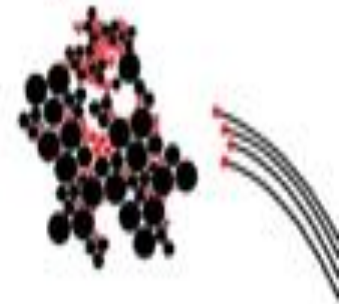


# Increasing Customer Engagement in retailing using social media as marketing tools

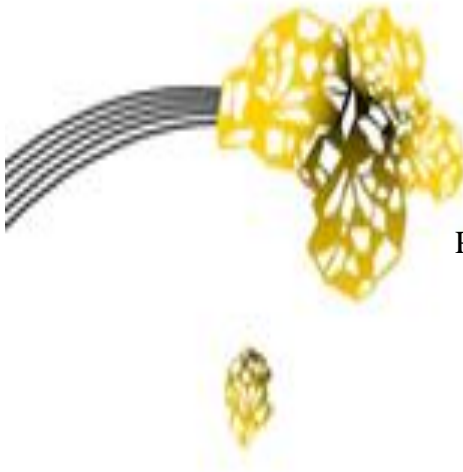
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First supervisor: Dr. E. Constantinides

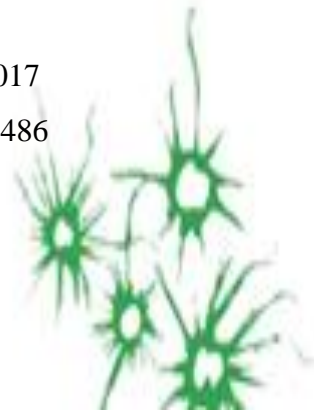
Second supervisor: Dr. S.A. de Vries

University of Twente, Enschede



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**University of Twente.**

# **Increasing Customer Engagement in retailing using social media as marketing tools**

K. (Kick) Ditzel  
(s1626523, kickditzel@hotmail.com)  
Master thesis

Faculty of Behavioural, Management and Social Sciences (BMS)  
MSc. Business Administration  
Strategic Marketing & Business Information

Graduation committee  
First supervisor: Dr. E. Constantinides  
Second supervisor: Dr. S.A. de Vries

University of Twente  
Drienerlolaan 5  
7522 NB, Enschede  
<http://www.utwente.nl>

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For now, I hope you enjoy reading this master thesis.

Enschede, 1th of May, 2017

Kick Ditzel

## Management summary

These days, social media is an interesting marketing tool for companies to reach a large audience by a minimum of costs. In particular, retailers are challenged to focus on a fitting social media strategy to be more effective on this new form of marketing. In comparison to companies serving a large market, most of the time retailers are limited by a small budget, less time and rarely marketing knowledge. Social media is considered as a tool to engage with customers, however in retailing less attention has been paid to the effects of social media on customer engagement and the influencing psychological aspects. Hereby, the business issue arise how retailers can successfully use social media marketing to increase customer engagement. The basis of this study is built on a practical question and a research problem. The practical question is defined as *'What social media tactics can retailers use to increase customer engagement?'*. This leads to the following research problem *'What are effects of social media tactics on customer engagement?'*. An online questionnaire was conducted to study different social media tactics.

This study has established three motivational drivers of customer engagement; the emotional, cognitive and behavioral motivational driver. These drivers influence the extent of customer engagement. However, the extent depends on the social media tactic which is used. This study has shown that the emotional motivational driver and the cognitive motivational driver can be considered as the most effective drivers to increase customer engagement in the context of retailing. Therefore, the social media content has to be focused on entertaining, inspiring or being useful for customers. The results of this research show that *'Tactic A) Post enjoyable content'*, *'Tactic C) Post a video'* and *'Tactic D) Post information about products and services'* are useful tactics to increase customer engagement. In general, to conduct an effective approach the social media tactics has to be shaped based on the emotional or cognitive motivational driver. Obviously, retailers could be advised based on the results of this research. In the first place, social media is an appropriate opportunity for retailers to increase customer engagement. The content should be based on the emotional or cognitive motivational driver, in other words the nature of the posts should be entertaining, inspiring or utilitarian. At second, these three tactics could be used to aim customer engagement; *'Tactic A) Post enjoyable content'*, *'Tactic C) Post a video'* and *'Tactic D) Post information about products'*. At third, to be effective retailers should post their content between 18 and 00 o'clock. At last, depending the type of content Facebook, Instagram and Snapchat are suitable for retailers.

This research contains a number of limitations. The main restraints contain that the conclusions are based on data from a specific case of a retailer and the study was limited by analyzing the effect of four social media tactics instead of more. According to issues for further research, this could be interesting to determine what social media tactics could also increase customer engagement. Regarding the continuous development of new social media channels, further research should be undertaken regularly to investigate whether these new channels are useful to increase customer engagement or not.

# Table of contents

<b>Acknowledgments</b>	<b>3</b>
<b>Management summary</b>	<b>4</b>
<b>Index of figures and tables</b>	<b>8</b>
<b>1. Introduction</b>	<b>9</b>
1.1 Background	9
1.2 Research objective and question	11
1.3 Theoretical framework and methodology	12
1.4 Scientific and practical relevance	12
1.5 Scope	13
1.6 Outline of the master thesis	13
<b>2. Theoretical framework</b>	<b>14</b>
2.1 Retailers and social media marketing	15
2.2 Customer Engagement	15
2.3 Social media, a new marketing challenge to increase customer engagement	18
2.4 The active and passive approach of social media to increase customer engagement	20
2.4.1 The active approach of social media	20
2.4.2 The passive approach of social media	25
2.4.3 Renewal of the model of Constantinides	26
2.5 Conditions for implementing a new social media strategy	26
2.6 Antecedents motivational drivers customer engagement for retailers	27
2.7 Hypotheses and model	27
2.7.1 The three hypotheses	28
2.7.2 Indicators measurement effects social media tactics on customer engagement	29
2.8 Conclusion	29
<b>3. Methodology</b>	<b>31</b>
3.1 Research design	31
3.2 Operationalization	31
3.3 Selection	33
3.4 Sample	33
3.5 Measurement	34
3.6 Data collection	34
3.7 Data analysis	35
<b>4. Results</b>	<b>37</b>
4.1 Descriptive statistics	37
4.2 Reliability and validity	39
4.3 Measurement model	41
4.3.1 Social media tactic A and the three motivational drivers of customer engagement	42
4.3.2 Social media tactic B and the three motivational drivers of customer engagement	42

4.3.3 Social media tactic C and the three motivational drivers of customer engagement	42
4.3.4 Social media tactic D and the three motivational drivers of customer engagement	43
4.3.5 The score model	43
4.3.6 Framework social media tactics	44
4.4 Hypotheses	45
<b>5. Conclusions and recommendations</b>	<b>47</b>
5.1 Conclusions	47
5.1.1 Theoretical contributions	48
5.1.2 Practical implications	48
5.2 Discussion	49
5.3 Limitations and advice for future research	51
<b>References</b>	<b>52</b>
<b>Appendices</b>	<b>60</b>
<b>Appendix A: Figures and tables</b>	<b>60</b>
<b>Appendix B: Quantitative research tool</b>	<b>65</b>

## Index of figures and tables

### Figures

Figure 1. <i>Theoretical research model.</i>	14
Figure 2. <i>'Web 2.0 Applications as Marketing Tools'. (Appendix A)</i>	60
Figure 3. <i>Renewal of the model 'Web 2.0 Applications as Marketing Tools' presented by Constantinides. (Appendix A)</i>	60
Figure 4: <i>Indicators measurement effects social media tactics on CE. (Appendix A)</i>	61
Figure 5. <i>Research model.</i>	31
Figure 6. <i>Assessment social media tactics in order to increase CE in retailing.</i>	45

### Tables

Table 1: <i>Features social networks. (Appendix A)</i>	60
Table 2. <i>Measurement constructs. (Appendix A)</i>	62
Table 3. <i>Demographic characteristics of the respondents.</i>	38
Table 4. <i>Use of social media channels on a weekly basis.</i>	38
Table 5. <i>Online on social media.</i>	39
Table 6. <i>Rotated factor matrix.</i>	41
Table 7. <i>Score model social media tactics and motivational drivers of CE.</i>	44
Table 8. <i>Questionnaire categorising questions in Dutch.</i>	65
Table 9. <i>Questionnaire five-point Likert-scale in Dutch.</i>	66



# **1. Introduction**

In this chapter the focus of this research is presented. In paragraph 1.1 the background is described. Next, in paragraph 1.2 the research objective and question are presented. Furthermore in paragraph 1.3 in short the theoretical framework and methodology is described. In paragraph 1.4 the scientific and practical relevance are given. Afterwards, in paragraph 1.5 the scope of this research is explained. At last, in paragraph 1.6 the outline of this master thesis is presented.

## **1.1 Background**

These days, the impact of Web 2.0 on both consumers and businesses is rising. Web 2.0 represents the large amount of interactive and user-controlled online applications whereby the power of the customer increases and the consumer behavior is affected (Constantinides & Fountain, 2007). After the global recession in 2008, social media marketing appeared as an interesting opportunity for firms because of the notable advantage to reach a substantial amount of people quickly with a minimum of costs (Kirtis & Karahan, 2011). In 2014, more than 80 percent of the inhabitants of the Netherlands from 12 years old using social media (Centraal Bureau voor de Statistiek, 2015). Moreover, 10.2 million people in the Netherlands use Facebook frequently (Statista, 2016). As a consequence, social media became one of the main sources to collect detailed customer information based on their online activities. More and more companies use the social media as a new marketing channel (Constantinides, 2009). The use of social media has also resulted in an increased customer empowerment by now a foundational element of the Web 2.0 landscape (Constantinides, Romero & Boria 2008). While in several studies the terms ‘Web 2.0’ and ‘Social media’ are used interchangeably, the meaning is different (Kaplan & Haenlein, 2010). As Constantinides (2014) stated, social media are the Web 2.0 platforms (e.g. Facebook, Pinterest and YouTube). Since social media provide new possibilities and extensive information available to the customer, the customer is more difficult to convince and engage to your company (Constantinides, 2014).

According to Faase, Helms and Spruit (2011), the relationship and information flow between companies and customers will be more double-edged and thus companies are obliged to work hard for a steady relationship. Social media enables a higher level of conversation where it is not only about delivering messages from business to the customer but it creates also the possibility to discuss with the customer (Drury, 2008). Marketing activities like customer service and product evaluation transformed to a new shape because of the real-time

characteristic of social media (Moral, 2007). As Constantinides and Fountain (2007) argued, social media is forcing companies to integrate in their marketing activities because of the changing way people interact, how they make decisions and amuse themselves. Especially, for young consumers social media is a part of their daily life but also other age groups in society use social media increasingly to get information about a company or product (Kirtis & Karahan, 2011). According to Lorenzo, Constantinides and Gomez-Borja (2009), social networking sites provide customers with broad information about companies and brands they are interested in. Although, not only customers gain from social media. Also companies get valuable insights through the electronic word of mouth<sup>1</sup> and the behavior of customers that companies can employ in their marketing strategy (Tiago & Verissimo, 2014; Kirtis & Karahan, 2011).

As a consequence of the digital developments, the need for companies to integrate social media in their marketing activities is increasing (Kietzmann, Hermkens, McCarthy & Silvestre, 2011). In particular, retailers realize that it is rarely possible to ignore social media because of the more empowered and well-informed customer (Constantinides et al., 2008). Most established companies are already accomplished to social media marketing but the majority of retailers are located in the so-called initiation stage; these companies use social media without any strategic approach (Effing & Spil, 2015). Moreover, an active presence on social media, in addition to their physical store, provide retailers new opportunities to engage with customers. According to Effing and Spil (2015), retailers are challenged to focus on a fitting social media strategy to be more effective on this new kind of marketing.

Generally, companies are interested in reducing cost, launching new products and services, and increasing customer satisfaction. Although, these companies do not exactly know how to achieve this in their social media activities (Trkman, 2010). In addition, maintaining strong relationships with customers is considered as valuable for companies because this increases customer loyalty and thus retain the customers to your company (Constantinides et al., 2008). Therefore, companies attempt to examine the customer's experience to gain insights in the consumer's black box (Schembri, 2006). Currently, marketers believe in two kinds of schools; the one group argue social media is mainly meant to increase sales, the other marketers believe social media is a valuable tool to engage with customers (Gamboa & Goncalves, 2014). This research adheres the second school, social media as a tool to engage with customers. In order to this, customer engagement is an

---

<sup>1</sup> Messages shared by customers on social media, for example about a company (Tiago & Verissimo, 2014; Kirtis & Karahan, 2011).

important objective for the social media strategy of companies. The term customer engagement is defined as *"the customers' behavioral manifestation toward a brand or firm, beyond purchase, resulting from motivational drivers"* (Van Doorn, Mittal, Nass, Pick, Pirner & Verhoef, 2010, p.253). Although, the term customer engagement is ambiguous and depends on the context (Hollebeek, 2011; Brodie, Ilic, Juric & Hollebeek, 2013). Mainly, social networks provide new challenges to companies in order to increase customer engagement (Kabadayi & Price, 2014). Among all types of companies, in this research the perspective from retailers is chosen related to the field of social media marketing. Since, little is known how customer engagement can increase in retailing using social media as marketing tools, this study can fulfil this research gap. According to the described reasons, the following business problem arises: A substantial amount of retailers have a lack of knowledge about how to successfully use social media marketing to increase customer engagement.

## **1.2 Research objective and question**

The main goal of this study is to examine how retailers can employ the social media as part of their marketing toolbox in order to increase customer engagement. This study is based on scientific literature to get a complete view about the existing relevant knowledge from this topic, to formulate hypotheses and to compose a model. The second objective is to reveal the social media approach which is most effective for retailers. This leads to the following practical research question: *'What social media tactics can retailers use to increase customer engagement?'*. Consequently, the scientific research question results from an academic transition. The following research problem will be addressed: *'What are effects of social media tactics on customer engagement?'*. In order to answer the main research problem, the following research questions will be answered:

- *What is customer engagement and what are the motivational drivers of customer engagement?*
- *Which social media tactics have a positive effect on customer engagement?*
- *Which social media platforms are most suitable for retailers to increase customer engagement?*
- *What are the customers' preferences in the social media approach by retailers?*

The expected outcome of this research will be a descriptive model of the effects of social media tactics on customer engagement. Moreover, this research will administer new insights on the possible role of social media as customer engagement tools and also provide

retailers with tactics to employ the social media as marketing tools. Retailers should have to benefit from the findings as more direction can be given in their social media marketing.

### **1.3 Theoretical framework and methodology**

The theoretical framework in section two has the function to get a holistic view about the existing knowledge from the topic of this research. Moreover, three hypotheses have been formulated which are examined by empirical data from a footwear company. Besides, the marketing objective Customer Engagement has been added to the model presented by Constantinides (2009) so that the model has been renewed and enlarged. Furthermore, the theory treats topics such as social media strategies, social media and retailers, customer engagement and the relevant social media channels. As a consequence from the rapid changes in the social media marketing, this research attempts to use the most recent scientific literature to make this study actual as possible. Eventually, a model related to this research is given.

The methodology is described in section three. The quantitative research method that was conducted is an online questionnaire. The benefit of this method is that a large number of respondents can be measured (Patton, 2001). The respondents are inhabitants of the Netherlands which make use of at least one social media network (Facebook, Twitter, Instagram or Snapchat). In this online questionnaire was examined what the effects are of social media tactics on customer engagement. Thereby, the questionnaire is particularly useful in investigating the formulated hypotheses. After executing the questionnaire, an assessment was constructed. This assessment, in the form of a table, contained tactics to increase customer engagement in retailing using social media as marketing tools. The assessment is useful for retailers to provide an overview what social media tactic is best choice to trigger customers on an emotional, cognitive or behavioral manner and to increase customer engagement consequently.

### **1.4 Scientific and practical relevance**

This research is relevant with regard to both, scientific and practical aspects. As a matter of fact, social media is continuously developing and less is known how customer engagement can increase using social media as marketing tools. Especially in the case for retailers and social media marketing, there is a deficit in empirical studies. According to Constantinides et al. (2008), the focus of research about social media should be more on strategic and commercial aspects. Limited academic attention has been paid to the strategic part of this subject. Moreover, 'The Marketing Science Institute's 2014-2016 Research Priorities'

supports the demand of further research about the use of social media marketing and customer engagement (Kuvykaite & Tarute, 2015).

The continuously changing social media field requires firms to alter their social media marketing strategy regularly (Constantinides, 2014). Referring to Kirtis and Karahan (2011), companies need to consider a social media strategy to make use of the benefits of this new social phenomenon. When companies focus on the relevant content, listen and communicate with customers in the right way, then social media will be effective for both firms and customers as well (Kirtis & Karahan, 2011). In particular, Effing and Spil (2015) stated that there is a need for retailers to develop a strategy for their social media marketing. Hence, this research has practical relevance to provide retailers a strategy to increase customer engagement using social media as marketing tools. Retailers could use this research to have direction what social media tactic is best choice to increase customer engagement.

### **1.5 Scope**

As the extent of application of social media marketing differs for each type of company, this research is focused on the applicability for retailers in the Apparel and Footwear sector in the Netherlands. In paragraph 2.1 the characteristics of this type of companies are further explained. To be relevant for retailers, the empirical data from a Dutch company in the Apparel and Footwear sector is used in the sample. Therefore, the outcome of this research is most representative to companies belonging to this sector. At last, the social media marketing is focused on social networks (Facebook, Twitter, Instagram and Snapchat) since this is an outcome of the theoretical framework.

### **1.6 Outline of the master thesis**

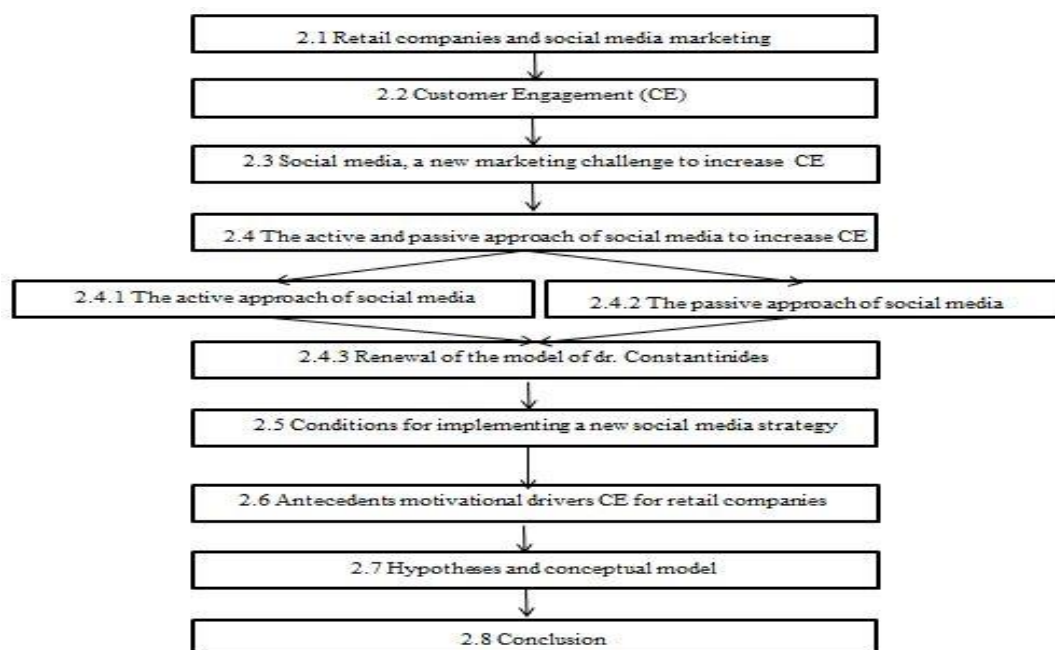
The main content of this master thesis are the introduction and the additional parts like the research problem, the theoretical framework and a section about the methodology. The theoretical framework discusses the relevant existing scientific literature and afterwards hypotheses have been formulated and a descriptive model is presented. The methodology section provides aspects such as the research design, operationalization and measurement. Thereafter, the results from the online questionnaire are given. After this section conclusions, based on the insights of the results of the questionnaire, are presented. Furthermore, this section provides a discussion of the theoretical and practical implications along with limitations and directions for future research.

## 2. Theoretical framework

This chapter reviews existing scientific knowledge related to the research problem and serves as a framework for the research. The literature has been found through several academic databases and the library of University of Twente. Mainly, the keywords used in this theoretical framework are ‘customer engagement’, ‘social media marketing’, ‘social media tactics’ and ‘motivational drivers’.

The structure of this theoretical framework is conducted systematically; the focus of this theoretical framework is to examine how social media should be used to increase customer engagement in the context of the social media marketing of retailers. At first, the current state of retailers and social media marketing are described in paragraph 2.1. Thereafter, in paragraph 2.2 the term customer engagement is explained. Next, in paragraph 2.3 is pointed out how social media can contribute to customer engagement. In paragraph 2.4 the active and passive approach of social media are described and the model of Constantinides (2009) is renewed. Afterwards in paragraph 2.5 the conditions for implementing a new social media strategy are given. In paragraph 2.6 the antecedents of the motivational drivers of customer engagement are provided. Thereafter in paragraph 2.7 the three hypotheses are formulated and a descriptive model is presented to summarize the core elements of the theory. Eventually, in paragraph 2.8 the conclusion is given about the found theory. Graphical is presented in figure 1 how the theoretical framework is structured.

Figure 1. *Theoretical research model.*



## 2.1 Retailers and social media marketing

According to Effing and Spil (2015), most retailers are not focusing on social media marketing because of reasons such as less time, a small budget and a lack of knowledge. Jain and Ganesh (2007) distinguished the different retail sectors in the velocity whether the possibilities of Web 2.0 were integrated in their social media strategies. In their research, sectors like Consumer Electronics and Entertainment are considered as the pioneers, Apparel and Footwear are the middle group and the so-called laggards consist of the groups Supermarkets and Drug Stores. This difference shows that social media is not applicable in the same way for each sector, however a basic condition for integrating social media marketing is the willingness to invest (Constantinides et al., 2008). This means retailers must be obliging to invest both financial and human resources in social media marketing (Constantinides et al., 2008). Next to this, a retailer needs to fulfil the four levels of the e-marketing<sup>2</sup> pyramid to be successful in his social media marketing. This pyramid requires from bottom to top, a quality product or service, an organization focused on social media and a website before the social media activities can be executed (Constantinides, 2014).

## 2.2 Customer Engagement

Since the possibilities of social media have been recognized by companies, customer engagement in social media marketing has become a new influencing part of Customer Relationship Management (Giannakis-Bompolis & Boutsouki, 2014). According to Vivek, Beatty, Dalela and Morgan (2014), several studies tend to define customer engagement. Van Doorn et al. (2010, p.253) stated *"customer engagement is the customers' behavioral manifestation toward a brand or firm, beyond purchase, resulting from motivational drivers"*. These motivational drivers can be identified as factors that influence the level of customer engagement. A study of Patterson, Yu and De Ruyte (2006) argued that customer engagement is a combination of psychological, cognitive and emotional motivational drivers that determines the customers' attitude towards a company. Brodie et al. (2013, p.107) defined customer engagement as *"a context-dependent, psychological state characterized by fluctuating intensity levels that occur within dynamic, iterative engagement processes"*. However, customer engagement remains a poorly defined term and thus the correct meaning depends on the context like the sector and the type of company (Hollebeek, 2011; Brodie et al., 2013). To choose a direction, the description of Van Doorn et al. (2010) will be used in

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<sup>2</sup> Electronic marketing, the marketing of products and services on the internet. Synonyms are digital marketing and online marketing (Constantinides, 2014).

this research. Furthermore, in this paragraph the motivational drivers of customer engagement are distinguished and explained.

Generally, customer engagement begins when a consumer mentions your company on social media (Giannakis-Bompolis & Boutsouki, 2014; Ranaweera & Prabhu, 2003). Nevertheless, in recent years there has been an increasing amount of literature on customer engagement and its motivational drivers. Obviously, the term customer engagement embodies a multitude of factors which are identified by several studies. Patterson, Yu and De Ruyter (2005) claimed that customer engagement is influenced by four factors, namely absorption, dedication, vigor and interaction. However, Calder, Malthouse and Schaedel (2009) maintained two main factors, the personal and social-interactive part. From these two discussed studies, it can be assumed that there is no agreement about the motivational drivers of customer engagement which have reached in marketing (Zhang, Guo, Hu & Liu, 2016). Although, many scholars agreed that the concerning term is related to three main motivational drivers; emotional, cognitive and behavioral (Kuvykaite & Tarute, 2015). In addition, customers could have various forms of engagement in dissimilar settings with different stakeholders (Brodie et al., 2013). Hollebeek, Glynn and Brodie (2014) pointed out the meaning of these three factors. At first, the emotional motivational driver is considered as the positive or negative feelings and the sense of inspiration a customer get from a brand or firm. This construct consists of the variables ‘feelings of gratitude’, ‘trust’ and ‘enjoyment’ (Brodie et al., 2013; Park & Kim, 2014; Hollebeek et al., 2014). Bagozzi, Gopinath and Nyer (1999) stated that the role of emotion is underestimated and marketers have less knowledge about the influence of this issue on marketing topics. Secondly, the cognitive motivational driver is characterized by customer interest in an brand or firm and the benefits a customer received by participation. Abdul-Ghani, Hyde and Marshall (2011) identified the cognitive driver as utilitarian and thus can be considered as focused on utility and gaining advantages. Aligned variables are ‘sharing experiences’, ‘obtaining information’ and ‘learning’ (Brodie et al., 2013; Park & Kim, 2014; Hollebeek et al., 2014). At last, the behavioral motivational driver is described as the need for communication and interaction with a brand or firm. This factor consists of the elements ‘interaction (double-edged communication)’, ‘communication’ and ‘participation in communities and discussions’ (Brodie et al., 2013; Park & Kim, 2014; Hollebeek et al., 2014). According to Kuvykaite and Tarute (2015), the emotional driver is focused on feelings, the cognitive factor on thoughts and the behavioral driver on action. Vivek et al. (2014) support these motivational drivers but labelled the motivational drivers in another manner. Their research claimed the emotional driver as enthused participation, the



cognitive factor as conscious attention and the behavioral driver as social connection. Among current scientific literature, the cognitive, emotional and behavioral factor are most accepted as the three motivational drivers of customer engagement (Hollebeek et al., 2014).

In addition to these studies, the uses and gratification approach (U&G) is applicable since this theory conducts the benefits customers derive from their interactions in the online environment (Luo, 2010; Nambisan & Baron, 2007; Urista et al., 2008). The origin of this theory is from the idea that people use media communication channels to satisfy their needs (Luo, 2010). However, in the present interaction on social media customers are also seeking to fulfil their wants (Hicks et al., 2012). According to the U&G approach, two of the three discussed motivational drivers are supported; the cognitive and the emotional factor. Thereby, the U&G theory emphasized that both motivational drivers consists of benefits which can be regarded as variables. The cognitive factor contains of cognitive benefits a customer gained, these are 'access to knowledge' and 'feedback' (Blazevic and Lievens, 2004; Te'eni, 2001). The emotional factor comprises emotional benefits as 'trust', 'enjoyment' and 'gratitude' (Hennig-Thurau et al., 2004; Dholakia et al., 2009; Nambisan & Baron, 2009). The U&G theory confirms that the motivational drivers determine whether the customer feels a high level of engagement or not (Verhagen, Swen, Feldberg & Merikivi, 2015). Furthermore, the level of influence of each motivational driver depends on the circumstances and can differ to what extent the factors are applicable, these factors are described in paragraph 2.6 (Kuvykaite & Tarute, 2015; Dovaliene et al., 2015; Hollebeek et al., 2014).

According to Barreda, Bilgihan, Nusair and Okumus (2015), companies that integrate social media in their marketing activities are focused on customer engagement because of the interesting advantages of this marketing objective. Several recent studies investigating customer engagement have been carried out on customer loyalty and this seems one of the main benefits gained from customer engagement (Bowden, 2009; Lorenzo-Romero, Constantinides, & Alarcón-del-Amo, 2011; Brodie et al., 2013). As customer engagement generates non-transactional value, several behavioral manifestations are affected positively such as customer retention, word-of-mouth and co-creation (Kumar et al., 2010; Vivek, Beatty, & Morgan, 2012). Eventually, a company gains a positive association in the mind of customers, the company deserves loyalty what leads to customer retention and thus a long-term relationship with the customer (Dovaliene, Masiulyte & Piligrimiene, 2015; Egan, 2011).

Engaged customers are valuable to companies on different aspects. This is exemplified in the study undertaken by Jaakkola and Alexander (2014) and Hajli (2014); as a kind of advocates, these customers often generate positive contents and recommend products or

services to other customers. By this, engaged customers have a preference for the concerning company and are willing to buy their needs at the company (Killian & McManus, 2015). Besides, these engaged customers can play an important role in creating new ideas and collaboration on developing new products and services (Parise & Guinan, 2008; Füller, Schroll & von Hippel, 2013).

### **2.3 Social media, a new marketing challenge to increase customer engagement**

As explained in paragraph 2.1, retailer do often not possess a marketing department, have a lack of knowledge and a small budget. For these reasons, retailer have to act creative in their social media strategy to increase customer engagement. According to Killian and McManus (2015), a company's social media strategy is mostly not well integrated in the company's marketing strategy. In this paragraph these aspects have been taken into account and merely social media aspects that are convenient for retailers and customer engagement have been provided. Although, most current literature is not specific focused on retailers. Therefore, the theory is conformed to this type of companies.

Since the capacity of social media grows every day, the current social media strategy of companies could not hold for many years and thus has to be renewed frequently (Erdogmus & Cicek, 2012). Recent evidence suggests that there are four elements applicable on each social media strategy, namely: consistency, customization, commitment and caution (Killian & McManus, 2015; Kaplan & Haenlein, 2010). Firstly, consistency is necessary to combine all the marketing activities, traditional and social, of the company together thus there will be rarely differences in content (Kaplan & Haenlein, 2010). Also, the employees should use the social media in a similar manner and the content need to be in line with the company's image. Secondly, customization is focused on delivering relevant content to your audience to prevent to be ignored. Thirdly, commitment to several application types of social media is important to be able to reach several target groups. Lastly, caution is the attitude companies need to have in their conversation with customers (Killian & McManus, 2015). Moreover, the social media activities have to fit on the needs of the customer (Zhu & Chen, 2015). Companies have to be conscious of the fact that customers do not use social media to buy or search for products but to connect with other people. Therefore, companies could not just post advertisements to perform effective social media activities (Zhu & Chen, 2015). According to Constantinides (2009), both the current customers as the potential customers spend a relatively large part of their activities online thus companies have to utilize the opportunity to reach their target group. Thereby, retailers have to be active on social media to interact with

their customers (Larson & Watson, 2011). Besides, a social media strategy for your marketing objective is necessary for the internal organization to be consistent, this is one of the elements Killian and McManus (2015) mentioned (Dutta, 2010; Klang & Nolin, 2011).

Since the amount of social media channels is enormous, companies have to choose the channels which are most effective to them. However, there is discussion about the presence of companies on social media because presence is a condition for interaction. According to Erdogmus and Cicek (2012), companies have to be found on every social media channel to be able to reach much people as possible. Contradictory Kaplan and Haenlein (2010) stated that companies need a few channels which are valuable to them. In addition, companies can better use social media channels that fit to their marketing goal instead of using every available channel (Killian & McManus, 2015). However, the category a platform belongs sometimes overlap, for example Twitter and Snapchat. These are both a social network as a microblog (Chen, 2010). Besides, Instagram is considered as a double-edged platform as it possesses characteristics of a social network and a media sharing platform (Phua, Jin & Kim, 2016). Generally, the five application types of social media are as follows and will be further explained in paragraph 2.4 (Barbier & Liu, 2011; Gundecha & Liu, 2012; Gandomi & Haider, 2015; Constantinides, 2009):

1. Social Networks. These are online platforms to share information (e.g. Facebook and LinkedIn), communicate with others and create communities (Kirtis & Karahan, 2011). According to Park and Kim (2014), customers obtain benefits from social networks because of the social, economic, informational and entertainment aspects. Social networks are considered as an adequate instrument to increase customer engagement because of the high level of interaction (He, Zha & Li, 2013).
2. Weblogs. This platform provides mainly articles about specific, mostly actual, topics (Constantinides, 2009). Microblogs as Twitter and Snapschat, platforms in which short messages can be placed by users, also belong to this group. Users of these applications can follow each other (Kaplan & Haenlein, 2010). The main benefit is the informational element, for example about products or services ((Kirtis & Karahan, 2011)
3. Media sharing platforms/content communities. These social media (e.g. Instagram, Pinterest and YouTube) are proper for posting images and videos (Kaplan & Haenlein, 2010).

4. Review websites and forums. Several specialized websites on certain topics which influence customers in their choice about a product, service or company (Constantinides, 2009). Users post on this platforms experiences and discuss about it (Kaplan & Haenlein, 2010).
5. Content aggregators. This application type consists of two categories. The first categories makes use of Real Simple Syndication<sup>3</sup> (RSS) and provides the user frequently with updated information about his interests. The second type collects information from different websites and composes a new product, for example Google Maps (Constantinides, 2009).

Obviously, to specify on retailers, the platforms Facebook, Twitter and YouTube are mostly used by this type of organizations (Eshuis, 2013). However, in this research is investigated whether other platforms can contribute to the social marketing of retailers. According to Constantinides (2009), two main forms of social media strategies have been distinguished: active and passive. The active strategy uses social media as a direct marketing tool and companies bring much content in social media platforms. The passive strategy is meant to listen to what customers say on social media (Constantinides, 2014). In Appendix A figure 2 is shown. This model presented by Constantinides (2009), has been performed the different social media strategies and their marketing objective. In paragraph 2.4.3 this figure has been augmented with a new marketing objective: Customer Engagement.

## **2.4 The active and passive approach of social media to increase customer engagement**

In this paragraph is provided how the five application types of social media can contribute to increase customer engagement. Thereby, the limited capacities of retailers in social media marketing are taken into account. As described on the previous page, there are two main forms of social media strategies: active and passive. In this paragraph this divergence has been made. Obviously, one of these five application types seems not usable for the marketing objective customer engagement after the literature review, namely ‘content aggregators’. Eventually, in paragraph 2.4.3 the model presented by Constantinides is renewed as customer engagement is added as a new marketing objective in the model.

### **2.4.1 The active approach of social media**

In this paragraph has been examined how retailers should use the four relevant application

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<sup>3</sup> Format, mostly used on weblogs, to summarize all important news to the user (Constantinides, 2009).

types of social media in an active way to increase customer engagement. The following four application types are described: social networks, weblogs, media sharing platforms/content communities, review websites and forums.

### **Social networks**

Social networks are appropriate for interaction with the customer and could positively affect customer engagement and retention (Killian & McManus, 2015; Constantinides, 2013). As Killian and McManus (2015) argued, customers can get the sense of being ignored when a company does not interact with them. Therefore, dialogue with customers is of importance to increase customer engagement (Banyte & Dovaliene, 2014). As a consequence of a post from a company on a social network platform such as Facebook, the company has the opportunity to discuss with customers and could use this conversation to enhance the relationship with customers (Kohler, Fueller, Matzler & Stieger, 2011; Davis, Piven & Breazeale, 2014). Besides, Twitter and Snapchat can be used to interact immediately with customers. A correct attitude and service of the company during this discussion can lead to an increasing customer loyalty (McKee, 2010).

For approaching the customer with a post on a social network, it is important to know how to interact in a right way with customers. Especially, communicating in a way that customers not appreciate can harm the reputation of your company and could cause a difficult relationship (Gaines-Ross, 2010). To be more concrete, the following five aspects are worth to think about when a company is willing to increase customer engagement by social networks. At first, companies have to realize that customers mostly ignore advertisements on social networks because of the relationship aspect (Piskorski, 2011). One of the reasons for customers of using social media is maintaining relationship with others, thus companies have to take this into account and knowing their target group. By knowing your target group, you can adapt your content and timeline to them (Killian & McManus, 2015).

Secondly, as a company you have to approach your customers carefully because of they like feeling special (Rucker, 2011). Providing customers with special information or propositions can fulfil this sensitive need of the customer and engage them to your company (Mangold & Faulds, 2009). By this, an escalation protocol can be helpful for companies as a kind of guidelines how to interact with negative or positive comments from customers (Killian & McManus, 2015).

In the third place interaction is crucial in stimulating customer engagement. According to Zhu and Chen (2015) and Shen, Chiou, Hsiao, Wang and Li (2016), a Facebook post of a

company have to possess an interacting element to get attention from customers. Thereby, companies can activate interaction by providing social networks with informal, response stimulating messages (Kietzmann et al., 2011; Dutta, 2010; Klang & Nolin, 2011). The content of a post determines whether it activates interaction and thus the possibility to engage with your customers. Therefore, companies have to share news about their company because customers have a tendency to talk much when they know a lot of the company (Mangold & Faulds, 2009). In a study conducted by Erdogmus and Cicek (2012), it was shown that the content need to be funny, surprising or extraordinary to stimulate customers because customers seek something in exchange for interacting with the company. However, the company has to realize that their content has to be in line with their image. Mangold & Faulds (2009) add to this that emotional sensitive or historical content also get much attention. People have to be able to identify with your message (Zhu & Chen, 2015; Erdogmus & Cicek, 2012).

The fourth aspect deals with the reason people use social media. As Zhu and Chen (2015) stated, marketers should investigate why people use certain social media. For example, people use social media to connect with others. A company could decide to do a marketing campaign as *'get 20 % discount and share this post to give your friends this discount too'*. In this way, the company use the need of the customer to connect with others in the marketing campaign and thus both the name of the business has been promoted as customer engagement increases (Killian & McManus, 2015).

At last, to engage with the customer, personalized content and a pro-active attitude is appreciated by customers (Davis et al., 2014; Kaplan & Haenlein, 2010). Zhu and Chen (2015) support this on the aspect that customized messages are more effective than broadcast messages. These messages have to be posted a few times each week and focused on the current aspects people care about (Eshuis, 2013). As argued in paragraph 2.3, Twitter and Snapchat are, as multifunctional platforms, suitable for this purpose.

Furthermore, another strategy to apply on social networks is co-creation. Customer engagement could increase by benefitting from the creativity of the customer (Constantinides, 2009; Schembri, 2006). This unique form of engaging customers has the goal to align the ideas of customers in the development of products and services (Constantinides et al., 2008). Therefore social media is advantageous for co-creation because of the real-time aspect and the direct communication option (Füller, Faullant & Matzler, 2010; Kohler et al., 2011). For example, create a contest to let customers send their most original idea about a special theme and the best participants will win a prize (Hoyer, Chandy, Dorotic, Krafft & Singh, 2010).

Mostly customers are willing to collaborate in social media for several reasons like being inquisitive, enjoying to help the company or expressing their own ideas (Füller, 2006).

### **Weblogs**

Weblogs, also called blogs, are informational articles whereby the author takes a position about an actual topic (Constantinides, 2009). Many people read this blogs frequently and thus this platform is seen as quite influencing. Also for companies blogs are useful because of the low costs and the influencing factor (Constantinides, 2009). The interesting aspect for companies is to find the influencers in their sector. When these persons are identified, the company should reach and persuade an influencer to write a blog wherein the company or brand is recommended (Constantinides & Fountain, 2007; Kietzmann et al., 2011). This influencer or opinion leader could act as a brand ambassador who advocate you company and brand, this leads to positive publicity and thus customers would like to engage with your company (Constantinides, 2009; Gillin, 2007).

### **Media sharing platforms/content communities**

On these platforms companies videos and images can be posted to inspire and engage customers to your company. Popular social media for this purpose are Pinterest, Instagram and YouTube. According to Killian and McManus (2015), companies are expected to be creative. For example, an apparel company can use Pinterest to share their new products, popular blogs and information about the latest fashion. As a consequence, customers will follow the company and use images on their Pinterest-account as a kind of a wish list. Eventually, customers will engage more to the apparel company. Thereby, the users of Pinterest can provide companies feedback about their products or company (Killian & McManus 2015). Zhu and Chen (2015) stated that companies can use Instagram in a more effective way by making use of a creative presentation. For example, retailers in the fashion sector can work together to create beautiful images of people with clothes, shoes and accessories from the involved companies. In this way you reach a larger audience and thus customers who never heard about your company (Zhu & Chen, 2015). YouTube, the famous video-channel, is more difficult to integrate in your social media marketing to increase customer engagement. Therefore, YouTube-personalities as vloggers can help your company (Zhu & Chen, 2015). These vloggers can reach a large audience. To be more precise, a company can send a vlogger some stuff to talk about and this may influence many customers.

## **Review websites and forums**

Since the customer power is increased, companies are forced to listen to customers' conversations on social media (Constantinides, 2009). Consequently, customer reviews can be valuable and this content is able to influence the behavior of many customers (Lu, Chang & Chang, 2014). This electronic word of mouth provides peers information about products and recommends or discourages them (Lu et al., 2014; Mudambi & Schuff, 2010). Recent evidence suggests that customers trust reviews from experts less than reviews from other customers, thus it can be effective to ask your current customers by telling about their positive experiences (Constantinides, 2009; Gillin, 2007). Moreover, customers are more affected by reviews than information directly from companies because of the feeling that companies are not faithful (Constantinides, 2009). According to the part about weblogs, influencers are also valuable on review websites. When a company revealed the influencers in their sector, the company can send them products in exchange for a review whereby a positive review can boost engagement (Kietzmann et al., 2011). For years, reviews are an important factor for companies to retain customers and appeal new customers (Dellarocas, 2003). Considering the fact three quarters of the customers consult customer reviews before they purchase, it is important for companies to keep an eye on the reviews because negative reviews can oppose to engage with customers (Zhu & Zhang, 2010). Thereby, discontented customers are inclined four times more likely to write a negative review than happy customers (Lee & Hu, 2004). Clearly, some companies create fake reviews tending to improve their image but that can harm the trust when customers note that the reviews are not real (Kaplan & Haenlein, 2010). Therefore, companies need to stimulate customers to leave reviews on the company's social media after an experience with the company.

Although, for companies it is challenging to affect the nature of reviews, on forums a more active role is possible to increase customer engagement (Weinberg & Pehlivan, 2011; Kaplan & Haelein, 2010) According to Davis et al. (2014), forums and interaction between customers can provide companies more insights into potential customers. Nevertheless, frustrated customers are active on forums to complain or even so to destroy companies, thus companies need to analyze the conversations on forums critically (Killian & McManus, 2015). Gradually, forums are transforming to social communities but the aim stays the same: discuss with peers about topics they are both interested in. This social media platform is valuable for companies to analyze actual issues in your target audience and to intervene when it is necessary as a kind of customer service (Constantinides, 2009). According to Zhu and Chen (2015), forums and online communities enable companies to reinforce their relationship



with customers and to advertise simultaneously. For example, a forum where people complain about foot pain. In this case, a shoe fashion company specialized on comfort shoes can communicate with the customer about the exact problem and give solutions that lead this customer to your business. This satisfied customer can be a brand ambassador and companies have to stimulate him to share his gusto. As a matter of fact, satisfied customers are willing to share this quality service with others and to engage with the company (Chung, 2011).

#### **2.4.2 The passive approach of social media**

In this paragraph has been examined how retailers should use the four relevant application types of social media in a passive manner. One relative new social media strategy is investigated that can combine the four application types to collect data, this method is called social listening.

##### **Social listening**

Social listening is considered as a kind of additional, preparatory, social media strategy to gather exhaustive insights into customers (Constantinides, 2009). Since it is a low cost method, this market intelligence tool is appropriate for retailers. Therefore, a list of benefits from social listening can be made:

- Opinions about the whole market like rivals and their products are available online (Constantinides, 2008). Therefore, social listening is recommended because it contributes to understand the customer whereby this can be used in the interactive marketing strategies (Effing & Spil, 2015; Bensen, 2008) When you know the need of the customer, you can adapt your marketing strategy to fulfil this need and engage them to your company (Kaplan & Haenlein, 2010; Constantinides, 2009).
- According to Mangold and Faulds (2009), companies can follow the trends customers are talking about. For example, this can inspire companies to a topic for the next blog. Probably, this blog could persuade more customers to engage to your company.
- Customers can be frustrated when their complaints about a product or service are not resolved by a company. By this, companies have to notice this and when they help these dissatisfied customers they can build a relationship with them and thus increase customer engagement (Riveong, 2008; Adelson-Yan, 2012).

Furthermore, the application types which are most applicable for social listening are weblogs, forums, content communities and social networks (Constantinides, 2008). However, it is not necessary to track your customers continuously because of the time aspect. As a company you have to focus consequently on a set aspects, otherwise you will lose the road in the jungle of social media (Kietzmann et al., 2011).

### **2.4.3 Renewal of the model of Constantinides**

In figure 3 in Appendix A, the renewal of the model of Constantinides has been presented. This model results from the model presented by Constantinides (2009) 'Web 2.0 Applications as Marketing Tools'. Thereby, the marketing objective 'customer engagement' has been added and so the model has been renewed and enlarged. Obviously, customer engagement has most similarities with the marketing objective tapping customer creativity. Importantly, social networks are considered as most suitable social media platforms to increase customer engagement.

### **2.5 Conditions for implementing a new social media strategy**

In paragraph 2.4 is pointed out what approach retailers can use social media platforms to increase customer engagement. This content will be the basis for a new social media strategy, focused to increase customer engagement. In this paragraph is stressed which conditions should be fulfilled for a new social media strategy. In this research the main marketing objective is to increase customer engagement. Therefore, retailers which have this purpose should align to the social media strategy (Kietzmann et al., 2011). Since literature provides many conditions for an effective social media strategy, the most important aspect are presented:

- According to Kaplan and Haenlein (2010), the foundational idea behind the use of social media is participation, sharing and collaboration. This means that companies should attract and interact to the customer. After fulfilling the needs of the customer and keep them interested, the company deserves the loyalty from the customer (Hays, Page & Buhalis, 2013).
- As Effing and Spil (2015) stated, understanding your customers is an important element of your social media strategy. Before advertising, companies have to examine the needs of the customers because these adjusted content can increase the chance to engage them to your company (Erdogmus & Cicek, 2012).

- An important condition is a website of sufficient quality (Constantinides, 2013). Inequalities between the website and social media lead to a bad experience by the customer (Choi & Rifon, 2002; Edwards, Li, & Lee, 2002; Newman, Stem, & Sprott, 2004).
- According to Killian and McManus (2015), a timeline for the social media activities is necessary to have an overview about what is ongoing and what will be posted. For this purpose, an appropriate tool is a social media calendar.
- In all businesses activities it is recommended to monitor the progress, consequently for social media activities (Effing & Spil, 2015). The real-time dashboards are appropriate to measure the progress of the social media activities (Killian & McManus, 2015).

## **2.6 Antecedents motivational drivers customer engagement for retailers**

As mentioned in paragraph 2.2, customer engagement is influenced by three motivational drivers: emotional, cognitive and behavioral (Kuvykaite & Tarute, 2015). The extent of influence of these factors on customer engagement depends on three antecedents, 'social network characteristics', 'customer characteristics' and 'social media strategy of the involved company' (Kietzmann et al., 2011; Erdogmus & Cicek, 2012). At first, from paragraph 2.4.3 can be concluded that social networks are the most suitable social media to increase customer engagement. The current fitting platforms for retailers this purpose are Facebook, Twitter, Snapchat and Instagram as these platforms satisfy the limitations in paragraph 2.1. The main characteristics of these media are interaction and co-creation (He, Zha & Li, 2013; Constantinides, 2009; Schembri, 2006). In table 1 in Appendix A the main features of these four platforms are described.

Secondly, customer characteristics are considered as one of the antecedents. Which motivational driver is influential depends likewise from gender, age group and the amount a customer make of use of social media (Erdogmus & Cicek, 2012). Thirdly, the strategy of a company is influential on the motivational drivers as the strategy determines the content of a marketing activity (Kietzmann et al., 2011). The main purpose of these strategies are winning customers, keeping customers, developing customers and efficiency in customer management (Woodcock & Stone, 2012). As the focus in this research is on customer engagement, the strategy keep customers, concerning customer retention and maintenance, is most applicable.

## **2.7 Hypotheses and model**

According to the theory, three hypotheses are derived which are examined in this research.

Finally, in figure 4 in Appendix A has been provided a proposed model to illustrate the relation between the motivational drivers of customer engagement and several social media tactics.

### **2.7.1 The three hypotheses**

Based on the theory in chapter two, several hypotheses have been formulated. All of these hypotheses, which have been focused on customer engagement, will be tested based on the data gathered through the online questionnaire which has been spread. The practical applicability of these hypotheses are investigated with empirical data from a footwear company. Each hypothesis is focused on one motivational driver of customer engagement from the theory. H1 is built on the emotional motivational driver, H2 is based on the cognitive motivational driver and H3 is found on the behavioral motivational driver. Each hypothesis has the same construction but is focused on another measures. These measures are explained for the three hypotheses in short. In this research is investigated which of the three factors is most influencing on customer engagement.

*H1: Social media posts based on the emotional motivational driver have a positive effect on increase customer engagement.*

This hypothesis test whether content based on the emotional motivational driver have a positive impact on customer engagement or not. As mentioned in the paragraph 2.2, variables that determine the level of emotion are: ‘feelings of gratitude’, ‘trust’ and ‘enjoyment’. The U&G approach confirms these variables. These variables influence the positive or negative feelings and the sense of inspiration a customer get from a brand or firm. The result of this hypothesis can provide more insights whether retailers have to create their content on social networks based on emotional aspects or not.

*H2: Social media posts based on the cognitive motivational driver have a positive effect on customer engagement.*

This hypothesis test whether content based on the cognitive motivational driver have a positive impact on customer engagement or not. As mentioned in the paragraph 2.2, variables that determine the level of cognition are: ‘sharing experiences’, ‘obtaining information’ and ‘learning’. Besides, the U&G approach confirmed this and articulate this by the variables ‘access to knowledge’ and ‘feedback’ whereby ‘access to knowledge equals ‘obtaining information’ and ‘feedback’ is synonym to ‘sharing experiences’. These variables influence

the customer interest in a brand or firm and the benefits a customer received by participation. The result of this hypothesis can provide more insights whether retailers have to create their content on social networks based on cognitive aspects or not.

*H3: Social media posts based on the behavioral motivational driver have a positive effect on customer engagement.*

This hypothesis test whether content based on the behavioral motivational driver have a positive impact on customer engagement or not. As mentioned in the paragraph 2.2, variables that determine the level of emotion are: ‘interaction’, ‘communication’ and ‘participation in communities and discussions’. These variables influence the need of a customer for communication and interaction with a brand or firm. The result of this hypothesis can provide more insights whether retailers have to create their content on social networks based on behavioral aspects or not.

### **2.7.2 Indicators measurement effects social media tactics on customer engagement**

Figure 4 in Appendix A displays the model used for describing the motivational drivers of customer engagement in relation to several social media tactics. The theory states that these drivers influence the extent of customer engagement. As described in paragraph 2.2, each motivational driver contains of three variables. These variables are adapted to align to the social media context of this research. On the left in the model four social media tactics from theory are presented. These four tactics are considered as suitable in particular for retailers to create customer engagement because these tactics do not require a wealth of marketing knowledge, are not time-consuming and large funds are not necessary. The final model in paragraph 4.3.6 will give an overview what social media tactic is the best choice in triggering customers on an emotional, cognitive or behavioral manner to engage with them. As each tactic will be measured by three variables, the highest score for a tactic is + + +.

## **2.8 Conclusion**

This chapter serves as foundation for the whole research. Thereby, scientific knowledge has been combined to the focus of this research. In this paragraph the most important findings of the literature review are presented.

### *Retailers and social media marketing*

Retailers are not seen as the pioneers in social media marketing, although there is a need to

adapt social media in their marketing activities. In particular, retailers gain advantages to be present on social media and be able to engage with customers. However, retailers are mostly limited by a small budget and a lack of knowledge or interest in social media marketing.

### *Customer engagement*

The marketing objective customer engagement is identified by Van Doorn et al. (2010, p.253): *"customer engagement is the customers' behavioral manifestation toward a brand or firm, beyond purchase, resulting from motivational drivers"*. The construct has three main motivational drivers, namely the emotional factor, the cognitive factor and the behavioral factor. Hereby, the weight of each motivational driver depends on the mentioned circumstances and can differ to what extent the motivational drivers are applicable. Besides, the U&G theory confirms that the motivational drivers influence the extent of customer engagement.

### *Most suitable social media application types to increase customer engagement*

In the theoretical framework the social media application types were divided in active and passive. However, some platforms belong to more than one group. Thereby, the model of Constantinides has been renewed. Obviously, customer engagement has most similarities with the marketing objective tapping customer creativity. Importantly, social networks are considered as most suitable to increase customer engagement. Mainly, the interaction and a pro-active attitude is appreciated by customers. The content of the messages should be personalized, creative, original or potentially created together with customers. Companies should post content a couple of times each week to be relevant. Facebook, Twitter, Snapchat and Instagram are most satisfactory for this purpose. Interaction and co-creation are considered as the main characteristics of these media.

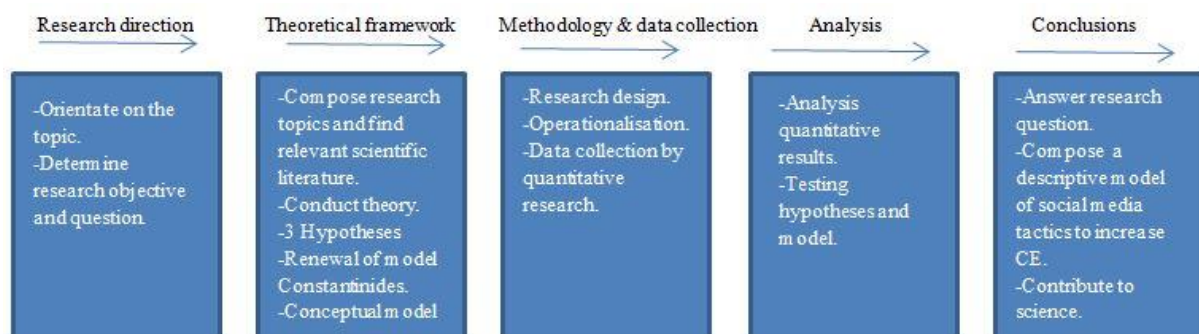
### 3. Methodology

In this chapter the methodology of this research is presented. In paragraph 3.1 the research design is described. Next, in paragraph 3.2 the operationalization is presented. Furthermore in paragraph 3.3 the selection of respondents is described. In paragraph 3.4 the description of the sample is given. Afterwards, in paragraph 3.5 the measurement is presented. Thereafter in paragraph 3.6 the method of data collection is explained. At last, in paragraph 3.7 the data analysis is presented.

#### 3.1 Research design

To provide practical relevance out of the presented theoretical framework, this research used empirical data to fulfil this need. Customers of a footwear retailer were surveyed in order to understand the aptitude of social media as customer engagement tools. In this online questionnaire was investigated what the effects are of social media tactics on customer engagement. The expectation was that the results of the quantitative research provide better insights into how customers should be approached by retailers on social networks to engage them. Besides, the questionnaire was particularly useful in investigating the formulated hypotheses. After executing the questionnaire, an assessment was composed. This assessment contained tactics to increase customer engagement in retailing using social media as marketing tools. In figure 5, the chronology of the conducting research is presented in short.

Figure 5. *Research model.*



#### 3.2 Operationalization

The focus of this descriptive research is to identify tactics for retailers using social media and in particular social networks to increase customer engagement. The focus is placed on the element added to the model proposed by Constantinides (2009), namely the Customer Engagement as a sixth Active Strategy. Besides, the motivational drivers of customer engagement were investigated. These motivational drivers are integrated in the three

hypotheses which were examined by this research.

According to Patton (2001), a large number of respondents can be measured by a quantitative research method and enables collection and analysis of statistical data. To gain better insights into how customers should be approached by retailers on social networks to engage them, an online questionnaire was used. The main purpose of this questionnaire is to test the three formulated hypotheses and to analyze what the effects are of social media tactics on customer engagement. These hypotheses consist of the three drivers of customer engagement, the emotional, cognitive and behavioral motivational drivers. Therefore, the questions from the questionnaire were concentrated around these factors in the context of retailers and social networks. The outcome of the questionnaire provided insights in the customer's preferences how to approach them on social media. To construct a sufficient questionnaire, the research from Vivek et al. (2014) was used. Their research was focused on measuring customer engagement and observed influencing factors of customer engagement. Besides, their in-depth study conducts the definition of customer engagement (Vivek et al., 2014). The theory states that the social networks Facebook, Instagram, Snapchat and Twitter are most suitable, hence only users of at least one of these platforms are asked to fill in the questionnaire.

The population exists of the inhabitants of the Netherlands using social media; almost eight million people (Van der Veer, Buitinga and Duchateau, 2013). To apply the findings of this research to the target population, in an offline environment 384 respondents are necessary at a confidence level of approximately five percent (Veal, 2011). As the setting of this research is online, a larger amount of respondents should contribute to a higher quality of reliability. Since the selection of respondents was done at random, the age groups of the respondents have been compared to the population data provided the Central Statistical Agency (in Dutch: Centraal Bureau voor de Statistiek). The questionnaire was administered from 9<sup>th</sup> of February 2017 till 27<sup>th</sup> of February 2017 and was created by the online tool 'Qualtrics.com'. The majority of the respondents was approached by the footwear company. In general, the customers got in touch with the questionnaire by a personal e-mail from the footwear company, posts on the Facebook-accounts of the footwear company and the social networks of the researcher were used. To stimulate people to join the questionnaire, respondents got a voucher of the footwear company and a pair of Nike shoes was allotted.

The questionnaire was based on a combination of nominal and ordinal closed-questions with single and multiple responses. The main questions were designed with a Likert-scale from 1 till 5, anchored on the left by strongly disagree and on the right by



strongly agree. The language of the questionnaire was in Dutch because the selected respondents are mainly Dutch speaking whereby the questionnaire is more accessible. Besides, the statements in the questionnaire were tend to be easy as possible to attain a high degree of comprehensibility. At the beginning of the questionnaire, the respondents were introduced about the context of the questionnaire and the sort of questions. The duration of the questionnaire was between five and ten minutes approximately. The Dutch questionnaire can be found in Appendix B. After one week, to each respondent a personal message containing 'thank you' and the voucher was sent.

### **3.3 Selection**

All the respondents were living in the Netherlands at the beginning of the study and are people from all age groups. This research region has been chosen because nowadays retailers in the Netherlands can reach the whole country to increase customer engagement. Thereby, the respondents had to use one of the social networks (Facebook, Twitter, Snapchat or Instagram) to be accessible for the questionnaire. How these respondents were contacted is described in paragraph 3.6. In the questionnaire was chosen to force the respondent to fill in all the questions to prevent for missing-data, otherwise the respondent did not get the voucher. Besides, non-response was covered by using the extensive amount of diverse customers of the footwear company. Thereby attention was paid on the representation of all the age groups in the analysis.

### **3.4 Sample**

The selection of the sample was done through the criteria that was relevant to the research problem, this is called purposive sampling. This technique is used to ensure the presence of participants with different characteristics. Although the criteria provided guidelines who were suitable to fill in the questionnaire, the sample was randomly selected (Mack et al., 2005). Obviously, the aim for the questionnaire was to get a large amount of respondents as possible because large sample sizes lead to the fact that small effects can be statistically significant whereby the research is more reliable. However, the population are inhabitants in the Netherlands using social media. In this country almost eight million people use social media (Van der Veer, Buitinga and Duchateau, 2013). According to Veal (2011), to conduct a reliable quantitative research 384 respondents are necessary at a confidence level of approximately five percent. Although, a larger amount of respondents are required as described in paragraph 3.2.

The self-administered online questionnaire consists of two components. The first part is focused on collection demographic information such as gender, age and social media usage. The second part of the questionnaire is designed to investigate what the effects are of the four social media tactics on customer engagement. Before the survey started, a brief introduction about the survey was given to clarify possible questions from the respondents.

### 3.5 Measurement

By the questionnaire the empirical data from customers of a footwear company is collected. As illustrated in the theory, it depends on the context which motivational driver of customer engagement is most influential. The questionnaire was focused on measuring the effects of social media tactics on customer engagement and which one is most applicable in the social media marketing of retailers. Four social media tactics are chosen from theory to test in relation to the three motivational drivers of customer engagement. Table 2 in Appendix A presents how the measurement of the questionnaire is constructed. In the questionnaire the variables of the motivational drivers of customer engagement attend as the foundation of the statements, these variables are labelled to have a complete overview. The nature of the statements is adapted on the nature of the motivational drivers, this means the emotional driver is linked to ‘attract’, the cognitive driver to ‘interest’ and the behavioral driver to an action: ‘go to the website or shop’. In the questionnaire a trap question was used to contribute to valid responses; *‘I never heard about Facebook’*. Each motivational driver of customer engagement is focused on a singular hypothesis:

- Emotional motivational driver: *Social media posts based on the emotional motivational driver have a positive effect on customer engagement (H1).*
- Cognitive motivational driver: *Social media posts based on the cognitive motivational driver have a positive effect on customer engagement (H2).*
- Behavioral motivational driver: *Social media posts based on the behavioral motivational driver have a positive effect on customer engagement. (H3).*

### 3.6 Data collection

For this quantitative research is chosen to collect new data instead of using existing data. The quantitative questionnaire was distributed through an online survey designed with Qualtrics from 9<sup>th</sup> of February 2017 till 27<sup>th</sup> of February 2017. According to Cobanoglu, Ward and

Moreo (2001), the advantage of an online questionnaire is that this research tool achieves higher and faster response in comparison with postal questionnaires (Bryman & Bell, 2011). In addition, an online questionnaire has lower costs and enables a more attractive design (Bryman & Bell, 2011).

To collect the minimum required amount of 384 respondents, a reward was allotted among the respondents. The respondents were approached by several channels to achieve a high response-rate:

- A personal message to each customer of the footwear company to persuade them to join the questionnaire;
- A call including a link was posted on the Facebook-accounts of the footwear company;
- Made use of the social networks of the researcher.

As a large part of the respondent were (potential) customers of the footwear company, a personal approach was required. After one week, to each respondent a personal message containing 'thank you' and the voucher was sent.

### **3.7 Data analysis**

The purpose of this paragraph is to describe how the collected data is analyzed. The data is analyzed with SPSS (v.22.0). By using SPSS statistical tests can be executed and the reliability of the questionnaire can be tested. Cronbach's alpha ( $\alpha$ ) is the correct measurement to test the internal consistency of this issue, this indicates if all the items in the scale are measuring the same concept. Generally, the test is acceptable when  $0.6 < \alpha < 0.7$ , good when  $0.7 < \alpha < 0.9$  and excellent when  $\alpha > 0.9$  (Hsu & Sanford, 2007).

The questionnaire consisted of two parts. The first part is analyzed by means of descriptive statistics. The second part of the questionnaire is analyzed for reliability (Cronbach's alpha) and validity by means of a confirmatory factor analysis. According to Hair, Black, Babin and Anderson (2014), factor analysis is an interdependence technique whereby a set of interdependent relationships is investigated without making the divergence between dependent and independent variables. By this test could be examined whether the classified motivational drivers fit to the empirical data or not. Since the theoretical framework provided prior ideas of motivational drivers and the hypotheses had to be checked, a confirmatory factor analysis was conducted (Hair et al., 2014). To judge whether the factor analysis is the appropriate test, Bartlett's Test of Sphericity was done (Hair et al., 2014).

Hereby, the test is significant when  $p < 0.5$ . In addition, the Kaiser-Meyer-Olkin Test was conducted to test the sampling adequacy, whereby *value*  $> 0.5$  is sufficient (Hair et al., 2014). In this analysis, the principal axis factoring method was used to investigate the motivational drivers of customer engagement. After analyzing the validity, repeated measures ANOVA analysis was the appropriate test to make a comparison between the four chosen social media tactics and the three motivational drivers of customer engagement. For each tactic a repeated measures ANOVA was conducted. Eventually, a repeated measures ANOVA was executed to test the three hypotheses.

## **4. Results**

In this chapter the results of the online questionnaire are discussed. Data collection took three weeks to collect substantial more than the required amount of 384 respondents. The online questionnaire is carried out and completed by the use of the tool 'Qualtrics', analysis of data is through SPSS. In paragraph 4.1 the descriptive statistics of the data are shown. Next, in paragraph 4.2 the results of the reliability and validity tests are described. Furthermore in paragraph 4.3 the several analyses, which had been done in order to compose the model used for describing the effects of four social media tactics on the motivational drivers of customer engagement, are presented. In addition, in paragraph 4.4 the results of the tested hypotheses are shown.

### **4.1 Descriptive statistics**

A total of 732 questionnaires were collected . To contribute to validity, a trap question was added in the questionnaire. For this reason, 25 respondents were filtered out. In addition, data of 20 respondents was missing. Due to unfinished questionnaires, missing data and the trap question, the number of respondents decreased from 732 collected questionnaires to 602 complete filled in whole questionnaires. The first set of questions aimed to collect information such as gender, age and social media usage. Thus, the 687 remaining respondents consist of 440 woman (64%) and 247 male respondents (36%). Approximately half of the respondents (51.6%) were between 16 and 30 years old. Other relatively large age groups were the respondents between 31 and 45 years old (17.2%) and the respondents between 46 and 60 years old (20.8%). The respondents older than 60 years (9.8%) and the children younger than 16 years old (0.6%) were less represented. More detailed information on the respondents can be found in table 3.

Table 3. *Demographic characteristics of the respondents.*

	Frequency	Valid Percent	Cumulative Percent
Gender			
Female	440	64.0	64.0
Male	247	36.0	100.0
Age			
<16	4	0.6	0.6
16-30	354	51.6	52.2
31-45	118	17.2	69.4
46-60	143	20.8	90.2
>60	67	9.8	100.0

Table 4 elicits which social media channels the respondents use on a weekly basis. Since respondents could use more than one channel, a cumulative percentage is not displayed in the table. Most popular social media channel is Facebook by more than 80% of the respondents use it weekly (82.7%). Almost half of the respondents (43.0%) use Instagram. Slightly more than one-third (35.8%) make use of Snapchat and 21.1% of the respondents use Twitter. Most called channel by the respondents as ‘Other’ is LinkedIn.

Table 4. *Use of social media channels on a weekly basis.*

	Frequency	Valid Percent
Channel		
Facebook	585	82.7
Twitter	149	21.1
Instagram	304	43.0
Snapchat	253	35.8
Other	120	17.0
Total	707	

Table 5 presents the online behavior of the respondents related on time. Almost one-third (32.7%) of the respondents spends between 30 and 50 minutes on social media each day. Other big groups are respondents which spend between 1 and 3 hours (26.8%) and respondents which spend between 10 and 30 minutes (22.0%) on social media each day. It is apparent from table 5 that more than half of the respondents (50.6%) do not use social media

on certain moments. What is interesting about the data in this table is that the second biggest group (37.3%) use social media between 18 and 00 o'clock.

Table 5. *Online on social media.*

	Frequency	Valid Percent
Time spend on social media each day		
Not each day	79	11.7
10-30 minutes	149	22.0
30-50 minutes	221	32.7
1-3 hours	181	26.8
3-6 hours	40	5.9
<6 hours	6	0.9
Moment on social media		
Not a certain moment	342	50.6
Between 00:00-06:00	1	0.1
Between 06:00-12:00	25	3.7
Between 12:00-18:00	56	8.3
Between 18:00-00:00	252	37.3

#### 4.2 Reliability and validity

As described in paragraph 3.2, 384 respondents were necessary to collect at a confidence level of approximately five percent. As the setting of this research is online, a larger amount of respondents should contribute to a higher quality of reliability. The aim was to collect as much respondents as possible within three weeks to achieve a high level of reliability. Finally, 602 respondents filled in the questionnaire entirely whereby this criterion is accomplished. For each social media tactic Cronbach's alpha ( $\alpha$ ) is used to measure the degree of internal consistency. The measure provided the following scores: 0.878 (Tactic A), 0.926 (Tactic B), 0.904 (Tactic C) and 0.911 (Tactic D). Nunally (1971) recommends a minimal threshold of 0.70. According to J. Henseler (personal communication, May 2016) since  $\alpha$  is above 0.8, the internal consistency can be considered as excellent. To contribute to validity, a trap question was added in the questionnaire. Therefore, respondents who filled in 'agree' or 'strongly

*agree*' on the statement '*I never heard about Facebook*', were moved from the dataset.

Concerning the generalizability, in this research the age of the respondents were compared to the age of the users who were active on social media in the Netherlands in 2015. In spite of the scales of the age groups differed slightly, a comparison could be done. More than half of the respondents (51.6%) were between 16 and 30 years old, this is more than the 21.8% in this age group of the total amount of social media users in the Netherlands in 2015 (Centraal Bureau voor de Statistiek, 2016). Regarding the respondents between 31 and 45 years old, these are under-represented by 17.2% in the questionnaire towards 39.4% of the social media users in the Netherlands in 2015. Although, the age groups '*46-60*' (27.9% of the social media users in the Netherlands in 2015) and '>*60*' (10.9% of the social media users in the Netherlands in 2015) are well represented in the questionnaire by respectively 20.8% and 9.8% (Centraal Bureau voor de Statistiek, 2016). Since the age group '<*16*' is rarely represented (0.6%) in the questionnaire, this age group is disregarded. In summary, these statistics indicated that the distribution in age of the respondents of the questionnaire are not in equal to the users of social media in the Netherlands in 2015. This could have an effect on the generalizability that should be taken into account by interpreting the results.

Subsequently, a confirmatory factor analysis was conducted to evaluate construct validity. The used extraction method was principal axis factoring. In addition, the correct rotation method that was used is varimax instead of direct oblimin as the score in the factor transformation matrix is above 0.3 according to J. Henseler (personal communication, May 2016). Further analysis showed that Kaiser-Meyer-Olkin Measure of Sampling Adequacy was positive because the value is above 0.5 as a rule of thumb according to J. Henseler (personal communication, May 2016). Moreover, Bartlett's Test of Sphericity proved significance ( $p < 0.001$ ) and therefore showed that there was at least one significant correlation between two variables. According to the correlation matrix, the determinant (0.0000324) satisfied on the requirement of  $> 0.00001$  to be able to meet correlation. Although, the items in the correlation matrix are not allowed to be too high ( $> 0.8$ ) as this is called multicollinearity. Interestingly, multicollinearity is visible between two pairs of items in the correlation matrix. These are the pairs *EmotionaldrivertacticC* and *EmotionaldrivertacticD*, and *BehavioraldrivertacticC* and *BehavioraldrivertacticD*.

The rotated factor matrix in table 6 groups the items to the motivational driver they correlate to. For example, on factor one, the score 0.698 was the highest on '*Emotionaldrivertactica*' and thus belongs to the emotional motivational driver. However, not in all cases, each item correlates with the intended factor. What is striking is that the items of



Tactic B all belong to factor 2. Tactic B represents the tactic ‘Interaction’ and it appears as a typical tactic related to the cognitive driver. In general, the scores on each factor identified factor 1 as the emotional motivational driver, factor 2 as the cognitive motivational driver and factor 3 as the behavioral motivational driver.

Table 6. *Rotated factor matrix.*

	Factor 1	Factor 2	Factor 3
Emotionaldrivertactica	0.698	0.170	0.270
Cognitivedrivertactica	0.605	0.423	0.267
Behavioraldrivertactica	0.402	0.224	0.599
Emotionaldrivertacticb	0.357	0.634	0.256
Cognitivedrivertacticb	0.248	0.905	0.198
Behavioraldrivertacticb	0.223	0.690	0.435
Emotionaldrivertacticc	0.746	0.232	0.311
Cognitivedrivertacticc	0.595	0.468	0.329
Behavioraldrivertacticc	0.355	0.346	0.724
Emotionaldrivertacticd	0.793	0.257	0.312
Cognitivedrivertacticd	0.607	0.464	0.317
Behavioraldrivertacticd	0.357	0.311	0.815

### 4.3 Measurement model

Repeated measures ANOVA analysis was used to make a comparison between the four chosen social media tactics and the three motivational drivers of customer engagement. For each tactic a repeated measures ANOVA was conducted. Eventually, all the scores are used to compose the model describing the motivational drivers of customer engagement in relation to several social media tactics. This model aims to explain to what extent each tactic triggers the motivational drivers of customer engagement whereby a comparison between means can be done.

At first, to follow the correct direction in the analysis, the results on Mauchly’s Test of Sphericity were determining. The assumption of sphericity is violated because the  $p$ -value in Mauchly’s Test of Sphericity is significant ( $p < 0.05$ ) according to J. Henseler (personal communication, May 2016). For this reason the results with Greenhouse-Geisser and Huynh-Feldt correction needed to be interpreted to be able to conclude if there was an overall significance between the means of the three motivational drivers of customer engagement

triggered by the divers social media tactics Both the Greenhouse-Geisser value as the value behind Huynh-Feldt ( $p < 0.05$ ) indicated there was a significant effect between the motivational drivers, thus Greenhouse-Geisser correction needed to be followed according to J. Henseler (personal communication, May 2016).

#### **4.3.1 Social media Tactic A and the three motivational drivers of customer engagement**

The results of the Tests of Within-subjects Effects showed the motivator variables differed significant,  $F(1.91, 1147.51) = 50.63, p < 0.05$ . In other words, the mean scores of the motivator variables related with Tactic A were statistically significant different. Afterwards, a post hoc test applying a Bonferroni adjustment confirmed the means of all motivator variables differed significant from each other as  $p < 0.05$ .

In brief, as the difference was proved to be significant, a comparison could be made to what extent each motivational driver is triggered by Tactic A and could lead to an increase in customer engagement. The results of the Bonferroni adjustment showed that Tactic A triggered the emotional motivational driver ( $M=3.42, SD=.900$ ) the most, followed by the cognitive driver ( $M=3.27, SD=.852$ ) and the behavioral driver ( $M=3.01, SD=.975$ ).

#### **4.3.2 Social media Tactic B and the three motivational drivers of customer engagement**

The results of the Tests of Within-subjects Effects indicated the motivator variables differed significant,  $F(1.95, 1124.31) = 35.87, p < 0.05$ . To be more precise, the mean scores of the motivator variables related with Tactic B were overall statistically significant different. However, a post hoc test applying a Bonferroni adjustment was conducted to investigate if these differences occur between all means. This Bonferroni post hoc test and did not confirm all motivator variables differed significant. The results showed that the emotional motivational driver and behavioral driver related to Tactic B do not differ significant from each other as  $p > 0.05$ .

Thus, as the difference was proved to be significant, a comparison could be made to what extent motivational driver is triggered by Tactic B and could lead to an increase in customer engagement. The results of the Bonferroni adjustment showed that Tactic B triggered the emotional motivational driver ( $M=3.03, SD=1.042$ ) the most, followed by the behavioral driver ( $M=2.98, SD=.995$ ) and the cognitive driver ( $M=2.78, SD=.966$ ).

#### **4.3.3 Social media Tactic C and the three motivational drivers of customer engagement**

The results of the Tests of Within-subjects Effects revealed the motivator variables differed

significant,  $F(1.95, 1102.72) = 95.23, p < 0.05$ . Namely, the mean scores of the motivator variables related with Tactic C were statistically significant different. Next, a post hoc test applying a Bonferroni adjustment confirmed the means of all motivator variables differed significant from each other as  $p < 0.05$ .

In brief, as the difference was proved to be significant, a comparison could be made to what extent each motivational driver is triggered by Tactic C and could lead to an increase in customer engagement. The results of the Bonferroni adjustment showed that Tactic C triggered the emotional motivational driver ( $M=3.41, SD=.883$ ) the most, followed by the cognitive driver ( $M=3.17, SD=.868$ ) and the behavioral driver ( $M=2.96, SD=.963$ ).

#### **4.3.4 Social media Tactic D and the three motivational drivers of customer engagement**

The results of the Tests of Within-subjects Effects showed the motivator variables differed significant,  $F(1.94, 1088.64) = 79.56, p < 0.05$ . This indicates that the mean scores of the motivator variables related with Tactic D were statistically significant different. Afterwards, a post hoc test applying a Bonferroni adjustment confirmed the means of all motivator variables differed significant from each other as  $p < 0.05$ .

In brief, as the difference was proved to be significant, a comparison could be made to what extent each motivational driver is triggered by Tactic D and could lead to an increase in customer engagement. The results of the Bonferroni adjustment showed that Tactic D triggered the emotional motivational driver ( $M=3.42, SD=.891$ ) the most, followed by the cognitive driver ( $M=3.14, SD=.881$ ) and the behavioral driver ( $M=3.02, SD=.966$ ).

#### **4.3.5 The score model**

The mean scores from the four conducted repeated measures ANOVA are presented in table 7 below. Since the scores arose from a Likert scale (1.00=strongly disagree till 5.00=strongly agree), scores above 3.00 (neutral score) can be considered as positive and are likely to increase customer engagement. In contrary, scores below 3.00 can be regarded as a tactic does not trigger that driver and thus does not increase customer engagement. Besides, the scores of each variable of the motivational drivers are given.

Table 7. Score model social media tactics and motivational drivers of customer engagement.

Drivers CE→ Social media tactics↓	Level of emotional motivation	Level of cognitive motivation	Level of behavioral motivation
<b>Tactic a) Post enjoyable content</b>	<i>E1a=3.32</i> <i>E2a=3.35</i> <i>E3a=3.59</i> <u><i>M=3.42</i></u>	<i>C1a=3.24</i> <i>C2a=3.49</i> <i>C3a=3.08</i> <u><i>M=3.27</i></u>	<i>B1a=3.14</i> <i>B2a=2.85</i> <i>B3a=3.24</i> <u><i>M=3.01</i></u>
<b>Tactic b) Interaction with the customer: a contest</b>	<i>E1b=2.93</i> <i>E2b=2.94</i> <i>E3b=3.23</i> <u><i>M=3.03</i></u>	<i>C1b=2.87</i> <i>C2b=2.81</i> <i>C3b=2.66</i> <u><i>M=2.78</i></u>	<i>B1b=3.05</i> <i>B2b=2.84</i> <i>B3b=3.05</i> <u><i>M=2.98</i></u>
<b>Tactic c) Post a video</b>	<i>E1c=3.58</i> <i>E2c=3.27</i> <i>E3c=3.39</i> <u><i>M=3.41</i></u>	<i>C1c=3.19</i> <i>C2c=3.34</i> <i>C3c=2.99</i> <u><i>M=3.17</i></u>	<i>B1c=3.00</i> <i>B2c=2.85</i> <i>B3c=3.04</i> <u><i>M=2.96</i></u>
<b>Tactic d) Post information about (new) products or services</b>	<i>E1d=3.46</i> <i>E2d=3.27</i> <i>E3d=3.52</i> <u><i>M=3.42</i></u>	<i>C1d=3.23</i> <i>C2d=3.22</i> <i>C3d=2.98</i> <u><i>M=3.14</i></u>	<i>B1d=3.02</i> <i>B2d=2.93</i> <i>B3d=3.12</i> <u><i>M=3.02</i></u>

#### 4.3.6 Framework social media tactics

In figure 6 the scores of the social media tactics are displayed by plus symbols. The plus symbols indicates the effectivity of the social media tactic to increase customer engagement, related to the certain motivational driver. A plus symbol is used by a maximum of three times. These scores refer to the mean of the several social media tactics; these are distinguished by a mean between 3.1 and 3.2 (+), mean between 3.2 and 3.3 (+ +) and a mean higher than 3.3 (+ + +).

Figure 6. Assessment social media tactics in order to increase customer engagement in retailing.

Drivers CE→ Social media tactics↓	Level of emotional motivation	Level of cognitive motivation	Level of behavioral motivation
<b>Tactic a) Post enjoyable content</b>	++ +	++ +	+
<b>Tactic b) Interaction with the customer: a contest</b>	+		
<b>Tactic c) Post a video</b>	++ +	++	
<b>Tactic d) Post information about (new) products or services</b>	++ +	++	+

#### 4.4 Hypotheses

Together these results provide important insights into the effect of social media posts, based on the three motivational drivers, on customer engagement. In the score model these motivational drivers are tested for each social media tactic. Although, the hypotheses are focused on the scores for each motivational driver in total.

To test whether the hypotheses are supported, the repeated measures ANOVA was used. Since the comparison is based on mean scores, the overall mean scores needed to be above 3.00 (neutral score) if a singular hypothesis could be considered as supported and thus could lead to an increase in customer engagement. The hypotheses are as followed:

H1: *Social media posts based on the emotional motivational driver have a positive effect on customer engagement.*

H2: *Social media posts based on the cognitive motivational driver have a positive effect on customer engagement.*

H3: *Social media posts based on the behavioral motivational driver have a positive effect on customer engagement.*

The results of the Tests of Within-subjects Effects showed the motivator variables differed significant,  $F(1.95, 1171.53) = 94.37, p < 0.05$ . This indicates the mean scores of the motivator variables related with the social media tactics were significant different.

Afterwards, a post hoc test applying a Bonferroni adjustment confirmed the means of all motivational drivers differed significant from each other as  $p < 0.05$ .

In summary, as the difference between the motivational drivers was proved to be significant, a comparison could be made to what extent each motivational driver is triggered by social media posts in general and could lead to an increase in customer engagement eventually. The results of the Bonferroni adjustment showed that social media posts triggered emotional motivational driver (3.32) the most, followed by the cognitive driver (3.09) and the behavioral driver (3.01). Based on these results, a judgement could be done whether the hypotheses are supported or not. At first, the overall score on H1 is 3.32 and thus this hypothesis is supported. At second, the overall score on H2 is 3.09 whereby this hypothesis is supported as well. At last, the overall score on H3 is 3.01. This score is just slightly above the mean of 3.00, a neutral score. Although, the score meets with the criterion and thus H3 is supported.

## 5. Conclusions and recommendations

In this chapter the conclusions and recommendations of this research are presented. In paragraph 5.1 the conclusions, theoretical contributions and practical implications are given. Next, in paragraph 5.2 the discussion is presented. Furthermore, paragraph 5.3 entails the limitations and advice for further research.

### 5.1 Conclusions

The main goal of the current study was to determine the effects of social media tactics on customer engagement and, subsequently, what social media tactics retailers can use to increase customer engagement. This research contributes to the customer engagement literature by constructing a model of social media tactics and the effects on the motivational drivers of customer engagement in paragraph 4.3.6, and added practical relevance to his research by putting the social media tactics in practice at a Dutch retailer.

The main research problem of this study has been described as *'What are effects of social media tactics on customer engagement?'*. In order to answer the research problem, three hypotheses have been formulated to guide the research. An online questionnaire was conducted to study different social media tactics. This study has identified three motivational drivers of customer engagement; the emotional, cognitive and behavioral motivational driver. These drivers influence the extent of customer engagement. Although, the extent depends on the social media tactic which is used. Therefore, four social media tactics, tailored for retailers, were examined.

All three hypotheses are supported by the data. Although, not all three motivational drivers have an equal influence on customer engagement. In particular, the behavioral driver has been triggered rarely by the social media tactics and hence can be ignored by the marketing objective Customer Engagement in retailing. The study has shown that the emotional motivational driver can be considered as the most effective driver to increase customer engagement in the context of retailing. From the four selected social media tactics, focusing on this driver is considered as most successful. In addition, the cognitive driver is another option to focus a retailer's social media marketing on to increase customer engagement. Therefore, when a retailer is focused on increasing customer engagement, the social media posts need to be of an entertaining or inspiring, or a utilitarian nature. Mainly, customers do not prefer pushing advertisements but like funny things or suggestions they can use. The results of this investigation show that *'Tactic A) Post enjoyable content'*, *'Tactic C)*

*Post a video*’ and *‘Tactic D) Post information about products and services’* are useful tactics to increase customer engagement. Only *‘Tactic B) Interaction with the customer: a contest’* does not have a positive effect on customer engagement. In general, the three mentioned social media tactics increase customer engagement. However, to conduct an effective approach the social media tactic has to be shaped based on the emotional or cognitive motivational driver.

### **5.1.1 Theoretical contributions**

This research provide value to the existing literature in several ways. At first, the findings from this study contribute to the theory that social media marketing could be used to engage with customers. Thereby, it shows to what extent theories about customer engagement in social media marketing are applicable in retailing. At second, the model developed by Constantinides *‘Web 2.0 Applications as Marketing Tools’* is expanded by the marketing objective Customer Engagement. At last, this research provides an assessment that gives insights in what social media tactics trigger the motivational drivers and hence lead to an increase in customer engagement in retailing. This framework is one of the main theoretical contributions of this study and is presented in paragraph 4.3.6.

### **5.1.2 Practical implications**

Results of this study are practically relevant for retailers for a number of reasons. For retailers the use of this promising marketing tools fulfills the aim of exposure. As the marketing knowledge is relatively low in comparison to companies serving a large market, guidelines how to use social media in marketing could be valuable. This research helps retailers not to waste time and money in a social media marketing strategy that is not effective. Especially, for retailers the biggest challenge lies in creating a personal relationship with customers both online and offline. For this reason, retailers need to be aware of the main drivers of customer engagement to create and implement a social media strategy for cultivating it. Therefore, three main recommendations can be given to increase customer engagement. At first, their social media marketing should be focused on the emotional and cognitive motivational driver. Posts should be funny, inspiring or useful. At second, this research examined several social media tactics whereby three tactics meet with this goal; *Tactic A) Post enjoyable content*’, *‘Tactic C) Post a video’* and *‘Tactic D) Post information about products and services’*. These tactics can be used in their social media marketing by the marketing objective Customer Engagement if these are based on the emotional or cognitive motivational driver. At third, this content should



be posted on social media between 18 and 00 o'clock on Facebook, Instagram and Snapchat when the platform is suitable for the type of content.

## 5.2 Discussion

This study has contributed to a better understanding of the possibilities of social media marketing to increase customer engagement. Many studies have shown the effects of social media tactics in the context of large companies, but not for retailers. However, this study has some limitations, which are discussed in paragraph 5.3, this research has shown that social media marketing can increase customer engagement.

In paragraph 1.1 was stated that this research adheres the 'engagement school' above the school arguing that social media is mainly meant to increase sales. The results of this research support the school that social media is an useful marketing tool to increase customer engagement. However, based on this research it cannot be stated that social media is not suitable to increase sales. Thereby, it is important to realize this research is executed in the context of retailing. When looking at the construct of motivational drivers, it was stressed from theory that three motivational drivers influence customer engagement. Kuvykaite and Tarute (2015) described these three drivers as emotional, cognitive and behavioral. In spite of all hypotheses are supported, the behavioral motivational driver was rarely triggered while a higher level of behavioral motivation was expected. Two explanations of this phenomenon are possible, namely the behavioral driver does not fit in the context of retailing or other social media tactics, based on this motivational driver, may have a higher positive effect on customer engagement. The results are broadly consistent with the U&G approach, which supported two of the three discussed motivational drivers; the cognitive and the emotional motivational driver (Blazevic and Lievens, 2004; Te'eni, 2001). Next, this research indicate the focus of social media marketing to engage with customers should be on entertaining, inspiring and utility. These findings concur with the study of Erdogmus and Cicek (2012) that showed customers prefer funny, surprising or extraordinary content.

Obviously, the same story can be applied to the social media tactics. In paragraph 2.7.2 the appropriateness of the four chosen social media tactics was claimed. Although, '*Tactic B) Interaction with the customer: a contest*' appeared as a tactic that does not have effect on customer engagement. A reason for this could be that customers of retailers in particular does not prefer this kind of post on social media. Reflecting this, useful tactics to increase customer engagement are '*Tactic A) Post enjoyable content*', '*Tactic C) Post a video*' and '*Tactic D) Post information about products and services*'. Importantly, retailers

should be careful by assuming that customers will naturally engage by executing these social media tactics. Clearly, these posts should be made based on the emotional or cognitive motivational driver, depending on the way a retailer would like to trigger the customers to engage with them.

Another important point of interest is that three social media platforms are suitable for retailers on this purpose, namely Facebook, Instagram and Snapchat. These results are in line with those of previous studies. Kaplan and Haenlein (2010) argued companies just need a few social media platforms that fit to their needs. Moreover, companies should not use every available marketing channel but select which ones are useful for them (Killian & McManus, 2015). Regarding these advised social media platforms, this finding can be considered as temporary. Since the developments of new social media platforms and the popularity of these platforms are moving fast, probably not all mentioned social media platforms play a role in the social media marketing within a couple of years (Kietzmann, Hermkens, McCarthy & Silvestre, 2011). However, a substantial part of potential customers of retailers are online on these media weekly. This study underwrites the importance of time of posting content on social media (Jothi, Neelamalar & Prasad, 2011). This study found that, more than one-third, is online on social media between 18 and 00 o'clock. This is in conjunction with the statement that the moment of posting on social media has to be chosen precisely to reach a higher level of effectivity (Jothi et al., 2011).

Clearly, the recommendations given in paragraph 5.1.2 cannot be employed instantly by retailers. In order to implement the advised social media tactics in the marketing activities of retailers effectively, a number of conditions are required. Resulting from the conclusions, content has to be inspiring, entertaining or utilitarian to engage with customers. Although, to know what your customers enjoy, retailers need to execute a target group analysis before starting with posting content on social media (Erdogmus & Cicek, 2012). From an organizational point of view, consistency is essential in social media marketing (Kaplan & Haenlein, 2010). To be more precise, retailers should assign certain employees to be responsible for the social media marketing. This preventive action ensures a house style of posts and the allocated employees feel responsible to keep track on the social media platforms. Another condition which could increase the chance to be successful on social media is to build a social media calendar, as described in paragraph 2.5 (Killian and McManus, 2015). This gives the opportunity to vary with the content of the recommended tactics and to plan the posts between 18 and 00 o'clock.

### **5.3 Limitations and advice for future research**

Despite of some valuable results, this research knows some limitations which should be considered when interpreting results and conclusions. At first, a general limitation of this study is that the theoretical framework is based on the literature found by using certain keywords and that there could be additional literature which has not been reviewed. A second limitation is that the conclusions are based on data from a specific case of a retailer, hereby it is uncertain that the conclusions can be applied to non-retailers. Thirdly, the study was limited by analyzing the effect of four social media tactics and therefore not all possible social media tactics to increase customer engagement are examined. At fourth, the translation of the questionnaire from the English to the Dutch language may cause a small deviation in the results. Besides, the criterion of a minimum of 384 respondents to conduct a reliable research is valid in an offline research whereby the respondents are selected accurately. Thus, this circumstances could affect the generalizability. However, the total respondents outperform this requirement by far, the results should be interpreted carefully. At last, the conclusions of this research are based on the results collected by an online questionnaire and thus another method could lead to different insights.

Obviously, social media marketing would be a fruitful area for future research thus different points of interest are present while thinking of further research. At first, further studies should assess the long-term commercial effects of investing in customer engagement for retailers. Namely, it could be interesting to what extent customer engagement influence the profitability of a retailer. More broadly, it could be interesting to determine what social media tactics could also increase customer engagement. Regarding the continuous development of new social media channels, further research should be undertaken regularly to investigate whether these new channels are useful to increase customer engagement or not. Besides, further research should be done to obtain a deeper understanding regarding the concept of social media marketing and customer engagement as this area consists of a various amount of unexplored chances.

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## Appendix A: Figures and tables

Figure 2. 'Web 2.0 Applications as Marketing Tools' (Constantinides, 2009).

Web 2.0 Applications as Marketing Tools					
	Passive	Active			
MARKETING OBJECTIVE	Listening In	PR and Direct Marketing	Reaching the New Influencers	Personalizing customer Experience	Tapping customer creativity
APPLICATION TYPE					
Web logs	XXX	XXX	XXX		X
(Content) Communities	XX	X		XXX	XXX
Social Networks	X	XX		X	XX
Forums / Bulletin Boards	XXX	X	X	XX	XXX
Content Aggregators		XX	XXX		



XXX: very suitable, XX: suitable. X: suitable sometimes

Figure 3. Renewal of the model 'Web 2.0 Applications as Marketing Tools' presented by Constantinides.

Web 2.0 Applications as Marketing Tools						
	Passive	Active				
Marketing Objective	Listening In	PR and Direct Marketing	Reaching the New Influencers	Personalizing customer experience	Tapping customer creativity	Customer engagement
Application Type						
Web logs	XXX	XXX	XXX		X	X
(Content) Communities	XX	X		XXX	XXX	XX
Social Networks	X	XX		X	XX	XXX
Forums/Bulletin Boards	XXX	X	X	XX	XXX	XX
Content Aggregators		XXX	XXX			

XXX: very suitable, XX: suitable, X: suitable sometimes

Table 1: Features social networks (Phua, Jin & Kim, 2016).

Social network platform	Main features
Facebook 	Post extensive content (video, article, pictures), connect to others and 'like' and 'share' content.
Twitter 	Post short messages (<140 characters), mostly linked to long content. Use of hashtags (#) searchable by topic.



Snapchat 	Post content (photos, videos) to a selected group of individuals. The so called 'snaps' are deleted after a few seconds.
Instagram 	Related to Facebook and gives the possibilities to post long content (video, pictures), connect to other and 'like' and 'share' content. In comparison to Facebook, Instagram is less focused on text and connecting to others and more on pictures.

Figure 4: Indicators measurement effects social media tactics on customer engagement.

Drivers CE→ Social media tactics↓	Level of emotional motivation	Level of cognitive motivation	Level of behavioral motivation
<b>Tactic a) Post enjoyable content</b>	<ul style="list-style-type: none"> <li>• Enjoyment</li> <li>• Feelings of gratitude</li> <li>• Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Influence of others</li> <li>• Gratitude of informative content</li> <li>• Appreciation of useful content</li> </ul>	<ul style="list-style-type: none"> <li>• Appreciation of online conversations</li> <li>• Preference of conversing in online communities</li> <li>• Gratitude of online active behavior of a retailer</li> </ul>
<b>Tactic b) Interaction with the customer: a contest</b>	<ul style="list-style-type: none"> <li>• Enjoyment</li> <li>• Feelings of gratitude</li> <li>• Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Influence of others</li> <li>• Gratitude of informative content</li> <li>• Appreciation of useful content</li> </ul>	<ul style="list-style-type: none"> <li>• Appreciation of online conversations</li> <li>• Preference of conversing in online communities</li> <li>• Gratitude of online active behavior of a retailer</li> </ul>
<b>Tactic c) Post a video</b>	<ul style="list-style-type: none"> <li>• Enjoyment</li> <li>• Feelings of gratitude</li> <li>• Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Influence of others</li> <li>• Gratitude of informative content</li> <li>• Appreciation of useful content</li> </ul>	<ul style="list-style-type: none"> <li>• Appreciation of online conversations</li> <li>• Preference of conversing in online communities</li> <li>• Gratitude of online active behavior of a retailer</li> </ul>
<b>Tactic d) Post information about (new) products or services</b>	<ul style="list-style-type: none"> <li>• Enjoyment</li> <li>• Feelings of gratitude</li> <li>• Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Influence of others</li> <li>• Gratitude of informative content</li> <li>• Appreciation of useful content</li> </ul>	<ul style="list-style-type: none"> <li>• Appreciation of online conversations</li> <li>• Preference of conversing in online communities</li> <li>• Gratitude of online active behavior of a retailer</li> </ul>

Table 2. *Measurement constructs (Brodie et al., 2013; Park & Kim, 2014; Hollebeek et al., 2014; Vivek et al., 2014).*

<b>Tactic a) Post enjoyable content (for example a joke about the topicality)</b>		
<b>Construct</b>	<b>Variables</b>	<b>Measures (statements)</b>
Emotional motivational driver (E)	Enjoyment (E1)	Enjoyable content of a retailer on social media attracts me (E1a).
	Feelings of gratitude (E2)	Enjoyable content of a retailer on social media attracts me when I feel appreciation for me as a customer (E2a).
	Trust (E3)	Enjoyable content of a retailer on social media attracts me when I feel this retailer is not misleading me (E3a).
Cognitive motivational driver (C)	Influence of others (C1)	I am interested in enjoyable content of a retailer on social media when this retailer is recommended by other customers (C1a).
	Gratitude of informative content (C2)	I am interested in enjoyable content of a retailer on social media when I get more information about products or services (C2a).
	Appreciation of useful content (C3)	I am interested in enjoyable content of a retailer on social media when I learn more about fashion, for example what kind of shoes fits to the latest fashion trend (C3a).
Behavioral motivational driver (B)	Appreciation of online conversations (B1)	I will go to the website or to the shop of a retailer after receiving an enjoyable reaction of this retailer on my reaction on social media (B1a).
	Preference of conversing in online communities (B2)	I will go to the website or to the shop of a retailer after participating in an enjoyable online conversation with this retailer on social media (B2a).
	Gratitude of online active behavior of a retailer (B3)	I will go to the website or to the shop of a retailer after my questions are answered on an enjoyable way by this retailer on social media (B3a).

<b>Tactic b) Interaction with the customer: a contest</b>		
<b>Construct</b>	<b>Variables</b>	<b>Measures (statements)</b>
Emotional motivational driver (E)	Enjoyment (E1)	Participation in an humoristic contest of a retailer on social media attracts me (E1b).
	Feelings of gratitude (E2)	Participation in a contest of a retailer on social media attracts me when I feel appreciation for me as a customer (E2b).
	Trust (E3)	Participation in a contest of a retailer on social media attracts me when I feel this retailer is not misleading me (E3b).
Cognitive motivational driver (C)	Influence of others (C1)	I am interested in joining a contest of a retailer on social media when this retailer is recommended by other customers (C1b).
	Gratitude of informative content (C2)	I am interested in joining a contest of a retailer on social media when I get more information about products or services in this way (C2b).
	Appreciation of useful content (C3)	I am interested in joining a contest of a retailer on social media when I learn more about fashion, for example what kind of shoes fits to the latest fashion trend (C3b).
Behavioral motivational driver	Appreciation of online conversations (B1)	I will go to the website or to the shop of a retailer after receiving a response on my contribution in a contest of

(B)		this retailer on social media (B1b).
	Preference of conversing in online communities (B2)	I will go to the website or to the shop of a retailer after joining a contest of with this retailer on social media (B2b).
	Gratitude of online active behavior of a retailer (B3)	I will go to the website or to the shop of a retailer after being personal invited to join a contest of this retailer on social media (B3b).

<b>Tactic c) Post a video</b>		
<b>Construct</b>	<b>Variables</b>	<b>Measures (statements)</b>
Emotional motivational driver (E)	Enjoyment (E1)	A humoristic video of a retailer on social media attracts me (E1c).
	Feelings of gratitude (E2)	A video of a retailer on social media attracts me when I feel appreciation for me as a customer (E2c).
	Trust (E3)	A video of a retailer on social media attracts me when I feel this retailer is not misleading me (E3c).
Cognitive motivational driver (C)	Influence of others (C1)	I am interested in a video of a retailer on social media when this retailer is recommended by other customers (C1c).
	Gratitude of informative content (C2)	I am interested in a video of a retailer on social media when I get more information about products or services (C2c).
	Appreciation of useful content (C3)	I am interested in a video of a retailer on social media when I learn more about fashion, for example what kind of shoes fits to the latest fashion trend (C3c).
Behavioral motivational driver (B)	Appreciation of online conversations (B1)	I will go to the website or to the shop of a retailer after receiving a personal reaction of this retailer on social media on my reaction about a posted video (B1c).
	Preference of conversing in online communities (B2)	I will go to the website or to the shop of a retailer after participating in an online conversation with this retailer on social media about a posted video (B2c).
	Gratitude of online active behavior of a retailer (B3)	I will go to the website or to the shop of a retailer after my questions about a posted video are answered by this retailer on social media (B3c).

<b>Tactic d) Post information about (new) products or services</b>		
<b>Construct</b>	<b>Variables</b>	<b>Measures (statements)</b>
Emotional motivational driver (E)	Enjoyment (E1)	Humoristic information about new products or services of a retailer on social media attracts me (E1d).
	Feelings of gratitude (E2)	Information about new products or services of a retailer on social media attracts me when I feel appreciation for me as a customer (E2d).
	Trust (E3)	Information about new products or services of a retailer on social media attracts me when I feel this retailer is not misleading me (E3d).
Cognitive motivational driver (C)	Influence of others (C1)	I am interested in information about new products or services of a retailer on social media when this retailer is recommended by other customers (C1d).
	Gratitude of informative content (C2)	I am interested in information about new products or services of a retailer on social media (C2d).
	Appreciation of useful content (C3)	I am interested in information about new products or services of a retailer on social media when I learn more about fashion, for example what kind of shoes fits to the latest fashion trend (C3d).
Behavioral motivational driver	Appreciation of online conversations (B1)	I will go to the website or to the shop of a retailer after receiving a personal reaction of this retailer on social

(B)		media on my reaction about new products or services (B1d).
	Preference of conversing in online communities (B2)	I will go to the website or to the shop of a retailer after participating in an online conversation with this retailer on social media about new products or services (B2d).
	Gratitude of online active behavior of a retailer (B3)	I will go to the website or to the shop of a retailer after my questions about new products or services are answered by this retailer on social media (B3d).

<b>Alternative question</b>		
Trap question (T)	To contribute to validity	I never heard about Facebook (T1).



## Appendix B: Quantitative research tool

This template presents the online questionnaire in which form the questionnaire has been set up in the online tool ‘Qualtrics.com’. As stated in the Methodology-part of the research, to provide accessibility the questionnaire has been written in Dutch because the focus group is Dutch speaking and reading. Obviously, the Dutch text has been presented in italic.

### Instructions at the start of the questionnaire

*Beste heer, mevrouw,*

*Allereerst hartelijk dank voor deelname aan deze enquête. Deze enquête is opgezet vanuit de Universiteit Twente i.s.m. Engelen Schoenmode. Wij zouden graag van u willen weten hoe u aankijkt tegen diverse acties van een retailer op social media. Voorbeelden van retailers zijn een schoenenzaak, een kledingzaak en een speelgoedwinkel.*

*Bij deelname aan deze enquête ontvangt u een kortingscode t.w.v. €10,- die u kunt gebruiken bij de volgende aankoop in de webshop van Engelen Schoenmode. Daarnaast maakt u direct kans op een paar gave Nike sneakers!*

*Het invullen zal enkele minuten van uw tijd in beslag nemen en alle verkregen informatie via deze vragenlijst zal vertrouwelijk en anoniem worden verwerkt.*

*Veel succes met het invullen!*

*Met vriendelijke groet,*

*Kick Ditzel namens Universiteit Twente*

*Engelen Schoenmode*

*Als u de kortingscode wenst te ontvangen en mee wilt doen om de Nike sneakers te winnen, dan kunt u hieronder uw e-mailadres achterlaten:*

.....

Table 8. Questionnaire categorising questions in Dutch.

Question	Answer options
CQ1: Wat is uw geslacht?	<ul style="list-style-type: none"><li>• Vrouw</li><li>• Man</li></ul>
CQ2: Wat is uw leeftijd?	<ul style="list-style-type: none"><li>• Jonger dan 16 jaar</li><li>• 16 - 30 jaar</li><li>• 31 - 45 jaar</li></ul>

	<ul style="list-style-type: none"> <li>• 46 - 60 jaar</li> <li>• Ouder dan 60 jaar</li> </ul>
CQ3: Van welke social media maakt u gebruik? (Meerdere opties mogelijk)	<ul style="list-style-type: none"> <li>• Facebook</li> <li>• Twitter</li> <li>• Instagram</li> <li>• Snapchat</li> <li>• Anders, namelijk: .....</li> </ul>
CQ4: Hoeveel tijd spendeert u per dag aan social media?	<ul style="list-style-type: none"> <li>• Niet dagelijks</li> <li>• 10 tot 30 minuten</li> <li>• 30 tot 60 minuten</li> <li>• 1 tot 3 uur</li> <li>• 3 tot 6 uur</li> <li>• Meer dan 6 uur</li> </ul>
CQ5: Op welk moment zit u <u>voornamelijk</u> op social media?	<ul style="list-style-type: none"> <li>• Geen vast moment</li> <li>• Tussen 00:00 en 06:00 uur</li> <li>• Tussen 06:00 en 12:00 uur</li> <li>• Tussen 12:00 en 18:00 uur</li> <li>• Tussen 18:00 en 00:00 uur</li> </ul>

### Introductory text about the statements

Aangezien u in meer of mindere mate gebruik maakt van social media, zou ik u een aantal gerichte vragen willen stellen betreffende het onderzoek.

De situatie is als volgt: voor de aankoop van uw spullen gaat u naar de winkel, u gaat online kijken of u doet beide. Bij de volgende vragen kunt u uw mening geven over verschillende acties van een retailer op social media.

*\*In bepaalde stellingen wordt gesproken over 'posts'. Hiermee worden geplaatste berichten, foto's of video's op social media (Facebook, Instagram, Twitter en Snapchat) bedoeld.*

Table 9. Questionnaire five-point Likert-scale in Dutch.

Tactiek a) Post vermakelijke content (bijvoorbeeld een grapje wat inspeelt op de actualiteit)					
Stelling	Helemaal oneens	Oneens	Neutraal	Eens	Helemaal eens
E1a: Vermakelijke content van een retailer op social media trekt mij aan.	1	2	3	4	5
E2a: Vermakelijke content van een retailer op social media trekt mij aan als ik daarbij waardering voel voor mij als klant.	1	2	3	4	5
E3a: Vermakelijke content van een retailer op social media trekt mij aan als ik het gevoel heb dat ik niet misleid word.	1	2	3	4	5
C1a: Ik ben geïnteresseerd in vermakelijke content van een retailer op social media als deze retailer wordt aangeraden door andere klanten.	1	2	3	4	5
C2a: Ik ben geïnteresseerd in vermakelijke content van een retailer op social media als ik op deze manier	1	2	3	4	5

meer informatie krijg over producten en diensten.					
C3a: Ik ben geïnteresseerd in vermakelijke content van een retailer op social media als ik meer te weten kom over mode, bijvoorbeeld welke schoenen passen bij de laatste modetrend.	1	2	3	4	5
B1a: Ik zal naar de website of naar de winkel van een retailer gaan na een vermakelijke reactie te hebben ontvangen van deze retailer op mijn reactie op social media.	1	2	3	4	5
B2a: Ik zal naar de website of naar de winkel van een retailer gaan na een vermakelijk online gesprek te hebben gehad met deze retailer op social media.	1	2	3	4	5
B3a: Ik zal naar de website of naar de winkel van een retailer gaan nadat mijn vragen op een vermakelijke wijze zijn beantwoord door deze retailer op social media.	1	2	3	4	5

<b>Tactiek b) Interactie met de klant: een winactie</b>					
<b>Stelling</b>	<b>Helemaal oneens</b>	<b>Oneens</b>	<b>Neutraal</b>	<b>Eens</b>	<b>Helemaal eens</b>
E1b: Deelname aan een humoristische winactie van een retailer op social media trekt mij aan.	1	2	3	4	5
E2b: Deelname aan een winactie van een retailer op social media trekt mij aan als daarbij waardering voel voor mij als klant.	1	2	3	4	5
E3b: Deelname aan een winactie van een retailer op social media trekt mij aan als ik het gevoel heb dat ik niet misleid word.	1	2	3	4	5
C1b: Ik ben geïnteresseerd in deelname aan een winactie van een retailer op social media als deze retailer wordt aangeraden door andere klanten.	1	2	3	4	5
C2b: Ik ben geïnteresseerd in deelname aan een winactie van een retailer op social media als ik op deze manier meer informatie over producten of diensten krijg.	1	2	3	4	5
C3b: Ik ben geïnteresseerd in deelname aan een winactie van een retailer op social media als ik hierdoor meer te weten kom over mode, bijvoorbeeld welke schoenen passen bij de laatste modetrend.	1	2	3	4	5
B1b: Ik zal naar de website of naar de winkel van een retailer gaan nadat ik een persoonlijk reactie heb gekregen op mijn inzending bij een winactie	1	2	3	4	5

van deze retailer op social media.					
B2b: Ik zal naar de website of naar de winkel van een retailer gaan na deel te hebben genomen aan een winactie van deze retailer op social media.	1	2	3	4	5
B3b: Ik zal naar de website of naar de winkel van een retailer gaan nadat ik persoonlijk ben uitgenodigd voor een winactie van deze retailer op social media.	1	2	3	4	5

<b>Tactiek c) Post een filmpje</b>					
<b>Stelling</b>	<b>Helemaal oneens</b>	<b>Oneens</b>	<b>Neutraal</b>	<b>Eens</b>	<b>Helemaal eens</b>
E1c: Een humoristisch filmpje van een retailer op social media trekt mij aan.	1	2	3	4	5
E2c: Een filmpje van een retailer op social media trekt mij aan als ik daarbij waardering voel voor mij als klant.	1	2	3	4	5
E3c: Een filmpje van een retailer op social media trekt mij aan als ik het gevoel heb dat ik niet misleid word.	1	2	3	4	5
C1c: Ik ben geïnteresseerd in een filmpje van een retailer op social media als deze retailer wordt aangeraden door andere klanten.	1	2	3	4	5
C2c: Ik ben geïnteresseerd in een filmpje van een retailer op social media als ik op deze manier meer informatie krijg over producten of diensten.	1	2	3	4	5
C3c: Ik ben geïnteresseerd in een filmpje van een retailer op social media als ik hierdoor meer te weten kom over mode, bijvoorbeeld welke schoenen passen bij de laatste modetrend.	1	2	3	4	5
B1c: Ik zal naar de website of naar de winkel van een retailer gaan nadat ik een persoonlijke reactie heb gekregen van deze retailer op social media op mijn reactie onder een filmpje.	1	2	3	4	5
B2c: Ik zal naar de website of naar de winkel van een retailer gaan na een online gesprek te hebben gehad met deze retailer op social media over een filmpje.	1	2	3	4	5
B3c: Ik zal naar de website of naar de winkel van een retailer gaan nadat mijn vragen over een filmpje zijn beantwoord door deze retailer op social media.	1	2	3	4	5
T1: Ik heb nog nooit gehoord van Facebook.*	1	2	3	4	5

<b>Tactiek d) Post informatie over (nieuwe) producten of diensten</b>					
<b>Stelling</b>	<b>Helemaal oneens</b>	<b>Oneens</b>	<b>Neutraal</b>	<b>Eens</b>	<b>Helemaal eens</b>
E1d: Humoristische informatie over nieuwe producten en diensten van een retailer op social media trekt mij aan.	1	2	3	4	5
E2d: Informatie over nieuwe producten en diensten van een retailer op social media trekt mij aan als ik daarbij waardering voel voor mij als klant.	1	2	3	4	5
E3d: Informatie over nieuwe producten en diensten van een retailer op social media trekt mij aan als ik het gevoel heb dat ik niet misleid word.	1	2	3	4	5
C1d: Ik ben geïnteresseerd in informatie over nieuwe producten of diensten van een retailer op social media als deze retailer wordt aangeraden door andere klanten.	1	2	3	4	5
C2d: Ik ben geïnteresseerd in informatie over nieuwe producten of diensten van een retailer op social media.	1	2	3	4	5
C3d: Ik ben geïnteresseerd in informatie over nieuwe producten of diensten van een retailer op social media als ik meer te weten kom over mode, bijvoorbeeld welke schoenen passen bij de laatste modetrend.	1	2	3	4	5
B1d: Ik zal naar de website of naar de winkel van een retailer gaan na een persoonlijke reactie van deze retailer te hebben ontvangen op social media op mijn reactie over nieuwe producten of diensten.	1	2	3	4	5
B2d: Ik zal naar de website of naar de winkel van een retailer gaan na een online gesprek te hebben gehad met deze retailer op social media over nieuwe producten of diensten.	1	2	3	4	5
B3d: Ik zal naar de website of naar de winkel van een retailer gaan nadat mijn vragen over nieuwe producten of diensten zijn beantwoord door deze retailer op social media.	1	2	3	4	5

\* = Statement contains a trap question.

### **Note at the end of the questionnaire**

*Nogmaals hartelijk dank voor het invullen van de vragenlijst. Klik u alstublieft op de >> om de antwoorden succesvol te versturen!*

*Met vriendelijke groet,*

*Kick Ditzel namens Universiteit Twente*

*Engelen Schoenmode*