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Social Media Relationships and the Swedish Coffee Industry

- A Study Connecting Uses and Gratifications to SCRM Strategies
and Business Functions

ABSTRACT: In consumer product markets it has been standard for firms to use traditional relationship marketing to create a competitive advantage and brand loyalty, however lately a shift towards social media channels and Social CRM has been noted. Companies deem the new marketing channel promising, however social media users do not generally reflect on this way of interacting with brands unless they perceive it beneficial. Thus, the focus of this thesis will be to obtain an understanding of the relationship between individuals and companies in the context of Swedish coffee companies in social media. The research is conducted through a case study including three Swedish coffee companies and a survey directed at their social media audience. We illustrate a pattern in the use of social media for the case subjects that highlight the companies SCRM objectives and the business functions of their social media fan pages; the motives for the audience to use their fan page perceived by the companies as well as motives reported by the fan page users themselves. We further find that there is a discrepancy surrounding the motives of the fan page users on why they choose to engage with the brands, where the users report interpersonal utility and entertainment aspects as significant for their use of the medium, while companies also perceive the search for information to be an important motive.

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1. Introduction

“What everybody initially claimed that ‘it’s so cheap using social media’ is a somewhat modified truth as it is resource demanding when you’re there, in terms of manpower and such like.” – Marketing Manager Z (Apr 2012)

“We don’t dare to claim that we have found the Holy Grail, it is more trial and error.” – Marketing Director Y, on their social media activities (Mar 2012)

“We have asked questions like ‘what is good?’, ‘what is a good ratio here?’ but no one has given me a clear answer.” – Marketing Manager X, on measuring success of social media efforts (Apr 2012)

1.1 Problem

The quotes above reflect the uncertainty surrounding how organizations use social media as a way to further connect with consumers, which in large is the subject of this thesis. However, it also highlights firms’, within the Swedish coffee industry, perceptions of social media audiences’ and their usage of the medium, as well as the users’ motives to engage with the companies via social media.

Social media in context of being a tool for companies to communicate more effectively with their customers is still emerging, and a frequently debated subject in the media. Often articles will stress the importance of having a clear strategy regarding the use social media as a communication tool (e.g. McKay 2010 and Goldenberg 2011). An emerging strategy is *social customer relationship management* (SCRM). However, researchers and practitioners are arguing on the exact definition and implementation of this new practice (Ang 2011a). By using SCRM as a marketing tool, companies have an opportunity to extend the brand personality and communicate relevantly, through appealing online-content, with users showing interest. They can engage further with customers, as a way to promote advocacy and increase sales figures of the companies, according to Woodcock et al. (2011). Meanwhile, Ang (2011b) suggests that SCRM is perhaps not an efficient tool for managing firms’ social media customers since the strategy does not distinguish between social media users and actual customers. Given the difference between social media users as parts of a community, Ang (2011b) highlights the importance of better capturing how people use online communities. In addition, there are signs of customers not entirely sharing the optimistic view of business presence in social media. In fact, according to Baird and Parnasnis (2011), more than half of the consumers do not even reflect on engaging with companies via social sites and when they do, they expect to be rewarded for their effort. The widespread belief among businesses that social

media increases advocacy, is also not shared by users of social media, where only 38 percent agree, and 60 percent of the consumers consider passion for a company or brand a prerequisite for social media engagement (Baird and Parasnis 2011).

In general, firms often use traditional relationship marketing to build up competitive advantage and brand loyalty, as basic consumer goods are becoming more generic in terms of quality, which have made marketers strive to escape associations of their products being more like commodities than unique (Nwakanma et al. 2007). Among consumer goods there are products categorized as fast moving consumer goods (FMCG). According to the research conducted by Leahy (2011) customers of FMCG brands are unlikely to be interested in having any deeper relationship with a frequently purchased brand, which is much due to the nature of exchange in these markets, why firms within FMCG industries are advised to move away from such marketing efforts. Findings from studying consumer response to relationship marketing by FMCG-brands are demonstrating that managers in FMCG markets have been fundamentally misguided in adopting a relationship marketing practice to their set of communication activities (Leahy 2011).

In the market of consumer products coffee is considered to be a typical FMCG good (Gough 2003). Observations can be made that firms within the Swedish coffee industry have a strong presence in social media channels, despite Leahy's (2011) findings, where the four largest players, for example, have just under 100 000 Facebook fans together, why it is justified to further examine their use of this marketing communication channel and why people chose to interact with the companies via social media. Additionally, current research on FMCG brands in a SCRM context in the Swedish market is very limited – knowledge that can be of great value for marketers in the FMCG sector.

1.2 Purpose and Research Questions

As acknowledged in the introduction above, it is of interest to further examine how FMCG companies in general, and coffee companies in particular, are managing their customer relationships through the usage of social media and compare this with the underlying motives of the social media users. Therefore the purpose of this thesis is to *obtain an understanding of the relationship between individuals and Swedish coffee companies in the context of social media*. This approach involves mapping the strategic objectives and business functions of social media usage among companies, as well as comparing their perceptions of social media users' motives for interacting with them, to the actual opinions of social media users. The entire process involves in-depth

interviews, a web-based survey and reviewing previously made research in the field. In order to achieve the above stated purpose, the thesis will answer the following research questions:

RQ1: How is social media being used among companies within the Swedish coffee industry?

RQ2: How do Swedish coffee companies perceive their social media followers in terms of motives for engaging with them?

RQ3: What are the main motives for individuals to engage with coffee companies in the context of using social media?

In our thesis RQ1 will focus on strategic aspects and business functions of the coffee companies' use of social media as a mean to further communicate with their social media audience (see Chapter 4 for further specification). RQ2 sheds light on how the companies view their social media audiences in the context of motives to interact with them. This is followed up in RQ3 where motives to interact, reported by the companies social media audience are of interest.

1.3 Delimitations

Given the scope of this study, certain delimitations were necessary. To begin with, we only examine the coffee industry in Sweden to limit the study to one specific FMCG industry. Within this industry, we have restricted the scope to the four nation-wide distributing coffee brands, and of these we have been able to include three coffee companies to gain the level of depth we attempt to reach with this paper (see Chapter 2). Moreover, this thesis focuses on different strategic objectives with the companies' social media presences, why other aspects such as organizational capabilities fall outside our research area. Although we want to shed light on social media usage in general, the thesis is more focused on Facebook fan page use in particular since this is the social media channel highlighted by the companies, and is also where the sample was extracted from to the survey conducted in our thesis (see Chapter 2).

1.4 Expected Contributions

Based on the uncertainties currently surrounding social media marketing, it is of importance to study how social media is being used among companies within the coffee industry in Sweden, and compare this to the underlying motives of the social media users. To this date, little research has been focused on this area in terms of the FMCG sector and in a Swedish context, justifying our study, in order to increase and deepen the understanding of the social media usage within the

coffee industry. We also strive to enhance knowledge on the main drivers to why social media users interact with companies in a social media setting. Hopefully, our study findings can encourage future research within this area and also guide practitioners in how to efficiently use social media as a marketing tool where we believe an understanding of the social media users' motives to be a crucial step.

1.5 Terminology and Definitions

To avoid misunderstandings, concepts and terms frequently used in this paper are in this section defined. In this thesis, *fast moving consumer goods (FMCG)* refers to branded products that are used at least once a month, used directly by the end-consumer, non-durable and sold in packaged form, in accordance with the definition provided by Gough (2003: p. 2). The term *social media* has been defined by Treadaway and Smith (2010: p. 24) as “the collection of technologies that capture communication, content, and so on across individuals, their friends, and their social network [...] these technologies help users easily create content on the Internet and share it with others.” Treadaway and Smith (2010: p. 24) also define *social networks* such as Facebook and offline communities, to be “groups of people, or communities, who share a common interest, perspective, or background” and both of these definitions will be employed in this study. More specifically, when referring to *fan pages*, we mean brand-specific online destinations as stated by Ang (2011b). Hereinafter, social media fan pages, such as Facebook fan pages, will be referred to as fan pages.

In addition, the term *social customer relationship management (SCRM)* will be used in our thesis referring to “a philosophy and a business strategy, supported by a technology platform, business processes and social characteristics, designed to engage the customer in a collaborative conversation in order to provide mutually beneficial value in a trusted and transparent business environment”, as defined by Paul Greenberg (2010a: p. 61).

1.6 Disposition

Having introduced the research area and explained the purpose of this thesis, together with delimiting the study and stating the expected contributions in Chapter 1, the remaining six chapters in this thesis are hereby presented. In Chapter 2, the methodological approach is described together with a discussion on the quality of the research. Chapter 3 provides a summary of previous research conducted relevant to our thesis whereas the analytical framework applied in this study is illustrated in Chapter 4. In Chapter 5, the data collected is presented and the data is then analyzed in Chapter 6. Finally, Chapter 7 comprises the conclusions of this paper followed by a discussion on the study findings together with implications of the results. In this chapter,

suggestions on future research are also made. In addition, all chapters begin with a brief summary of the content of the chapter.

2. Method

In this chapter, the applied research approach and design is disclosed with respect to the different parts of our thesis. Moreover, the process of collecting and analyzing data is described and the research quality in terms of reliability and validity also discussed.

2.1 Research Design

In the part of our thesis focusing on the social media usage among companies within the coffee industry in Sweden and the companies' perception of their social media followers, the aim is to provide insights and understanding of this research area where Malhotra (2009) recommends an exploratory research design and qualitative approach to be adopted, why this is accordingly applied. A qualitative method is also recommended by Merriam (1994) if one is interested in the process, the meaning and to understand a particular phenomenon, which is true on all three points for our thesis in respect to the companies within the coffee industry in Sweden.

However, with this paper we also strive to determine the underlying reasons to why social media users interact with companies in social media, where a descriptive research design is more fitting and consequently a quantitative research methodology has also been applied in accordance with Malhotra's (2009) classification of marketing research data. This part of the thesis is also based on uses and gratification theory (see Analytical Framework Selection) and hence uses a deductive reasoning where emphasis is on testing statistical models, which characterizes quantitative research (Bryman and Bell 2010).

Moreover, according to Yin (2009) the choice of research method depends on three conditions: (a) the form of research question, (b) the control a researcher has over behavioral events and (c) the extent of focus on contemporary events. Since the exploratory research of the social media usage among companies within the coffee industry in Sweden and the companies' perception on their social media followers are analyzed with "how" questions, we, as researchers, have no control over actual behavior events and the study focuses on contemporary events this part of the thesis should be conducted through a case study, why this approach has been chosen when studying the coffee companies. Regarding the motives to why social media users interact with companies within the coffee industry, no control over actual behavior events exists here either and the focus is also on contemporary events. Yet, the research question for the user perspective is

a second type of “what” question, which makes a survey method more suitable, based on these three conditions, and this is accordingly applied in our study.

Therefore, a mixed research method has been applied in this paper where qualitative research is employed to understand the social media usage and the perception of social media users from an organizational perspective, which is complemented with quantitative research to describe why interaction takes place from a social media user perspective. The practice of using multiple methodological approaches when studying a subject or phenomenon is referred to as *triangulation*, referring to its military meaning for locating an object using several reference points (Jick 1979). Onwuegbuzie and Leech (2005) argue that this should be the norm in research in order to find more complete results. Methodological triangulation also increases the accuracy of our study findings according to Yin (2009).

2.2 Analytical Framework Selection

In research, theory guides a study and provides a basis on which findings can be organized and interpreted (Malhotra 2009). In our study, however, theory does not serve as a primary foundation. Instead, applications of theory and findings, as well as theory-based approaches, from earlier and recent research, are employed due to the characteristics of this specific area of research. Our choice in analytical framework is motivated and further elaborated on below.

Research covering recent developments in the field of social CRM was selected as the base of analytical tools when examining how companies use this medium in order to connect with their social media audience. As there is not much consensus among researchers, and as Ang (2011a) proclaims there are different ways as how to view the integration of social media into conventional CRM practices, which SCRM literature to include has been difficult to decide on. However, the selected research is based on traditional CRM theory and real-world cases and, thus, of significance to our thesis where it is also possible to compare the three selected articles on SCRM strategies and business functions. There will also be a thorough description of the uses and gratifications concept (see Chapter 3), which is applied to further analyze the fan page users of the examined companies'. As acknowledged by Siraj (2007), this is an important theoretical perspective when applied to study the role of new communication technologies. The approach has been employed in many studies covering motives for using mediums associated with new technology (e.g. Park et al. 2009 and Dholakia et al. 2004).

The most recent study of general nature on motivations for using the Internet is written by Papacharissi and Rubin (2000), and draws theory from several fields of research (Luo et al. 2011).

It is also the foundation for much of the recent studies applying the uses and gratifications concept, why it has been selected as a part of the foundation in our study. To assure that our research captures the information needed to provide an answer to our third research question, on motives for people to interact with companies through social media, concepts from more current uses and gratifications research, similar to ours, has been included to form a broad and relevant research model. This way of constructing a specific uses and gratifications model is common practice (e.g. Dholakia et al. 2004 and Ko et al. 2005), as the statistical settings are more conceptual and case specific rather than theoretical and general in their nature. Despite the common use of this approach studies have applied the concept in purely qualitative studies (e.g. Dunne et al. 2010), why a uses and gratification approach is also used in this study to analyze the companies' perceptions of their social media audiences' motives.

Given the scope of our thesis, there have been some necessary limitations in the selection of components to the analytical framework, both in regards to the topic of SCRM and to the uses and gratifications approach. We limit our study, similarly to the report by Baird and Parnasnis (2011), to examine how companies use social media to connect with their audience and how they perceive the social media users, which in turn is compared to actual use reported by the these users. Therefore, SCRM will in this thesis be analyzed in terms of strategic objectives and business functions from a company perspective where little attention will be paid to organizational and technological aspects of SCRM, despite being promoted in previous research (e.g. Greenberg 2010b, Acker et al. 2011 and Woodcock et al. 2011). These will instead be acknowledged as given underlying dimensions within companies using social media.

2.3 Data Collection

In this study, a research approach has been applied where both quantitative and qualitative data have concurrently been collected through interviews and a survey to improve our conclusions, which is also known as triangulation (Bryman and Bell 2010). This process is further explained under the sections below.

2.3.1 Literature Review and Expert Consultation

Before any primary data were collected, a thorough examination of available secondary data was performed to gain valuable insights and secondary data also provided the basis for our primary data analysis (Malhotra 2009). Secondary data has mainly been collected from academic

publications where we first reviewed anything written in the area to better define our research topic before deciding what secondary data we found relevant to further use in our specific study.

To get guidance in methodological approach and selection of analysis framework, we sat down with Jonas Colliander, to get recommendations on how to proceed¹. We have also been in touch with two authors of different research studies used in our analytical framework in order to get further information on methods used and clarifications to some of the concepts mentioned².

2.3.2 Case Selection

Due to our mixed research method, different samples are sought after for the two parts of our study. For the qualitative research of companies within the coffee industry in Sweden, a small number of non-representative cases can serve as a sample whereas a large number of representative cases are desirable as a sample for the quantitative research of the social media users who have chosen to like one of the coffee companies' fan pages on Facebook (Malhotra 2009). However, in this study we have not been able to control the samples to include in our thesis and have instead being forced to rely on the coffee companies and social media users that were available to us at the time, why convenience samples have been used for both parts of this paper (Bryman and Bell 2010).

Due to fierce competition in the Swedish coffee industry and other factors such as workload, some companies were not interested in participating in our research. Out of seven contacted companies, five responded, but only three were willing to take part in our study on the condition of anonymity throughout the study. The marketing managers at these three companies were then interviewed.

Of the three examined companies, two gave us approval to approach users of social media via their fan pages and the quantitative data have therefore been collected from these two sites. The companies posted a link on their fan pages to the survey where 560 users completed the survey. Of the 560 obtained answers, 56 were deemed to be invalid due to missing values. Therefore, a total of 504 respondents were used in our quantitative analysis. The sample consisted of 67.9% women and 32.1% men. The average age in our sample was 44 years old with age values ranging from 13 to 78.

¹ Jonas Colliander is a PhD student at the Stockholm School of Economics, and his research focuses on social media.

² Neil Woodcock, author and co-author of many CRM related publications was consulted on SCRM concepts and Carolyn Heller Baird, the Global CRM Research Leader with the IBM Institute for Business Value, was consulted on her article co-authored by Gautam Parasnis (see Bibliography).

2.3.3 In-Depth Interviews with Marketing Managers at Companies within the Coffee Industry in Sweden

To gain an understanding of the social media usage among companies within the coffee industry in Sweden and the companies' perception of their social media followers, in-depth interviews, that can uncover greater depth of insights than focus groups, have been conducted. (Malhotra 2009). Often, in-depth interviews are used prior to quantitative research to develop an initial understanding of a new marketing research topic. Although, when interviewing professionals and competitors who are unwilling to reveal information in a group setting, in-depth interviews can be effectively employed, which makes in-depth interviews suitable for our study (Malhotra 2009). More specifically, semi-structured interviews have been conducted where the topics are predefined, following an interview guide³, by us, not only to obtain similar information from all the interviewees but also to be able to adapt to interesting situations that may emerge during the interviews (Merriam 1994). Each session followed a specific format based on an interview guide relating to the analytical concepts covered in our thesis. By consent of the interviewees, audio recordings of the sessions were collected and later transcribed, assuring that all data collected were available for our analysis (Merriam 1994).

2.3.4 Survey of Social Media Users

To identify salient motivational factors to why social media users interact with companies in the Swedish coffee industry, structured data has been collected through a web survey consisting of mostly fixed-alternative questions due to four different reasons: (1) it is simple to administer a questionnaire, (2) the data obtained are reliable, (3) the variability in the results are reduced, and (4) the coding, analysis and interpretation of data are relatively simple to perform (Malhotra 2009). Research is often characterized by the prior formulation of hypotheses, yet, in their article on why qualitative and quantitative research should not be kept apart, Onwuegbuzie and Leech (2005), argues that when a study is explanatory, and thus tries to explain how and why a phenomenon operates as it does, no hypotheses are necessary in addition to the research questions used. Therefore, no hypotheses will be formulated in this study, where a similar method to that used by Papacharissi and Rubin (2000) instead has been employed.

2.4 Survey Design

A web-based survey was designed with the online survey software *Qualtrics*, to enable users to respond directly through a link on the companies' fan pages.

³ The interview guide can be found in Appendix 1.

Our survey is based on previous research sharing similarities with ours, where the scales used to identify different extrinsic and intrinsic motivation are in accordance with the concept developed by Papacharissi and Rubin (2000). These items have been adopted since their validity is established in previous research and also reflect different motives of using the Internet (Luo et al. 2011 and Ko et al. 2005), why they are suitable for our study. In addition, elements from the survey by Baird and Parasnis' (2011) have also been included⁴.

Internet use and attitudes have been measured through the total number of minutes the users spent on the coffee companies' fan pages the previous week and spend on an average week which is also in accordance with the method employed by Papacharissi and Rubin (2000).

As in previous research (e.g. Pappacharissi and Rubin 2000), questions regarding motives to why users interact were all responded on a five-point Likert scale with equal distance between the points to allow respondents to give a neutral response (Bryman and Bell 2010), where (1) represented low values (i.e. respondent does not agree) and was placed to the left and (5) represented high values and was placed to the right (i.e. respondent does agree) throughout the survey to consistently reflect favorable responds (Malhotra 2009). Therefore, the data from the survey can be analyzed by performing linear regression analyses since the motive questions are on an interval scale and Internet use and attitudes questions are on a ratio scale.

2.5 Quality of Research

In both qualitative and quantitative research, the measurement accuracy of our study findings depends on reliability and validity (Malhotra 2009). These two terms should not, however, be taken as synonyms, even though there is a strong relationship between them (Bryman and Bell 2010).

Reliability concerns the extent to which consistent results are generated when a study is repeated with the same procedures (Malhotra 2009). High reliability is partly indicated by the stability of a measure over time and the internal reliability of a scale or index's consistency. These meanings of reliability can be tested by performing a measure on the same sample at different occasions and by examining the coherence between different multiple-indicator measures using Cronbach's alpha (Bryman and Bell 2010). With regards to the quantitative section of our study, proven measures developed by the researchers Papacharissi and Rubin (2000) have been applied and a value of 0.8 or below of Cronbach's alpha for the different multiple-indicator measures have also been rejected to strengthen the internal reliability and thus the reliability of the quantitative

⁴ The survey can, in full, be found in Appendix 2.

part of our thesis. In qualitative research, reliability is, conversely, a problematic concept since human behavior is constantly changing. Reliability, in respect to the qualitative part of the thesis, has been strengthened through methodological triangulation and somewhat standardized interviews in terms of topics to be covered and wording of questions. Nevertheless, in qualitative research, emphasis should rather be on internal validity than reliability, since internal validity is a prerequisite for reliability (Merriam 1994). According to Yin (2009), validity can be dissected into three different parts: (1) internal, (2) external and (3) construct validity.

Internal validity refers to the causal relationship between different variables where some conditions are said to lead to others. However, internal validity is not relevant to exploratory studies, why internal validity will not be major concern for our case study of companies within the coffee sector in Sweden, since it does not deal with this kind of causal situation (Yin 2009). Regarding the users' motives to why they interact with coffee companies through social media, the survey answered by the users was identical in every aspect apart from adjustments for the different names of the coffee companies. To minimize the risk that factors other than the chosen ones affected the outcome, all respondents were given the exact same information regarding the content of the survey and all data were collected over the same time period to get similar external conditions, although no control over where respondents answered the survey existed. In addition, the causality between our independent variables and dependent variables when examining the social media users have already been proven by other researchers (e.g. Luo et al. 2011) in similar studies since they also have adapted the scales developed by Papacharissi and Rubin (2000), which strengthens our internal validity considerably.

External validity addresses the problem of generalizing study findings beyond the immediate research area (Bryman and Bell 2010). In case studies, both Merriam (1994) and Yin (2009) are of the opinion that this problem is only of concern when referring statistical generalization, which quantitative research is based on, directly to case studies. Instead, case studies should rely on analytic generalization where the result instead is intended to generalize to broader theory (Yin 2009). By adapting a multiple-case design to one phenomenon, the external validity is increased through replication logic where the SCRM strategies and business functions employed are tested for different coffee companies (Yin 2009). Given that the purpose of case studies also is to gain understanding and increase knowledge of something already known, the disadvantages of applying a case study approach also fades (Merriam 1994). In this case the external validity could decrease due to the sample of data collected is not representative for the Swedish population. However, the

population for our thesis could be argued to rather be all Facebook users who interact with coffee companies, which is a population that little research has been conducted on. At the same time, the collected observations were not entirely randomly selected, making a certain degree of bias present (Malhotra 2009, and Wooldridge 2009). Therefore, it is complicated to determine to what extent our sample can be said to represent this particular population and consequently to establish the level of generalizability in our thesis (Bryman and Bell 2010).

Construct validity deals with the challenge of identifying correct operational measures for the concept studied. For case studies, this is especially true since subjective judgments rather than conventional measures are used to collect data. To counteract low construct validity, researchers can, for instance, use multiple sources of evidence and adapt similar methods to other related research (Yin 2009). In our thesis, a case study has been employed in line with other SCRM research (e.g. Ang 2011b, Acker et al. 2011, and Woodcock et al. 2011) and a quantitative approach is also commonly used when studying peoples' motivations to using the internet as a medium (e.g. Dholakia et al. 2004 and Papacharissi and Rubin 2000), why this research method also is applied in our study. Moreover, we have interviewed individuals from several companies to further strengthen construct validity in our case study.

3. Literature Review

This chapter provides a summary on previous literature published relevant to our thesis in terms of research areas and approaches.

3.1 Previous Research

Having researched previous studies of how social media is used among firms within the FMCG sector, few findings have been discovered for our topic in particular. Nevertheless, some relevant research for our thesis has been identified that, to some extent, address the same area as our study.

3.1.1 SCRM Research

SCRM	Research focus	Findings/Implications
Woodcock et al. (2011)	Foundations of SCRM, how it should be used and what can be achieved when using it right.	SM together with CRM can deliver financial benefits, centered on 'customer engagement', which is fundamental to business performance.
Acker et al. (2011)	Social CRM strategy and process	The <i>MASTER</i> approach can be used when building capabilities for SCRM: monitor, assess, strategize, test, embed and review. Companies should follow the stages of development.
Ang (2011b)	CRM and social media as Community relationship management (CoRM).	Companies can use social media to take advantage of how people connect, communicate, create and collaborate with each other.
Baird and Parasnis (2011)	SCRM and interaction via social media between companies and private users.	Organizations need to be more aware of what customers value when using social media.

Table 1: Main aspects and findings in recent research covering SCRM.

In Table 1, previous relevant research in the SCRM area is illustrated. Woodcock et al. (2011) have, come to the conclusion that SCRM can deliver financial benefits to companies, regardless of sector, where they exemplify from various companies such as Dell and Southwest Airlines. In order to achieve this, emphasis must be on increasing customer insight and engagement, which is crucial to driving business performance. These financial benefits occur across the customer life cycle, in acquisition, retention, value development and managing cost to serve. Apart from the financial benefits, SCRM also has advantages throughout the value chain with suppliers and intermediaries. However, there are also some obstacles, which companies must overcome regarding organizational readiness, over-hype and over-expectation as well as project management failings. This approach to managing customer relationship is shared by Acker et al. (2011), who have conducted a case study on Dell, Best Buy and SeaWorld, advocating that companies should build new relationships with customers in social media characterized by greater transparency. The main objective for this new channel is to develop necessary credibility needed in the social web and to use this web to boost sale. SCRM activities should also be built with capabilities from a *MASTER* approach for a successful SCRM effort – monitor, asses, strategize, test, embed and review (Acker et al. 2011). Nevertheless, SCRM has been criticized for not discerning customers from online community members and, in his study, Ang (2011b) instead suggest community relationship management (CoRM) to be a more suitable term since it more accurately reflect people's usage of online communities where they want to connect, converse, create and collaborate. As in the article written by Woodcock et al. (2011), Ang (2011b) bases his suggestions on actual social media use by companies such as Honda and Apple, among others.

In addition, Baird and Parasnis (2011) have also studied SCRM, but from a consumer perspective, comparing their opinions to the perceptions of companies belonging to different industries, such as communication and financial services. They underline a gap between consumers and businesses regarding why consumers interact with companies via social sites where the main drivers are discounts and purchases and that consumers do not value to feel connected or to be part of a community to the extent that companies believe they do (Baird and Parasnis 2011). Thus, no unanimous view on how to use social media as a marketing tool seem to exist and none of these approaches examines the FMCG sector in particular.

3.1.2 Uses and Gratification Research in Social Media

Uses and Gratifications	Research focus	Findings/Implications
<i>Dholakia et al. (2004)</i>	Participation in online communities and social influence	Community aspects affect participation. Marketers to focus on users' preferences in order to spawn interaction. Informational and social aspects are most important to satisfy.
<i>Ko et al. (2005)</i>	Interactive advertising and interaction	Information, convenience and social interaction, are the main motives for interacting with companies through advertising.
<i>Raake and Bonds-Raake (2008)</i>	Why college students use friend-networking sites and what uses and gratifications are met through these.	Needs for friends and information have a great impact on usage. Data shows how these factors are dominant both among women and men.
<i>Park et al. (2009)</i>	Interactivity in Facebook groups given offline political and civic activity	Informational uses are more correlated to civic and political action than relational. However motives for participation primarily drives from, social and entertainment factors.

Table 2: Research covering uses and gratifications approaches to modern technology and interaction within the medium.

Uses and gratification concepts are applied when studying motives to use a certain medium (Katz et al. 1974). By studying previous research it becomes clear that applications of such frameworks have not yet been done for the topic of this thesis. Table 2 provides a summary on research conducted on online media with a *uses and gratifications* approach. In order to clearly understand why social media users interact with companies, concepts on what motivates them to engage through a medium is used in our approach. The concept of uses and gratifications, originally applied on traditional mass media channels, has been seen in new settings as a result of emerging new technology such as the Internet, where interaction is a significant aspect of the medium (Siraj 2007).

Dholakia et al. (2004) applies the uses and gratifications paradigm on virtual community participation by examining the motives of users. In their research they make a distinction between the venue where the virtual community meets, and the networks or small groups of people that constitutes the community. It is concluded that the nature of the virtual community along with the community setting affects consumers' motives for participating. At a general level purposive value related to the search for information has the biggest impact on participation. Other significant motivators are social benefits, such as staying in touch with friends, along with an implication that users have an interest in engaging in social interactions with others in various virtual formats Dholakia et al. (2004).

In their assessment of applying the theory of uses and gratifications in the field of internet advertising, Ko et al. (2005) apply the concept of interaction as two dimensions, human-

human interaction and human-message interaction, when visiting a certain website in their uses and gratifications framework. Their findings suggest that interactive features on a website are crucial in order to generate positive attitudes towards the site, which affects attitudes towards a brand. In contrast to Park et al. (2009) they conclude that when using their set of Internet usage motivations and its effect on duration of time visiting a website, only three out of four motives show significance. These are information, convenience and social interaction, whereas entertainment is insignificant in this relationship (Ko et al. 2005).

One of the earliest uses and gratifications studies that specifically focus on social networking sites is that by Raacke and Bonds-Raacke (2008). In their research they examine the usage of these friend-networking sites by adopting a uses and gratifications framework on college students from an American university. The reported results show a tendency of maintaining relationships with friends and making new ones motivates users to visit these sites. In addition, learning about events and other related factors point to a need met by seeing friend-networking sites as sources of information.

Park et al. (2009) examine the reasons for college students to join and use fractions within the social networking site, Facebook. The study focuses on offline political and civic activity in relation to the usage of social media groups. In their research they come to the conclusion that students seem to join Facebook groups because they seek information regarding activities on and off-campus, which is similar to the findings made by Raacke and Bonds-Raacke (2008). Park et al. (2009) further find that users also do it to seek self-status and entertainment, and that recreational use of Facebook Groups mainly involves familiar and comfortable activities or interests, giving hobby clubs and environmental associations as examples of such fractions.

The findings from previous research highlights why our study is of relevance. Little research has hitherto focused specifically on the social media usage of companies within the FMCG sector and few explanations to why interaction after all takes place between consumers and companies of the FMCG sector in a social media context also exist. Further, a uses and gratifications approach has not, to our knowledge, been applied to company-managed fan pages, although motives to similar media choices (e.g. Facebook groups) have been examined.

4. Analytical Framework

In the following chapter, the analytical basis for our research is illustrated disaggregated by the two main themes of the thesis: (1) social media strategies and (2) motives for interaction.

4.1 SCRM Strategies and Business Functions

As actual channels of communication has changed, CRM has undergone a transformation, from being a strategy focused on customer transaction to becoming a strategy including both customer transaction and customer interaction, called SCRM (Greenberg 2010b). Since SCRM is still emerging as a discipline, little consensus on how social media should be adapted to business processes seem to exist where different perspectives are offered (Ang 2011a). In line with this, little actual theory has been developed with regards to our research area. Instead, in previous research focus has been on identifying practical goals with SCRM, drawing from case studies on how social media is used by organizations, why we present some of these different SCRM strategies and business functions. Table 3 presents social media strategies and business functions with respect to SCRM developed by researchers and practitioners.

SCRM: STRATEGIC OBJECTIVES AND BUSINESS FUNCTIONS		
Woodcock et al. (2011)	<ul style="list-style-type: none">• Increasing trading profit• Philosophy of measurement will change• Mechanisms for measuring sales behavior	<ul style="list-style-type: none">• Being able to manage high value customers• Listening to and monitoring the buzz
Acker et al. (2011)	<ul style="list-style-type: none">• Product Innovation• Social Marketing & Public Relations	<ul style="list-style-type: none">• Social Sales• Social Service
Ang (2011b)	<ul style="list-style-type: none">• Marketing research and public relations• Nurturing of opinion leaders and advocates• Placing and creating of advertisements• New product development	<ul style="list-style-type: none">• Lowering the cost-to-serve• Building brand loyalty and sales• Amplifying buzz and visibility

Table 3: Identified strategic objectives and business functions in previous research.

The objectives of SCRM can according to Woodcock et al. (2011) be divided into five different components (see Table 3) where SCRM, for instance, should lead to a sales increase due to increased awareness and engagement of customers and also decreases costs. In addition, SCRM will impact marketing measurement where success of campaigns will be analyzed using correlations between activities, engagement and sales, mechanisms for measuring sales will also emerge thanks to SCRM, and more direct marketing type disciplines will be required. Through SCRM efforts, companies will be able to learn more about their high value customers and target these with engagement activities, under the premise that the company can identify these customers, which can

increase both net sales value and market share significantly. Furthermore, SCRM tools enable companies to aggregate multiple streams of social data and link them to customer records.

Acker et al. (2011) identifies four different business functions (see Table 3) needed for building a successful social CRM presence and differentiate between different actions depending on if the SCRM system is at an initial or mature stage. At an initial stage, insights should be developed using external social networks in terms of product, marketing, sales and service. Moreover, companies should use social media to communicate product information to their social customers. It is also important for companies to develop internal networks in order to collaborate on sales and service matters. As the company reaches a more mature phase, it can more deeply engage with their audience and make better use of the different business functions. Companies can accelerate product to market and improve product adoption by crowdsourcing research and development, as well as in near real time monitor activity of customer on social networks. Apart from this, companies should also encourage interaction with social customers as well as utilize the expertise of customers to develop peer-to-peer social services. Peer-to-peer lead generation can also be used through recommendations, referrals and testimonials from customers. Additionally, the company should develop leads and sales opportunities from social communities and respond quickly to concerns raised by customers in social media by establishing in-house social support structure and proactively monitoring activity.

Ang's (2011b) suggestions on how organizations can take advantage of social media are founded on a model called *the 4Cs model of CoRM*, which explains how social media allow relationships to occur between users through *connectivity, conversation, content creation* and *collaboration*. Companies can then capitalize on the 4Cs, one by one or in combination, in different ways. Companies can examine what people like or dislike about their products or services and should actively monitor all conversations to increase likelihood of people buying a product or service. By using tracking methodologies, organizations can identify influential users in the online communities and nurture the relationships with these opinion leaders. CoRM also allows companies to create more relevant advertisements by analyzing users who voluntarily show their preferences and encourage communities to create their own ads and allow others to comment on it. Furthermore, organizations can ask their communities to contribute to new product development and collaborate with communities to enable customers to help each other. Through brand-specific online destinations like fan pages, organizations can build brand loyalty and increase

sales and CoRM efforts can also lead to buzz and visibility for an organization or campaign which should be used by organizations to further enlarge brand awareness.

When comparing the different strategic objectives and business functions provided in previous research, one can see that they all have identified similar aspects. Given the similarities between the strategies and the lack of theoretical SCRM models established by other marketing researchers, the task of selecting just one suitable basis has proven difficult. Instead, we will apply the findings from all three researchers in a complementary manner to our research area to secure that no aspect of our phenomenon is neglected and to ensure that we reach an adequate level of understanding.

4.2 Uses and Gratification Models and Motivation Factors

The adoption of uses and gratifications in research has been of interest to academics since the emergence of mass-communication studies in the 1940's, where origins of interest in different mediums were examined (Katz et al. 1974). Further explorations of the framework resulted in a pragmatic publication covering a set of commonly used assumptions and collective views on uses and gratifications among influential researchers, which has worked as a foundation for much research in the field since then (Katz et al. 1974 and Lou et al. 2011).

As these concepts lack applicability to more recent media technologies, they are of less interest today. Given a wide range of available research, the analytical framework in this thesis will only contain concepts from studies relating to ours, where models using a solid theoretical base are of interest. Principle assumptions of the frameworks, along with main concepts are described below followed by a summary of the structural model used in this study.

4.2.1 Assumptions

Despite that uses and gratifications often being seen as a conceptual method, there are underlying assumptions, initially referred to as a *uses and gratifications model* (Lundberg and Hultén 1968). Thus, assumptions have had internal coherence in the research area, although not evident to everyone considering them (Katz et al. 1974). The first (1) assumption is that the audience is seen as being active, as a great part of mass media use has been assumed to be goal directed. The second (2) assumption is that the communication process relies on the audience members' active participation, why there are significant limitations in constructing any theory reflecting a general link from media content to audience behavior and attitudes. Thirdly (3), as mediums compete with other sources of satisfaction, it is difficult to evaluate how well different mediums satisfy the needs of audience members. The fourth (4) assumption states how people are competent, and self-aware

enough to provide data on their interests and motives, recognizing them when confronted in an understandable and familiar manner. The final, and fifth (5), assumption states that cultural significance should be suspended while peoples' orientations towards a certain medium are explored on their own terms (Katz et al. 1974). The first assumption is the most fundamental one and frequently occurs in modern research (i.e. Dholakia et al. 2004 and Park et al. 2009).

4.2.2 Motives for Using a Medium

The motivators in the below described frameworks of uses and gratifications can be categorized as either being of *intrinsic* or *extrinsic* nature. Intrinsic motives are driven by inner needs (e.g. pleasure or satisfaction), whereas extrinsic motives are fulfilling goals set up by the individual (e.e. craving a job advancement) (Lou et al. 2011). Uses and gratifications models link intrinsic and extrinsic motives to media usage behaviors, and below motives for using internet-related mediums identified in previous research are listed in Table 4.

MOTIVES FOR USING INTERNET-RELATED MEDIUMS		
	Intrinsic	Extrinsic
<i>Papacharissi and Rubin (2000)</i>	<ul style="list-style-type: none"> • Interpersonal utility • Entertainment • Pass time 	<ul style="list-style-type: none"> • Information seeking • Convenience
<i>Dholakia et al. (2004)</i>	<ul style="list-style-type: none"> • Purposive value • Social enhancement • Entertainment value 	<ul style="list-style-type: none"> • Maintaining interpersonal connectivity • Self-Discovery
<i>Ko et al. (2005)</i>	<ul style="list-style-type: none"> • Social interaction • Entertainment 	<ul style="list-style-type: none"> • Information • Convenience
<i>Park et al. (2009)</i>	<ul style="list-style-type: none"> • Socializing • Entertainment 	<ul style="list-style-type: none"> • Information seeking • Self-status seeking

Table 4: Motives for using internet-related mediums divided by being of intrinsic or extrinsic nature found in previous research.

The uses and gratifications framework revealed by Papacharissi and Rubin (2000) covers motives for interacting using the Internet in five dimensions, developed through factor analysis of questions posed through a survey. Introduced by Papacharissi and Rubin (2000) and presented by Lou et al. (2011), the established interpretable factors are as follows:

- ***Interpersonal utility:*** covers social aspects, such as inclusion, affection, social interaction, expressive need and surveillance.
- ***Entertainment:*** relates to the entertainment value of the medium but also habitual characteristics. The motive is explained as a driver of media use when the individual gets pleasure from consuming media content and the process of consumption.

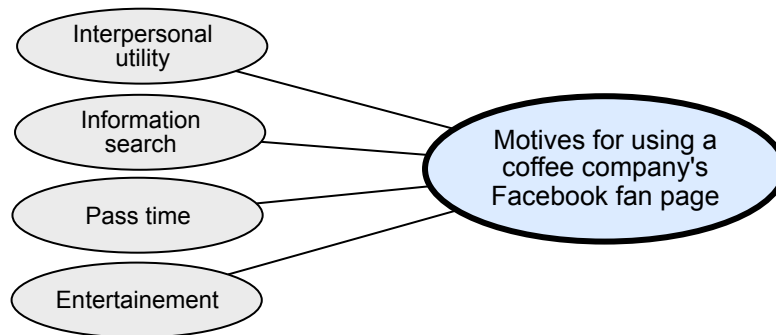
- ***Pass time:*** consists of aspects related to use and the passing of time. Motives that constitutes the dimension covers three different aspects of passing time, including boredom, free time and an active choice to occupy ones time.
- ***Information seeking:*** contains motives combined from information, surveillance and convenience aspects. Relevant questions in the factor regard research opportunities, ease of use and monetary aspects involved.
- ***Convenience:*** includes aspects related to time control, convenience, economy and social interaction. The four sources that the factor is constructed from looks further at the means of interacting with others compared to other mediums or physical communication.

Although the model by Papacharissi and Rubin (2000) is the most recent to have developed scales on interaction motives and used in other recent studies (Lou et al. 2011 and Ko et al. 2005), models covering specific areas and aspects of the Internet have been constructed in recent research. Dholakia et al. (2004) use five dimensions on user needs in their model on usage of virtual communities namely, *purposive value*, *self-discovery*, *maintaining interpersonal connectivity*, *social enhancement* and *entertainment value*. Purposive value covers aspects of individuals sharing and receiving information, including all value derived from accomplishing a pre-determined purpose through participation in the medium. Individuals can also through social interaction achieve a better understanding of, and obtain access to social resources through the dimension of self-discovery, in their usage. The remaining dimensions covers social and entertainment related aspects. Park et al. (2009) share some aspects of the dimensions used by Dholakia et al. (2004), namely purposive value, self-discovery and entertainment value. Although, their study, solemnly reflect reasons for participating in applications within a certain virtual community called Facebook groups. In addition Park et al. (2009) adds another aspect to their set of four dimensions, which is referred to as *self-status seeking*, covering group-level dynamics, such as peer-pressure and validation.

The framework by Papacharissi and Rubin is, given its extensive theoretic base, selected as the foundation to the structural model used (see Model 1) to analyze people's motives for using company fan pages in social media. Although, as the original model is designed to an audience when Internet was an emerging medium, Baird and Parnasnis' (2011) report on people's motives for interacting with companies through social media uses number of motivators explaining the motives individuals, which are used to modify the factor, *information search* to better fit the selected medium. As it is a recent addition to the knowledgebase on B2C-interaction, it is thus closely

related to our study. Other studies have been considered based on them being recently published and present new models on phenomena similar to our research subject. However, these studies are specific and structured as processes (e.g. Dholakia et al. 2004 and Ko et al. 2005), making their applicability to our study limited. The structural model applied to the quantitative part of this thesis is designed to capture the reasons for individuals to use social media fan pages and is shown in Model 1.

Model 1: Path diagram of the Structural Model



Model 1: The structural model employed in this thesis to examine social media users' motives for using fan pages.

4.3 Summary of Analytical Framework

All of the concepts presented above illustrate both recently introduced analytical tools (SCRM) and tools that have been developed over the course of time (uses and gratifications). Together they constitute the foundation for the rest of this study on social media use. The SCRM concepts presented are applied to structure real-world practices at companies within the Swedish coffee industry. In short the concepts developed by Ang (2011b), Woodcock et al. (2011) and Acker et al. (2011) are of interest in the analysis on how companies work with the medium. In addition a structural model (see Model 1) in line with relevant uses and gratifications concepts will provide structure when examining behavior and perceptions of it. Here the model by Papacharissi and Rubin (2000) is applied, together with findings made by Baird and Parnasnis (2011).

5. Results

In this chapter, the results from the collected data are presented in accordance with our research questions. First of all, the social media usage of the examined companies are reported followed by a description of why the companies believe social media users interact with them via their fan pages. Finally, the stated motives by the users are reported.

5.1 Description of the Companies

Since the coffee industry is characterized by fierce competition and all companies acting within it are protective of sensitive information, the companies in this thesis will not be described in detail to prevent the risk of them being identified. Instead, a description will be made on a general level. Accordingly, the companies will be referred to as Company X, Company Y and Company Z where the marketing manager at all companies has been interviewed.

All companies in this thesis are today using social media to some extent where the main focus is directed towards the companies' fan pages. They have all been actively present in social media since 2010 and on average each company has 18 524 likes allocated to its fan page. At all companies, the marketing departments are fairly small, why the marketing managers at their respective company are highly involved in the daily operations with social media activities, monitor the same, and ultimately, are responsible for how the medium is to be used by the company.

5.2 Social Media Usage

5.2.1 Company X

At Company X, the overall aim of their social media presence is to create a dialogue with the company's users where the different efforts only are means to make the dialogue meaningful and to direct it in a preferable way. "You can't just run it as campaigns or to get out information, you need to get the dialogue going." – Marketing Manager X (Apr 2012). Yet, social media efforts are not executed independently from other marketing activities, but are integrated into general marketing campaign plans with specific goals to be reached. Given that the practice of social media marketing is fairly new, it is difficult to determine the success of a certain campaign or effort. "We have asked questions like 'what is good?', 'what is a good ratio here?' but no one has given me a clear answer." – Marketing Manager X (Apr 2012). The different social media actions are mainly taken to either increase brand awareness or to build brand loyalty, but also to humanize the company and show the people behind the brand through openness, honesty and transparency, according to Marketing Manager X.

Brand awareness is primarily raised through so called "recruitment campaigns" to generate more likes to the company's fan page, but also by communicating new product launches and other

brand information. Different contests and special offers on products are commonly employed methods where the company uses advertisement and their already established fans to recruit more members to their fan site. Still, the goal of the campaigns is not to obtain as much fans as possible, but rather that the new fans are relevant to the company and genuinely interested in the brand. “Give away 25 000 SEK in gold and you will get a lot of fans, whereas I prefer to grow slowly but surely, it depends on what strategy you have.” – Marketing Manager X (Apr 2012).

To improve brand loyalty, focus is more on the interaction taking place on their fan page where it is crucial to engage the users in different activities. This is achieved, similar to brand awareness actions, through competitions and also by different posts where the users are asked to give their opinion or in other ways respond to content provided by the company. Marketing Manager X states that among other things, Company X runs a coffee school and also tries to get their users to take part in some aspects of product development, even if this is an area where a lot of improvement still can be made and users are today mostly used to exclude options rather than guiding the company in their product development.

Apart from increasing brand awareness and loyalty, social media usage fulfills two other purposes. First of all, it is used to conduct market research where different user profiles have been designed and Company X has also been able to identify the users that interact most with the company and advocates the brand. Although, the company has not directed any marketing efforts aimed at these specific users due to the questionable moral ground the company has in doing so. “There is a line there, where you intrude on someone’s personal integrity.” – Marketing Manager X (Apr 2012). Secondly, social media also serves as a consumer forum where questions that before were raised via telephone or mail now can be dealt with online and is also available to all users. Marketing Manager X therefore argues that other departments of the company, such as customer service, also must be a part of the company’s social media presence in order to make the strategy successful.

5.2.2 Company Y

Since Company Y started to actively work with social media in their marketing efforts it has been established that the overall aim of their activities on their fan page is to achieve a deeper and emotional connection to their audience. It is also about putting their brand and their products into context through more personal stories. Another part is to get the Facebook audience active and participating in the development and the future of the brand as well as the product line available.

It has been recognized that in order to achieve a high frequency of Facebook users liking Company Y, activities such as competitions and promotional offers are the easiest ways to do this as genuine interest alone is believed not to be enough to achieve that. “I believe there’s a relative small fraction that thinks, ‘I’m so interested in brand X or brand Z.’” – Marketing Manager Y (Mar 2012). However, the company’s fan page needs to be filled with content making it worthwhile for users to stay and further interact with them. “We have attracted them into the format but after that it’s up to us to nurture and do good things for our fans, so that they think it’s worth their while to read it and remain there.” – Marketing Manager Y (Mar 2012).

The content on Company Y’s fan page is published with the motive of appearing more personal in order to evoke an emotional connection to their fans. “We try to be as personal as possible, because then we believe, the connection to the ones buying our products is strengthened.” – Marketing Manager Y (Mar 2012). In addition, all of the text-based content is produced and written by in-house employees, which the marketers at Company Y are aiming to portray in a convincingly manner. “My interpretation, when I look around at others, is that they’ve appointed a firm to respond, why my colleagues (...) reply, with their own names and very frequently.” – Marketing Manager Y (Mar 2012). The company’s Facebook audience has been looked at more closely as an attempt to clarify as to whom they are interacting with, although this is not done frequently and the results are not being put to use when designing content for their fan page. As there is little active monitoring of the activities of certain groups of users, their influence on what gets published is currently very low. Thus, all content reflects what the marketing division at Company Y believes to be of importance, and relevant to encourage an ongoing dialogue with the brand. After having involved their Facebook followers by asking various product-relating questions there is a curiosity to further expand the practice of integrating users into the product development process. “Just the notion that you can get ideas and thoughts from consumers is something that I find very tempting.” – Marketing Manager Y (Mar 2012).

At Company Y, there is a consensus that in order to improve the effectiveness of the Facebook medium, the new marketing channel has to become fully integrated in the company’s marketing activities, something that is constantly under development. To further establish the brand in people’s minds and hearts, Company Y are focusing much attention towards bringing the social media identity closer to the physical world via various promotional activities. It also translates in efforts to share more personal stories on their fan page where the brand is placed in several different contexts, such as restaurants or coffee shops. According to Marketing Manager Y,

it is about sharing what their company is doing out in the field, by using their Internet presence. “We don’t dare to claim that we have found the Holy Grail, it is more trial and error.” – Marketing Director Y (Mar 2012). Hence, a constant stream of content is key in order to keep the dialogue going. “Sometimes there’s more activity and sometimes less, but we mean that the activity-level has to be constant. It can’t go quiet for a month, and that, according to me, never occurs in our case.” - Marketing Director Y (Mar 2012).

5.2.3 Company Z

According to Marketing Manager Z, having a fan page means having another communication channel to reach out to consumers. Their presence in social media focuses on continuing a positive dialogue on the brand and activities that they promote through their fan page. This is achieved by publishing content aimed at their target audience, and much of it is done as an extension of the company’s various ad-campaigns. “If you have a relative stable, slightly increasing, fan base and you have a positive discussion on your wall, it feels right.” – Marketing Manager Z (Apr 2012).

In order to succeed in social media, Company Z has been putting a lot of resources into refining and properly establishing their brand in this medium where consumers are easy to reach through a two-sided communication. “You have to have a serious company page, you can’t just have an account” – Marketing Manager Z (Apr 2012). After using different kinds of campaigns to accumulate Facebook likes the company put together a plan on their role in social media and which users to target. “We have set a plan and our purpose regarding who we want to reach, which isn’t age related but rather interest related, and the more we work, the more focused we get to reach them.” – Marketing Manager Z (Apr 2012).

At Company Z, little effort is thus put into adapting to the online audience. “We’re focusing on finding the ones who are interested in the way we work” – Marketing Manager Z (Apr 2012). Online activities are therefore designed with specific motives in mind, where competitions serve to gain a bigger audience and other content is primarily aimed at keeping the Facebook users entertained. Marketing Manager Z has great faith in their approach to online users, as they have learned through experience what their target audience wants and expects. “Now we know, what generates and how to find the right target audience.” – Marketing Manager Z (Apr 2012). Content also follows the purpose of being further distributed by their audience as a way to get them to talk about Company Z with others.

The success rate of all content that is being published on Company Z’s Facebook page is according to Marketing Manager Z, evaluated in several aspects where the number of likes a piece

of content receives are of less relevance than number of comments it generates. “It can be the case that a smaller thing actually leads to quite many talking about it, and though it might not lead to that many more likes, they’re still talking about it.” – Marketing Manager Z (Apr 2012). The fact that it is impossible to see the actual person behind a like or a comment has affected the way of how Company Z perceives their fan page. All that is being published is much in terms of being an extension of other advertising, rather than to fill any functional use as information for any greater decisions or be part of the product development process. Although, this is something that Marketing Manager Z could see happening in the future.

In the opinion of Marketing Manager Z, presence in social media is not necessarily a cost efficient approach to marketing. “What everybody initially claimed that ‘it’s so cheap using social media’ is a somewhat modified truth as it is resource demanding when you’re there, in terms of manpower and such like.” – Marketing Manager Z (Apr 2012). It is also believed that putting such great amounts of resources into the company’s fan page makes it important in their marketing-mix and should therefore be fully integrated with the overall marketing strategy. “When you’re in social media, and have begun, it becomes an important integrated part of your company’s communication” – Marketing Manager Z (Apr 2012).

5.3 Perceived User Motives

5.3.1 Company X

According to Marketing Manager X, it is difficult to rank motives to why social media users chose to interact with them where different users have different reasons. On a general level, a prerequisite for the users to engage is an interest in coffee. “Coffee is something you drink 4.5 cups daily, and if it’s something you like then it’s also important to you.” – Marketing Manager X (Apr 2012). In more detail, the marketing manager at Company X proposes three different motivators.

To begin with, the marketing manager believes the access to exclusive information and to receive brand news first to be motivators for their more loyal fans. For this user group, it is also important to make one’s voice heard and to feel a connection with the brand. Other users are driven by more concrete incentives such as prizes from contests and special offers on products. Although, the marketing manager at Company X does not perceive this problematic since they can affect their user profile by developing competitions in accordance with the fans they want to attract. Based on these different motivators, Company X strives to design their social media

activities to obtain as much interaction as possible, but their efforts are still created based on a trial and error approach.

5.3.2 Company Y

Motives why some Facebook users choose to interact with company Y has not yet been established according to their Marketing Manager. “Hopefully you’ve clicked on that button because there’s some sort of interest.” – Marketing Manager Y (Mar 2012). It is believed that there is an underlying interest for coffee, as it is an important beverage in the lives of the Swedish population. However, emphasis is put on the fact that participation in online sweepstakes and competitions are highly likely to be the main reasons for engaging with the company in the first place. “From what I’ve seen so far that can be seen as some sort of evidence is that the easiest way is through discounts and sweepstakes, that’s how it is.” – Marketing Manager Y (Mar 2012).

According to Marketing Manager Y, it is more likely that Facebook users interact due to exposure of content posted by the company. Thus, the brand gets the users attention through sweepstakes and competitions, which are followed by provoked interaction by the posted content, building up an interest for the brand and its products among consumers. Nevertheless, softer values are probably contributing to this interactivity but this has not yet been proven, which is to a great extent the reason for the company’s trial and error approach to their selection of content to post on their Facebook page.

5.3.3 Company Z

For Company Z, the main motivator is related to the company’s sustainable development. “When we began using social media, we focused a lot on a specific topic that made us reach those users who took an extra interest in such questions.” – Marketing Manager Z (Apr 2012). With this profile, the company has been able to initiate conversations regarding environmental issues with their users and has also seen interaction taking place between the users on similar topics. Further, the marketing manager considers the demographics of their target audience to influence the users will to interact with the company in social media. “When it comes to consumers of coffee, the target group and our Facebook fans are a bit older, and perhaps they haven’t had that many other companies to interact with” – Marketing Manager Z (Apr 2012). Apart from the environmental awareness motivators, users that have a sheer interest in coffee are as well motivated to connect with the company and Marketing Manager Z also believes that people in general has a need to communicate with others, give one’s opinion and vote on different matters. Regarding contests, the marketing manager questions its usefulness to attract qualitative fans, even if it is an easy way

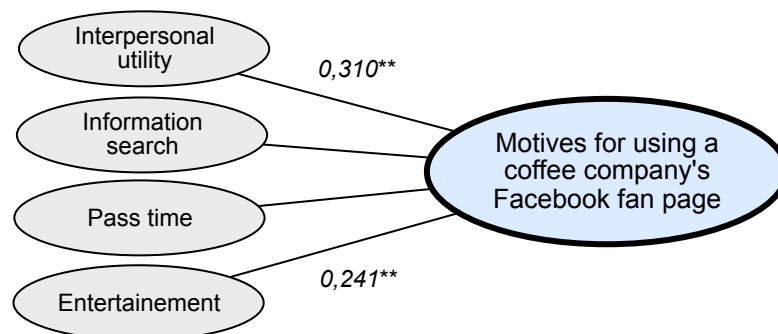
to make new users like the company's fan page, and consequently a strong motivator. "I'm not sure that it's the best tool if you afterwards want to create discussions and communication" – Marketing Manager Z (Apr 2012).

5.4 User Motives

To identify salient motives to why social media users chose to interact with coffee companies, a survey study was conducted where data from 504 respondents were collected through two of the nationwide distributing coffee companies' fan pages. The reliability of the multi-item scales was examined with Cronbach's alpha values where all constructed measures had an alpha value exceeding 0.88 (see 9.3.1). To form an index of the two variables measuring time spent on the fan pages, the correlation between the variables was studied where the correlation was greater than 0.75 (see 9.3.1).

To determine explanatory motives why users engage with coffee companies via the companies' fan pages, a linear regression analysis was performed with the four motivators as independent variables and the index on fan page use as a dependent variable. In the first regression made, two of the four motivators did not significantly affect fan page use. Therefore these indexes were removed and the regression analysis performed again (see 9.3.2). In the second regression model, 24.5% of the variance in fan page use, indicated by an adjusted measurement of goodness of fit, was explained by the two independent variables *interpersonal utility* and *entertainment* (see 9.3.3). Interpersonal utility ($\beta = .310$, $p < .000$) was the strongest predictor to fan page use but entertainment ($\beta = .241$, $p < .000$) also significantly predicts fan page use. This is presented in Model 2 below.

Model 2: Path diagram of the tested Structural Model



Note: * $p < 0.05$, ** $p < 0.001$

6. Analysis

In the following chapter, the collected data are first analyzed with respect to the applied analytical framework. Thereafter, the relationship between the three analyzed areas is shown in an own-developed model.

6.1 Framework analysis

6.1.1 Social Media Usage

As in previous research, we have identified the ongoing conversation with individuals to be the overall aim of the companies' social media strategies (Acker et al. 2011). To maintain and make use of this dialogue, the companies engage in different activities and have subsets of goals presented hereunder.

As argued by Ang (2010), companies are using fan pages to build up brand loyalty due to the opportunity for social media users to visit the fan pages at their own convenience. Users also help increase brand awareness in the medium for users that have not yet joined the fan page. In accordance to Acker et al.'s (2011) guidelines, we find coffee companies to have reached the *initial stage* in *social sales* where product and brand information is provided through social media. This seems to be one of the primary areas of current use for the companies where social media is used to communicate with their Facebook audience. In line with previous research (e.g. Ang 2011b and Woodcock et al. 2011) social media is also used to conduct *market research and public relations* by monitoring user activity and conversations as well as responding to comments posted on the fan page. However, the data and information collected from social media does not appear to be used further by the companies when designing their social media activities or to target specific customer groups. Although, the companies are also *lowering the cost-to-serve*, as suggested by Ang (2011b), where users are helping each other rather than turning to customer service. By posting customer service content directly to the fan page, the companies can direct responses to all of their Facebook fans instead of addressing them individually. Moreover, we have observed that the companies have begun engaging users in *product development* by asking their fans to assist in areas such as name selection and package design in accordance with recommendations given in previous research (Ang 2011b and Acker et al. 2011). This is also an area where the companies show a desire to make better use of the interaction with the social media users.

In comparison to other strategic objectives suggested in previous research, our findings indicate usage of social media in a similar matter amongst the Swedish coffee companies. However, as acknowledged by Acker et al. (2011), the coffee companies seem to be at the initial stage of their SCRM efforts where the use of the medium can be developed to further engage with users in a

more mature phase. We find, when comparing to the research conducted by Ang (2011b), that companies do not seem to make full use of their fans foremost in terms of *content creation* and *collaboration*. This is believed to be due to the inexperience and lack of time present in this new medium, but also stems from misconceptions regarding why individuals use their fan pages, which is further analyzed below.

6.1.2 Motives of Fan Page Use

Motives for using company-managed fan pages are hereby revealed. The motives are presented through the eyes of the companies as well as from a social media user perspective, where companies' perceptions are structured in line with our uses and gratifications framework of interpersonal utility, information search, pass time and entertainment value.

6.1.2.1 Perceived Motives by the Companies

We find a unanimous belief among companies perceiving the uses and gratifications aspect of information, both in regards of obtaining and providing it, as one driver of users' propensity to actively use and engage with them through social media fan pages. This conclusion is in line with findings in previous research that focuses on motives for using a virtual medium (e.g. Dholakia et al. 2004 and Raacke and Bonds-Raacke 2008). We further find that companies believe that interaction with them stems from users willingness to know and receive information regarding their brand, products and campaigns, exemplifying this information-driven mentality. Our results also reveal the perceived user need of information to be reflected in activities on the companies' fan pages in terms of content relating to this motivational dimension.

Furthermore, we find that even though marketing managers claim to be unable to measure and prove any effect of this underlying motive, companies perceive softer values in terms of interpersonal utility to be another influential factor in determining why the social media audience chooses to use their fan pages. Evidence show how companies believe that users choose to use their fan pages as means to be heard and to share their opinions of the brands. This follows the logic of the conclusions by Dholakia et al. (2004), where social benefits from having an interest in interacting with others in the virtual community has an effect on the likelihood of using the medium. Raacke and Bonds-Raacke's (2008) findings on willingness to interact as a significant factor are also acknowledged in our results, although the coffee companies stress the relationship between brand and user. According to the brands, declarations of user preferences and advocacy for competing brands on the companies' fan pages are in focus. Simultaneously, we find that peer-

to-peer relations are, to some extent, welcomed by the brands in the context of advocating the brand to other Facebook users.

Entertainment is another factor that the coffee companies perceive to be an important motive for using their sites in social media venues. In line with the reasoning by Papacharissi and Rubin (2000), the brands put much effort in publishing content aimed to evoke positive emotional responses of users exposed to the venue. Our results show that discussions initiated by the companies focus on exploring topics of interest to their users. We find that competitions and sweepstakes are regarded as something that users enjoy, and thus are of interest to them resulting in a motive for using the fan page.

6.1.2.2 Actual Motives of the Users

In Chapter 5, we presented the statistical results from our study where both interpersonal utility and entertainment are deemed to be significant motives for individuals using the companies' fan pages. Hence, our results suggest that an increase in use of a company's fan page stems from high degrees of social involvement but also entertainment value resulting from using the medium. The dimensions are in line with other studies on social media through a uses and gratifications framework, and in the general findings by Pappacharissi and Rubin (2000). It also follows the implications made by both Dholakia et al. (2004) and Ko et al. (2005) regarding the design of the medium itself, and how it affects usage and participation, which in our results applies to the fan pages and how the format of the content relates to usage frequency. Dholakia et al. (2004) further point at aspects related to information search as a motive for using social networking-sites, a factor of no significance to the large sample of users in our study. Our results also conflict with Park et al.'s (2009) view on how group participation based on commitment follows a need for information. This can be explained by the fact that Park et al. (2009) are focusing on members of political and civic associations, in real life, when studying Facebook activities. Despite this, they still reflect on the recreational use of Facebook Groups to be more socially oriented, which follows the findings from our study and to some extent corresponds to the findings by Raacke and Bonds-Raacke (2008) as well.

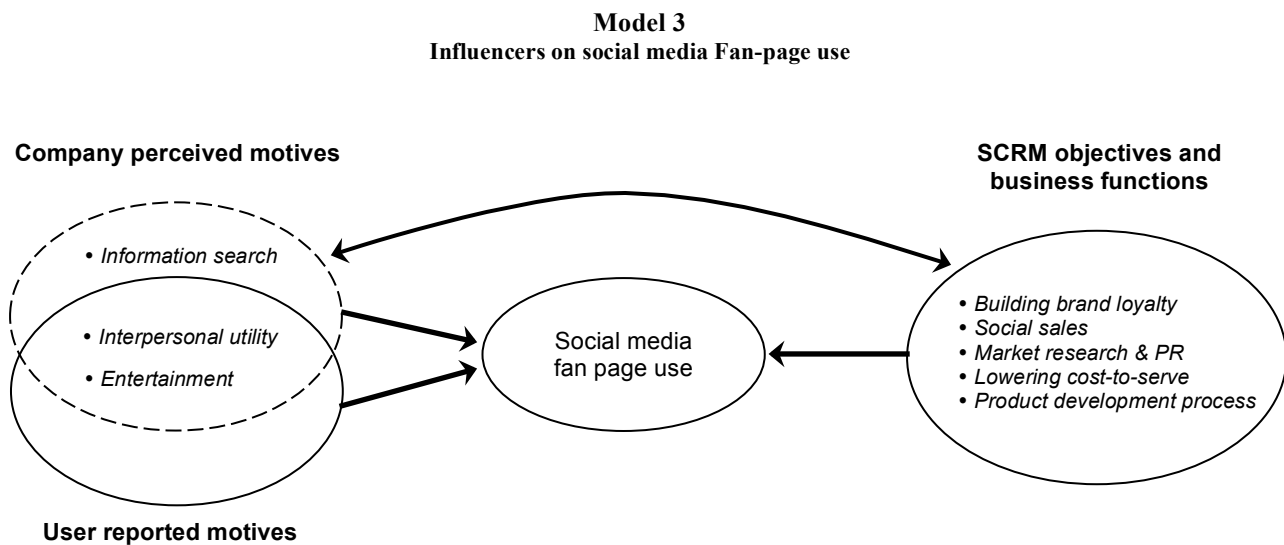
The motive to pass time was also insignificant in our model, implying that users are actively using these fan pages with a given purpose. This implication is in line with the fundamental assumption of active participation discussed in Chapter 4. In the case of the coffee companies the purpose with the audience's use is to satisfy a need for interpersonal utility, meaning that users want to feel connected and communicate with the brand and other active users. We also find that

users deliberately use these sites as a source of entertainment, as they find it enjoyable to use, which is in line with much of the research in the field (e.g. Dolakia et al. 2004).

Seen through a perspective where motives are classified by either being intrinsic or extrinsic, our results show that extrinsic motives are not of significance in the relationship between motives for using the fan pages and the time spent on these sites. However, the entertainment factor could be argued to be an extrinsic motivator with regards to the incentives created by the examined companies (e.g. prizes in competitions), yet we believe the factor to rather satisfy needs such as enjoyment, why we classify it as an intrinsic motivator.

6.2 Analytical implications

The results from the analysis have been translated into Model 3 depicted below. The model illustrates the relationship between the social media objectives; company perceived motives and user reported motives influencing fan page use. We find all three components having great impact on the degree to which social media audiences engage with companies on their fan pages. Below we elaborate further on this finding.



As acknowledged by Ko et al. (2005), people engage in certain media-use to satisfy different psychological needs. This is illustrated in our model as the link between *user reported motives* and *Social media fan page use* where the two significant motives to fan page use are *interpersonal utility* and *entertainment*. Thus, these are the reasons to why social media users use the fan pages. The *company perceived motives* also affect the *Social media fan page use* since the companies strive to appeal to different user needs to make users engage with them in social media, where the companies believe

information search, interpersonal utility and entertainment to be motives of the social media users. In addition, we have observed the *SCRM objectives and business functions* of the companies to influence *Social media fan page use* since these are met through the different actions taken by the companies, and consequently through what content and activities the companies provide the users to engage in.

Our results show that coffee companies' perceptions on why their social media audience chooses to use their fan pages are strongly connected to their strategic objectives and business functions in using the medium. We find this to be the case since the companies only can measure user activity, which constitutes how they perceive motives, in relation to the efforts the companies are engaging in on their fan pages. Simultaneously, as seen in the model, the companies' understanding of their audience motives is fairly accurate, although this understanding seems more speculative than founded on fact. The widely used practice among the coffee companies of trial and error when publishing content is deemed to be a contributing reason for this, as well as lack of tools and measurements to fully evaluate the underlying motives of their fans. We find that these reasons lead to marketers promoting content that they, together with their subordinates find relevant at the time, both in terms of thoroughly planned campaign related content to less formal greetings and messages. As evidence also shows, the companies tend to view the channel as an extension to traditional marketing where they strive to fully integrate their social media presences into the overall marketing plan, why much of the content tend to be highly informational, which does not seem to increase the level of use among the social media audience members. Instead, an understanding of the true motives of a brand's social media audience for using their fan page seems to be crucial to increase users' weekly time spent on content produced and promoted by brands, and consequently to reach a more mature stage in how to use social media as a marketing tool.

7. Concluding Discussion

In this chapter, conclusions regarding the research questions are provided, which are followed by a discussion on our results as managerial implications, generalizability and limitations. Finally, suggestions on further research are given.

7.1 Conclusion

The purpose of this thesis, as stated in Chapter 1, was to obtain an understanding of the relationship between individuals and Swedish coffee companies in the context of social media. Following the concepts and results from previous research, we examine the subject by looking at

both the views of the companies as well as the opinions of their social media audiences. To achieve the stated purpose three research questions were specified, which together with a brief introduction makes the disposition in the presentation of our conclusions.

A general observation from our study is how the fan page use in the Swedish coffee industry is affected by three related factors, namely, the companies' perceptions regarding their fans motives for using the fan page, the users' actual motives and the strategic objectives of the companies themselves. Our findings, in relation to the three research questions, are hereunder presented.

7.1.1 RQ1: How is social media being used among companies within the Swedish coffee industry?

Swedish coffee companies use social media to prolong the conversation with their online audience, especially those with a specific interest in their brand. The dialogue is maintained and made use of through a set of SCRM related strategic objectives and business functions reflected in various activities. The fan page is the dominant social media format used among the companies, and focus lies on; building brand loyalty, social sales, market research and PR, lowering the cost-to-serve and, to some extent, product development. However, evidence shows that the companies' use of social media is still in an initial phase, and they are emerging as social media users.

7.1.2 RQ2: How do Swedish coffee companies perceive their social media followers in terms of motives for engaging with them?

The coffee companies all believe their social media fans to be using their fan pages partly out of a need for information on their brand, products and current campaigns. Our findings show that the companies also perceive a need for interpersonal utility among users, such as being a part of a community and interacting within it. There is a perceived need for entertainment, covering emotions associated with the user experience (e.g. joy or pleasure). The perceptions are not results from any company research, but instead closely related to a trial and error approach to fan page content.

7.1.3 RQ3: What are the main motives for individuals to engage with coffee companies in the context of social media?

In the assessment on what motivational factors affect the use, in terms of average weekly time spent on content published on the coffee companies' fan pages, our results show fans of the coffee brands are primarily motivated by interpersonal utility aspects ($\beta = 0.310$), such as interacting with other users on the fan pages as well as to interact with the coffee brands. Furthermore, users are

motivated by entertainment aspects ($\beta = 0.241$), which are referring to feelings surrounding the experience of visiting the fan page, such as enjoying using it, and perceiving it to be fun. Both of these factors are highly significant in their effect on the amount of time a user spends in an average week ($p < 0.001$). In addition, the other two factors included in our study, information search and pass time, are not significant in this relationship ($p > 0.05$).

7.2 Strategic and Managerial Implications

As earlier stated, there is much uncertainty surrounding the usefulness of social media in the context of companies, of FMCG industries in particular, building closer relationships to their customers using this emerging marketing medium. Misconceptions regarding motives of the companies' social media audience for using their fan pages are common across several industries, as highlighted by Baird and Parnasnis (2011). If companies disregard the notion that users will not engage in their social media activities unless it fulfills their own personal needs, there is a risk of company resources being wasted on non-utilizing activities. Brands can draw use of social media fans to reduce any discrepancy between perceptions and reality, despite difficulties in measuring user preferences, which our study confirms.

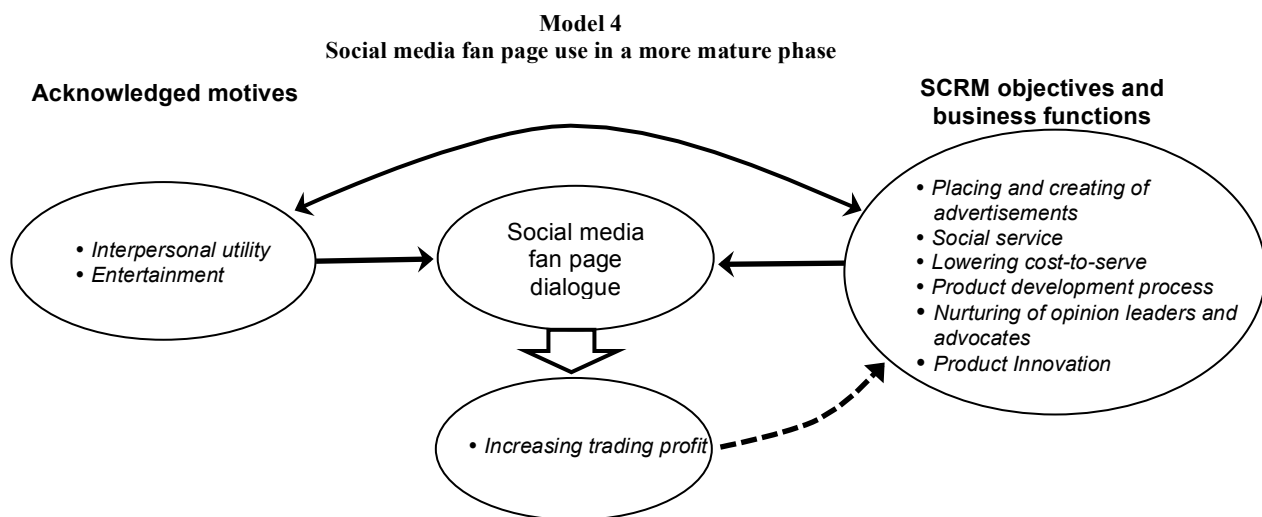
As the knowledge of social media users' motives for using company-managed fan pages seems to be limited, marketing managers should direct more attention to thoroughly evaluate the needs of their users in order to achieve a higher degree of engagement and interactivity with their fan base. In current evaluations of user motives, marketing departments monitor the number of likes received from recent publications and evaluate the quality of comments by users in response to various activities. Given the suggested impact that users' needs have on their level of usage, companies should begin their marketing efforts in social media by examining what factors affect users level of participation in content uploaded on the companies' fan pages. This further implies that marketing departments will be aware of what needs they are serving before they publish new content. This could make companies less dependent on the initial response from their fan base, as response rate on its own is likely to be related to several other reasons than significance to the user.

According to our findings advertising and promotional content does not have an increasing effect on their social media audience use of their fan page, even though they seem to lie in the interest of companies. Pushing out new ads and information on the brand and its products is not likely to inspire fans to increase the time spent on fan page content. Together with the finding that Facebook fans will not increase their use of the fan pages by taking part of content to just pass

time, we believe it is of great importance for companies to include factors of significance when planning what future content to publish.

7.2.1 Reaching a More Mature Phase

As described in Chapter 6, we find the examined companies to only be at the initial stage of their SCRM efforts in terms of strategic objectives and business functions where the companies want to make further use of the established relationship with social media users. The companies are particularly interested in areas such as *new product development* and *placing and creating of advertisement*, tapping on general principles of *content creation* and *collaboration*, as highlighted by Ang (2011b). We believe that in order to reach a more mature phase, activities need to be based on our identified and highly significant motives, given how they reflect psychological needs applicable to collaborative activities. Our recommendations to companies on their future SCRM efforts can be seen in Model 4 below. In comparison to Model 3, where the present relationship between SCRM objectives, perceived motives and actual motives are illustrated, Model 4 assumes that companies have acknowledged the motives social media users have for using the fan pages, why the perceived and actual motives are merged into a single ellipse. Thus, in a more mature phase only two aspects have an impact on the fan page dialogue; SCRM objectives and actual user motives, where companies should satisfy interpersonal and entertainment needs to benefit from their presence.



The most influential factor for using the companies' fan pages appears to be aspects regarding the need for interpersonal utility. Thereby, as the factor covers aspects indicating that users are responsive to interactivity (see 9.3.1), such as engaging in discussions or sharing opinions, it is advised that companies base their activities on this premise. Examples of this, such as gathering

inspiration from the social media users in creative parts of the product development process, or taking an active role in keeping positive discussions alive by participating in dialogues and monitor these to instantly identify which conversations need to be nurtured.

The second influential factor is entertainment, which is vaguer than interpersonal utility, in terms of specificity of the underlying questions (see 9.3.1), as it focuses on emotional response to the medium. However, companies could make further use of this factor by increasing the amount of competitions and sweepstakes, as well as greetings and other encouraging messages related to users perceiving the fan page as pleasant to visit and use. It should be acknowledged, though, that more research by the coffee companies should be conducted to get more knowledge on what their social media audience perceives as fun, enjoyable or pleasant. Shorter surveys or polls asking users to rate various activities could be a way to obtain this information.

Moreover, we encourage companies to clearly define the meaning of social media being integrated into the overall marketing plans which all examined companies stress as crucial. We reflect upon the fact that social media activities perhaps do not need to be fully integrated into general marketing plans and in line with other marketing efforts due to the interactive and customer engaging characteristics that are not entirely utilized when social media is used as other media to provide information regarding product and brand news.

In Model 4, we further highlight how the focus of SCRM objectives and business functions should reflect the acknowledged motives among fan page users. In Chapter 4 we listed SCRM components, identified in previous research, which were not all applicable to the coffee companies' current social media operations. Two of these, relating to the users' actual interpersonal utility and entertainment motives, are *placing and creating of advertisements* and *social service*. By putting more resources on these objectives relating to the actual user motives in addition to current similar objectives, companies are increasing their chances on achieving a significant increase in the amount of time that users spend on their fan pages. This increase in engagement could, ideally, be followed by an increase in brand loyalty as well as an increase in physical sales of the companies' product lines. An implication from such a development is how the increase in trade profit could become a real measure to use in evaluating the effectiveness of marketing efforts over time. Although this reasoning needs support from more detailed research, the implication is occurring in other research (e.g. Ang 2011b and Woodcock et al. 2011), and deemed highly relevant for companies to take under consideration.

7.3 Discussion

In this thesis, the relationship between users and Swedish coffee companies in a social media context has been examined, resulting in the development of a model on how the companies' social media usage and perception of motives are related to the actual motives of social media users. This has been achieved by studying three coffee companies and the social media users belonging to two of the companies' fan pages where we find all three components to influence fan page use of both social media users and companies. However, it is somewhat uncertain to what extent our model can be generalized since similar approaches has not been found in previous research. Therefore, the discussion of our findings' generalizability is conducted with regards to our three research areas.

In previous research on social media usage (e.g. Woodcock et al. 2011, Acker et al. 2011, Ang 2011b), objectives of social media usage are not industry specific but universal, why the industry a company belongs to ought to have little effect on how the medium is used. Since our findings regarding the social media usage of the coffee companies mainly are in line with the strategic objectives and business functions provided by other researchers, this increases the likelihood of this conclusion being generalizable to other companies and industries. Although, we find, in accordance with Ang (2011a), SCRM strategies to still be emerging and constantly changing, why the generalizability might decrease over time since present social media usage perhaps will differ from usage in the coming years. Moreover, the examined companies are not engaging in social media activities identically where some deviations in social media usage exist between them where, for example, Company Z views the channel to be more of a communication channel than Company X. Still, the overall aim of their social media presence is the same for all companies and many of the activities similar, why we, with respect to these shared areas, believe our findings on the examined companies' SCRM strategies to probably be generalizable to other companies and industries.

Regarding the perceived and actual motives to why social media users engage with companies via fan pages, general findings being applicable to other research areas beyond our immediate area of focus are difficult to identify. We have not been able to find any other studies applying a uses and gratifications approach to a social media context from a company perspective which hinders us from comparing the perceived company motives to other research and, thus, to discuss our findings in generalizable terms. Further, uses and gratification theory has been criticized on generalizing matters due to its inability to integrate separate research findings into a

more global sense (Raacke and Bonds-Raacke 2008), which implies our findings on actual motives not to be generalizable. However, the statistically significant motives to fan page use found in our study, coincides with previous research on online media (e.g. Lou et al. 2011), why interpersonal utility and entertainment could be general motives to not only using fan pages, but other kinds of online media as well.

Finally, despite the uncertainty regarding our findings we do believe that the structure of Model 4 (see section 7.2) could be transferred onto other FMCG industries. This would require research determining the motives of the fan page audience, followed by selecting and applying SCRM components (see Table 1) accordingly.

7.4 Limitations

Having written this thesis, some potential limitations to the study have been identified and these are hereby addressed. By interviewing marketing managers at three coffee companies in Sweden, the objectivity of our findings can be questioned since interviewees always explain things from their own personal view (Yin 2009). Thus to further strengthen our findings, a netnographic approach, in line with the study conducted by Cova and Pace (2006) could have been applied to actually observe how social media users and companies engage in Facebook activities. Unfortunately, this was not possible, given the time frame of this thesis and the companies' demand on being anonymous to take part in our study.

Since no other employees at the companies were interviewed the information received from the marketing managers was not crosschecked. However, the purpose of this study was to obtain an understanding of the social media usage of coffee companies in Sweden in terms of strategic aims, where the marketing managers, all head's of small marketing departments, were highly involved in the social media activities and responsible for how the medium was to be used by their respective brand. Therefore, additional information from co-workers could have given us a more comprehensive picture of how the channel is being used, but not necessary to obtain information on the companies' strategic objectives and business functions. By including three of the four nationwide coffee distributors in this study, we also believe to be able to comment on how social media is being used by coffee companies in general.

Another limitation is the convenience samples selected with respect to the examined companies and social media users. Preferably, cooperation from all companies would have been secured prior to conducting the study to increase the quality of our findings. This is especially true for the survey sample since only two of the three examined companies allowed us to survey their

social media fans. This could imply that our survey results would have differed if the third company's social media users also were surveyed. Although, only smaller differences between the two companies' fan bases existed when examined separately, where the same set of factors was significant, which contradicts this potential limitation. How representative our sample is of the population of social media users liking coffee companies' fan pages is also difficult to determine since very little knowledge exists on the characteristics of this population.

Regarding the analytical framework applied in our study, the main concern surrounds the lack of theoretical reasoning with respect to the social media usage by the companies. Although the framework was adapted based on its relevance and usefulness to our study objects, other approaches to the collected data could have further enhanced our analysis.

From our data analysis, we recognize a possibility of biasedness present in the estimates, where non-included factors might affect one or several of the variables in our model. Nevertheless, given that methods used in previous research have been followed, there is reason to claim that our results are still valid. We are also aware of the fairly low adjusted measurement of goodness of fit, which only explains 24.5% of the variance in fan page use. Therefore, we acknowledge the impact other aspects have on Facebook fan page use, without neglecting our identified predictors.

7.5 Suggestions for Further Research

With this study, we hope to have intrigued other researchers to further examine the main areas and ideas in our study. Similar models to the one developed in this study, connecting perceived and actual motives of social media users to SCRM strategies and business functions of coffee companies, have, to our knowledge, not been constructed previous to our thesis. Therefore, we encourage future research to apply a similar approach to other social media contexts and industries to validate our results. We also suggest research to take place with respect to the three components separately to increase knowledge on motives for other social media (e.g. Twitter and Google+) and to add comprehension of not only the social media usage of other FMCG companies, but other industries as well.

Moreover, as the focus in this thesis has been on the business functions and strategic aspects of SCRM, other SCRM areas such as organizational and technological capabilities have not been studied. Hence, research addressing other SCRM capabilities needed, such as human and technological resources are welcomed. To add to the currently ongoing discussion on how SCRM relates to traditional CRM, it would also be interesting to see more studies on how social media data and usage are integrated into companies' already existing CRM systems and efforts.

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Interviews

Listing the interviews conducted with the Marketing Managers at each of the respective coffee companies:

Marketing Manager X, 2012-04-12

Marketing Manger Y, 2012-04-05

Marketing Manager Z, 2012-04-16

9. Appendices and Attachments

9.1 Appendix 1 – Interview Guide

The following general topics were discussed with the marketing managers at the three examined companies.

- Vad tror du är anledningen till att svenska kaffeföretag idag finns representerade inom sociala medier? Tror ni att denna anledning är generell inom hela branschen?
- Hur mycket skiljer sig användandet av sociala medier som marknadsföringsverktyg idag från när ni etablerade er inom mediet
- Vilka funktioner tror ni att aktiviteten inom sociala medier fyller bland de större kaffeföretagen i Sverige?
- Hur förhåller sig sociala medier till övrig marknadsföring inom branschen? Är sociala medier en integrerad del av den totala marknadsföringen eller sköts det oberoende?
- Vad tror ni är de främsta anledningarna till att användare tillika konsumenter interagerar med kaffeföretag genom sociala medier, och framför allt inom Facebook-grupper?

9.2 Appendix 2 – Survey

All respondents in our study have answered the survey presented below, with adjustments for company names in this appendix known as “Kaffeföretag X”.

Question statement: I use company X’s Facebook fan page to...

	Instämmer inte allt 1	2	3	4	Instämmer helt 5
1. För att hjälpa andra	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. För att delta i diskussioner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. För att uppmuntra andra	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. För att tillhöra en grupp	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. För att jag gillar att svara på frågor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. För att uttrycka mig själv fritt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. För att uttrycka mina åsikter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. För att ta del av andras synpunkter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. För att säga till andra vad de skall göra	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. För att jag undrar vad andra har skrivit/kommenterat/gillat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. För att träffa nya människor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. För att jag vill att Kaffeföretag X skall göra någonting för mig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. För att det är ett tidsfördriv när jag har tråkigt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. När jag inte har något bättre för mig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. För att sysselsätta mig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. För att ta del av rabatter/erbjudanden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. För att ta del av recensioner av produkter och utlåtanden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. För att få allmän information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. För att få exklusiv information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. För att få kännedom och lära mig om nya produkter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. För att det är underhållande	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. För att jag gillar att ta del av Facebooksidan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. För att det är trevligt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Questions covering the dependent variable used and additional questions regarding the respondents themselves:

1. Innehållet på Kaffeföretag X's Facebooksida (inlägg, likes, kommentarer etc.):OBS! SVARA ENBART MED SIFFROR

Ungefär hur många minuter
spenderade du förra veckan på
innehåll från Kaffeföretag
X's Facebooksida?

2. Innehållet på Kaffeföretag X's Facebooksida (inlägg, likes, kommentarer etc.):OBS! SVARA ENBART MED SIFFROR

Hur många minuter spenderar du
på innehåll från Kaffeföretag
X's Facebooksida i genomsnitt
under en vecka?

Jag är en:

☐ Man

☐ Kvinna

Hur gammal är du?

9.3 Statistical Analyses of Survey Results

9.3.1 Reliability Tests of Multiple-Indicator Measures

Latent Variables	Mean	SD	Cronbach's α
<i>Interpersonal Utility</i>			.898
För att hjälpa andra	1.95	1.152	
För att delta i diskussioner	2.24	1.185	
För att tillhöra en grupp	2.38	1.316	
För att jag gillar att svara på frågor	2.00	1.247	
För att uttrycka mig själv fritt	2.64	1.353	
För att uttrycka mina åsikter	2.45	1.340	
För att ta del av andras synpunkter	2.67	1.392	
För att ta del av andras synpunkter	3.19	1.326	
För att säga till andra vad de skall göra	1.48	.869	
För att jag undrar vad andra har skrivit/kommenterat/gillat	2.73	1.353	
För att träffa nya människor	1.86	1.114	
För att jag vill att Kaffeföretag X skall göra någonting för mig	2.51	1.285	
<i>Pass Time</i>			.911
För att det är ett tidsfördriv när jag har tråkigt	2.01	1.096	
När jag inte har något bättre för mig	1.96	1.081	
För att sysselsätta mig	1.98	1.098	
<i>Information Search</i>			.887
För att ta del av rabatter/erbjudanden	3.86	1.146	
För att ta del av recensioner av produkter och utlåtanden	3.81	1.188	
För att få allmän information	3.68	1.203	
För att få exklusiv information	3.69	1.250	
För att få kännedom och lära mig om ny produkter	3.95	1.156	
<i>Entertainment</i>			.904
För att det är underhållande	2.80	1.276	
För att jag gillar att ta del av Facebooksidan	2.97	1.307	
För att det är trevligt	3.24	1.278	

Table 5: Multiple-indicator measures formed into four indexes (Interpersonal Utility, Pass Time, Information Search, Entertainment) used as independent variables in regression analysis

Correlations	Minuter förra veckan	Minuter i genomsnitt
<i>Minuter förra veckan</i>		
Pearson Correlation	1	0.762**
Sig. (2-tailed)		0.000
N	504	503
<i>Minuter i genomsnitt</i>		
Pearson Correlation	0.762**	1
Sig. (2-tailed)	0.000	
N	503	503

Table 6: Correlation between the two variables formed into index used as dependent variable (Facebook fan page use) in regression analysis.

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

9.3.2 Regression Model 1

Dependent Variables: Facebook Fan Page Use

Independent Variables: Interpersonal Utility, Pass Time, Information Search, Entertainment

R	R ²	Adjusted R ²	Std. Error of the Estimate	Durbin-Watson	N
0.501	0.251	0.245	4.82163	1.946	504

Table 7: Model summary of Regression Model 1

Variabel	β	Std. Error	Standardized β	T	Sig.	Tolerance
<i>(Constant)</i>	-2.826	.904		-3.126	.002	
<i>Interpersonal Utility</i>	2.011	.332	.312	6.052	.000	.566
<i>Pass Time</i>	-.252	.242	-.046	-1.040	.299	.779
<i>Information Search</i>	.256	.275	.045	.931	.352	.629
<i>Entertainment</i>	1.094	.269	.232	4.063	.000	.459

Table 8: Coefficients affecting Facebook Fan Page Use.

9.3.3 Regression Model 2

Dependent Variables: Facebook Fan Page Use

Independent Variables: Interpersonal Utility, Entertainment

R	R ²	Adjusted R ²	Std. Error of the Estimate	Durbin-Watson	N
0.498	0.248	0.245	4.82203	1.944	504

Table 9: Model summary of Regression Model 2

Variabel	β	Std. Error	Standardized β	T	Sig.	Tolerance
<i>(Constant)</i>	-2.440	.665		-3.667	.000	
<i>Interpersonal Utility</i>	1.997	.322	.310	6.206	.000	.604
<i>Entertainment</i>	1.133	.235	.241	4.829	.000	.604

Table 10: Significant coefficients affecting Facebook Fan Page Use.

9.3.3.1 Multicollinearity

Dimension	Eigenvalue	Condition Index
1	2.882	1.000
2	.072	6.333
3	.046	7.919

Table 11: The condition index of our three dimensions.