deviation	Std. Error Mean
Engagement	No	910	23.99	38.086	1.263
	Yes	177	12.55	18.296	1.375

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Engagement	Equal variances assumed	28.441	.000	3.908	1085	.000	11.440	2.927	5.696	17.183
	Equal variances not assumed			6.128	525.430	.000	11.440	1.867	7.772	15.107

5. Discussion and Conclusion

5.1. General Discussion

Considering the limited budget that small and medium enterprises have for social media communication and bearing in mind the importance of social media, this dissertation focused on small and medium enterprises, on social media and on the understanding of what the best practices are for these businesses with a limited budget. This research aimed to analyse the impact that different practices on social media had on engagement.

Likes and comments are a form of engagement obtained through social media, which leads to a so-called electronic word-of-mound (Swani et al., 2013). Additionally, factors such as satisfaction with the brand, loyalty, quality and commitment are also drivers of e-WOM (De Matos and Rossi, 2008). Consequently, these bring outcomes like brand awareness, return on investment, sales revenue and customer acquisition and retention for brands (De Bruyn & Lilien, 2008; Dellarocas, 2003; Jansen et al., 2009; Swani et al., 2013; Trusov, 2009). In order to understand how small and medium enterprises achieve these goals, this dissertation was developed to comprehend what are the practices that lead to likes, comments or engagement in general.

Based on the literature, nine hypotheses – from H1 to H4 – were initially proposed and later two more were added, based on learnings from the qualitative study. This study took a form of eight in-depth interviews to marketers of small and medium enterprises. Furthermore, a content analysis on 1087 LinkedIn posts was developed to study the proposed hypotheses. Moreover, three additional insights were developed as the researcher saw relevance on the characteristics further studied.

Hence, focusing on practices used on social media and in line with the literature (Bakhshi et al., 2014; Swani et al., 2013; Zheng et al., 2015), it seems apparent that the number of followers of company pages and posts with curated content have a positive impact on engagement as it was shown by the results of the quantitative study of this dissertation. Moreover, in line with the literature, it was proven that the higher the level of vividness on social media posts, the higher the number of likes on a company post (Cvijikj & Michahelles, 2013; Cvijikj, et al., 2011; De Vries et al., 2012; Rauschnabel et al., 2012;).

Nevertheless, some results disagreed with the literature. It appears that video has a positive impact on the number of comments of brand posts and image has a negative impact on the number of comments of brand posts. This can be explained by the fact that video attracts users' attention through sight and sound, which can lead users to feel involved with the brand and, consequently, engage with the brand post by commenting. A possible explanation for the negative impact that images have on the number of comments is that this type of content was compared with video. As video has a positive impact on comments, images end up having a negative impact. In another words, the higher the level of vividness, the higher the number of comments. Moreover, it was concluded that the level of interactivity does not have an impact on the number of comments as well as the high level of interactivity does not have impact on the number of likes. These results disagree with Cvijikj and Michahelles (2013) and De Vries et al. (2012). On the other hand, and not agreeing with the literature (De Vries et al., 2012), it was concluded that medium and low level of interactivity have a negative impact on the number of likes of a brand post, as well as giveaway brand posts. The negative impact of low (links) and medium (call to action, giveaways and hashtags) interactivity factors on the number of likes or the no impact on the number of comments can be explained by the fact that these types of interactivities lead users to navigate to other websites, not returning to the brand post in order to engage. Moreover, the no impact of high interactivity factors on the number of likes and comments can be explained by the low level of engagement on LinkedIn, social media platform chosen for this content analysis, which does not motivate users to interact, considering that this social media platform is a professional network. Additionally, it was determined that posts with human faces do not have an impact on engagement, which does not align with Bakhshi et al., (2014) and Zheng et al. (2015). This can be explained by the same reason as before, due to the social media platform chosen for this content analysis. As it is a professional network, users do not feel tempted to like human faces as there is no friendship relationship, most of the times, and as most people on this social media platform do not know each other personally due to the fact of that these are professional connections made in the digital world.

Furthermore, focusing on the hypotheses developed based on the qualitative study, sharing brand content or creating posts on behalf of the brand by brand ambassadors positively influences the number of followers on the company page. On the contrary, posting regularly on social media, does not create engagement on the company page, disagreeing with the proposed hypotheses based on the interviews. This can be explained by the fact that users engage with the content that is displayed on their personal feed, instead of specific company pages.

Based on additional insights, the sharing of important company milestones has a positive impact on engagement. However, hiring posts and posts that contain information about future events have a negative impact on engagement. A possible explanation for the negative engagement of hiring and events posts is that these come in the form of a link (low level of interactivity).

5.2. Theoretical Implications

Based on the literature and on the quantitative study conducted on this dissertation, various hypotheses were formulated and tested. Additionally, additional insights were studied. Following, we are developing the theoretical implications of these hypotheses.

When marketers of small and medium enterprises want to increase their numbers of likes, they can post vivid posts, like videos, as the higher the level of vividness is, the higher the number of likes, agreeing with the literature (De Vries et al., 2012). This is explained by the fact that a higher level of vividness appeals to more stimulus, leading the users to like the brand posts more than a post with a medium or low level of vividness. Moreover, sharing low and medium interactivity content on brand posts have a negative impact on the number of likes, not agreeing with the literature (De Vries et al., 2012). High interactivity content does not have an impact on the number of likes, agreeing with De Vries et al. (2012). An explanation, regarding low level of interactivity (links), can be that users do not engage with the brand posts as they navigate to other websites when clicking on the link. Moreover, an explanation concerning medium interactivity posts (call to action, giveaways and hashtags) is that these too are usually in the form of articles or contests, motivating users, through a call of action, to click on the link. Hashtags are more frequently used to reach the post itself, not requiring any additional action. Concerning high level of interactivity (questions and tags), the explanation given by the literature for the inexistent impact of high interactivity content was that these require an answer, in the case of questions, which cannot be answer by liking a brand post. Moreover, tags lead people to click on it, which leads to the same result as low interactivity posts (links).

Marketers of small and medium enterprises that intend to increase the number of comments should share brand posts containing video (high level of interactivity), not agreeing with the literature (Cvijikj & Michahelles, 2013; De Vries et al., 2012;). Video appeals to stimulus such as sight and sound, which gets a higher level of attention from the user, which

can lead him or her to feel more involved with the brand, and consequently, engaging with the brand post by commenting. Posting an image, has a negative impact on the number of comments, disagreeing with Cvijikj and Michahelles (2013) and De Vries et al. (2012) that stated that images have no impact on comments. A possible explanation for this is that, on the content analysis used on this study, if the posts did not have images, most of them had videos, which can explain why the study said that images have a negative impact on brand posts when compared to posts with video. Posting interactivity brand posts does not have an impact on the number of comments of a brand post, disagree with the literature (De Vries et al., 2012). This can be explained by the same reason given when focusing on the impact that low (links) and medium (call to action, giveaways and hashtags) interactivity factors have on the number of likes and comments, the existence of links that leads users to navigate to different websites. Regarding high interactivity factors, this can be explained by the fact that the social media under analyse was LinkedIn and, as it was stated in the literature by Bonsón and Bednárová (2013), there is a low engagement on this social media, which does not motivate users to interact due to the fact that this is considered to be a professional network.

If marketers intend to increase their brand posts engagement, they may share curated content, agreeing with the literature (Kim et al., 2015) or share important brand milestones on brand posts, as the additional research of this dissertation concluded. Curated content shows that the brand knows what their users want by sharing knowledge that comes from different parties. The high engagement with brand posts that contain big milestones can be explained by the fact that users get happy with important brand accomplishments and they want to share it through engaging with brand posts. Additionally, the higher the number of followers, the higher is the level of engagement, agreeing with Bonsón and Bednárová (2013) and Swani et al. (2013). With more followers, brand posts have a higher reach of visibility, which is translated to a higher level of engagement.

Furthermore, posts with human faces on brand posts have a neutral impact on engagement, disagreeing with the literature (Bakhshi et al., 2014; Zheng et al., 2015;). This can be explained by the professional level that LinkedIn has, which can make its users to not engage with this type of posts as much as if they were on different social media platforms, due to the fact that most connections on this social media platform are purely professional and not friends as, for instance, Facebook. Moreover, posting regularly on the company page does not have an impact on the brand page engagement, disagreeing with the conclusions taken from the

qualitative study. This can be explained by the fact that users engage with what is shown on their news feed, not focusing on what individual brands are sharing and if these are sharing content with frequency. Based on additional insights, it was concluded that hiring posts and posts regarding future events have a negative impact on engagement. The negative impact of hiring posts and events posts on brand posts engagement can be explained by the fact that usually these come in the form of a link, which lead users to change websites, as previously mentioned.

5.3. Practical Implications

This research has made important contributions in the area of social media for small and medium enterprises. This dissertation can guide marketers, regarding which type of content on brand posts works better on company pages.

SMEs use social media to interact with potential customers and to show their presence in the digital world. Because of this, different types of businesses use different social media platforms, focusing their platforms on their target audience. Hence, B2C companies, as well as, B2C and B2B companies are represented on Facebook and Instagram. They use Facebook to engage with their followers and Instagram to share pictures of their products and services. Moreover, B2B companies use Facebook, Instagram, LinkedIn and Twitter. Instagram is used to show the environment of the company or services, Twitter, to actively share opinion articles, Facebook, to show to their friends and families their big milestones and, LinkedIn, is considered to be the most important one for B2B as it is taken very serious and used to show their product or service and to capture the attention of potential consumers.

Brand awareness, return on investment, sales revenue and customer acquisition and retention are outcome of engagement. When sharing content on social media, users engage with brand posts. This engagement leads to an increase in the visibility of the post. Hence, more users get to know the brand, increasing its brand awareness. Engagement can come through the form of likes, comments or shares. In order to track engagement on social media, marketers should focus on their brand posts' reach and company page visitors as well as company page followers.

Small and medium enterprises determine if a brand post is successful or not by tracking their brand posts reach, company page visitors or followers on the different social media platforms. SMEs mostly have likes, instead of shares or comments, leading to the conclusion

that a successful brand post is considered to be successful when this contains comments or shares or when it has more likes than the average brand posts.

When marketers of small and medium enterprises develop their marketing plan, focused on social media, they should use this dissertation as a guide for best practices on social media. Moreover, some findings of this research can be generalised to large companies that want to share content on their company page without advertising, as these agreed with the literature that did not restrict the research to SMEs. These findings are: the more followers on brand pages represent a higher engagement on brand posts; the higher the level of vividness, the higher the number of likes; and, curated content has a positive impact on engagement.

5.4. Limitations and Future Research

A content analysis of 1087 LinkedIn posts was conducted, which is a sufficient amount of data to empirically investigate the practices that were studied. However, this research had some limitations that should be stated. Firstly, brands did not often shared brand posts with text only, which excluded this variable from the analysis. Moreover, giveaways do not happen much on LinkedIn, which led to the adaptation of this variable as representing the sharing of eBooks and white papers. As a further possible study, the use of more comprehensive data is suggested. Furthermore, a few results from the quantitative study showed that the results could not be generalized as the assumptions failed. It might be relevant to test these results once again to assure that they can be generalized.

Moreover, as previously mentioned at the end of practical implications, the findings that agreed with the literature can be generalised for large size companies, as the literature did not restrict their studies to any specific company size on their studies. However, the ones that were rejected cannot be generalised as there is no support apart from this research. Based on this, potential future research is to do the same study with the rejected hypotheses of this study and focus on a sample with large companies in order to understand if the results that did not agree with the literature are able to be generalised.

This dissertation did not focus on a specific industry, neither on the distinction between B2B and B2C companies. Based on this study, a future research project may be to focus on a specified industry and an additional one focus on B2B or B2C companies. Furthermore, based on the qualitative study, there was a broader knowledge about B2B and LinkedIn, which led to the decision of analysing this particular platform. Further research may want to focus on a

different social media platform. It would be interesting to test if these same results would hold. Moreover, when analysing different social media, the research may add the sharing of brand posts variable as another measure of engagement.

This study did not test if different days and hours of sharing brand posts have different impacts on engagement. Since LinkedIn does not give the day of when a post is shared, it was not possible to analyse the impact that the time of sharing has on engagement. Another possible future study could be to analyse posts only shared on the day under analyse, as on the day it is possible to know how long ago – hours or minutes – the brand posts were shared. It would be optimal to study every day of the week, to assure that the day is accurately registered and to examine the impact of these variables on the number of likes or comments.

Additional insights were added to this dissertation as, during the study, the researcher noticed that some variables had a relevant impact on engagement. As this was not reinforced by authors, it is important to use a different database, in the future, regarding the sharing of company milestones, job opportunities and events, and the impact they have on engagement.

Finally, in order to understand more about engagement on social media, future research might specialise on the impact of negative and positive comments on posts, as De Vries et al. (2012) similarly studied on their research.

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Appendix

Appendix 1: Interviews

- **Interview #1**

B2B	B2C	Name of the company	Number of Employees
	x	O'yo bar	10-12 employees (small business)

1. **Can you do a brief of the company that you work for?**

   "Well, we are a vegetarian and vegan brunch and lunch bar. You can come in the morning for a brunch, it is just vegan or vegetarian, gluten free or lactose intolerant people can come here. You can have coffee and cake in the afternoon, and we are open from nine until five every day, except Wednesday."

2. **Is the management of social media done internally or by an agency?**

   "Internally"

3. **Personal background: What did you study? At the company, what is your job title?**

   "I studied Economics and afterwards I did Marketing, that was my masters and I am doing an internship here as a social media marketer"

4. **Are you the only one working in the marketing department?**

   "Yes"

5. **What do you do?**

   "Apart from social media, I also do customer service, so I answer emails for people that want to make reservations, or I answer complains on TripAdvisor. I answer the phone sometimes. I look into how we can market public more, I analyse which kind of people are going to our bar / restaurant, so that is a bit of what I am doing here"

6. **What is the role of social media in your marketing plan?**

   "The role is specially to attract people to come here to o'yo to have a lunch or a breakfast or anything. Because we are in Ghent, but we are in a street that is not as known, there is not a lot of people passing, so you really have to pull people to come here and this is by Facebook, Instagram, social media specially, but sometimes email campaigns and promotions."

7. **Who is your target on social media?**

   "My target is mostly people between 25 and 40 years old, mostly females and you can come here with your kids as well, so it is sometimes couples, or young families and it is also a

dog free bar. In Ghent is not that common to have a bar or a restaurant for dogs, so that is something that we can target towards."

8. **Which are the social media platforms that your business is represented on?**

"We mostly do Facebook and Instagram. Instagram, because it is food and a picture says more than a couple of words. Also, Facebook sometimes to communicate with our customers. Twitter, we do not really use as it is more as a way to position yourself as more of a political or an opinion kind of person, as for here we do have an opinion, but it is not our main goal to communicate our customers with that kind of media. Also, Snapchat, we do have this account, but we do not use it. And then we have Yelp, TripAdvisor, actually more platforms where customers or people can come and visit to consult other people's opinions to see if this is a good place to go for brunch or lunch"

9. **Which type of language do you use on your different posts? (emojis? Formal language? According to platform – Facebook, LinkedIn, …?)**

"Yes, on social media, especially on Instagram, it is always in English, so we reach more people and also it is more the language of Instagram, I think. We use emojis, so it is a bit informal. It is more about sharing love and emotions, so we use that emoji to underline what we are trying to say. On Facebook, we sometimes speak in Dutch as well, which is the language of Ghent, because Facebook is more for interaction conversation starter. We do see that some of the people that come, and visit do not speak fluent English and that is why to have the conversation starting in Dutch."

10. **According to you, what is the difference between Instagram and Facebook?**

"Instagram is more pictures, so it is more to tell people what delicious food we serve. Apart from Facebook, everything that is posted on Instagram is also posted on Facebook, but Facebook is more possible to have interaction or to give more of a message."

11. **Why don't you use LinkedIn?**

"LinkedIn, well, o'yo is not a business-to-business, so customer will not use LinkedIn to find this restaurant"

12. **Which type of content do you share the most (e.g. video, image, text, blogs, contests, …)?**

"We mostly share pictures of what we serve, but for us is important not to just have a picture, we also want to tell a story, so in every picture we tell a story about how a certain ingredient can be good for health or we also post pictures of organizations that we support, such as Finetab which is an application that you can install. It is not very active in Belgium, but you can find areas, restaurants where you can find free water, this to go against the use of plastic

bottles, so we go for nature, no plastic. So, we do post a little bit about social engagement into society, as trying to diminish our foot print on the planet, by going vegetarian, or vegan, or not using plastic or supporting certain things. That is what we mostly share apart from food. All of this with pictures and images."

13. Do you have a budget for marketing campaigns or marketing in general?

"No, not really. We are a small enterprise, so we do not want to put too much money in this. It is a very important aspect, but because we are a start-up, there is actually a very minimum amount of money for this. Sometimes we do promotions, by reducing the prices and sharing on social media, and giveaways, but there is not like a certain budget that is set for marketing."

14. Between curation content or own content, do you have any rule or plan to define how many posts of each do you share in your different social media platforms?

"It is mostly our own pictures, so our own content. We want to show our social engagement, but it is also more about us as well. We are the central factor of our social media, so we cannot share much curation content, because people also need to know what o´yo is for."

15. Can you talk about your social media strategy/time plan in general?

"Yes, we like to post at least two or three times a week where one of the three times is about social engagement, about people and the other two times, it is about food or something we did or something new here. There is no time plan, but I know that in the morning, between nine and eleven, it is the best time to post. Apart from that, on the weekends, at Sunday evening, you get a lot of response as well. We do know this kind of advantages, but we do not have a strict time plan to post."

16. Which type of content do you think that it brings more engagement to your company pages? (practices – image, video, text, … - own vs curation content)

"Images of our own, because it is what I post the most."

17. What does that engagement bring to your company? (e.g. brand awareness, ROI, sales revenue, customer life time value, leads)

"Yes, for sure, social media makes a big difference. People are reminded by O´yo, reminded that we do something, that we have new things on the menu. People have so many options to go out for brunch in Ghent, that a small reminder makes a big difference for the clientele. So, with my posts I create brand awareness, by bringing more people, we increase our sales and we try to keep our usual customers, that ones that come more than once, because these are the ones that make the business turn over at a long term."

18. **How do you measure your success on social media (analytics – number of likes, engagement, number of comments, …)?**

   "Not really. I do keep in mind how many likes a certain post has. I know that posts about food, get more likes than posts about engagement or our people, but I do not have an excel sheet with numbers of likes, comments or shares, because Facebook and Instagram already give us these measurements and scales."

19. **What do you consider to be a successful post or campaign on social media?**

   "More than one hundred likes."

20. **Do you also have comments or shares?**

   "Shares not really often, comments, yes. Sometimes positives, sometimes questions, a little bit of negative, most of that is like "yum", "this is delicious", "we need to go here", people are tagged."

21. **Did it happen already to post on social media and realize that that post worked better or worse than the usual? Can you tell me a bit more?**

   "Yes. We did have a negative response to one of our posts that was about vegan chocolate, because I said that it was sugar free. It was no sugar free, but it was free from fine sugars, but not free from natural sugars. That was something that customers did not like. They like to have open and honest posts, so they thought that this was a bit of scamming, so then I put this back again already corrected and I reply as professional as possible, to say that we were sorry for this confusion. A post that was really successful was a post that was about our CEO, holding a cup, because that shows that this is actually more of than a million of brunch bars, that shows that there is charm, there is people involved and so on."

22. **In your opinion, which of the social media platforms that you use give you the best analytics and why?**

   "Facebook is a good support if you want to see how to improve. Instagram is a bit less, but I do know that Instagram has a way higher response than Facebook. Facebook does not really hit so many likes and comments."

23. **To finish, can you give me an example of 3 or more small or medium enterprises that are considered "examples to follow" on social media? Why? In which platforms are they represented?**

   "Uh, that is a good question! The "happy cow" is a platform where restaurants can pay for, so this is an application that can be installed to find all vegan and vegetarian restaurants in the neighborhood. They promote other restaurants to do vegan and veggie and it is followed by a lot of people, it has a lot of social engagement and it tells people more about restaurants

that are in their platform. The happy cow is on Instagram and also have a Facebook page, as well as a website page. Apart from that, I also like "Madambakster" that is a very similar kind of thing as us, but, depending on which social media you like, they give more away about their private life, about the private life of the owner of this little café and brunch bar, so if you like to really get to know the place then this is a little bit more personal and they also post more constant and continuous. Madambakster is mainly present on Instagram and it is also present on Facebook. I am actually comparing more companies that are more present on Instagram, because this is what I see. And the last one is "minimalist baker". She is a vegan, veggie cook that inspires our menu and she posts on a regular basis, not only about recipes, she also shows how to make the recipes and their health benefits, so it is really similar to what we do, but she is more as a house cook, as for us, we are more a restaurant that serves the meals that she shows. Her business is to sell recipes books and I think also some cutlery and things that you can use to cook."

- **Interview #2**

B2B	B2C	Name of the company	Number of Employees
x	x	Sommer & Co	85

1. **Can you do a brief of the company that you work for?**
   "Yes, so, it is a family owned medium enterprise in Germany and they exist since 1850. They do production and factory of organic and for example gluten free biscuits and rusk under their own brand name. In the B2B part of the company, they also have production of biscuits for other brands."

2. **Is the management of social media done internally or by an agency?**
   "It's fully internally."

3. **Personal background: What did you study? At the company, what is your job title?**
   "In my bachelors, I studied Business Administration with a major in Marketing and in my masters, I did Marketing. My job tittle currently is a marketing assistance, I work two days a week at the company and I do all social media management, planning, posting of posts, budget for social media and other marketing related job, for example, planning and coordinating with the graphic designers that work externally for us. I do brochures and posters. I communicate on social media, terms with bloggers and I do gift strategies, for example, that's all I do."

4. **Are you the only one working in the marketing department?**

   "No, it is my boss, she is the marketing manager, works only part time, so from eight in the morning to one every day and she is doing everything is marketing and coordinates me and plans and does all the big budges for ads and all the rest."

5. **What is the role of social media in your marketing plan?**

   "The role of social media is very small in the company, because only started a year ago. They had a Facebook account for a very long time, but they never actively used it, so, it is only been used fully active and once or twice a week for a year now, so it is very small, and they are trying to develop social media but is not a big part of the marketing plan."

6. **Who is your target on social media?**

   "So, on social media, our target is everyone in Germany, between ages of 25 and 65 years old, mostly female people, because they are usually the shoppers in supermarkets, so we focus mostly on them, because we want them to see our brand and shop for us. Also, a big target for us are people that are gluten free or celiac. There are some very big groups with like twenty-thousand people on it, and we try to target them as well because we have a couple of gluten free products and they are very high demanded."

7. **Being you only present on Facebook, why are you not present on Instagram?**

   "So, we are not on Instagram because we do not have the time for it, since my boss works part time and I work only twice a week. Also, we do not have the budget for the quality of posts that we would like to have. We only want to start it when we can post on Instagram regularly and for that we need high quality photos and a specific content that we will bring at least once a week and we don't have the time or budget for the moment. But I can say that they are planning to hire a student that is going to work part time as well and they are planning, for the student, to do everything around Facebook and Instagram and launch Instagram as well.

8. **And why are you not on Twitter or LinkedIn?**

   "We are not on Twitter because it is not as big in Germany, and basically they don't think it is worth the effort and we don't have people and time enough for Twitter. We don't have LinkedIn, because nobody has thought about it yet, we are not a big company, so they didn't feel the need to launch a LinkedIn. Also, I should add that, out of the eighty-five people that work for the company, there are only twenty that work office jobs, so we are only twenty people in jobs that are basically fixed, so there is not a lot of fluctuation hiring and the other people work in production and they usually they don't have LinkedIn."

9. **Which type of language do you use on Facebook? (emojis? Formal or informal language?)**

"We only use German and it is pretty informal, so there are two versions of "you" in German, the formal and the unformal and on Facebook we only use the informal and we started using emojis and "emotions" on the status of Facebook, just one or two, never to many, but we usually use some, yes. Also, we always try to use the cookie emoji as we are a biscuit manufacturer, so it jumps more in people's eyes and since there are a lot of our followers that are women between the ages of around forty, we feel that they really like emojis, so that is why we are using it."

10. **In your Facebook, which type of content do you share the most (e.g. video, image, text, blogs, contests, …)?**

"We do images, we share content, we do some videos because Facebook sometimes suggest you a video that they have done with your content and it appears on your Facebook feed. So, we have used once or twice a video that they have suggested us to share. We do a lot of product test, so people can submit their name and explain why they want to try our products and then we will send it out to about forty people, and they have to fill is a questionnaire and that usually brings a lot of traffic because people want to get free products. Also, we share content with others that align with our values and that could interest our followers."

11. **How do you manage your marketing budget?**

"The budget is very lucidly held. The budget is mainly for our graphic designers that do the packaging and others, because packaging also goes into our marketing department, so for the brand "Sommer" we do the packaging as well. So, we work with graphic designers, we work with them for website as well and the budget is also for ads in magazines, for example, that are very expensive, so that is a lucidly held budget. And then, there is always room to have more, or less money, and social media is only a very small part of it, we not really spend money on social media."

12. **Do you invest on social media campaigns? Why?**

"We do, but only in a very small amount. I would say that, maybe, in the last six months we have invested about a hundred and fifty euros. The only times that we have invested were for the product tests posts and we gave a budget to that post, for example, twenty euros or forty euros and you can also choose your target market, so usually that is what we did and Facebook suggests certain amounts that we can pay, but we can always say that we want to pay like fifty euros and then Facebook budgets it per day for you. So, you have a budget of twenty euros, and you want the post to be there for seven days, Facebook is going

to chop the twenty euros for the seven days. You are going to reach a certain amount of people each day."

13. Between curation content or own content, do you have any rule or plan to define how many posts of each do you share in your different social media platforms?

"We post twice a week on Facebook, on Tuesdays and on Thursdays, and we usually do one of our own content and another one of curation content. We usually only share content that is relevant for our followers or that is in line with our values, for example, organic issues or people that do charity things that has something to do with organic food, things like that. Also, I should add that we use curation content because it saves us a lot of money and time and keeps our social media updated. However, it is very difficult to find the right content to our followers, because a lot of time that we share curation content, we are not sure if it is the time that we share or if it is the content that we share, it does not have a lot of interest."

14. At what time do you post?

"We try to post at 1pm. I have been trying to post at other times as well to see what it works best. I have done a little bit of research and normally it says that around 1pm is the best. We have seen that at night, it works very well, so around like six or 7pm and we have tried to share a couple of times at eight in the morning so, if people log in to Facebook in the morning, they see it immediately, but we usually share at 1pm."

15. Which type of content do you think that it brings more engagement to your company pages? (practices – image, video, text + mentions in text or hashtags)

"The biggest traffic is pictures with people, with actual people that are related to the company, so we do a couple of posts with, for example, a Christmas market where we had a stand and people could see our employees faces. That is always one of the highest liked pictures. Always with people is the best option and if it is somehow personally related to the company, it is the best. Then, new product releases are always really high in likes, especially if we put a budget on it and promote them. We do images, since the entire marketing idea of the brand is drawn figures of cookies and things like this. We use a lot of "adobe illustrator" and "infinity" to put a Facebook post together, which is a mix of the packaging pictures and some caricatures that are defined. Additionally, we always try to write something to it and we always have our logo on it. Also, we always try to tag if there are companies evolved, so, for example, the Christmas market was organized by a gluten free charity, so we always tag them or tag, for example, a brand that we do something with

or an online shop so that we get more traffic, so the tagged person or shop sees our post and sometimes they actually share it as well."

16. **What does that engagement bring to your company? (e.g. brand awareness, ROI, sales revenue, customer life time value, leads)**

"We are not able to track fully the ROI, so for us, using Facebook or any social media, it will always be about brand awareness, more than ROI, because we do not invest a lot, but we have seen a lot of higher brand awareness, especially in the region as well and since we did some product tests through Facebook in our questionnaire we always ask how people know about the brand, if they know it from a supermarket, organic retailer, from friends, or Facebook, for example, and in our last questionnaire 80% out of forty people knew about us because of Facebook."

17. **How do you measure your success on Facebook (analytics – number of likes, engagement, number of comments, …)?**

"For Facebook, we mainly look to the amount of followers that we usually gained, because that is very important for us as well, because we are looking to work bloggers, so a higher amount of followers is kind of important for us, especially gaining them organically, so we look at the followers, we look at the likes and we also look at "Google Analytics", but that is more for our website than for other things."

18. **What do you consider to be a successful post on social media?**

"I would say that it is a successful post if it gains a lot of traffic and attention in terms of likes and comments, for example. If it is also interesting to people which you would see in likes and if it differentiates itself from anything else that you have done, so for us that have been the product test that we have never done that before, we only have decided to do that this year, so, for us, that was really successful and we gained about half of our amount of followers only through the product tests that we did on Facebook. I would say that a post with above fifty likes would be a good one, because we very rarely have that. We usually only have that amount of likes when we put money on it."

19. **Do you also have comments or share?**

"No, very few."

20. **Did it happen already to post on social media and realize that that post worked better or worse than the usual? Can you give me examples?**

"Worse than the usual is always when it doesn't really interest people, so for example, I did a post before Christmas and I shared content from another site that talked about charity gifts, instead of physical gifts. We probably had one like on that one. And then, every post

that doesn't really says something, that is only to update the page, doesn't do well, so, for example, we did a post shortly after new year's that was about new year's resolutions, it was a very simple post and it didn't do very well either, it had like three likes, maybe. Posts that do well, I think that I said before, it is always, people with people, so anything that is related to people that work at our company, it is really liked."

21. How are Facebook analytics?

"I think that it is good, but it takes a lot of time to work out how you can get the most out of information and it does not have all the information, for example, I don't know if it is just me, but I haven't been able to find the number of followers that we had two year ago, but only a couple of months ago, so they don't give you a really long time spam."

22. To finish, can you give me an example of 3 or more small or medium enterprises that are considered "examples to follow" on social media? Why? In which platforms are they represented and what is their business?

"The first one is called A to Z, it is a company by the blogger "Zoela" and the company Zoela is basically a brand from this blogger. She does beauty products in stores and they just relaunched their social media and it is probably one of the best, because it is very engaging. They have a set timeframe for Instagram, so every Tuesday they do something specific, every Thursday they do something specific. Every week one other blogger or a person that they know will take over the account and explain what job they are doing it. Also, I think that "Studio McGee" does a really good job. They are an interior design firm, I think that they are a small to medium enterprise and they are in the US. They started out with interior designs basically and they post a lot on Instagram and to YouTube as well and I think that they are doing a really nice job because it is always high-quality content, so there are never bad pictures, it is always high quality. It is very regular, so you hear from them regularly, they post updated things, for example, where to shop and things like that. They give a lot of tips on how to interior design your own space, for example, and I always get the feeling that they don't post just to post, but they always have good content. As the third one, there is a cafe in Frankfurt that is called "ElainesDeli". I only know about them because I follow an Instagram account about Frankfurt, and they showed up on it. They have really regular Instagram stories, they do a lot of Instagram posts of their own employees of what is on the menu on the day, they show the events that they are planning, for example, the interior of the cafe itself and it is very up to date and there is always new content on it. So, I think that that is pretty good for a regional café."

- **Interview #3**

B2B	B2C	Name of the company	Number of Employees
x	x	BattMobiel	3

1. **Can you do a brief of the company that you work for?**

   "We have three segments, we work B2C for the neighborhood, we sell subscriptions to neighborhoods and people that know each other, so that is the first thing. We have B2B, to companies, small and big ones, including semi-public institutions and also B2G, so for Governments and cities. We do deliver a new kind of way of mobility, through electrical physical sharing, not only cars, but also speeding bikes, because we do believe that ownership is outdated. People now just share things and they also want to do it with mobility in the city, because there isn't enough parking space, the air is just gross now and electric mobility is a solution for that and if you share can be a real solution for the mobility, because the costs really decrease when you share electric vehicles. So, that is what we actually offer, sharing electric mobility to people."

2. **Is the management of social media done internally or by an agency?**

   "It is done internally, but we do work together with some partners. Renault, for example, for social media, because we do campaigns. Renault is one of our delivers and when they want to promote, they give us some budget to spend in a marketing campaign. We can do videos with it that we can share via social media to deliver some call to actions with it. But most of them is done internally, but sometimes we do work with external partners."

3. **Personal background: What did you study? At the company, what is your job title?**

   "I have studied political science, to be more specific, European politics, so it actually it has nothing to do with the work that I am doing nowadays, except for maybe the local connection with the local governments. I started working at the Chamber of Commerce, where I created contacts with start-ups and I have got to know a lot of different technologies and inventions and got to know what the start-up life was all about and also, which types of business were already in the market. Then, I got involved in one of them as a marketer. It was a very technical company that is called Tengu and they were searching for more commercial profile. I have worked there for a year; I did a lot of social media campaigns over there. It was not very measured, but it was more about the branding. After a year there, I got to BatMobiel for a few months, where I am the Head of Accounts. I am doing more business development, a bit of strategy and some finance, marketing as well, a bit of everything."

4. **Are you the only one working in the marketing department?**

"No, actually one of the founders has a communication company in Ghent for about twenty-five years now, so they have done a lot of campaigns for a lot of bigger brands and institutions, so they are doing a lot of the communication part for BattMobiel. Basically, everyone in the company has a part on the marketing department"

5. **What do you do? If others, what are the others doing regarding marketing?**

"Because we are very small, every campaign has a bit of everyone. Everyone is doing something for a particular campaign. We have to invent certain scripts, to find actors, find funny things. We really want to be on the actual part, if somethings are happening around events, weather or somethings are going on, we don't want to jump on it and make something about it, just pushing certain messages, but we really want to interact with people and that costs a lot of invention time, creation time. We really do most of the things together, there is no parts for each one. I post a lot of things, articles out of the press that I read, I make a lot of content as well, that is shared. There is someone that is more technical that does the SEO and the advertising part to try to reach a broader area than our consumers and people that already know us."

6. **What is the role of social media in your marketing plan?**

"We don't really have a business plan of a marketing plan at the moment, not written down already. The role of social media is very important for our B2C part, we get a lot of interactions and questions and chats on our social media account, for sure for Facebook, but also for Instagram, we are building up. It is mostly interaction and information, because people do have a lot of questions about electronic driving, they don't know if they can travel with it, where are the loading points, where can they charge their car, how to charge the car, these kind of questions, so we have to give a lot of information and on the other hand we really want to give a positive vibe around the sharing, because the competitors today are really in the green zone, people that are already busy with car sharing, they don't use their car a lot. We really want to reach to the market of people that use their car a lot. We really have to attract new kinds of segments that have not to do with car sharing at the moment, so we really have to break through that segment and that is also done by social media, by making it fun."

7. **Who is your target on social media?**

"On social media, it is mostly the B2C part. It is male and female and people that already have their driving license for a while, so it starts from 23 years old to 45 years old, that is a very good segment for us. And people that are already very interested in technology first of

all, who also is a bit entrepreneur, who cares about the future, who worries about pollution, who is living in the city as well. These are the main characteristics that we look for. What we see a lot is that men are interested and then they convince their partners for all the practical things, like, if they have children. They worry about practical things and men take it very cool and positive and they want to try it out, so we have to give them both – men and women – information on our social media."

8. **Which are the social media platforms that your business is represented on? Why that ones and not others? (do you prefer x or y?)**

"We have Facebook and Instagram. We also have LinkedIn, but we are totally not active on it. LinkedIn, we have to start on it for the B2B part, for sure, because we have to direct us to the HR managers inside the companies, so we will have to work on that, but we don't have enough time to do it. And Twitter, we don't do it, I have done it a lot for my other two companies I have worked for, but now it does not seem to be the kind of the product, it is more like a feeling. We did not decide not to do it, it is we have a lot of work on the other social channels and we don't think that Twitter will be good for us actually. It is too serious, maybe, and we are more fun. I think it has something to do with that."

9. **Which type of language do you use on your different posts? (emojis? Formal language? According to platform – Facebook, LinkedIn, …?)**

"A lot of emojis, a lot of informal language, we also have some tag lines like "once you go electrical, you never go back". People really get reminded of us because of such small things, so it is quite informal on both. Also, as our target is in Belgium, we use Dutch as the language of our posts on Facebook and Instagram."

10. **According to you, what are the differences between each social media of your use?**

"Instagram is more visual, it is faster, it gives an idea of a brand. You can really build an image around it through your images and stories, which is faster. And Facebook, it is more about informing, interaction, you can have more call to actions on Facebook, in my opinion. Instagram is more for younger people and selfies. Everyone is on Facebook in the meantime, also the forty plus and it is still a bit more hipster and they know how to use it. Facebook is more content wise, and Instagram is more branding, showing of and visuals, what is also very important, but I interact more with people and leads through Facebook. We really get direct contact via Facebook and on Instagram, I haven't got leads."

11. Which type of content do you share the most (e.g. video, image, text, blogs, contests, …)?

"Last week, for example, we did a lot of videos, because we did some campaigns and interviews with our customers. Apart from that, if we see something on the papers, we share that, and it is mostly through images. We don't have any purely text posts. If we share something on our newsletters, we share it through our website and also Facebook. Today, for example, we shared our own content. We have written about the cold and how to use your car in the cold, because this cold can create a lot of problems in electric motors, so we want to be on top of the topic and what people are thinking now. Something that we shared through social, always images or videos, but never just text, because I believe that only text does not attract people. I think."

12. Do you have a budget for marketing campaigns or marketing in general? How do you manage it?

"Not well enough. We just made it now. We receive our budget through our partners, for example, or through the communication company that is from the funding team. But we do not have a plan of how much we will invest in marketing. Now we are just investing a lot in marketing, without knowing where the outcome will be. So, that is not a super good idea, but we will see how it works and we really want to scale, so we know that we need to have a really good brand that is known, so, yes, we do invest a lot of money, but I cannot say any numbers. I would say that most of our budget goes to the video and to the website."

13. Do you invest on social media campaigns?

"We promote some campaigns with some euros. All our very good videos were promoted on Facebook and the last one was also promoted very recently on Instagram, but I don't know numbers because it was just a few days ago. Our videos usually have fourteen thousand views in one weekend, so it is always very well received."

14. Between curation content or own content, do you have any rule or plan to define how many posts of each do you share in your different social media platforms?

"We don't really have a plan yet. What is guaranteed is that all our curation content has the source tagged, so it is not like it was stolen. I also like to share posts from other pages, but I think that you cannot schedule it, you have to share it at the moment and that is something that I would like differently, that I could also define when I want to share it instead of in that second. But yes, most of the time is our own content. In average we share eight times during the week, five on Facebook and maybe three posts on Instagram, including stories. I would say that most content is from our own."

15. Can you talk about your social media strategy/time plan in general?

"We share almost every day, sometimes two times a day, sometimes nothing, but mostly daily."

16. Which type of content do you think that it brings more engagement/traffic to your company pages? (practices – image, video, text, … - own vs curation content). Also, can you develop more about the videos that you do and how?

"I think is every time that we post content from our customers, so when we have testimonials of why they use BattMobiel or what they like about it or why they need it. How did they do it before and why are they doing it now it is a very strong content. When we pick up something from press, that posts are usually not really popular, but we like to do it to show how mature we are in the market and to show that we are on top of the topic. But mostly, the best content is really about people on our networks. Now we also have like a commercial video that is regarding an event that is happening in Brussels with the purposes to show cars and sell it, not against it, but a video showing alternatives to people, showing that they do not need to buy a car, but that they can also share a car. That was also a message that is very popular, maybe more visionary also. People liked; it was shared a lot of times. You can see if you put a lot of effort in a video, it pays off, that is my feeling about it. It was a video that it took us half day to shoot, it was not some video that we shoot and share it immediately. People really liked the message. We also had anti reactions, a lot of people that don't like the message, but they like to react what is also good because there is discussion on it, and it is good to know that we are able to bring some discussion to society. We did more videos, it is not weekly, but we had invested a lot in the past month, and we will release in the next week as well, so this is more than the last two months. It is not our own budget, we had around 15k for videos from partners, it is a lot of budget, but it is not our own, so I think it is a different kind of thing to do."

17. What does that engagement bring to your company? (e.g. brand awareness, ROI, sales revenue, customer life time value, leads)

"It is always a combination of things. You can have a good video, but if there is no call to action linked to it, you will not have any sales, of course, so now we really try to lead people to our website page where they can fill in contact forms for test drives or to ask for an offer based on their mobility needs. Brand awareness is also really important, because of content that people share, get other people to know about us, they also get to see from other people instead of a brand speaking, so that is important. Usually there are no tags, but sharing happens a lot, what leads to word of mount and consequently brand awareness what is good.

Also, we usually invite people that liked the posts that were shared and most of them accept it. You can see a reflex of that in our followers, in only five months we reached around 520 followers, so it is good. Return on investment, yes, if there is a call to action as well. People like us and like to know us better, so it is good. We also take a lot of parking spots in the street, so people ask "BattMobiel, what is it?", "What are they doing? It is my place.", but that is good, because they can see us and also in the media, so they can see that something is happening. It is good that they see us in different places."

18. **How do you measure your success on social media (analytics – number of likes, engagement, number of comments, …)?**

"We just see the numbers, but it is not like we already take different actions, based on previous numbers. We see what works and what does not work, but we are still quite in the experimental time. The company is very recent, so it is too early to try to do so. We are also shifting our messages sometimes in different segments to see if it works, but, so far, we are not approaching social media in a tactical way."

19. **What do you consider to be a successful post or campaign on social media?**

"If it is shared and liked, I am happy. When we have around twenty likes, that is already good, it is a successful post and it has been seen, but what I like the most is the sharing part. When I see that is goes beyond our normal circle, when other people are looking at our page or to our website through the share of people, I think it is very successful."

20. **Do you also have comments or share and what is a good number of it?**

"If we have shares, I already consider to be good. Now, the last commercial – promoted video - was shared twenty times or so, so that was very good. The positive comments are usually in private chats, more regarding information and they contact us. We also have positive comments on the posts, but usually they are in private and the public are usually negative, well, we only had three, but we usually don't have many comments. It is usually like "I will never want to share my car" or "you are just too progressive guys, I don't like you" or "you take all the parking spots", so yeah, people that like it, just share it, I think. They don't really have to comment or like it, they just share it. Shares are people that like us, and comments are a way of showing that they don't agree with our concept and want to have a voice to show us that."

21. **Did it happen already to post on social media and realize that that post worked better or worse than the usual? Can you tell me a bit more?**

"The last video worked better than the usual, but it was also promoted better, so that helps as well. So, I believe that the most effort you put on it, the more you get out of it. I also

think that probably people will like the press releases and that they will share it during the weekends, but more time it isn't like that. In that ones I, maybe, get one or two likes, so that is not a very popular post. These press releases are usually a photo of the newspaper or if I can get it without the water mark online, then I share the online article, from the newspaper website, but in any form, that is not that popular."

22. **In your opinion, which of the social media platforms that you use give you the best analytics and why?**

"I would say Facebook. I also don't check much the analytics from Instagram, but I like to see on Facebook, how many people do we target, what kind of segments are people from. Facebook analytics can tell you about the gender, the age gap, their tastes, but on Instagram is more about reach and impressions."

23. **To finish, can you give me an example of 3 or more small or medium enterprises that are considered "examples to follow" on social media? Why? In which platforms are they represented?**

"Well, this is something on my sector is called "Sthroom". It is about electric cars as well and they do give a lot of high-level information about electric cars, how to drive them and about the technical features. They do it very well and on a systematic bases, on LinkedIn and most of the time it really gives me the impression that they are experts in their topic so that is, so that is one that I love to read. Another one is "Zwift", they have cycling products for professional and amateurs. They do have really nice videos, they show how people are using their products, they do contests, I even joined once in Antwerp, they really have good content, nice and attractive videos. "Zwift" can be already quite big, they scaled enormously fast, well, they are not many employees, so it probably can be considered medium enterprise. Another one is "cargo velo", they do a lot of deliveries with their bikes in the cities, so trucks don't have to come to the city with all their products. When it snows, they are still going around and delivering it, they work together with "Lidl" for the simple delivery option and they really show a good image about how it is to work there, how hard it is, but how cool and how meaningful it is to work in the city. They are mainly on Instagram and on Facebook. They post the regularly, I believe once a day and also, when they go cycling after hours they post and that is also good to have another look at inside of the company."

- **Interview #4**

B2B	B2C	Name of the company	Number of Employees
	x	Jo.	10

1. **Can you do a brief of the company that you work for?**

   "I work for LINQ, a marketing communication company, and for social media I work for Jo. Jo is a small to medium store with luxurious clothes. They have one store, near Ghent and they focus in people in their city and in Ghent, so it is pretty regional and is around 20 years old."

2. **Is the management of social media done internally or by an agency?**

   "It is made by and agency that is the one that I work for."

3. **Personal background: What did you study and what is your experience?**

   "I studied journalist in my bachelor, more specifically television journalism. Then I did a Master's in communication science and more specifically in communication management. My job at LINQ is my first job, I did my internship here, last year and in September, I started working for LINQ.

4. **Are you the only one working in the marketing department?**

   "No, there are two more girls working for the marketing of the company, we are all a bit responsible for Marketing at Jo. But I am the one responsible for their social media"

5. **What is the role of social media in your marketing plan?**

   "Jo is a store with luxurious clothes, but the customers are pretty old. They hired us for social media because they want to attract new customers, that is one of their main goals, of course to attract followers on social media, but, of course, at the end, to have new customers coming to the store via social media. Jo has two young women in charge, but they don't really know how to manage social media and they do not have the time for it as well."

6. **Do you know why did they hired an agency instead of managing social media inhouse?**

   "I believe because Jo and LINQ were already working together for a while. For their flyers, for invites of their events, so they were working already many years already. That is why they hired us, because they already know us and we already know them, so it is a lot easier for them."

7. **Who is your target on social media?**

   "I am targeting, actually, as many ages as possible, so from the mid-20s to the mid-60s. Women and men, of course, because they sell both and I am trying to reach as many people

as I can, because the public is already old, so we have to keep that customers, we have to keep their trust and I am trying to find new customers in the younger generation. That is why I am trying to target both of these age groups on social media.

8. **Are you able to target people that are around 60 years old on social media?**

"A very small group, I am not sure about numbers, but I think that the biggest group that I am targeting right now is between mid-20s and 45 and mostly women, I am afraid. In this case, it is really difficult to target men."

9. **Considering your wide target, are you able to reach the different groups with the same posts?**

"It depends. I have a schedule of posts and every week, I have "the outfit of the week" and it changes between man and woman, so I can address man, but it is, one-week woman, second week woman and third week men and they it starts again. So no, not always with the same posts you can reach the same audiences, but mostly, I try."

10. **Which are the social media platforms that your business is represented on? Why that ones and not others? (do you prefer x or y?)**

"We are on Facebook and Instagram. We are not on LinkedIn and Twitter, because it is not relevant to our group. They are not present on Twitter, or LinkedIn or Pinterest, it is mostly Facebook and Instagram, because it is the most popular.

11. **Which type of language do you use on your different posts? (emojis? Formal language? According to platform – Facebook, LinkedIn, …?)**

"It is a bit different between Instagram and Facebook, so I try to post not exactly the same. Mostly in Dutch, but sometimes I put quotes in English, because there are sentences that sound better in English, for example, recently, I posted a picture of a shoe and the quote was "these shoes were made for walking", because it is from a song and it would sound strange to write it in Dutch, but mostly it is in Dutch. I use emojis, because it is more interesting to see and to read, on Instagram and on Facebook. We don't use formal language, because it is distant and we are trying to be personal with people that follow you, so yes, it is informal language."

12. **Do you use status on Facebook of "how do you feel"?**

"I don't use it, because I think that the emojis are enough and I don't think that I really thought about it."

13. **According to you, what are the differences between each social media of your use?**

"On Facebook, I don't use hashtags, but I do on Instagram. There more hashtags on Instagram the best, because that's the way to attract more followers, but on Facebook is not

that relevant and it does not really work, and it does not really attract people. For the rest, I change the text a little bit and the picture a little bit, because on Facebook you can post the format of the picture that you want, and on Instagram you don't. So, on Instagram, you have to think about the format, mostly, it is a square and sometimes is a portrait size so that makes you thin different about your way of posting pictures. But the pictures are mostly the same. The younger people are on Instagram, but that is changing actually, now older people are also creating accounts, so in the future it will be all ages, but for now, young people until 40s and woman as well and on Facebook is more the elder, like above 45, 50, those groups, the already existing customers."

14. **Which type of content do you share the most (e.g. video, image, text, blogs, contests, …)?**

"Always a picture, never just text, always a picture along with text. Never videos, but sometimes a contest, like "like the photo and tag a friend and you get to win, something". I did that once, but normally it is pictures on Facebook and Instagram. What it was agreed with the shop is that they would take pictures and then they would send it to me, and I would post it. The pictures are taken with a phone, not with a professional camera, but the photos aren't always very professional, and nice and postable, so I try my best to edit them on photoshop, but sometimes it is not possible to get them nice, so I just take pictures from the internet. So, it is a combination of photos that they took in their store or when they are going to trade fairs about fashion and then they take a selfie, but I always edit them, never exactly how they took it, but sometimes they are at the dark, or it is a bit fade, so I always edit them to be sure that they are postable and look nice on Facebook and Instagram. Sometimes, I deliver the content, so I choose an outfit from a brand that they have of their website, I make sure that they have it in the shop and then I post it on social media, because that is always more professional. A few months ago, I actually went to the shop to take pictures myself with my professional camera. So, I can say that there are three types of content, content that I created, content that I searched on Internet and content that they give to me. So, every Monday I plant the posts for the week, so I post three times and then on Mondays I prepare them and then I send it to them. So, that is me involved, then I always send to my colleagues so they can comment first, before I send it to Jo and then I send to the both managers of the shop and they both have to agree with what I want to post. So, at the end, we are five people involved."

15. **Can you tell me more about the images that you search on the internet?**

"I try to search as much as possible in "pexels", that is a royalty free website with royalty free images. Random images that fit with what I want to use. I have schedule of two months with everything that I want to post and before of that schedule I did a research want I could post, so I made a content weal, with every team that I could use and then I divided in my schedule, so every week I have the outfit of the day, that is always on Tuesdays and then I switch between all those teams that I have prepared before and they have agreed. So, I have fashion news, behinds the scenes that it is a picture with, for example, the managers in a restaurant after a long day, it is more about who works at Jo. So, I have all those different teams, that I made before and then I spread through my months. It is a nice structure, though thorough the schedule. It is always schedule in front."

16. **Do you have a budget for social media marketing? How do you manage it?**

"I am not in charge if the promoted posts, it is my colleague, but I know that we have a budget for the normal things and when my colleague wants to post something, mostly it is an announcement of an event and, then my colleague discusses with them and they agree or not. So, it is not what they say, it is more a suggestion that we do, but it does not happen a lot. I believe that is like once each three months, really not often."

17. **Between curation content or own content, do you have any rule or plan to define how many posts of each do you share in your different social media platforms?**

"When I post an outfit, most of the times it is not a picture that they put, but I got it from the Instagram page of the other brands that they also sell on their shop. I try to put more of my own content because I think that it is more personal, and you van address the identity of the brand and of the store with content that you created yourself. That is not always possible, but still, most content, it is own content."

18. **Can you talk about your social media time plan in general?**

"I post always in the same day, at the same time. So, on Tuesday at 7.30pm, same on Thursday and on Saturdays at 10am, always in both social media, Facebook and Instagram at the same time."

19. **Which type of images do you think that it brings more engagement/traffic to your company pages?**

"Images with people on it, images with both managers on it. For example, I post recently a picture of them, in Florence and it got almost 90 likes and a normal post has around 40 likes, so it is more than the double. That is our most popular post. Also, photos with clothes

and outfits, got around 50 likes, but if I put an image from "Pexel", then I get around 25. The more personal, the more likes, the less personal, from the internet, the less likes it get."

20. **How do you measure your success on social media (analytics – number of likes, engagement, number of comments, …)?**

"On Facebook, you have analytics, from Facebook itself, so you can see the reach, the involvement, the likes, the comments and I look at those a few times a week and I keep track of them, so every three months I make a report for Jo, that shows the changes over period, so I keep all the numbers. The problem is that on Instagram, you don't really have a toll, it is really bad, so you have to use other apps, but none of that aps are free and they don't really have the budget to pay for those apps, because they are quite expensive, so I track the number of likes and followers. I can stay that I started in September with below 100 and now I have 860 followers. They were not posting frequently, and they were not following other pages. They followed like 50 people, but if you want to attract followers on Instagram, you have to follow a lot of people. I guess that now I follow around 900. Also, hashtags help a lot, you have that hashtags generators which are the best. I always use the same hashtags, a hashtag with the name of the company, with the city and that is a trick, always using the same hashtags, and these have to be related with the posts."

21. **And how do you bring traffic to your Facebook?**

"On Facebook, it is difficult, what you can do as a business profile is, when people like your post, you can see if they already follow your page and if they don't follow your page yet, you can invite people, so that brings some traffic for your Facebook and through contests, like "follow the page to win something". I only tried until now, with liking and commenting, not with following, but that will be the next. But when you see the amount of people that are following on Instagram, you can really see the difference. So, as a page, you cannot follow other pages. So, most of Facebook followers depend on others and on Instagram you can do it yourself by following people as a brand, but it is not that easy on Facebook."

22. **What do you consider to be a successful post or campaign on social media?**

"My most successful post on social media, on Facebook, was the contest, because I reached, so the reach was around 8000 and usually is around 2000 people reach, so that was the most successful way to increase the involvement and the reach, but on Instagram, it is every time that I post a picture of the two ladies in charge of the shop."

23. **Do you also have comments or share?**

"No so much, around two comments. On shares, two or three on Facebook, but not on Instagram, but actually I don't know if you can track that. On Instagram, what you can track is the hashtags, but the rest, I don't believe that you can track."

24. What about likes?

"Around 40 likes on Facebook or 20 and on Instagram, the average in 50. It is always more likes on Instagram then on Facebook."

25. Did it happen already to post on social media and realize that that post worked worse than the usual? Can you tell me a bit more?

"It has happened. Mostly is because there is an error in communication between us – the agency – and the managers of the shop. So, the problem is that I don't have much freedom, every post that I write, it has to be checked and that is a bit part of the problem. So, I send them the plan for the week on Monday and they have to answer on Tuesday, that was what we agreed, but sometimes I am not clear of what do they want and then I post something, and they are not happy about it, probably because I understood them wrong. Last week, I proposed a plan and they said that it was good to go, I did all posts and all of them went through, but then on twelve o'clock, they were like "oh, why did you post that, it is already too late, this is long gone, not updated anymore". On posts, I never had bad reactions or worse posts than the usual, maybe once I posted something and a guy commented with vomiting emojis, but it was really weird. It was a contest, so I really didn't understand. What happens also sometimes is that sometimes people comment to "laugh with people on the photo", but then I always comment something funny. I try to interact."

26. To finish, can you give me an example of 3 or more small or medium enterprises that are considered "examples to follow" on social media? Why? In which platforms are they represented?

"On Instagram, I check the brand "Essentiel", it is a brand that sell at Jo. They are a medium company, what they post and the way they post it, it is very attractive, because it gives me inspiration. It is also a fashion brand, so they post a lot of clothes. The other one is "Tagmag", it is a platform for teenagers, and they are present on YouTube, Facebook and Instagram. They are a small company, like 3 or 4 people working there, but they make content for teenagers, so like news about celebrities, they have some influencers that do videos for "tagmag", but their target is always teenagers and I think that they are really present on social media and they are growing because of influencers and because of the fact that they are up to that, and they are funny. They are from Ghent, Belgium. Another one on Instagram, it is a Belgian brand, it is called "Villa Maria", they are a shop cloth and they

also sell luxurious brand clothes. I like them because their content is good. It is not always personal, but it is good. They post mostly clothes. Actually, it does not differ much from Jo, but this one is more professional. They have 4000 followers and they follow 5000."

- **Interview #5**

B2B	B2C	Name of the company	Number of Employees
x		Rialto	5

1. **Can you do a brief of the company that you work for?**

   "We are a software as a system startup, so a SaaS system, and we have sales and marketing automation tools for co-working spaces, landlord flexible office spaces, real estate agencies and digital brokers."

2. **Is the management of social media done internally or by an agency?**

   "Internally."

3. **Personal background: What is did you study and what is your work experience?**

   "I studied Economics International and Relations is Scotland, then I moved to Berlin to work in a startup, I started with an internship in business analytics, but I did not like it because it was too much time on front of an excel file. So, I switched for "Innovative Assistance" for a Digital company, so I was looking for a new product, digital product, that they might construct for different markets and after that I moved back to Bucharest where for two years and a half, I was associated for real estate services, so, I was preparing brochures, marketing material for the properties that were being sold like offices building, shopping centres and industrial places and also the analytic part. Now, I am a growth marketeer and I am doing sales and marketing that combines technology that I learned in Berlin with the real estate that I learned in Bucharest."

4. **Are you the only one working in the marketing department?**

   "Yes, with the help of the CEO of the company, sometimes"

5. **What do you do? If others, what are the others doing regarding marketing?**

   "I do our leads outreach, which means, that everything that starts from the marketing, for example, the creation of our brand personas, for our target markets, through our marketing journey before the sales journey and also the onboarding customer journey. I take care of that by writing content, on the marketing side, and on the sales side, I reach out to people, and I build a relationship with them, I get in conversations, so basically, I open the door to

go there and have a meeting in order to present the product and in the moment that the discussion becomes technical, the CEO comes in and he closes the deal."

6. **What is the role of social media in your marketing plan?**

"We don't really have a social media marketing plan, right now, we have pages on Twitter, LinkedIn and Facebook. Nicola is sharing a lot on Twitter; I am sharing on LinkedIn. We don't have, right now, any paid advertising. We are relaunching the website this week and based on that we will make a LinkedIn or a Google Ads strategy, to bring traffic to the website."

7. **Who is your target on social media?**

"They are community managers, operations directors, executive sales, flex offices spaces, co working and brokers."

8. **Are you active on Facebook?**

"We don't really post content of Facebook, we mostly use the platform to show team events, showing more our company culture, but not for promoting Rialto."

9. **Which type of language do you use on your different posts? (emojis? Formal language? According to platform – Facebook, LinkedIn, …?)**

"We try to talk as personal as person. It is a person behind the post, not a company and our strategy are to show relevant content, to TED talks to productivity articles, like any good articles that we read we shared them there. So, it is all about what they might me interesting in reading. Once a week we also share something more promotional, like a nice banner or something similar, but that is now what we are focused on. And no emojis."

10. **According to you, what are the differences between each social media of your use?**

"I think that the audience on Twitter and on Facebook are there for content, so the language is similar, although on Twitter, it is different, because you have a more ironic way to saying things. The language is different. On LinkedIn, the language is more… not corporate, but the language is not as ironic as on Twitter."

11. **Which type of content do you share the most (e.g. video, image, text, blogs, contests)?**

"I post 3 to 4 times a week, one "Ted Talk", one article on productivity or some interesting content that I get around the industry, like the trends or "how this design can help you", it is just content that make people think and then it is very industry related, but not focused on Rialto. There are some website with articles about co-working, so I do my research, for the news, like co-working news, I read what are the news for the day and usually they include articles from other sources so I go from one to another, so when I see an article that it actually makes sense to me and I think that I learned something with it, then and only

then, I post it. I in some days I don't find any interesting articles for me, then I don't post. Instead of posting something random, I prefer not to post, just to post. On promotional content, I use "Canva", so it is either a quote about productivity or something about productivity and more correlated with our value proposition, like "people matter", than rather just posting something like "I want to sell you this". It is an image with a nice colour and text, something that is attractive. Usually it is just the banner, no call to action. With this, people get curious and go and check Rialto and see what we do."

12. **Do you have a budget for marketing campaigns or marketing in general? How do you manage it?**

"So, as far as I know, our CEO is running some Google Ads, but I don't know which are the calls to action to our website, because we have no conversions, so that is kind of a lost and we still need to decide how to allocate our budget, because until now, our website was not converting, so it did not make sense to spend money to drive traffic to convert, when that is not happening, so we will basically decide in a near future what to do and how."

13. **Do you invest on social media campaigns? (To analyse the ROI) Why?**

"No, I use LinkedIn, to outreach people, invite to connect, and get them in conversation."

14. **Between curation content or own content, do you have any rule or plan to define how many posts of each do you share in your different social media platforms?**

"My rule is 2 curation content per week and one own content."

15. **Can you talk about your social media time plan in general?**

"I don't have a plan, I just don't really believe on the theory that if you post on a certain day, certain time, people will look more, I am really not convinced about that, so usually, my day goes with me going to the office, I look for content, because it is a nice way to start my day and then I share it about eleven and I do that Monday, Tuesday, Wednesday and Thursday if I skip a day, but always three posts a week."

16. **Which type of content between the Ted Talks, articles and banners do you think that it brings more engagement/traffic to LinkedIn?**

"Articles with trends, these are the ones that get more likes from people from the industry. We don't have many followers on LinkedIn, because I use my own LinkedIn to create a brand for myself, because I am doing direct outreach to people, to engage in the conversation with me, so basically it is my face, so the brand that I worked for is my face, not really the company and now I think that we also need to use the company page to share updated content, but I still share from my profile. So, the connections that I have, they are 350 people working in the industry, potential links, so I post from them and not from the

company account. I did not focus my effort on the LinkedIn page of the company, I took first my LinkedIn, so I am representing the company and I am building our strategy, by building relations while keeping people as decisions makers in the company. I started 6 months ago in the company so I did not have time to think what to do with the LinkedIn company page, so this was how I started, and it is working well, but now that we will have the website, we should redirect people to our LinkedIn company page.

17. **What does that engagement bring to your company? (e.g. brand awareness, ROI, sales revenue, customer life time value, leads)**

"Sales revenue, because people that I approach, I hope that they sign and they actually do and to position myself as an influencer and as a person that knows what it is talking about, so people trust me. So, it is building trust in me, in order to buy from me, Rialto. Additional, with my regular posts and communication, I am building trust. They trust me if I give them content and I don't make them lose time, because we are interested in the same things."

18. **How do you measure your success on social media (analytics – number of likes, engagement, number of comments, …)?**

"The only think that I search for is the percentage of visitors on my profile and if they increase or decrease. If the number goes down, I know that I need to search for more people to come to my LinkedIn and see my profile."

19. **What is the usual number of likes on your posts?**

"It goes from 0 to 10, but there are not many likes."

20. **Do you have comments or share?**

"I have shares sometimes, like around one and not many comments. If I want comments, I know that I need to spend time myself to go to other profiles and comment, to actually built toward likes and comments, I need to go to spend time myself liking and commenting in other people's profile and I don't do that, because I don't have the time to do it."

21. **Did it happen already to post on social media and realize that that post worked better or worse than the usual? Can you tell me a bit more?**

"I can usually see who saw my last post and there I usually have around, between 70 to 100, but I don't really have comments or likes. A very good example was out banner for Christmas, that it was very nice, which got better engagement with a few more likes. It was a banner saying "Santa reaches 7.7 billion people in one night. Very productive." and that one got engagement because it was funny, and it was for Christmas and had around 10 likes."

22. To finish, can you give me an example of 3 or more small or medium enterprises that are considered "examples to follow" on social media? Why? In which platforms are they represented?

"There is an event company that I really look after it and I like it. I like their posts, they are small, around 10 people doing events, like really small. They organize conferences and co-working events and they have really nice posts, really approachable, regular posts and they give native content, some articles to read. So, their name is "Gcuc". Another one on LinkedIn is "Fora" and it is one of my co-working spaces in London. They post really nice content. Recently they did a video about their new location, like an animation of their new location that they are going to open. They have really regular good content and they are a start-up that is growing really fast, so they are a medium company. Another business, and they are called "Avenue HQ", it is another co-working space from UK, they have a really smart man from Oxford doing the marketing, you can tell, and I like them because they are funny. When you read their posts, you feel engaged and with good energy. They are also on LinkedIn."

- **Interview #6**

B2B	B2C	Name of the company	Number of Employees
x		LINQ Communication	6

1. Can you do a brief of the company that you work for?

"We are a full-service marketing agency, we have been around for 25 years already and we have lots of international clients, mostly Americans and Swiss people. Our biggest clients are "DuPont", "Advansa", "East Man", so mainly chemical companies and we do the entire marketing for them.

2. Is the management of social media done internally or by an agency?

"Yes, Internally."

3. Personal background: What did you study? At the company, what is your job title?

"My job tittle now is Digital Project Manager, I have studied languages, English and Spanish in particular, languages and literature and then I went to film school for 2 years. I worked in a book shop before and I have been working in this company, on and off, since I was 16 years old."

4. Are you the only one working in the marketing department?

"No."

5. What do you do in the company?

"I do more the smaller local brands and businesses and I focus more on everything digital, like, digital media, if someone wants to film produce, photoshoots, I produce it, if they want social media, I produce it, if there is something wrong with a website, I design it. I do everything that is digital. And I am also in charge of LINQ's social media."

6. What is the role of social media in your marketing plan?

"Very small, because we are a B2B company, we don't really get clients through our social media, because most of clients we have already never look at our social media. They are so spread, they have like ten pages for every country, so they don't care if we have social media or not. They don't mind. The local brands, they don't really care for that either, at least the ones that we work for, so I have a feeling that is something that is not alive in our clientele. They mostly find us through word-of-mouth, so we either introduce ourselves or we are talking to someone in events or parties and we tell them that we work in a marketing agency and then we always add "we can add you with …" whatever they were talking about, so mostly it is from clients that were happy with us, but for some reason they moved to a different company and they let other companies know about us, because the work experience that we had together was good. I think that we mostly use social media to stay a bit top of mind, to remind our clients that already have like "hey, we are here, and we do a lot of different things.".""

7. Who is your target on social media?

"Marketing managers of big businesses, of large companies."

8. Which are the social media platforms that your business is represented on?

"We are on Instagram, Facebook, LinkedIn and Twitter, but we never use Twitter."

9. Which type of language do you use on your different platforms? (emojis? Formal language? According to platform – Facebook, LinkedIn, …?)

"We publish the same photos on Instagram and on Facebook, but we adjust the text slightly, like no hashtags on Facebook. It is always in English. On LinkedIn, it is mostly formal and short, very business-like, with images as well."

10. According to you, what are the differences between each social media of your use?

"LinkedIn is for us the most important one, because all clients we have are on LinkedIn, every person that we become in touch are on LinkedIn. It is a very big platform in the corporate businesses. So, the difference between the platforms is just your audience. On Facebook is mostly people that we have met already, our friends and our family and they are like "oh, you are doing this, very nice.". On Facebook, in my opinion, is more informal

and on Instagram is more visual, and I don't think that we need to put even any description, it is just purely visual."

11. **Which type of content do you share the most (e.g. video, image, text, blogs, contests)?**

"Mostly image with text. We never did blogs or contests. And videos, we share sometimes, if we have produced a video ourselves, for our clients, because we never produce videos for ourselves."

12. **Do you have a budget for marketing campaigns or marketing in general?**

"We don't have a budget."

13. **Between curation content or own content, do you have any rule or plan to define how many posts of each do you share in your different social media platforms?**

"We only share own content and we only share images of our previous work. Sometimes we do throw backs to previous works that we did, but that's it."

14. **Do you have a social media strategy/time plan in general?**

"No, we just post when it comes to mind. It does not work very well. The problem is that we are very heavily controlled by our boss on what we can post and what not so, he does not want to much informal things on it. So, where we would post something like "we are doing this now" or "we are having fun at the office", whenever, it does not happen. He wants only work and nothing else. If we check with the competition, similar marketing agencies, don't have that good social media for themselves either, because our clientele, B2B, is not very interested in what we do. We wouldn't have many followers or likes any way. So, I think that is why I focus mostly on LinkedIn, because that is actually our clientele, so I am not precise on what I post there and I post more frequently, because I know that our clients are more like "we saw your post on LinkedIn" and never on Facebook. I also never felt a difference between the days that I posted. I only posted during the week, but I also never felt the difference on views on likes."

15. **How do you bring traffic to your LinkedIn?**

"I share a lot. Because LinkedIn has a formula, that puts people above companies, so I post something as my company, as LINQ it wouldn't get many views or shares, it would not generate much traffic, so I mostly post under my personal account, but then, as a member of LINQ, I basically do the connection to LINQ. What I also do id that after I post, I share that post with LINQ's LinkedIn page. When I do this, I see that, on my personal LinkedIn, I get a lot of views, a lot of visits to my profile, new people included sometimes. I follow the LinkedIn Influencers and sometimes I checked their posts to see if there is anything relevant to be to get some ideas. So, you can see the rate that has been shared again, so you

can kind of judge the engagement rate that it will get. Usually people see my posts and you think "only three likes, not much", but they see it anyway. In my opinion, the viewers are more important than the likes, on LinkedIn."

16. **What does that engagement bring to your company? (e.g. brand awareness, ROI, sales revenue, customer life time value, leads)**

"I think that is good to show that you are aware of what is happening. Even if you are not very active on social media, it is important to show that you are aware of new technologies. Sometimes we post things about virtual reality, augmented reality or something with a 360 camera, so a little post that makes your clients be aware that we understand about technologies and we are up-to-date. Maybe we are not very active, but we are up-to-date. I think it is more about trust on us and it is also important to keep on top of mind of our clients, just to be sure that they don't forget us."

17. **How do you measure your success on social media (analytics – number of likes, engagement, number of comments, …)?**

"We mostly focus on reach, not number of likes, because we are not a "sexy company", so mostly just reach, so who saw us and who we are reaching because the engagement is not very high. Our reach number is always the same average and, for example, on our latest post, we had 3 likes and 245 views. And if you focus on people that liked the post, one of the likes is from the marketing research of DuPont, so it is always very specific, and it always reaches the right people."

18. **What do you consider to be a successful post on social media?**

"We did a post about our new colleague and she is pretty and young so that gained many likes and actually anything personal, usually, because our clients know us so well, usually is a hit and we have sometimes a few comments from our big clients. Another example, on the CEO's birthday, I put something on the LinkedIn page and many of our clients whished happy birthday, so I was very happy because in that moment, they were thinking about us."

19. **Did it happen already to post on social media and receive negative comments or just worked really bad?**

"On LinkedIn, not yet and one on Facebook and on Instagram did really bad. We had a film of Arabic musicians that were playing, and my colleague thought that it was a good idea to record it and share it on social media, but people didn't understand very well why we shared that. So that was completely next to the point. Never negative comments, just not understanding our post."

20. In your opinion, which of the social media platforms that you use give you the best analytics and why?

"Instagram does not have the best analytics, because they are very limited. I think that Facebook analytics are pretty good, pretty extensive and LinkedIn is also a bit basic as far as I can see. Facebook as the best ones, the best information, with many parameters that are useful, like the type of followers, the type of likes and the reach and I believe that it is important to have all the steps and an overview of everything."

21. To finish, can you give me an example of 3 or more small or medium enterprises that are considered "examples to follow" on social media? Why? In which platforms are they represented?

"On Facebook I have some that I follow, like the "Fat Lady", they are also a marketing agency, but they have more regional clients. I like them, because they have style. They are relatively small, in Ghent. They also work for some B2C companies, that is a differentiator factor from us. Another one is "But", they have a similar amount of likes compared to us and they are one of our number one competitor, because they also work for "DuPont" and the do really similar things to us and they are also in Ghent, the difference is that, apart from the really good client relation that they have with "DuPont", they are focus on Netherlands and we do "DuPont" Swiss. They share very similar things, like all their events, some graphic work, videos from clients, exhibitions, … and another one that works for "East Man" is "Uber", not the car company, it is not a very good name because you cannot find them and when you search you only see the car company. They are also a marketing agency and they post also events, very similar to us and they are pretty small."

- **Interview #7**

B2B	B2C	Name of the company	Number of Employees
x		Crunch Analytics	14

1. Can you do a brief of the company that you work for?

"The company helps other companies create value with their data. So, a lot of companies have data and with help them with their strategy on what they can do with their data and then if they have a couple of use cases, we can also help them implement those cases and then we also give training to the people inside the company to manage data science and AI."

2. Is the management of social media done internally or by an agency?

"Internally."

3. **Personal background: What did you study? At the company, what is your job title?**

"I studied communication management and then I did my masters also in communication science with the graduation tittle "film and television". It was not focused on communication and marketing, but I have seen it in my bachelor's university. Then I worked in a start-up where I was a marketing and sales consultant for a corporate wellness platform and now, I am marketing manager at Crunch Analytics."

4. **Are you the only one working in the marketing department?**

"Since October, we are now two in the marketing department, so, I did a year on my own. My colleague is now my director, so he does the strategy and I do everything else."

5. **What do you do? If others, what are the others doing regarding marketing?**

"We have a couple of departments, focused on our business. We do training, so that is academy, we do the general awareness of the company and we also focus on HR. I do the academy, the general awareness and the hr. But what I do is, the online ads, so, google AdWords, I do the social media, I do the events, like everything that you have to do in a small business, I do. As we are a start-up, we did not have time to set a direction and choose where to focus and in which parts, who are the personas of our company, what are the target goals, so, I sort of jumped in and did everything on the spot, like very agile and started the process and create the personas, but I do not have clear targets as in "I want 10 new subscriptions by the end of the month and I am going to do that through that, that and that", I am sort of maintaining every channel, picking up events as it goes and as it comes along and my colleague is the one that will take the overview and try to create a content plan and a marketing strategy."

6. **What is the role of social media in your marketing plan?**

"Small media has a small role in the company, because we notice that, it does not drive a lot of sales, specially B2B, so social media is more for our family and friends, HR, because it is very important to show to our new talents what we are doing with the team, by putting photos with team events, our new office. It is more like that. On LinkedIn, we do more of business for the academy and also a bit more of awareness about data science in articles and others."

7. **Who is your target on social media?**

"It depends on the media. On LinkedIn, and that is more for the business targets, that is like, a marketing director or an operator officer, a CEO and for the academy, we focus on LinkedIn, on the programmers, analysts, what to learn about data science. So, we have two different target groups for LinkedIn. On Facebook, it is more for friends and family and HR

and sometimes a bit more of training publications, like we do a promotion of one of courses with a discount or something like that, but it is not or sales channel. Instagram is pure for HR and family and friends, like showing nice pictures and letting people know that we are growing, busy and having fun. And then Twitter, it is like a copy of what we post on other social media. I really don't use it. When I say "family and friends" are the ones of the employees and of the founders. We are growing, so when I started there were like 62 people on our Facebook company page and now there are like 200 or something but is mostly friends and people that are interested in data science."

8. **Which type of language do you use on your different posts? (emojis? Formal language? According to platform – Facebook, LinkedIn, …?)**

"All our communication was in English until now, until my colleague joined, because sometimes he thinks that Dutch is appropriated for some reasons like "we moved from offices", so now he is writing a blog on why he wants to stay in Ghent, because it is specially for the city and he does not think that our target groups will read it, but it is something that it can go beyond Belgium, so now he is mixing the languages of the content, but I do it in English, because our website is in English and our landing pages are in English, so we think that that is a good reason to uniform. On LinkedIn, it is more formal, and we keep the 175 characters, to assure that the most important part of the message is on the top. On Facebook I use a lot more of verbally fun sentences, so short and sweet with a couple of emojis and also on Instagram is the same. Facebook and Instagram have the same language and LinkedIn and Twitter would be the same language."

9. **Do you use hashtags?**

"I've seen that LinkedIn has implemented the use of hashtags, but I don't use it because hashtags for me is something more for Instagram, so I don't use it on Facebook, because it has also different meaning, because going to a hashtag, it is going to a page focused on that particular topic. We should use it on LinkedIn, because I think that they are promoting it, because they also recently launched a "content suggestions" for your company page and I think that is based on the hashtags that you use that you can get your recommendations, on your topics, but I am not sure. I use hashtags on Instagram. I have a couple that I always use. So, I usually tag data science and machine learning and those are always the same and then I use hashtags connected with the topic, so the hashtag team goals that we use when we go out with the team and then I do "#DataScience", "#Consultancy". I try to always keep them together, but usually is one about what we are doing and then connected to our business."

10. According to you, what are the differences between each social media of your use?

"The main differences are our target and how do you talk to the people that are there. Also, the metrics are totally different."

11. Which type of content do you share the most (e.g. video, image, text, blogs, contests, …)?

"What works on every channel is video, so when we make a video, we share it on every channel, also about the team on LinkedIn, because that also works and it is the best and I post on every channel the same thing, because, I don't have a lot of time to create content. So, when I do an image with text, I post it in every channel, but we try to post LinkedIn articles, like our blog will come immediately on LinkedIn, on the article page. We don't post a link to our blog or website, we post an article through the channel of our CEO, for example. He will send out the article, because I think that on LinkedIn, you post content, immediately on their channel, but if you post a link, then it will appear less. That's is why we do it, so articles and opinions will come first on LinkedIn. But we also use them on LinkedIn, just to get the traffic. When I don't have a lot of time, I try to repost articles and just try a small recap on my on post with the link to the article. I don't do a lot of photos without text. I don't know why, I just prefer a photo with text or just a swipe where I try to explain a topic a bit more, because I have seen that VRT uses, they also do that, like short news subjects and then you can go through it. The swipe, basically, on Instagram is just putting many photos together in one post and you swipe to see it. LinkedIn also has a new way to do it also, I think it is an advertising way to do it. On Facebook, the swipe used to be free until now, but also you also have to pay ads to use it, but I think that that is a good thing to communicate with your readers. On Instagram, we post pictures, sometimes on Facebook, but not on LinkedIn. On Twitter we barely post, but it depends. I used a platform manager for Twitter and then you can create posts and then you choose where you want to post in and then I always added Twitter. But now, I have deleted that, because it was too expensive for the amount that we use it, so now I don't post on Twitter anymore, but I just an extension on every social media that we are on, so, if we post on LinkedIn, it would also go to Twitter."

12. Can you develop more on the topic of the video and on the way that you are posting on LinkedIn?

"So, for articles, we let our CEO or someone else in the company post the articles through LinkedIn, like a post and on our company page, we refer to the website, so we do the link. Because our CEO has a larger network and we want to have a lot of traffic in the article, so

we make sure that in that article there are calls to action to the blog or something else on our website, so that is why we don't post it on our company page, because we don't want to lose the opportunity to use the network of our CEO. The videos are done internally. My colleague and I are very video minded because I studied video and television and my colleague as a passionate movie maker and we all film with our iPhone and we have stabilizers, a small hand stabilizer or we just do it with our hands and then we do it in iMovie, a couple of shots behind each other and then we post it. Usually the videos are about our academy, like during the lessons, we film the people and the setting, I have done it twice, because we have two locations. I filmed the entrance, then the conference room then the people and the teacher explaining things to the candidates and then we also posted a movie about a meeting that we did, about a meet up that we did, also shooting the people and how it was. We also did a shorted video, to promote the next meet up. Another one was about our team trip, so, a lot of short videos."

13. **Do you have a budget for marketing campaigns or marketing in general? How do you manage it?**

"As I said before, when I was alone, we didn't set up really well a straight plan and we also didn't have a marketing budget, because every time that I wanted to create something, I had to ask permission to the CEO of how much things costed and others, but we still haven't set a budget and that is a frustration of me and my director, because that is very hard not to do things without a marketing plan."

14. **Do you invest on social media campaigns?**

"Yes, we have done it, so for example, we noticed that our subscriptions of our next training were not going fluently enough and then we would need a couple of more and then I would talk with the CEO and ask to a busting. After he asks what exactly do, we want to do and then, after explaining and asking for a value, like 200 euros, he approves or not. I have the costs in an excel sheet, but that is very low when do we invest. We are able to reach some people, for example, for the training, we spent like 150 euros and one participant connected through Facebook to request a training and last time we received a discount from LinkedIn, like 50 dollars to use on campaigns, so we set up a campaign, obviously, because it is free money and then there, we created a form where people could request a discount for the trainings. One person downloaded, but we did not have a conversion yet. So, social media is not our best channel to sell things.

15. Between curation content or own content, do you have any rule or plan to define how many posts of each do you share in your different social media platforms?

"I never have a lot of time to write posts and I am not very good at writing, so when we did not have anything to post from our own, I just post it what I found. I have set up a Google Alerts on me email with a few topics. I read them all and if I find a good article, I post it on our social media platform and I did two or one a week, but now I have stopped that, because my colleague is now writing content and I have not a lot of time to that."

16. Can you talk about your social media strategy/time plan in general?

"I once had that, to force myself to do it, because I am not a social media person. I don't do it for myself, so it is very hard to do it for the company, so I have to put it in my agenda, just in Google Calendar, like "post LinkedIn", "post Facebook" and it was like two times a week, that was my goal, but now we will have to do a plan, because of our marketing creation. Now that we will set up like an Ad Word Academy on other channels, we need a constant plan to make it work and to create call-to-actions. We are also going to focus on another industry, so we also need a plan for that. That will be in the future and we need a plan for that and a time planning. I felt that, when I had a plan and when I was a regular poster, I noticed more and more likes and engagement, so it definitely works. When I did it, it was my goal to get more followers, because that was important for my CEO. I focused on posting regularly and it helped. I stopped because I did not have time anymore and the focus shifted and then I left it behind, because it was something that it is not natural for me. If you like to do something, you will keep it up, but I like creating the website, some videos and other things."

17. Which type of content do you think that it brings more engagement/traffic to your company pages? (practices – image, video, text, … - own vs curation content)

"The engagement comes mostly from the videos. More engagement, more likes, more shares. Articles are more traffic to our website, more engagement and sometimes a couple of comments. The articles that we repost, usually have really low engagement and we do not get a lot of comments. Photos it depends on the photo, for example, I posted a cute child with the "thought" "I want to become a data science" and that was booming, just because it was something cute, something very simple. With the team is the best. When you tag the team mates, it works the best, because they will share it, or their friends will see it. On Facebook, you can see a boost when it is about the team, when is something cute or when it is a video."

18. **What does that engagement bring to your company? (e.g. brand awareness, ROI, sales revenue, customer life time value, leads)**

"It is more engagement and clicks. I would say, brand awareness, awareness about our company by showing that we are growing, we are busy, we are fun to work with, but we also give trainings, and others."

19. **How do you measure your success on social media (analytics – number of likes, engagement, number of comments, …)?**

"I used to track for every channel, our followers, our clicks and our engagement and how it is running, but when we notice that did not bring much sales increase, I found that doing the analytics part was taking me way too much time for the results. Because we don't have a clear plan of our plan and because we don't do a full strategy and we don't follow a content plan, it is a bit strange to do analytics and take results from it. So, I just go to Facebook mostly and check what it works, Facebook shows us the measurements, it is possible to see that team work photos work, so we post more team photos. We can see that a video works, so we try to post more videos. It is more on the spot analytics, more gut feeling than analytics. When we do pay, we check if there and clicks and leads. Sometimes we have post for a blog, and we have paid for the visibility of the blog, we check how many people went to our website, how long were they there and then it is the website analytics that we check."

20. **In average, how many likes, comments or shares do you have on your posts?**

"Shares just from the team of a family member of someone from the team, maybe one or two. Clicks depends on the content. A blog written by us, on LinkedIn, would be 30 clicks and engagement, a reposted article, it gives around 250 views, but if it is a team photo and we made it ourselves, it can go to 600 to 1300 views. comments, on LinkedIn, it is around 2 or 4. LinkedIn has more comments than Facebook. Facebook has a really low engagement, for our public. For an article written by us, through our CEO LinkedIn channel, it will reach around 26 likes, when we share it through our LinkedIn company page, it is around 5 likes."

21. **Did it happen already to post on social media and realize that that post worked better or worse than the usual? Can you tell me a bit more?**

"We haven't done something terrible wrong and we never had negative comments. A really good example was the one of a kid saying that she wants to become a data scientist. I also posted a child with an ice cream and it was also booming. These photos of children were referring to the fact that it was the "coming back to school moment". We always try to keep up with the calendar circumstances like the beginning of the scholar year. It was fun go receive that much engagement. Another good example was, when the whole team sat at the

table to have lunch and we took a picture with the description "bosses, I think that we will need a longer table". That was also with 20 likes on LinkedIn and 600 or 1000 views."

22. **In your opinion, which of the social media platforms that you use give you the best analytics and why?**

"It is Facebook. LinkedIn is very behind; it is very frustrating to use that analytics. Instagram is fun to check when people are on it and to see if it is reaching your target group, and it is, but I don't check the posts itself. On Facebook, we see everything together, with a box showing the engagement and views and then you can see when they are bellow each other, you can see the difference if it is a very popular post or not."

23. **To finish, can you give me an example of 3 or more small or medium enterprises that are considered "examples to follow" on social media? Why? In which platforms are they represented?**

""In the pocket" is our biggest example. It is a mobile manufacture app company and they have a real good marketing team. They are with 3 people, I think. They use Instagram and LinkedIn, I think. I believe that they post the same things, but on Facebook, it is more articles that they write themselves or the team writes. They do short videos of what they product does. They are very invested on that and when you want to learn about the company or about the product, they are very good at. Then you have a communication agency in Ghent that is called "Wijs" and they have an Instagram that they post a lot, I think that they use it specially for HR. They are constantly showing things like "one year of that person", "three years of that person" and I think that Instagram is a good platform to use as a company to show your team and do HR. It is not to learn things. I also follow them on LinkedIn and then they post a lot more content to "teach" something to their users. So, they definitely have a separation between their channels. The last one, it is a very small company, they are entrepreneurs that launch fun things and their company is called "yes, it is you" and they organize "dinner on the lack". I follow more the person, so one of the entrepreneurs, and I follow them on Facebook and LinkedIn. They post a lot of event pictures and movies. Very nice videos and pictures. On Instagram, they publish in a way that assures that all the photos match. The company can also be called "friends and foul", so I am not sure about which name they chose, but I think that this is the company. Ok, so it is "dinner on the lake", but it is from "friends and foul" that it is the company made out of 2 or 3 people that create a lot of fun concepts. I think that they are doing a great job in using their social media to get customers, but also to get support. They do fun things like sending an email to themselves pretending that they are the prince of the country saying

that they want to join the "dinner on the lake", but it is a joke. This works as a great booze on their social media. They are on Facebook, Instagram and LinkedIn. They are great also, because they use their own network, but they are also very creative."

- **Interview #8**

B2B	B2C	Name of the company	Number of Employees
x		Door2door	75

1. **Can you do a brief of the company that you work for?**

"door2door was created in 2015 and it is a mobility company that provides technology to PTO and PTA, which are Public Transport Operators and Public Transports Authorities in order for them to implement on demand ride pulling, that is a way of people sharing the same round, when they need to do go somewhere and when they have the same destination. They can be shared on small buses which can go around, and it is like "uber". So, they have an app and drop you off and there is a study about Lisbon that concluded that three of these buses can substitute a hundred cars on the street, so, if you would have three buses integrated in the transportation system, we could erase a hundred cars of the street. We offer this to public transport parties or cities, so it is a B2B or a B2P, Business to Public."

2. **Is the management of social media done internally or by an agency?**

"I am the social media manager of the company, so it is done internally."

3. **Personal background: What did you study? At the company, what is your job title?**

"I studied Tourism Manager in the Bachelor, it is a BBA, it is a Bachelor of Administration in Holland, then I worked a year in California for a tourism company. There I did everything. I was the management assistant and I did social media, I did sales, I was very engaged in the German market, obviously, due to language and then I came to Berlin and I started at door2door and I started working as the assistant of the founders and then I quickly moved myself up to the marketing team. I was in PR and communications for a long time, for about two and a half years and then I went and studied Marketing again and now my business tittle is social media manager."

4. **Are you the only one working in the marketing department?**

"No. So, there is the head of marketing, we have a producer, then we have an entire design team, we are working very closely with the visual design team. We are also working very closely with the visual design team, but they are a little bit further away. So, it is the visual

design team and then we have the PR. We also have a lead and then we also have a marketing manager, so we are eight in total. "

5. What do you do? If others, what are the others doing regarding marketing?

"I am doing social media marketing, so I am taking care of LinkedIn, Facebook and Twitter, because that are the channels that work the best for us and then I am doing the posting and everything. Then we have a PR and communications lead, so she is doing media outreach, so she is talking to different journalists and everything, working on publications and then she is also working on the key messaging, because door2door sometimes has issues and finding a narrative and key message that we want to push to the public. We have the head of marketing, she is mainly responsible for managing the team and understanding where we need more resources allocated, but then she has a really strong performance marketing background, so she is launching campaigns, optimizing it and all of these things. Then we have the producer, meaning that he comes from a motion picture background. He studied to become a director, so he is doing a lot of the visual content, so pictures and movie pictures, so videos, but he is also responsible for content, so the content that we write, he tells us what is happening around, what content pieces do we want to do and things like that. Then we have a responsible for blogging, creating content and the newsletter. And then we have the visual design team, they are basically supporting us with graphics and with all the content that comes along."

6. What is the role of social media in your marketing plan?

"We are still looking for funding so, meaning that money is always an issue, especially in terms of marketing, because it is always difficult to measure in terms of B2B product. We do a lot of own media, so our social media channels are really permanent in our entire media plan. We don't have anything such as advertising media what so ever, literally what we do is PR and then social media and website. So, these are the big things. Now, we start moving more and more moving towards a newsletter, because the team has been very shaky for a while, but now it stabilized, so they are now more men power that we can use and now we are going to revive the newsletter, but in general, social media plays a very important role. It is important to have a certain movement and engagement on social media for investors, because it is most of the times, now, the first channel that people turn to. They go to your website and to your social media channels. What we experienced is that if you have a well-established social media plan and if you post on a regular basis, it is very helpful. It is a very important for us in order to show who we are and what we do. Our approach is like a cooperation approach which is very important industry and we do want to work together,

we are not like "uber", that comes in the market, it is a private company and takes the entire market share. We are very much looking for an agency public transports, operators, so it is very important to emphasize on that point."

7. **Who is your target on social media?**

"We have kind of four different targets that we work with, so it is PTOs and PTAs. So, PTOs here in Lisbon will be something like "Carris" and then in the UK, for example, you have something more like PTAs which have minor legal differences. So, these are the people that do the operations as well, what is very interesting for us. Then we have cities and authorities in general. Then we also have like key influencers of the market that we can talk to and then it is just the general politics."

8. **Why are you not on Instagram?**

"We do have an Instagram account, but it is an employee Instagram account, so it is not very much focus on lead generation, it is more for employee branding. Because, we saw that the industry that we are working with is rather conservative, so Instagram is a platform that does not work well for us. We used to be a B2C company, but then we did a switch to B2B, so these are still a bit of the old surroundings that are there, so we don't use them. We want to push more into the German LinkedIn, but Facebook, Instagram and Twitter are still our main ones. We also have platforms that are like social media for funding, like Crunch Base, Angel list, but these are all very much tech, because we are a very tech company and a software company, that is why we are one."

9. **Which type of language do you use on your different posts? (emojis? Formal language? According to platform – Facebook, LinkedIn, …?)**

"Facebook is very much employer branding, so we do share our milestones there, such as launches or an expert inhouse that gave a master class, for example. Also, we also do a lot of things like "hey, how are you doing, happy Monday", posts with pictures from the office, so therefore is really informal. So, as I am doing the social media, I have these four different emojis that I am using, that they are kind of related to the vison, so it is always green, and it is always earth and a city, because we want to not revolutionize, but we want to enable public transports to be more awesome as already is. Then Twitter, it is very short and quick, so it is a lot with hashtags and tagging people, but it is not much of using emojis. We always post in our channels in both languages, so, in English and in German, something that we might not continue in the future, because we want to target the different targets, but then create two post that only, for example, if we target the UK, then they will only see the post in English and that you cannot see in Germany, for example. I think it is a paid version, it

is a service that you buy and then you work on it. On LinkedIn, it is obviously very formal, but sometimes, when we fell a bit like cheeky, we occasionally drop emojis there, but it is literally like once a month and it is probably related to the team, so it is very inclusive, very fun, rather than an announcement or something formal."

10. **According to you, what are the differences between each social media of your use?**

"Facebook is very much focus on big milestones and employer branding. LinkedIn is very formal, we have a lot of lead generation from LinkedIn, so that means that there we are really talking to our clients, we are really talking to people that we are able to convert. Twitter, for us, it is more like a though leadership, so we position ourselves as experts in the market, because it is very timely, because it is very quick."

11. **Which type of content do you share the most (e.g. video, image, text, blogs, contests, …)?**

"We always try to have at least a picture, because it is easier and visual content it is way more engaging, even on Twitter, which is also a place that you can always just write something quick, we always try to put an image. On Facebook, it is a lot of pictures of the team and how we work, with text. Then, we share a lot of blogs, which has a picture included and then we do have videos, because we have a really good employee that does that and we do, at least once a month or two times a month a posting of a video, which is also, very high quality, it is a very good video and other than that we do a lot of reposting or sharing links to interesting articles that are not from us, but they are about the industry, on Twitter. We now have a big topic going on, about how diesel cars cannot go inside of the cities and we try to get cars of the streets, so it is something that we do repost a lot. We have a lot of cross posting, so if we have a big announcement, it will be for sure on LinkedIn. So, for example, if we do a launch, that would be something that it would go on all the different channels. The blogs are mostly our own, written by different people. We have a really strong public affairs, lead, that is very good at writing and he is also very well connected, so he goes to all of these different events and then we write a sum up and then we post. Ans these, most of the times, the big ones go on all the different platforms."

12. **Can you develop a bit more the topic of the video? How do you produce it?**

"The videos are very diverse. So, we do have videos that are about the vision, so very high level and then we do have videos that are like on the platform, the software that we try to sell. Someone in the team produces the storyline, we look at the right people to get the message, who is the audience and we have all the equipment, so we plan the videos that we want to do, based on the equipment that we have. As we have equipment, it does not cost

us a lot. We have everything, including the software, the then a member of our team puts everything together and it is done. We had a big production once and we brought an agency and they helped us with the production and they brought really big equipment that we don't have, not normally we try to be very conscious of what we can spend and that all goes around that. It is rather what do we have and how can we use this, instead of what do we want and how can we do it, because money is always an issue."

13. Do you have a budget for marketing campaigns or marketing in general? How do you manage it?

"We do. It is mostly used on conferences and trade shows, because we are B2B and also for our product which is fairly explanation heavily, so it is good for us to find leads and to go ahead, but then we also so have features, so on the event we also invest on the brochure inside of a magazine that is circulating on the event and that is always expensive, most of the times. So, we do not invest on social media a lot, it is basically organic. We had an offer on LinkedIn of like two thousand euros, that we spent on last year. Based on contacts, we got that money, which was very good, but we don't use it a lot and we spent five hundred over the past six months. I think that we used one thousand to push promote posts and then we used the rest to look in A/B testing and then we looked on how it went and then we tried to optimize. The content was different, and they were of different interests. It was a little of tricky because our A/B testing was actually with really different hypotheses, so yes."

14. Between curation content or own content, do you have any rule or plan to define how many posts of each do you share in your different social media platforms?

"We have a plan for the different channels of how often we want to post a week and the we want to look at what is happening, at the office, at the milestones, what is happening with launches and then we write all the posts and if there are blacks, we will just fill it up with curation content. It really depends on which curated content is, but most of the times, there are articles that are interesting, but we are going to post not during the peak times, so on Twitter in afternoons, just to keep a certain engagement."

15. Can you talk about your social media strategy/time plan in general?

So, on LinkedIn, I think, we post three times a week, on Facebook it is only two times, on Twitter it is probably three times a day. So, that is why, Twitter needs a lot of movement and therefore we use a lot of third-party content, because we physically cannot create that much content, so we share a lot. We use the recommended times for social media, so that is for different platforms and we have a third-party toll that we use, when you can schedule

your posts and they give you suggestion of times to post. It is interesting because we had a B2C that was quite small and we have a B2B, but the times slots differ. So, for B2B, on Twitter, it is like 9.30am, 2.30pm, 4pm and then it is 9.45pm, from Monday to Friday. On LinkedIn, it works best on Tuesdays and Thursdays around midday and then we have Facebook which works best on weekends and Thursday and Friday and there it is like 11am or 3pm. We always try to post at these times then. For example, we had a blog post that was really big from one of our founders and it took a lot of time to finish, the process was very poor and it took a long time to finish it, so this was Friday afternoon and he was like "ok, let's push it on Twitter" and on Friday on Twitter is not much happening, and we posted it, but barely had any reactions, so we post it again on Tuesday and it was good."

16. **Which type of content do you think that it brings more engagement/traffic to your company pages? (practices – image, video, text, … - own vs curation content)**

"It is a bit of a tricky question because our website is under construction at the moment, so we hardly try to make the connection to it, but the ones that bring more traffic are case studies, for sure, because our product is very new as well as the whole industry around it is very new, so people are really excited about operations, outcomes and case studies. So, the case studies are in our website and these are by far the most visited. And we don't have a lot of different case studies, but we occasionally post it and then people always enjoy it a lot, because it gives you key figures, an idea of how it works, what operation and issues are and things like that, so that is very interesting. So, what we usually do is that these case studies are in our website and then we publish it in our different platforms to bring traffic to the website. This always work better on Twitter and LinkedIn and on Facebook it works, but not with great numbers. What works also very well on Twitter and LinkedIn is job postings, but on Facebook not so much. The videos also bring engagement; however, it does not bring traffic because most of them don't come with a call to action. What also works really well are team pictures. The thing with our social media is that a lot of times we approach it very B2C, what is not great all the time. We put a lot of emphasis on the team and we put a lot of emphasis on why we do the things that we do, because it is a vision that is very revolutionary, basically we want to get cars out of the streets, so for that we really try to put team members saying things like "I really like this vision because". We also have a great team, we have a lot of good people and we want to push that and put these people on the center, because first of all we need a face for the brand and also it is nice to have the CEOs speak on topics, but it is also nice to see what is behind it, because our CEOs, we have two CEOs, and they are very good at public affairs. For example, Merkel, the German

Chancellor, was there and they are always speaking at these different panels and they were like advising politicians on mobility and things like that, so sometimes, it is also nice to see what is behind the founders and so, team, it is also something that works very well."

17. **Do you use your LinkedIn company page or the CEOs LinkedIn profile?**

"We do use the door2door LinkedIn page a lot, we are currently working on a strategy to include the founders a little more, but they are really difficult to have a hold of, but social media and communications, per se, it is not very high in their priority list, which is tricky, because we prepare things and say thing and then they forget, but it is something that we want to implement. We try way more to use the LinkedIn profile of our public affairs and of our PR. Both of them are incredible connected, so we use then. And also, the LinkedIn page of the head of mobility consulting. They share a lot and they are very engagement. They often share and sometimes they post on their profiles our milestones and then they tag us along with a picture from us. And it brings a lot of leads, that was something that we learned, it is like that when we have a lot of people tagging us, it increases the leads and it just increases the number of people that reaches out, it is very interesting."

18. **What does that engagement bring to your company? (e.g. brand awareness, ROI, sales revenue, customer life time value, leads)**

"Brand awareness is very tricky for us, because we are not very sure of how to measure it. And we are a B2B company, we are well known in the market. I think it is not only social media, it is a lot of PR and the things that we do around it, the PR and conferences and everything. For social media, I think that it is lead generation, a lot, especially on LinkedIn. But then, I would also say, it is the though leadership approach that we take, so it is a lot of being an expert in the company, in discussions. That is what happen a lot, because we tweet a lot and people tweet us. For example, people post something about "uber", that is very different from what we do, and then they add a tag line like "so, what do you think?" and then a discussion starts. So, it depends on the post, because sometimes people are very hostile and we don't engage, because we have seen a lot of good example with competitors of ours that engaged and then just absolutely hit the wall and when we do have good discussions, it is often that someone on Twitter that is vocally within the company engages. Leads, I believe, is what we gain more from social media."

19. **How do you measure your success on social media (analytics – number of likes, engagement, number of comments, …)?**

"We do have a weekly analytics meeting. We look at the analytics and at the engagement rate on all the platforms. Obviously, we have different types of engagement, so Twitter

engagement is lower than LinkedIn and Facebook and we have like these different numbers that we what to have. So, we look at what it works and does not work. I am using a lot of old content a lot, trying to reactive it again and I think that starting in February we will have a lot of new content again, so then we can be again reactive and proactive in the analytics, because now we know what it works, but we can't really produce a video every week, it is not possible, so we try to work around, to repost and things like that. It works write well."

20. **What do you consider to be a successful post or campaign on social media?**

"On Twitter, I would say around 8 retweets and 15 likes. I really good one is 35 retweets and 50 likes, which happen occasionally, but then it is super timely. For example, there was this woman that shared her mum knitting a scarf for all the delays of DB, the German transportation system, because she is a commuter. So, we did something similar to what would look like with a car in Munich, for example, so three hours would just stand still and then 40 minutes would drive and the 15 minutes would be in traffic jam and 8 minutes to look for a parking. So, we took her idea and he did a twist on it and it worked incredibly well, that was very good. On LinkedIn is about 25 likes and 4 comments, which is good, and then on Facebook, that really depends, because it is most engaged by our team, so we always need to be a bit conscious about it, so it is a lot of friends and family. Because our team is very internationally, we have a lot of mums and families on Facebook, so that would also be around 25 likes."

21. **What is the average of likes, comments and shares on the different channels?**

"Facebook is 12 to 15 likes, same for LinkedIn. And then on Twitter would be around 4 to 5 likes. Regarding shares, we hardly have it on Facebook, because it is very employer branding and on LinkedIn is a lot of team shares, so 4 to 5 shares and comments probably 2 to 3. It really depends on the topic. On Twitter it also really depends and occasionally some retweets."

22. **Did it happen already to post on social media and realize that that post worked better or worse than the usual? Can you tell me a bit more?**

"Time is very crucial. We really noticed that when we don't post on time, it really just falls of. For example, that blog of our CEO, it just felt, it was really a time thing. But also, this blog post, what we maybe have to be a bit honest about it, it is very look, like 7 minutes read, so it is very long, and people don't appreciate it that much. When it is shorter, like 2 minutes read, we can see with our analytics that people read and has more engagement, like clicks and reads. I think that the ones that don't really work on Twitter, are the ones that are reposted, so curated content. It is nice and we have a certain amount of noise on the channel,

but it is not the same as the ones that we put on prominent time slots. Morning is always very good and then in the evening is not very engaging. The videos always work super well in the three channels. Blog posts about public affairs and events that we went don't really work very well on Facebook. So, Facebook is very much an "unicorn land", because it is much about happiness, but as soon as we try to go a little deeper, no one cares. It was a blog post and did not receive much engagement. And then on LinkedIn, the things that we post are mostly the strongest. The content that we post there is also our best content, so LinkedIn is like our holy grail and then the other two just feed out of that and there most of the times it works really well. It does not work that well when we post a lot, like I did a LinkedIn review, in the break after Christmas and before new year's and I think that no one was probably on LinkedIn, even though our former marketers said that people have new phones and usually they spend a lot of time online and you can target new phones, what is really crazy. But it didn't really work for LinkedIn. If worked fine for Twitter and for Facebook but it did not work very well for LinkedIn."

23. **What about followers?**

"It depends, there are months with no new followers, and then there months, like this one, January, that we gained a lot of followers, because of the post of the lady knitting. The woman that did the post of her mum also liked it, so it was very good, and we had a lot of retweets. Our PR, that has a very good network as well also posted and I think that was around 110 retweets and 250 likes, which brought us a lot of new followers. Also, when we engage with organizations that are friendly and when we say that we engaged with them, that also increases the likes, but then we also had a month that we lost a lot of users, because a bad article that came out and it was about mobility where they talked about our competitors and us and it was written in a way that look very nice for them and bad for the others, so that was a bit bad. It was ok at the end, because we recovered fast, but it was interesting to see how it worked like that."

24. **In your opinion, which of the social media platforms that you use give you the best analytics and why?**

"Facebook is the one that has the most outputs, it is the ones that have more different key figures, but I think that LinkedIn analytics pop up the most, but I have to say that one of our employees, our head of Marketing, has a performance marketeer background, she is really good at reading analytics and take something out of it, so I would say, Facebook and LinkedIn."

25. To finish, can you give me an example of 3 or more small or medium enterprises that are considered "examples to follow" on social media? Why? In which platforms are they represented?

"I love "Blinkist", their main platform is Instagram and they are really cool on what they go. They offer blinks, so they give you a 15 minutes summary of books, you can read, or you can listen to them, so you pay a monthly fee and then you have these books and summaries and they are really well done, so it is really interesting. I don't have an example of Twitter because it is a very personal platform, it is a lot about personal opinion going around and occasionally you find a company around that. "Clue" is on Facebook and Instagram as well. They do have a strong newsletter, because their topics are periods, so they offer an app for ovulation things and they have really interesting topics going around. And then, the last one, it is also an Instagram one, it is a cafe called "Amelia", in Lisbon and they really know who their audience is, so they share very millennials and instagramable food and place and that's it."

Appendix 2: Number of posts under analyse per company page

Name of the Brand

		Frequency	Percent
Valid	Adagio	22	2.0
	Anenue HQ	64	5.9
	Crunch Analytics	64	5.9
	door2door	87	8.0
	Drawbotics	14	1.3
	Fashion for Good	108	9.9
	Fora	113	10.4
	Future of Life Institute	52	4.8
	GRAPEFRUTE	25	2.3
	In the Pocket	162	14.9
	MAD Kings	13	1.2
	Observador	168	15.5
	Sonder People	14	1.3
	StoryMe	93	8.6
	Yields.io	63	5.8
	Zwift	25	2.3
	Total	1087	100.0

Appendix 3: Pie Chart representing the proportion of posts of each industry
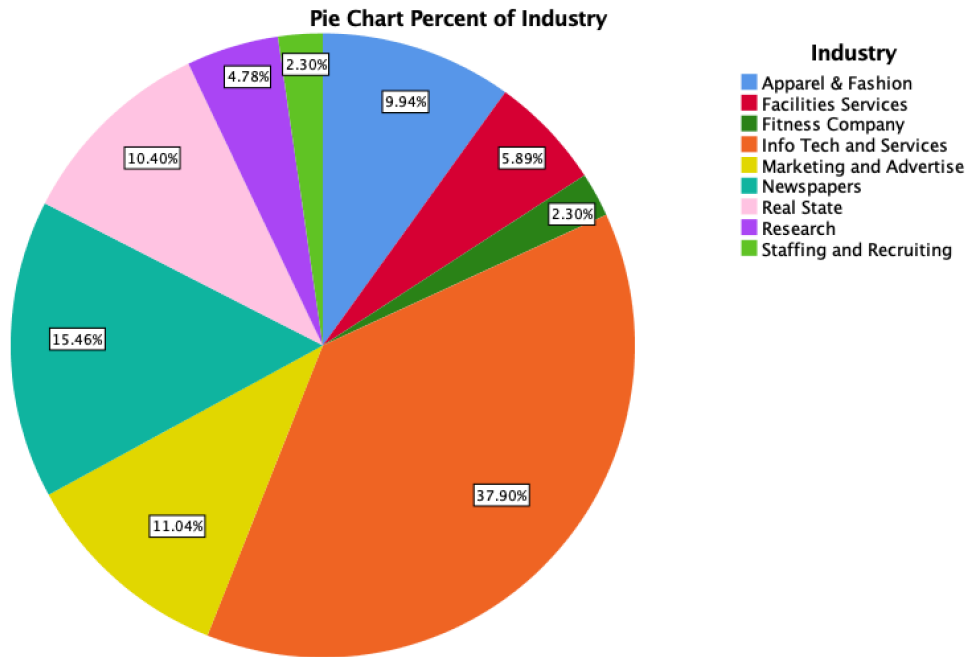
Appendix 4: Bar chart with the number of employees of each analysed company
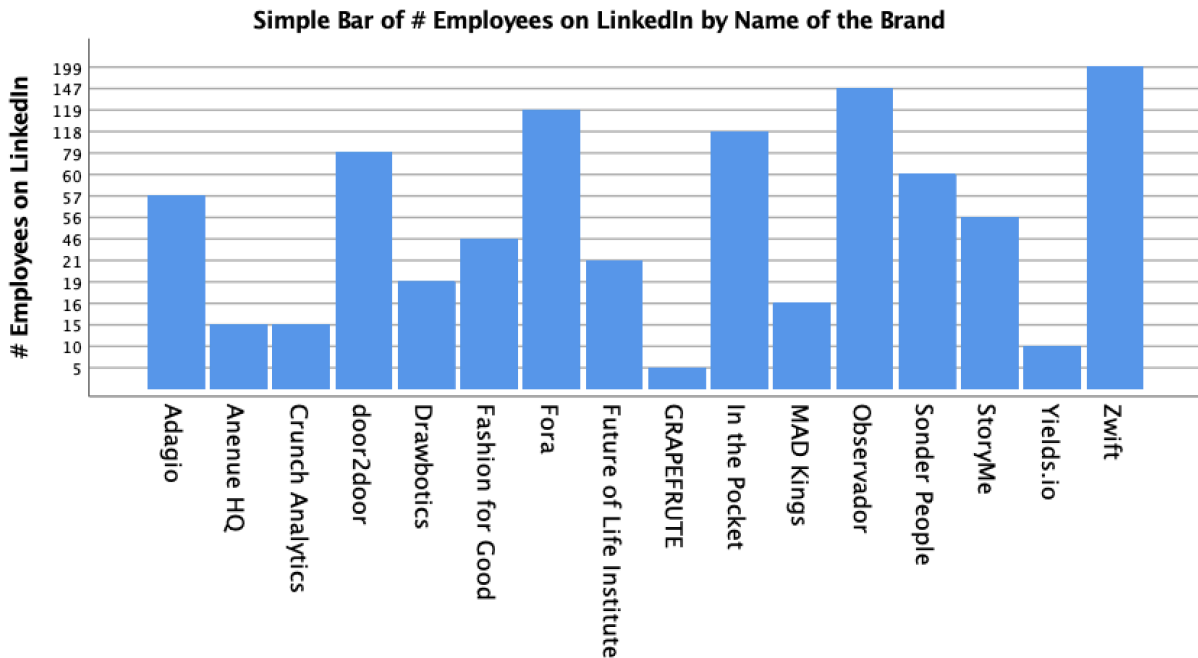
Appendix 5: Number of B2B and B2C posts under analyse

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	B2C	193	17.8	17.8	17.8
	B2B	894	82.2	82.2	100.0
	Total	1087	100.0	100.0	

Appendix 6: Number of months analysed according to different brands

 # Months Under Analise

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	52	4.8	4.8	4.8
	6	275	25.3	25.3	30.1
	8	14	1.3	1.3	31.4
	9	63	5.8	5.8	37.2
	11	50	4.6	4.6	41.8
	12	633	58.2	58.2	100.0
	Total	1087	100.0	100.0	

Appendix 7: Vivid posts

Video

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	958	88.1	88.1	88.1
	Yes	129	11.9	11.9	100.0
	Total	1087	100.0	100.0	

Images

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	170	15.6	15.6	15.6
	Yes	917	84.4	84.4	100.0
	Total	1087	100.0	100.0	

Only Text

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	1083	99.6	99.6	99.6
	Yes	4	.4	.4	100.0
	Total	1087	100.0	100.0	

Appendix 8: Interactivity posts

Low Interactivity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	763	70.2	70.2	70.2
	1	324	29.8	29.8	100.0
	Total	1087	100.0	100.0	

Medium Interactivity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	770	70.8	70.8	70.8
	1	317	29.2	29.2	100.0
	Total	1087	100.0	100.0	

High Interactivity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	641	59.0	59.0	59.0
	1	446	41.0	41.0	100.0
	Total	1087	100.0	100.0	

Appendix 9: Test of Homogeneity of Variances

Test of Homogeneity of Variances

|		Levene Statistic	df1	df2	Sig.
# Comments	Based on Mean	1.966	2	1084	.140
	Based on Median	.739	2	1084	.478
	Based on Median and with adjusted df	.739	2	1077.078	.478
	Based on trimmed mean	1.735	2	1084	.177

Appendix 10: Example of a brand post with video (used for content analysis)
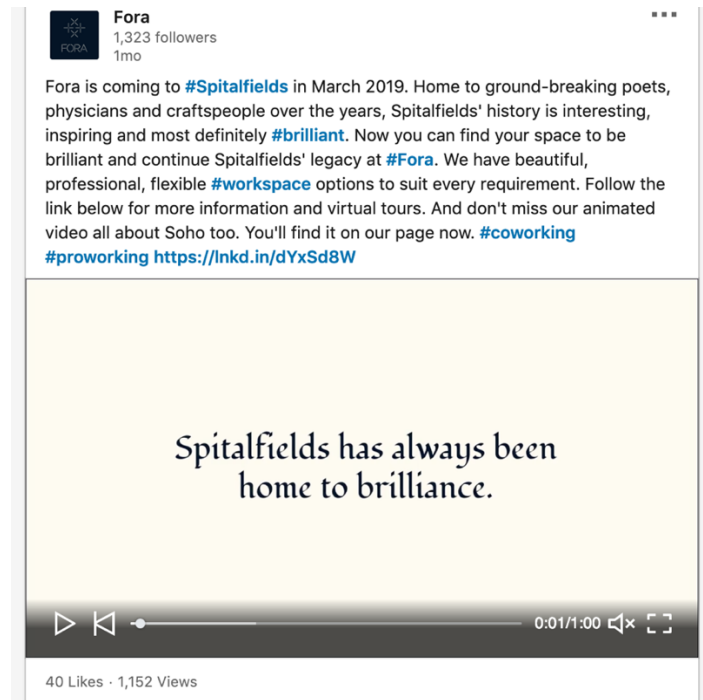
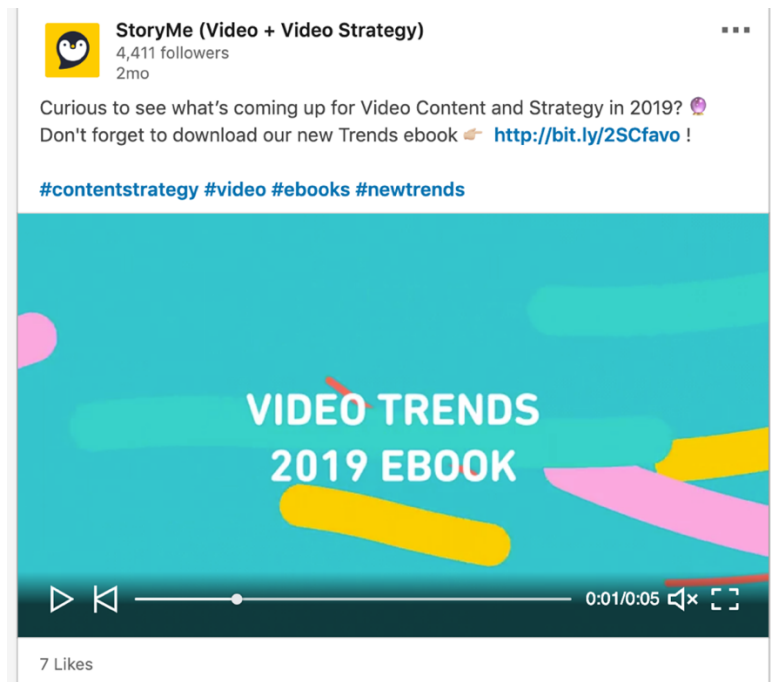**Appendix 11: Example of a brand post with an image (used for content analysis)**
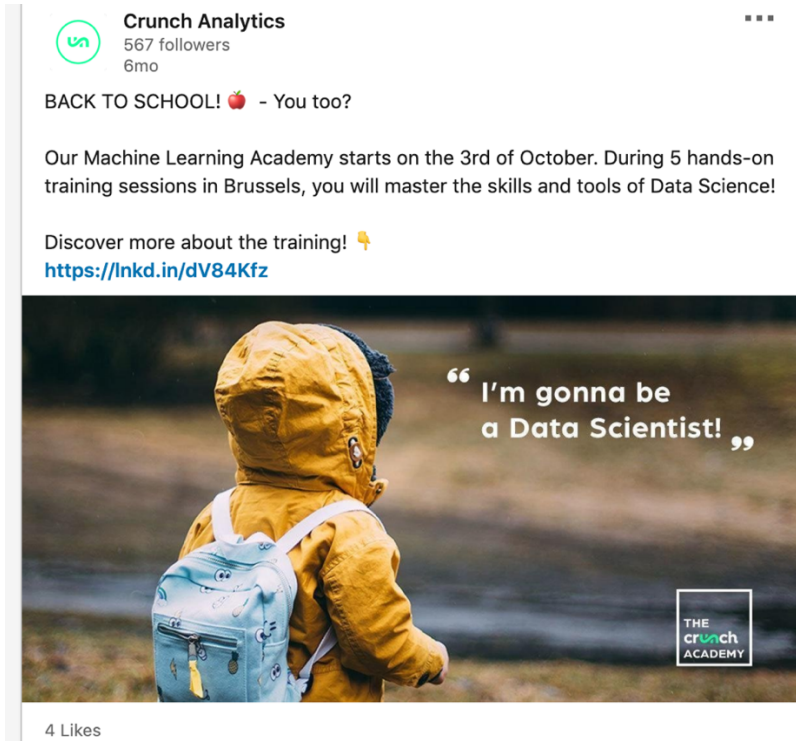
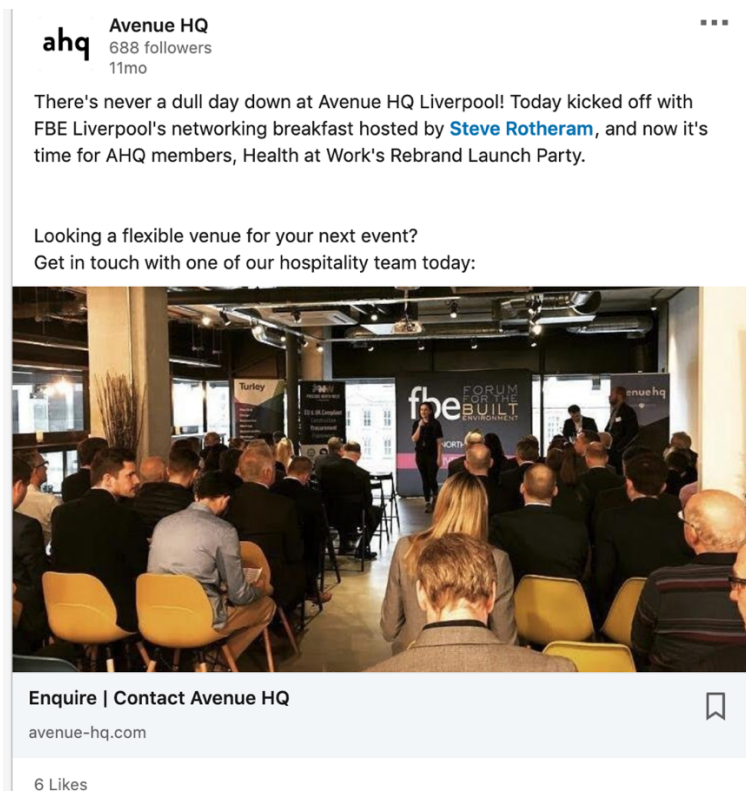**Appendix 12: Example of a brand post with image with human faces (used for content analysis)**
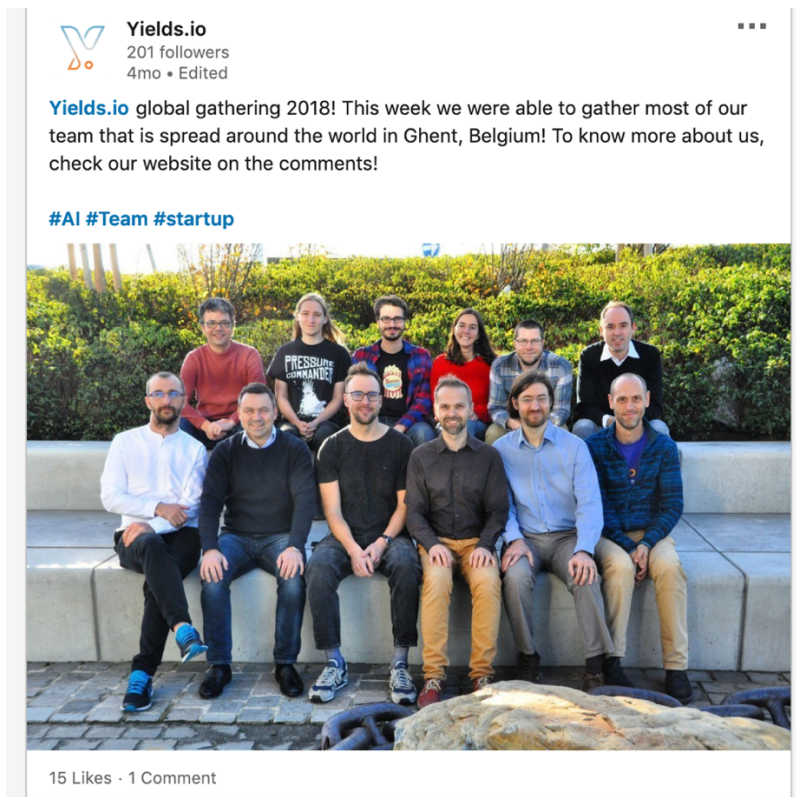
Appendix 13: Example of a brand post with low level of interactivity content (used for content analysis)
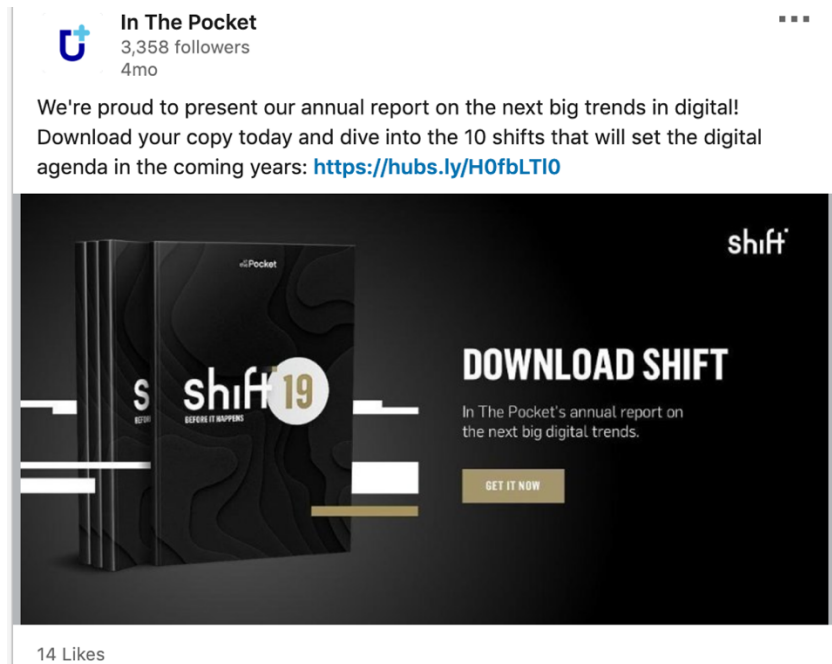
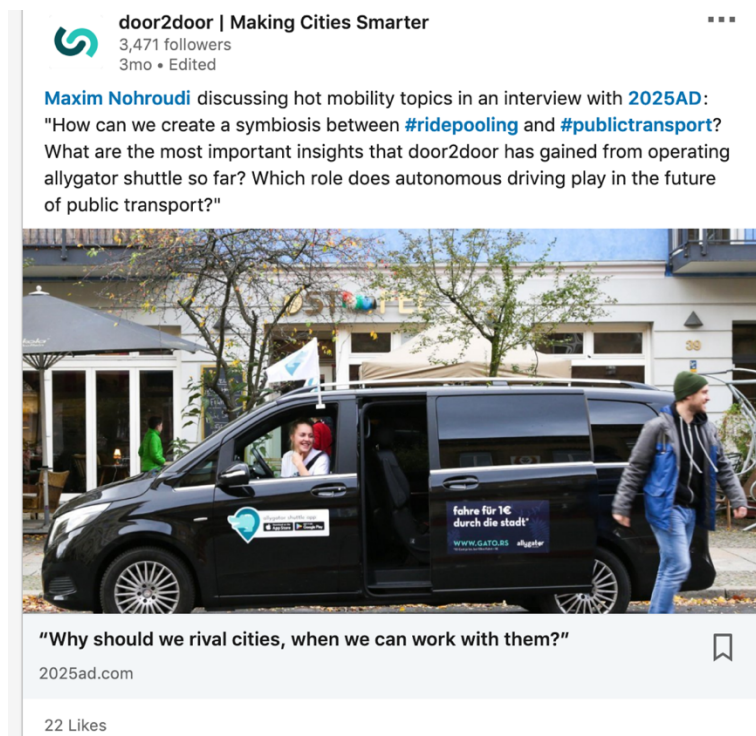## Appendix 14: Example of a brand post with medium level of interactivity (used for content analysis)

Appendix 15: Example of a brand post with high level of interactivity (used for content analysis)

Appendix 16: Example of a brand post with giveaway content (used for content analysis)

Appendix 17: Example of a brand post with curated content (used for content analysis)
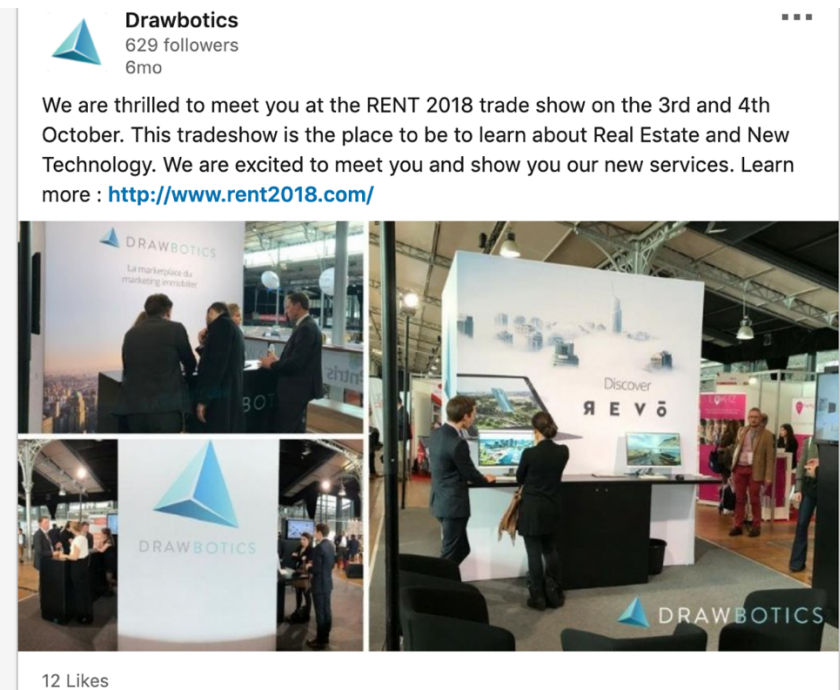
Appendix 18: Example of a brand post with important company milestones (used for content analysis)

Appendix 19: Example of a brand post with hiring content (used for content analysis)

Appendix 20: Example of a brand post with future event's content (used for content analysis)

Appendix 21: Example of a brand ambassador post