



***I am, Therefore they Like: Engaging Millennials  
on Facebook through Brand Personality***

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Dissertation written under the supervision of Pedro Rosa

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## **ABSTRACT**

**Title of the dissertation:** “*I Am, Therefore They Like: Engaging Millennials on Facebook through Brand Personality*”

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Every second consumers are exposed to an enormous amount of information on social media channels, requiring for brand's message to stand out from the rest of content that reaches their target audience. Therefore, it is necessary to understand the identity that better reflects the brand's strategy to effectively target the audience and achieve a performance improvement. This dissertation examined different Facebook's Content strategies that Compal and Super Bock use to engage with Millennials and identified the Brand's Personality.

To this end, secondary data was collected from each of the two brands Facebook pages, in which 100 posts were assessed, being collected the number of interactions and evaluated the Personality of each brand's post based on the Aaker's (1997) Dimensions of Brand Personality framework. The analysis was made through Kruskal-Wallis H Test and descriptive analysis, using SPSS.

Results have shown that Super Bock leads to a higher Engagement Rate, through it's Exciting and Sincere Personality that is portrayed through a Facebook's Content Strategy focused on momentary content and incentive for the audience to participate in the brand's messages.

Overall, the findings of this dissertation may help companies to understand the impact of the Brand's Personality on its Facebook's Content Strategy and which Personality, aligned with the Content Strategy, leads to a higher Engagement Rate.

**Keywords:** Brand Personality; Compal; Content Strategy; Facebook; Engagement; Super Bock

## SUMÁRIO

**Título da dissertação:** “*I Am, Therefore They Like: Engaging Millennials on Facebook through Brand Personality*”

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Diariamente milhares de consumidores são expostos a uma vasta quantidade de informação partilhada nas redes sociais, criando assim, a necessidade das marcas se destacarem do restante conteúdo partilhado, direcionado ao seu público-alvo. Assim, torna-se essencial perceber a identidade que melhor define a estratégia da marca, para que deste modo seja possível alcançar efetivamente a audiência e melhorar o desempenho da marca.

A presente dissertação examinou as diferentes Estratégias de Conteúdo utilizadas pela Compal e Super Bock no Facebook, identificando a Personalidade das marcas e o seu impacto nos índices de compromisso.

Por conseguinte, foram recolhidos dados secundários das páginas de Facebook onde foi feita uma análise detalhada a 100 publicações de cada uma referentes marcas. Posteriormente, foi feita um cálculo das suas interações e uma avaliação da sua personalidade, com base na proposta de Dimensões da Personalidade da Marca desenvolvida por Aaker (1997). A análise foi realizada por meio de Kruskal-Wallis H Testes e de uma Análise Descritiva, através do SPSS.

Os resultados identificaram a Super Bock como a marca que resulta num maior índice de compromisso. Consequentemente, verificou-se uma Excitante e Sincera Personalidade retratada no decorrer de uma estratégia focada num conteúdo momentâneo, e incentivo para que a audiência participe nas mensagens da marca.

De uma forma geral, os resultados deste estudo podem ajudar as empresas a perceber o impacto que a personalidade da marca tem na estratégia de conteúdo do Facebook e qual a personalidade, alinhada com a estratégia da marca, que proporciona um maior índice de comprometimento.

**Palavras-Chave:** Compal; Compromisso; Estratégia de Conteúdo; Facebook; Personalidade da Marca; Super Bock

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## INTRODUCTION

### 1.1 Background and problem statement

People have lived in communities since always - sharing, helping and exploring the every-day aspect of life. The exponential growth of social media has not only turned the world a smaller place but also brought brands to consumers' communities, empowering their connection and creating a deeper relationship between the two agents.

Given that, the focus and dedication of brands regarding relationship marketing can be extremely cost-effective (Duncan & Moriarty, 1998). The authors defend that a communication-based model of relationship marketing suggests that a brand sends a message through any interaction - or lack of it. Therefore, a brand's social media presence can empower or ruin the connection, as the main purpose of the brand's social media strategy is to define the way the brand message should be spread (Gurd, 2018).

Additionally, the variety of available social media platforms allow brands to reach wider audiences, giving them leeway to interact, gather information and raise awareness, as well as build relations with customers and to create in them favourable associations with the brand (Erdoğan & Çiçek, 2012).

Moreover, as every second content is produced in social media, the brand's content must stand out from the rest of information that reaches the audience. For that purpose, the creation of an identity that reflects the brand's strategy, serves as a guarantee for the consumers whose expectations are being matched in the digital presence. Managing the audience expectations enhances the brand experience, that indirectly affects the brand personality (Brakus, Schmitt, & Zarantonello, 2009).

Furthermore, in an era where brands obtain a much bigger audience through the social media channels, there may be a temptation to reach (and to please) everyone. However, people are different, crave for different things and get touched by specific contents. Hence, as the online content that gets more buzz is the one that evokes high-arousal emotions on the audience (Berger & Milkman, 2009), brands must align their content according to the clients' segments, instead of looking towards social media channels as a business for all. Then, once knowing exactly whom to reach, brands can adapt the social media strategy to effectively target the audience and, as a result achieve a performance improvement.

To illustrate, Millennials, the generation born between 1982 and 2000, react in a different way to stimulus. Due to the fact that they were surrounded by technology and social media, while growing up (Marketeer, 2017a), they are known for living around the digital world and have become the main users of social media. Therefore, the millennials are the main focus of many brand's social media strategy – as in the case of Compal and Super Bock - , because they use this environment to amplify the spread of their personal messages and expressions (Amaral, 2015).

Therefore, this dissertation focuses on addressing how can different social media's content strategies and the brand personalities adopted have different impact on millennials' consumers of the same industry. The main study focus of this dissertation is the social network Facebook due to its relevance for the Portuguese population, since there were found 5.8 million active users in 2017, of which 4.5 million are daily users (Ferreira, 2017).

## **1.2 Aims and scope**

The main purpose of this dissertation is to determine different content' strategies for beverage companies to target millennials in social media and the impact on brand engagement, by studying the social media activity of Compal and Super Bock on Facebook.

To achieve this goal, the following research questions are addressed:

**RQ1:** What is the impact of Compal and Super Bock's brand personality on Facebook's Content strategy?

**RQ2:** What type of Facebook's Content Strategy has a higher interaction from the audience?

It is addressed the comparison of the two social media content strategies, by studying the relationship between the content strategy on Facebook and customer engagement. The analysis insights are expected to be more detailed and therefore provide a more realistic overview of the impact of specific content strategies for two different product-segments.

This study focuses on analysing brand's posts on Facebook, both the promoted and the organic ones. Even though it is recognizable the expansion of the post's reach and amplification of the message when using paid social media (Belden, 2013) this dissertation will not highlight these differences, as this study does not intent to compare the different impact and reach of organic and paid posts.

Specifically, the comparison's purpose between Super Bock and Compal's social media presence is to understand the brand's Facebook's content strategy and not how to segment population based on their social media activity neither analysing a market segment.

### **1.3 Research methods**

In order to answer the aforementioned questions and since the main purpose of this research is to determine the effect of two product segments on a social media strategy, a descriptive research was conducted, with both qualitative and quantitative data, gathered from secondary data sources, in order to better understand and characterize both segments and their behaviours. As the analysis base is the comparison between Super Bock and Compal's audience, the companies are the main object of this study, specifically their brands' social media channels. Therefore, the companies' Facebook pages and reports were the main sources of information. Nonetheless, the secondary data that allowed to describe the population behaviour was collected from the brands' Facebook pages. Furthermore, a quantitative analysis of the data was conducted to assess the impact of the brand's personality on its Facebook strategies, and to test which type of strategy provided the brands a higher interaction from the audience.

### **1.4 Relevance**

This research should help marketers to better understand the impact of the different social media strategies in different segments. It is expected that the findings presented in this study lead to suggestions and recommendations that would allow brands to adjust their digital efforts, creating a more satisfied and engaged community. An adequate content strategy on Facebook allows marketers to reach millennials, leading to a more efficient usage of this social media channel.

The results of this dissertation should help marketers and brand managers to identify the best social media content strategy, aligned with the adequate brand personality, accordingly to their segments, becoming more efficient and pleasant to the audience.

In addition, as this study addresses the brand personality and the brand interaction with online audiences, academically, it contributes to the marketing literature on Facebook's Content Strategy and Customer Engagement. It is relevant, because it delivers a framework to identify brand personality on Facebook and analyses simultaneously the social media content strategy used. Regarding customer engagement, the results enlarge the knowledge of how a Facebook strategy may lead to a higher number of consumer interactions.

## **1.5 Dissertation outline**

In order to fundament the study and help the reader on understanding some of the concepts presented, Chapter 2 provides a literature overview on social media strategy, brand personality, Facebook engagement, millennials generation and a brief presentation of the both studied brands – Compal and Super Bock. Then, Chapter 3 describes the methodology adopted to collect and analyze the data necessary to answer the research questions. Those results are presented and displayed on Chapter 4. Finally, Chapter 5 discusses the main conclusions and implications of the study, along with research limitations found and suggestions for future research.

## LITERATURE OVERVIEW

### 2.1 Customer Engagement on Social Media

Each interaction that the brand makes with its social media audience, creates an opportunity for the brand to spread the desired message. Hollebeek (2011) defined Customer Brand Engagement as “the level of a customer’s cognitive, emotional and behavioral investment in specific brand interactions”. Consumers engagement can be seen as an indirect word-of-mouth communication, since by the act of “liking” or “commenting” a post, people are turning public their opinion about a brand.

The moment a consumer starts following a brand on Facebook is the beginning of the relationship between consumer-brand, and although brands can reach consumers in an easier way, as people are overall willing to like a brand’s Facebook page, catching the consumers attention requires a bit more (John, Emrich, Gupta, & Norton, 2017). Interacting with the audience not only turns public the feelings towards the brand, enhancing the brand identity and affection, but also provides insights and feedback to the organizations as it can be seen as a focus group, creating leads and educate organizations on how to communicate effectively.

De Vries, Gensler, & LeeFlang (2012) concluded highly interactive posts, for example the usage of questions, do enhance the number of “comments”, the frequency of posts also affects positively the number of “comments”. At the same time, it was found that the display of both positive and negative comments has a positive impact on a brand’s post number of “comments”. On the other hand, the study stated that usage of contests (medium-level of interaction) is beneficial to enhance the number of “likes”, however the usage of a call-to-act strategy does not have the same effect. The display of positive comments also has a positive impact on a brand’s number of “likes”, enhancing the attractivity of the post. Lastly, when planning posts, brands must recur to highly vivid contents that stimulate different user’s senses, such as video. Corsbie-Massay (2014) identified three content’ strategies that can lead to brand engagement. Firstly, it is suggested that brands focus its message on a specific topic, creating a relevant post by creating an immediate association of it to an event, that will incentivize the audience to share a point of view. Secondly, it is recommended that brands act on the purpose of inspiring consumers to share their own experiences and thoughts. Lastly, brands are encouraged to provide a shareable and tailored content, through adequate formats and platforms, facilitating the audience experience.

CEO of Crispin Porter + Bogusky argued that a brand's social media strategy only has two options: to be interactive and engaging with consumers or to be nothing at all (Mooney, 2012).

## **2.2 Social Media Content Strategy**

Social media channels are platforms that allow its users to connect with their network, communicating, sharing interests, opinions, knowledge and visual content (Bolotaeva & Cata, 2011).

The social media strategy can be seen has a brand statement that defines the purpose of its social media presence, setting also the parameters on what to deliver and how to do it, including channels, resources and budgets (Gurd, 2018). By using a social media strategy, brands build a digital presence and enhance an identity that serves as an insurance for consumers, that know exactly what to expect from the brand (Gensler, Völckner, Liu-Thompkins, & Wiertz, 2013).

Hence, firms identified the opportunity of being present where its consumers are, to connect deeply and to communicate in a more genuine and informal way (Kelleher & Miller, 2006). Therefore, it is concluded that each brand has its specific strategy, developed based on its own intentions and objectives.

Furthermore, Kaplan & Haenlein (2010) alert brands that less can be more, when choosing in which social media channels to be present. Since each channel attracts different consumers, brands must be present and active in those where their target segments are.

As Valentine (2018) found that the consumers' main motivations to use social media are to stay in touch with peers, to get fresh information, to spend free time and to seek for entertaining and fun content, organizations tend to align its strategy in order to be adequate with its audience preferences.

The Facebook algorithm's update focuses on the network satisfaction, prioritizing posts shared from friends and family (Peters, 2018). Organizations must focus on their network satisfaction as well, as in any type of relationship when seeking for engagement, brands devotion towards its audience must be recognizable, which is the reason why brands should ensure that its content is up to date and meaningful so that interaction with the audience is more effective and valuable (Peters, 2018). Moreover, firm's involvement is not only about replying or explaining negative feedbacks but mainly about creating valuable and appreciable content (Kaplan & Haenlein, 2010).

As people look for their friends' approval, Erdoğan and Çiçek (2012) concluded that the most shared content is the funny and informational, in contrary to advertisings and sad posts that are not so sharable. It is suggested that users of social media channels see it as a pleasant escape of

life problems and want to be entertained, which is why the authors advise brands to focus on entertain, pleasant and fun posts, invoking high-arousal emotions on the audience (Berger & Milkman, 2009).

Both on Social media and on all the other channels the personality that brands evoke must be perceived similarly through all the target audience in order to be effective. Consumers must identify what is the brand about and how it behaves, since brand identity “is reflected by the lifestyle and image of its consumers” (Gensler et al., 2013).

### **2.3 Brand Personality**

Social media brought people closer, creating an environment where people and brands can interact. As people use social media, among other things, to entertain themselves, spend the free time and find funny and pleasant content (O. Valentine, 2018), brands must adapt the strategy to provide what the audience expects - an informal and carefree experience.

The tone of voice and brand personality must reflect the brand’s established strategy, but at the same time show alignment with the consumer’s perceptions. In order to do so, it is needed to take into account the context in which consumers recall the brand and what associations are made (Carnevale, Luna, & Lerman, 2017). The authors stated that the brand identity should not only reflect the values and characteristics of the brand, but should also be discrepant from what is showed by the competition. Thereby brand personality can be indirectly affected by the behavioral impact of brand experience (Brakus et al., 2009).

Furthermore, Moran (2016) asserted that tone of voice is not only the words shared but also the personality and meaning of the content to the poster. Hence, it is concluded that the Social Media Marketing will depend on the type of tone of voice used to communicate with its audience.

Therefore, firstly organizations need to consider what their digital main goal is. If aiming to create and enhance a connection with its audience, literature showed that brands must opt for a more conversational and human tone of voice (Barcelos, Dantas, & Sénécal, 2018; Beukeboom, Camiel J. Kerkhof & de Vries, 2015; Kelleher, 2009; Kelleher & Miller, 2006). This humanization of brands is not a new strategy, as brands always had a voice, an image and even a personality – or at least they intended to have (Mooney, 2012).

When an organization opts for a corporate voice it appears as if its only worried about driving profit, rather than engaging in an interactive communication (Kelleher & Miller, 2006). When in a context of high situational involvement and risk, brands should adopt a more corporate tone of voice on social media enhancing a distance between the two parts (Barcelos et al., 2018).

Moran (2016b) reinforces that making the audience laugh tended to be a good thing, but brands should consider the risk of this action, because when failing the audience feels annoyed.

Therefore, this study focuses on the Brand Personality Framework of Aaker (1997) that identified the five dimensions of brand personality, being *i)* sincerity; *ii)* excitement; *iii)* competence; *iv)* sophistication; *v)* ruggedness.

The author studied characteristics that would allow the personalization of brands in order to characterize the brands personality, by listing human traits, addressed in marketing and psychology studies to characterize the human personality. Through the conduction of statistical verified studies, the author developed the five dimensions aforementioned. Each dimension is measured based on the 42 human traits that were aggregate into 15 main traits, described on Table 1.

*Table 1 - The Five Dimensions of Brand Personality*

<b>SINCERITY</b>	<b>EXCITEMENT</b>	<b>COMPETENCE</b>	<b>SOPHISTICATION</b>	<b>RUGGEDNESS</b>
Down to earth	Daring	Reliable	Upper classy	Outdoorsy
Honest	Spirited	Intelligent	Charming	Tough
Wholesome	Imaginative	Successful		
Cheerful	Up to date			

The described framework has been used to identify differentiate key factors between brands within the restaurant industry, that assessed the restaurant personality by using the 42 human traits that compose the five dimensions (Siguaw, Mattila, & Austin, 1999). The authors assessed the brand personality, evaluating them on a five-point Likert Scale, whereas 1 = not at all descriptive and 5 = extremely descriptive (Aaker, 1997; Siguaw et al., 1999).

Hence and since the beverage industry is not perceived as extremely serious, a more conversational and human tone of voice is expected from the studied brands.

## **2.4 Compal & Super Bock**

Compal belongs to Sumol+Compal, a Portuguese group with its eyes on the world, having as its main inspiration the nature and its fruits. Presenting a market share above 26% in Portugal, Sumol+Compal claims the leadership of the non-alcoholic beverages (achieving one of its own winning aspiration), justified by its constant focus on innovation. The young spirit of the organization built in 1945, guided by values such as passion & ambition, results, innovation,

team and integrity, aims to win the preference of consumers driven by Sumol+Compal unique brands (Sumol+Compal, 2017).

The brand of the group, Compal shows evident success by achieving in 2017 the highest volume ever of juices and nectars. This achievement was justified by the value proposition presented by the group, that enhances the health brand positioning, centralized on the concept “Fruitology” that promises both flavour and naturality. During 2017, in Portugal, the brand launched special editions emphasizing the high level of innovation and excitement, initiated a free sugar program in order to be aligned with the new consumers’ concerns, and continued some strategies to emphasize the brand’s focus on “the new paradigm” described by healthy and responsible choices that values fruits, healthy snack and sustainable beliefs (Sumol+Compal, 2017). The products that Compal offers are positively evaluated by the Portuguese consumer that states that the notoriety of the brand is an important factor when deciding which brand to choose, hence 84,4% of Compal users have recommended the brand to its peers (Oliveira, 2016). Sumol+Compal’s social media strategy describes the brand’s Integrity Value, by prioritizing the transparency and objectivity when dealing with serious subjects, rather than avoiding the topic. The brand holds this philosophy through the positive and supportive messages that Compal’ fans share when acting as advocates of the brand (Fernandes S., 2018).

In 2002 – the year in which the brand celebrated the 50<sup>th</sup> Anniversary -, Compal adopts a new corporate identity having as main objective increasing the consumption of the youngest audience, alongside with focusing on the internationalization (Meios & Publicidade, 2002).

Super Bock Group - known as Unicer until 2017 - developed the new corporate identity to demonstrate the group ambition in growing international, which is also verified in the brand’s vision: “Local Passion, Global Ambition”. It enhances the pride of the group’s origin at the same time that it demonstrates the seek for evolution and steady growth, having as its values outperforming with ambition, trusting in people and building with excellence. The organization is passionate about its business, celebrating its identity and activity while (aiming) to inspire its community, to which compromise is willing to always do more and better, not being afraid of taking a risk, instead always the desiring to dare (Super Bock Group, 2017). The organization’s main brand, Super Bock is recognized by its uniqueness (authenticity has been a principle of the brand, being genuine to itself and showing it to the community) and established culture of celebrating the good moments and sharing it with friends – appreciating

and valuing friendships have been its core strategy for the last year, while celebrating the brand's 90 anniversary (Super Bock Group, 2017).

Social interaction has been an essential factor to define the brand, through the presence of its products in many of them, Super Bock communication value the social factor, being the core of its strategy, which can be notable since the constant incentive for the audience to share the experience with peers, mainly friends as this word is the key word of the brand's strategy.

The current strategy has been appreciated by the Portuguese market, since Super Bock is one of the leaders' brand on the most effective content ranking, whereas are the brands with better connection between evaluation and performance of contents (Marketeer, 2017b).

## **2.5 Millennials Generation**

The generation born between 1982 and 2000 and entitled as Millennials is composed by hard-working individuals that crave for a community atmosphere, as only knowing a multicultural world where children are more protected by laws than ever, this generation is driven by the achievement feeling (Howe & Strauss, 2000).

They are considered to be a pro-active generation, that is willing to start a conversation and provide feedbacks and personal opinion through various formats – either video, comments, photos or even the creation of personal blogs (Smith, 2012). Millennials, or Generation Y, are more travelled than the previous generations, knowing more about the world in a shorter period of time, because they really value the experience itself. As such, they become more tolerant and trustful (Furlow, 2012), because they've seen the world's potential through their own eyes, which empowers their identity as socially conscious. This is an aspect that Compal focuses on addressing, providing socially responsible and conscious alternatives to their public – as the *Compal Veggie* (Sumol+Compal, 2017). Super Bock address this aspect with the introduction of reusable cups during the music festivals (Marketeer, 2016).

They have always been on the Internet, they know how to work with it, what to expect from it and can leverage on it, becoming the main reason for being so susceptible to digital marketing techniques (Moore, 2012). Compal aimed to address this exigences in the brand's latest campaign to promote *Compal Summo*, in which the brand recurs to Virtual Reality and choosing technologic and innovative platforms to promote the brand (Briefing, 2018b). Super Bock, as well, addressed the digital demands, using Chatbots – software's that address human's questions and answer in real time, 24h/day – for Facebook Messenger as a gamification technique to its latest campaign (“Onze Improvável”) during the 2018 FIFA World Cup Russia (Informação, 2018).

Also, this is the generation that is more exigent with brands, of which 77% demand interesting, meaningful and useful content (Havas Media, 2017). In order to bring innovation and value for their clients, Super Bock entered in a partnership with Uber Eats, offering an exclusive and convenient service of delivering beer at the client's houses, offering special deals to those who gathered friends for the event (Briefing, 2018a).

Smith (2011, 2012) analyzed the website features that grabbed millennials attention the most. A simple and clean layout is considered a successful attention-grabbing strategy, mainly due to the fact that millennials are exposed to enormous amount of information. Although, the study identified the two main factors that lead millennials to share their experiences and opinion towards the brands, being the level of satisfaction (extreme dissatisfaction and extreme satisfaction) and personal benefit. It is claimed that millennials appreciate the personal touch and value the interaction with the brand, so empowering them to share their experience with their network is a strategy that brands should adopt.

As people recur to media for different purposes, being the most relevant ones seeking for information or entertainment, not all millennials act the same way regarding to media (Kilian, Hennigs, & Langner, 2012). D. B. Valentine & Powers (2013) focused on the VALS methodology - introduced by Stanford Research Institute (SRI) International, that consists in a system of classifying people into lifestyle segments) to study the VALS types in which Generation Y fit in. The author, therefore, identified three main types of millennials: experiencers (being the most dominant type), strivers and achievers, which use media in different ways.

## **2.6 Conclusion**

Consumers deal with innumerable brands dividing their attention among them, both on purchase choice or on the attention given. Thus, as organizations face the need of standing out, a social media strategy is key in creating and communicating a digital brand identity and ensuring consumers know what to expect from it (Gensler et al., 2013).

Literature has shown that when seeking for engagement and interaction, brands must adopt for a more human tone of voice (Barcelos et al., 2018; Beukeboom, Camiel J. Kerkhof & de Vries, 2015; Kelleher, 2009; Kelleher & Miller, 2006). However, human's tone of voice is a consequence of its personality. Therefore and in order to analyze the brand personality, the Aaker (1997) framework is suggested, whereas the Sincerity Dimension is characterized for honesty and wholesome. Exciting Brands, however, are characterized by imaginative up-to-date and daring spirit. Brands that adopt a Competent Dimension are expected to be reliable

and successful. Sophisticated brands are expected to play on another level, through its Upper-class and Charming behavior. Lastly, brands adopting the Ruggedness Dimension should be Tough and Outdoorsy.

Social Media Marketing is all about engagement, and when aiming to achieve it, Corsbie-Massay (2014) suggested that brands should adopt one of the following three content strategies:

- Specific and momentary content, that allows the audience to relate the post with a specific topic, event, moment.
- Interactive content, that inspires the audience to share its own experiences with its own network.
- Shareable and Tailored content that is created in an adequate format for the platform where it will be exposed.

Consumers share the content that is most likely to be approved by its network and with so, the most shareable content is the funny and informational one (Erdoğan & Çiçek, 2012).

Both Compal and Super Bock were selected because of its notoriety among the Portuguese audience, mainly millennials, being not only a brand that almost everyone recognizes but also by being active and present on Facebook. Millennials are the key variable when studying digital strategies since it is the generation that is talking more about products and services online.

### **METHODOLOGY**

The following chapter describes in detail the research approach adopted in this study, in order to find an answer to the research questions presented on Chapter 1 and address the main goal of this dissertation. Moreover, it presents the chosen methodology to collect and analyse the secondary data gathered from Compal and Super Bock's Facebook pages.

#### **3.1 Research Approach**

As the main focus of this dissertation is to describe the content strategies that beverage companies use to reach millennials in social media and its impact on brand engagement, the study undertook a descriptive approach. According to Saunders, Lewis, & Thornhill (2013), a descriptive approach focuses on a well-known situation that most likely has been investigated before, existing therefore enough knowledge, allowing a detailed analysis that leads to the development of theories.

Therefore, secondary data from Compal's Facebook page and Super Bock's Facebook page was collected, on which a total of 100 posts per brand were analysed. Furthermore, a quantitative analysis of the data was conducted to assess the impact of the brand's personality on its Facebook's content strategies, and to test which content strategy provided the brands with a higher interaction from the audience.

#### **3.2 Secondary Data | Research Methods**

##### **3.2.1 Relevant Variables**

In order to study the brand personality of each brand, each post, and post's description were analyzed, with the purpose of identifying the adequate dimension described on Table 1 of the Brand Personality Framework (Aaker, 1997).

One of the research objectives - testing which content strategy leads to a higher interaction from the audience - was firstly analyzed qualitatively through the identification of each brand's Facebook's content strategy based on the three content strategies proposed by Corsbie-Massay (2014). The analysis was then complemented through the engagement it provoked on the audience, by counting the number of reactions, shares, and comments of each post.

### **3.2.2 Research Sample**

The data was collected during the 15<sup>th</sup>, 16<sup>th</sup> and 17<sup>th</sup> of November of 2018, assessing 100 posts for each brand, starting in October 2018 and selected in descending order, meaning that the latest and newest posts (since October) were assessed. Hence, Compal's sample corresponded to posts from June of 2018 until October 2018. Super Bock's sample, however, corresponded to posts from late June of 2018 until October 2018.

All the posts within the time frame aforementioned were selected, without any discrimination, being the sample size of 200 Facebook posts, composed of 100 Compal's posts and 100 Super Bock's posts. The number of followers of each brand was also retrieved on the 15<sup>th</sup> of November of 2018.

### **3.2.3 Data Collection**

The secondary data was collected from the brand's Facebook page.

Namely, 100 posts of each brand were analysed, corresponding to the latest content that the brands posted at the time of the research, the period covered summer months of - July and August – that coincides with the season of more social interactions, such as music festivals and outdoor activities that are agreed with the consumption and recall of beverages, such as beer and juices and nectars.

The secondary data collected aimed to analyse the impact of brands personality on its Facebook's content strategy and to identify the type of content strategy that leads to a higher interaction from the audience, therefore, 100 posts from each brand were assessed, providing a sample size of 200 posts. As aforementioned, all of the brands' posts within that time range were collected and considered. As there is no software available to extract this data from Facebook, the collection was manually introduced into an Excel file with two sheets, representing both brands. Later on, data was cleaned and analysed on IBM SPSS statistical software.

## **3.3 Secondary Data | Data Analysis**

### **3.3.1 Data Analysis | Qualitative Data**

In order to identify the content strategy adopted by both brands, the studied posts were qualitatively identified into one of three content strategies proposed by Corsbie-Massay (2014) and coded as presented in Table 2, representing the content strategy that the researcher identified as being the most representative.

Table 2 - Facebook's Content Strategy Codification

CODE	CONTENT STRATEGY
1	Event specific and Momentary Content
2	Interactive content that inspire the audience to participate
3	Shareable and Tailored Content

### 3.3.2 Data Analysis | Brand Personality

Since the research aims to identify the brand personality of each brand, the dependent variable – Post and Post's description - was addressed for each post of both brands within the time range aforementioned. Based on the model used to identify the Brand Personality of Restaurants (Siguaw et al., 1999) and the framework of the Dimensions of Brand Personality (Aaker, 1997) the variable was addressed through the researcher, that indicated the extent to which the 15 traits described both brands. The answers were recorded into a five-point Likert-type Scale, where 1=not at all descriptive and 5=extremely descriptive.

In order to provide a more concise analysis and avoid subjectivity, the different levels of the scale were addressed and specifically described to each one of the traits. The coding of each one of the levels of the 15 traits (present on Annex 1) were later on shared with a third-party that evaluated the same posts in order to assess if the classification given by the researcher was adequate and unbiased. The majority of the results did not contradict the ones found on this research, however, the ones that did were discussed between the two parts – researcher and third-party – that agreed on the more logical and adequate classification. An example of brand personality classification for each brand is present on Annex 2 and Annex 3.

In order to assess the differences of Compal and Super Bock on Brand Personality, fifteen Kruskal-Wallis H Tests were conducted, one test for each Human Trait, since there was independence of observations as each response answered to only one of the brands and there was not statistically verification of normality of the dependent variable across the levels of the independent variable, as shown in Table 3.

The dependent variable was a metric variable (15 human traits analysed), whereas the independent variable (Brand) was a categorical one, composed by only two groups – Compal and Super Bock.

Even though the Kruskal-Wallis H Test does not require a normal distribution, it does assume that the shape of the distribution for both groups of the independent variable (Brand) have the same shape. Observing the Histograms presented on the Annex 4, even though that the majority of the traits follow similar distributions for both groups, when carefully analysed it was notable that the distributions are not equally shaped and, therefore, the Test was conducted analysing the mean ranks of the dependent variables, instead of the medians.

A descriptive Analysis was later on conducted in order to assess the human traits that represented the brand the most. Since the scale used to evaluate the traits was a five-point Likert-type Scale, in order for the trait to be considered representative towards the brand, its mean has to be higher than 3.

Table 3 - Test of Normality | Human Traits - Brand Personality

<b>TRAIT</b>	<b>BRAND</b>	<b>SHAPIRO-WILK TEST (SIG.)</b>	<b>STATISTIC DECISION</b>
<i>Wholesome</i>	Super Bock	0.000	Reject Null hypothesis
	Compal	0.000	Reject Null hypothesis
<i>Down-to-Earth</i>	Super Bock	0.000	Reject Null hypothesis
	Compal	0.000	Reject Null hypothesis
<i>Cheerful</i>	Super Bock	0.000	Reject Null hypothesis
	Compal	0.000	Reject Null hypothesis
<i>Honest</i>	Super Bock	0.000	Reject Null hypothesis
	Compal	0.000	Reject Null hypothesis
<i>Daring</i>	Super Bock	0.000	Reject Null hypothesis
	Compal	0.000	Reject Null hypothesis
<i>Imaginative</i>	Super Bock	0.000	Reject Null hypothesis
	Compal	0.000	Reject Null hypothesis
<i>Up to date</i>	Super Bock	0.000	Reject Null hypothesis
	Compal	0.000	Reject Null hypothesis
<i>Spirited</i>	Super Bock	0.000	Reject Null hypothesis
	Compal	0.000	Reject Null hypothesis
<i>Upper Classy</i>	Super Bock	0.000	Reject Null hypothesis
	Compal	0.000	Reject Null hypothesis
<i>Charming</i>	Super Bock	0.000	Reject Null hypothesis
	Compal	0.000	Reject Null hypothesis
<i>Reliable</i>	Super Bock	0.000	Reject Null hypothesis
	Compal	0.000	Reject Null hypothesis
<i>Intelligent</i>	Super Bock	0.000	Reject Null hypothesis
	Compal	0.000	Reject Null hypothesis
<i>Successful</i>	Super Bock	0.000	Reject Null hypothesis
	Compal	0.000	Reject Null hypothesis
<i>Outdoorsy</i>	Super Bock	0.000	Reject Null hypothesis
	Compal	0.000	Reject Null hypothesis
<i>Tough</i>	Super Bock	0.000	Reject Null hypothesis
	Compal	0.000	Reject Null hypothesis

### 3.3.3 Data Analysis | Engagement Rate

The second objective of the research was to assess the impact of the brand’s content strategy on the engagement with the audience. In order to do so, the engagement was calculated by counting the number of reactions, shares, and comments divided by the number of followers the brand’s Facebook page had.

The measures of engagement along with the variables taken from each Facebook page required to analyse RQ2 are described in Table 4.

Table 4 - Variables of Brand Engagement

VARIABLE TYPE	VARIABLE	DESCRIPTION
Dependent Variable	#reactions	Number of reactions each post had
Dependent Variable	#shares	Number of shares each post had
Dependent Variable	#comments	Number of comments each post had
Dependent Variable	Engagement rate	$\frac{(\#REACTIONS + \#SHARES + \#COMMENTS)}{\text{Number of Followers of the Brand}}$
Independent Variable	Facebook strategy	The Facebook strategy adopted by the brand

A variable called Interaction was created based on the equation:

$$\#Reactions + \#Shares + \#Comments = Interaction$$

Firstly, in order to assess if there was a significant difference on the type of Corsbie-Massay' (2014) proposed content strategies over the Engagement Rate, a Kruskal-Wallis H Test was conducted. Since the dependent variable (Engagement Rate) was a metric variable that did not follow a normal distribution, as shown in Table 5, and the independent variable was a categorical variable with three independent groups, each was qualitatively labelled with only one of the three content strategies.

Table 5 - Test of Normality | Engagement Rate

VARIABLE	BRAND	SHAPIRO-WILK TEST (SIG.)	STATISTIC DECISION
Engagement Rate	Super Bock	0.000	Reject Null hypothesis
	Compal	0.000	Reject Null hypothesis

Based on Annex 5, it is possible to conclude that Engagement Rate was not equally shaped for the three groups, hence the test was conducted analysing the mean rank of the dependent variable – Engagement Rate.

The computed variable - Interaction - was also analysed in order to assess if it followed a normal distribution. The purpose of this test was to assess the interaction of both brands as an alternative to the Engagement Rate, because for brands it is more interesting to understand the real reach and impact of its interactions. The results as presented in Table 6 concluded, however, that the null hypothesis should be rejected, hence it did not follow a normal distribution as well.

Table 6 - Test of Normality | Interaction

<i><b>VARIABLE</b></i>	<i><b>BRAND</b></i>	<i><b>SHAPIRO-WILK TEST (SIG.)</b></i>	<i><b>STATISTIC DECISION</b></i>
<i>Interaction</i>	Super Bock	0.000	Reject Null hypothesis
	Compal	0.000	Reject Null hypothesis

Moreover, an additional Kruskal-Wallis H Test was conducted to assess the effect that the brand itself could have on the Engagement Rate.

## RESULTS AND DISCUSSION

The following chapter presents the main results from the data analysis. Firstly, the research sample is characterized. After describing the results obtained, a connection between the results and the expectations provided from the literature review and research question is made.

### 4.1 Sample Characterization

The characteristics of the 200 responses are presented in Table 7, split by the brand that they represent.

*Table 7 - Sample Characterization*

	COMPAL		SUPER BOCK	
<b>#Responses</b>	100		100	
<b>#Followers</b>	482 835		805 776	
<b>Post Format   Image</b>	91		79	
<b>Post Format   Video</b>	9		21	
<b>#October Posts</b>	21	21%	22	22%
<b>#September Posts</b>	18	18%	18	18%
<b>#August Posts</b>	25	25%	23	23%
<b>#July Posts</b>	22	22%	26	26%
<b>#June Posts</b>	14	14%	11	11%

At the moment of the data collection, Compal had 482 832 followers and the majority of the posts analysed were images – 91 out of the 100 posts analysed were images and the remaining 9 were video. The brand’s posting strategy was somehow irregular throughout the months since the 100 posts analysed present different month frequencies. As described in Table 7, the brand had a more intensive posting behaviour during the month of August and July, both months of Summer. The month of September was the least expressive in this analysis, as the brand only has posted 18 times. The research only analysed 100 posts, therefore, there is a possibility that the brand posted more content during the month of June since the last post analysed of Compal was posted on 14<sup>th</sup> of June.

Furthermore, Super Bock had 805 776 followers at the moment that the data was collected, and the majority of its content was also images – 79 out of the 100 posts analysed were images and the remaining 21 were video - indicating that compared to Compal, Super Bock exploited more the usage of videos. The brand showed a higher incidence of posts during the month of July when analysing the moment of posting the 100 responses. Similarly to Compal, Super Bock

only posted 18 times during the month of September and the sample of posts regarding the month of June may not be all of Super Bock posts, as the last post analysed of Super Bock was posted on the 23<sup>rd</sup> of June.

#### 4.2 Qualitative Analysis | Identification of the Facebook's Content Strategy

The 200 posts were qualitatively codified into the content strategy that the researcher identified as being the most adequate. The results are presented in Figure 1.

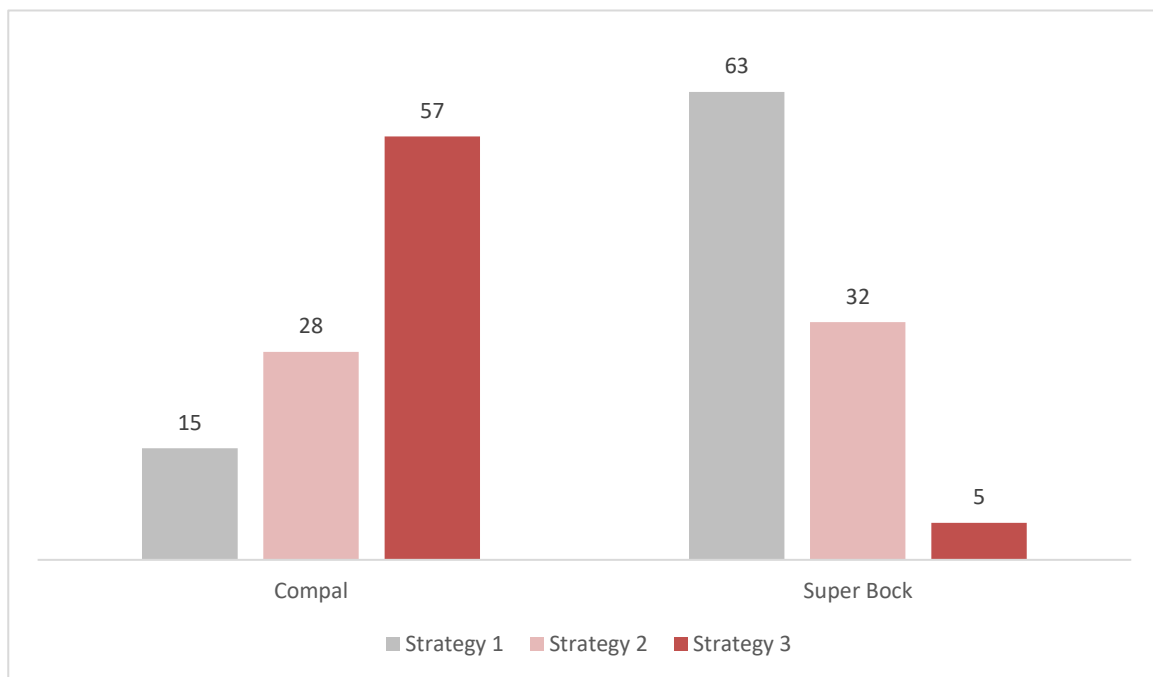


Figure 1 - Compal and Super Bock Facebook's Content Strategy

It was concluded that Compal's strategy is more focused on providing shareable – identified by Erdoğan & Çiçek (2012) as funny and informational content - and tailored content since the majority of the brand's Facebook posts shared nutritional and product-related information. Moreover, the brand occasionally incentivizes its audience to participate in the conversation, asking questions when seeking personal opinions and preferences from the audience. Moreover, it provides some quizzes targeting children and their cultural knowledge, promoting once again the audience's interaction at the same time that the product itself was advertised, as the segmented products (*Compal Essencial*) was presented on the posts. Figure 2 presents examples of Compal's posts that are descriptive of the content strategy described.



Figure 2 - Content Strategy of Compal | Examples

Based on the analysis of the content strategy adopted in each post of Compal, it is concluded that the brand desires to provide fresh information and entertaining and fun content to its audience, in order to answer the motivation identified by O. Valentine (2018) to use social media. This analysis leads to identify that Compal, as its missions and values described, is about healthiness and responsible, nutritious choices. This brand statement was coherently verified by the brand's effort in describing the ingredients of its products, showing the transparency intention, and through the post's background, that were always somehow surrounded by nature elements.

Nevertheless, Super Bock's content strategy is not similar, since this brand devotes its Facebook posts to trendy and update events, trying to connect the content to specific and vogue news. The brand takes advantage of its publications not only to celebrate special and thematic holidays but also to create more buzz on some trendy occasions.

Furthermore, Super Bock, enhanced its message of sharing the experience with friends, incentivizing the audience to share its own experiences and opinions by offering posts that described several types of people and its characterization as friends. The seek for interaction can be seen as subtle as the brand does not ask directly for its audience to tag or share the content with the network. However, does it indirectly, by sharing content that characterizes a certain type of personality, being more individual related. Examples of Super Bock's posts that are descriptive of the content strategy described are presented on Figure 3.



Figure 3 - Content Strategy of Super Bock | Examples

Super Bock was perceived as aiming to provide fresh information and to provide content that incentivize its audience to stay in touch with their peers, as assessing the main motivations of their audience in using social media (O. Valentine, 2018). Based on the analysis of the content strategy of Super Bock, the brand is identified, as its vision and values described, as being confident and secure of its own brand, having all of its posts referring the brand's name or logo. The dedication in leading to social interactions is also perceived through the constant incentive to share a moment, drink or even the post' content with "a friend".

## 4.3 Brand Personality

### 4.3.1 Kruskal-Wallis H Test

As shown in Table 8, all of the Kruskal-Wallis H Tests rejected the null hypothesis that the mean ranks of the dependent variable were equal for both brands, concluding that there are significant differences in the outcome of the Compal and Super Bock.

Table 8 - Factors of Brand Personality | Kruskal-Wallis H Test

KRUSKAL-WALLIS H TEST #		MEAN RANK	KRUSKAL-WALLIS H	df	ASYMP. SIG.
Kruskal-Wallis H Test 1 <b>Wholesome</b>	Super Bock	60.38	120.734	1	<b>0.000</b>
	Compal	140.62			
Kruskal-Wallis H Test 2 <b>Down to Earth</b>	Super Bock	107.93	3.964	1	<b>0.046</b>
	Compal	93.08			
Kruskal-Wallis H Test 3 <b>Cheerful</b>	Super Bock	80.68	26.634	1	<b>0.000</b>
	Compal	120.33			

Kruskal-Wallis H Test 4 <b>Honest</b>	Super Bock Compal	109.09 91.91	5.313	1	<b>0.021</b>
Kruskal-Wallis H Test 5 <b>Daring</b>	Super Bock Compal	109.98 91.03	5.720	1	<b>0.017</b>
Kruskal-Wallis H Test 6 <b>Imaginative</b>	Super Bock Compal	121.47 79.53	41.724	1	<b>0.000</b>
Kruskal-Wallis H Test 7 <b>Up to Date</b>	Super Bock Compal	128.42 72.58	53.652	1	<b>0.000</b>
Kruskal-Wallis H Test 8 <b>Spirited</b>	Super Bock Compal	118.56 82.44	21.595	1	<b>0.000</b>
Kruskal-Wallis H Test 9 <b>Upper Classy</b>	Super Bock Compal	93.58 107.42	7.635	1	<b>0.006</b>
Kruskal-Wallis H Test 10 <b>Charming</b>	Super Bock Compal	119.57 81.43	27.773	1	<b>0.000</b>
Kruskal-Wallis H Test 11 <b>Reliable</b>	Super Bock Compal	109.63 91.37	6.397	1	<b>0.011</b>
Kruskal-Wallis H Test 12 <b>Intelligent</b>	Super Bock Compal	72.92 128.08	66.937	1	<b>0.000</b>
Kruskal-Wallis H Test 13 <b>Successful</b>	Super Bock Compal	89.55 111.45	18.585	1	<b>0.000</b>
Kruskal-Wallis H Test 14 <b>Outdoorsy</b>	Super Bock Compal	109.60 91.41	6.919	1	<b>0.009</b>
Kruskal-Wallis H Test 15 <b>Tough</b>	Super Bock Compal	126.14 74.87	43.141	1	<b>0.000</b>

Based on the several Kruskal-Wallis H Test, Compal resulted in a higher mean rank when comparing to Super Bock on the traits: Wholesome, Cheerful, Upper Classy, Intelligent and Successful.

Super Bock was concluded, based on the conducted Kruskal-Wallis H Tests, to had a higher mean rank comparing to Compal on the traits: Down to Earth, Honest, Daring, Imaginative, Up to Date, Spirited, Charming, Reliable, Outdoorsy and Tough.

#### 4.3.2 Descriptive Analysis

The Kruskal-Wallis H Tests allowed the research to identify in which traits do the brands presented a higher mean rank, when considered to be statistically significant that the brand has an impact on the trait analyzed.

In order to identify the brand personality of each brand and since all the traits are concluded to have different results on the brand perception towards it, it was conducted an analysis of the different Traits' Frequencies.

- 4.3.2.1 Compal

Compal presented a mean higher than 3 for the traits: Wholesome and Cheerful, as described in Table 9.

Table 9 - Representative Human Traits | Compal

VARIABLE	MEAN	Std deviation
<b>Wholesome</b>	<b>3.04</b>	<b>1.100</b>
Down to Earth	2.50	1.784
<b>Cheerful</b>	<b>3.17</b>	<b>0.954</b>
Honest	2.17	1.694
Daring	2.20	1.137
Imaginative	1.24	0.955
Up to date	1.90	0.674
Spirited	2.17	1.120
Upper Classy	1.30	0.611
Charming	1.52	1.123
Reliable	2.02	1.620
Intelligent	2.79	1.520
Successful	1.73	1.270
Outdoorsy	1.65	1.009
Tough	2.18	0.903

Figure 4 presents the Frequencies of the human traits that were shown to characterize Compal. Compal's brand personality is mainly perceived as Cheerful, being the variable in which more posts were agreed that the brand was characterized as Cheerful since 92 posts were evaluated with a value equal or higher than 3 (on a five-point Likert Scale). Compal was only 8 times perceived as not being Descriptive (at all) as Cheerful. Even though, the brand was only perceived as Extremely Cheerful in 14 posts.

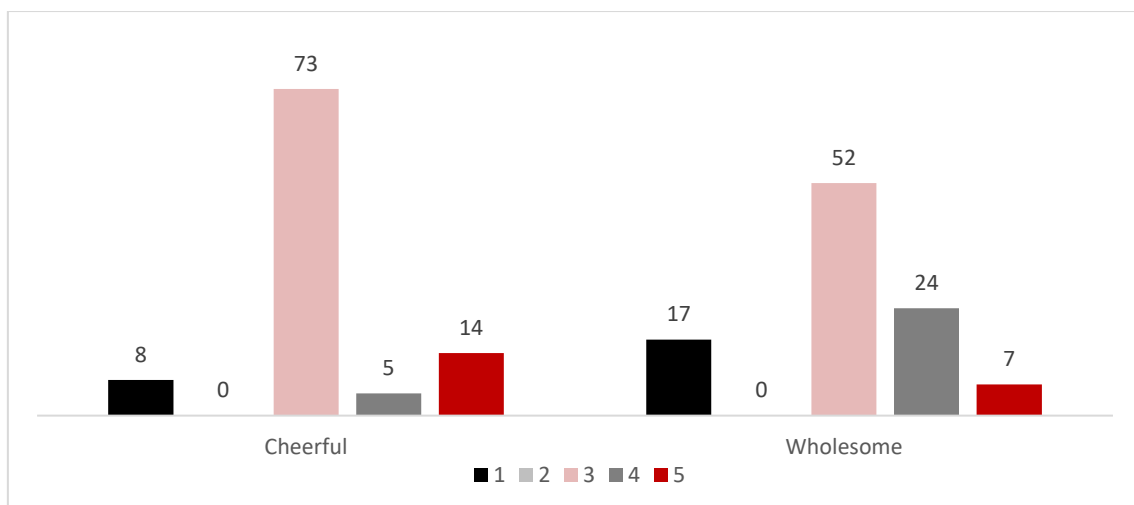


Figure 4 – Compal's Brand Personality

The results indicated that Compal’s personality is Wholesome, on which only 17 posts were not at all descriptive, and none of the posts were ranked on the level 1 (on a five-point Likert Scale). The trait Wholesome was 31 times classified with a value higher than 3.

The brand presented a higher mean for the trait Cheerful, however is the trait Wholesome in which the brand is evaluated more times with higher scores. These results justified the fact that the standard deviation is higher for the trait Wholesome when comparing to the trait Cheerful.

4.3.2.2 Super Bock

Super Bock presented a mean higher than 3 for the traits Down to Earth, Up to Date, Spirited, and Tough, as described in Table 10.

*Table 10 - Representative Human Traits | Super Bock*

VARIABLE	MEAN	Std deviation
Wholesome	1.08	0.394
<b>Down to Earth</b>	<b>3.00</b>	<b>1.923</b>
Cheerful	2.19	1.796
Honest	2.66	1.578
Daring	2.84	1.656
Imaginative	2.13	1.178
<b>Up to date</b>	<b>3.07</b>	<b>1.166</b>
<b>Spirited</b>	<b>3.08</b>	<b>1.361</b>
Upper Classy	1.19	0.734
Charming	1.95	0.968
Reliable	2.66	1.519
Intelligent	1.15	0.626
Successful	1.12	0.624
Outdoorsy	2.18	1.487
<b>Tough</b>	<b>3.11</b>	<b>1.118</b>

Figure 5 and Figure 6 present the Frequencies of the human traits that were shown to characterize Super Bock. The brand resulted on being described by many different traits that can be divided into two not so similar categories, one more focused on sincerity, where the trait Down to Earth is described. Furthermore, Super Bock resulted in being characterized by more exciting and rugged personalities, where traits such as Up to Date, Spirited and Tough are described. It was in this second category, more devoted to an exciting and rugged personality that the brand ranked higher means.

The brand trait perception was higher on the variable Tough, whereas the Trait' mean resulted on 3.11 since 77 posts were evaluated with 3 or 4 (on a five-point Likert Scale), even though none of the posts were ranked as Extremely Tough.

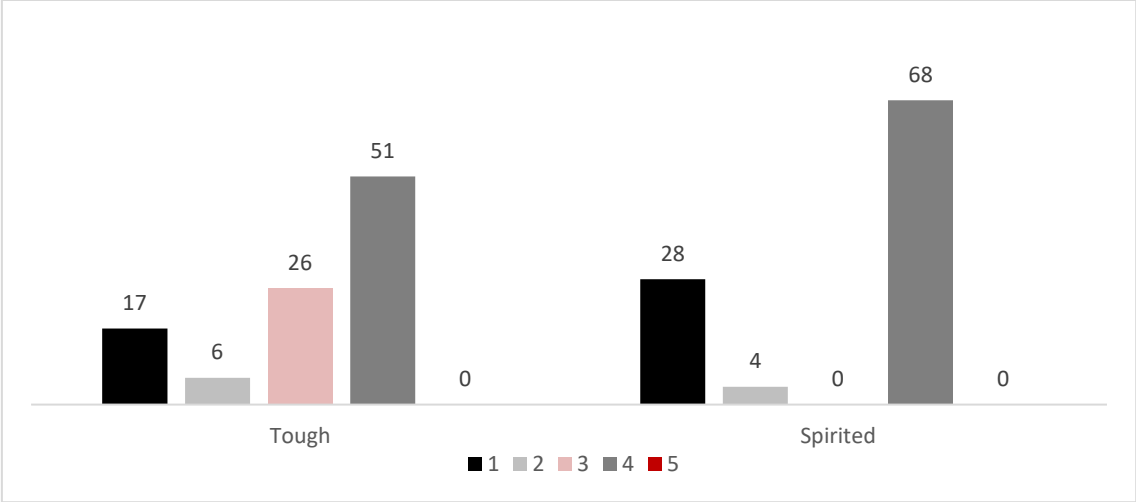


Figure 5 - Super Bock's Brand Personality 1

Both the trait Up to Date and Spirited were ranked with a mean closer to 3. The perception of the brand as Up to Date was not consistent since the posts were evenly characterized through the different levels of the scale used. Super Bock presented a score higher than 3 on the present Trait 55 times, on which it was Extremely Perceived as Up to Date 7 times.

This behaviour was not verified when characterizing Super Bock as spirited since the brand as either perceived as Spirited – 68 posts - or not Spirited at all – 28 posts.

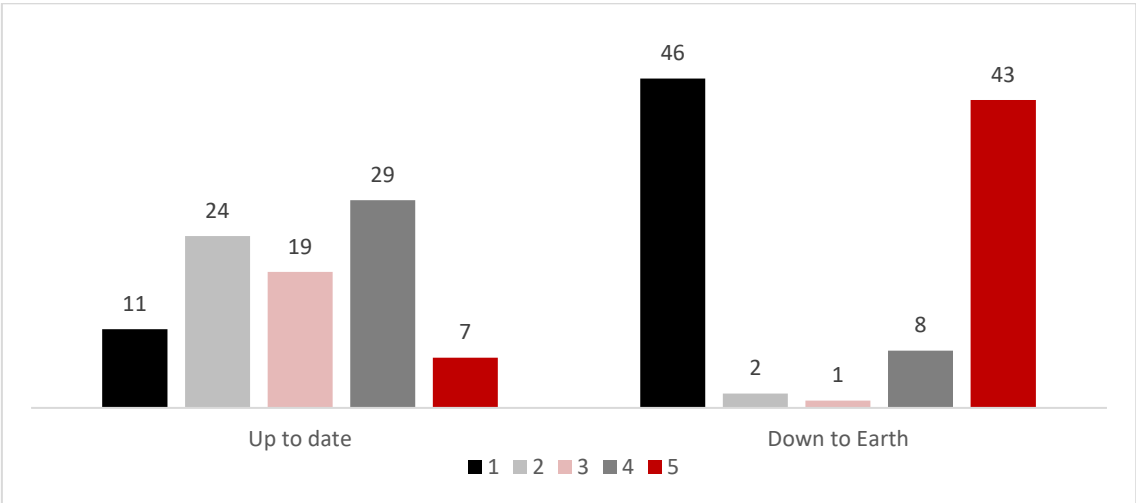


Figure 6 - Super Bock's Brand Personality 2

Super Bock characterization as Down to Earth resulted in a mean of 3 (on a five-point Likert Scale), however, this description was not consistent throughout the posts analyzed since 43 posts were evaluated as Extremely Down to Earth and 46 posts were perceived as Not Down to Earth at all.

These results indicated that Super Bock’s posts are either perceived as very described of the traits: Down to Earth and Spirited, or not descriptive at all, indicating in this second scenario that the brand does not even makes an effort for its audience to recall it as a Down to Earth brand or Spirited Brand – as the score 1 represented the situation in which the studied trait was not described or applicable.

**4.4 Engagement Rate**

**4.4.1 Descriptive Analysis**

Both Compal and Super Bock do not present similar results throughout the studied posts in the Post’ Interaction or in the Post’ Engagement Rate, as shown in Table 11.

*Table 11 - Interaction & Engagement Rate | Descriptive Statistics*

	<b>MEAN</b>	<b>Std. deviation</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>
<b>INTERACTION</b>				
Compal	1 032.6	1 040.9	9	3 760
Super Bock	5 065.9	4 221.7	42	19 077
<b>ENGAGEMENT RATE</b>				
Compal	0.2139%	0.21559%	0.00%	0.78%
Super Bock	0.6287%	0.52393%	0.01%	2.37%

**4.4.2 Kruskal-Wallis H Test**

As shown in Table 12, the Kruskal-Wallis H Test rejected the null hypothesis that the mean rank of the engagement rate was equal for the three content strategies, suggesting that the Content Strategy adopted does have an effect on the Engagement Rate.

Table 12 - Engagement Rate | Kruskal-Wallis H Test

	MEAN RANK	KRUSKAL-WALLIS H	df	ASYMP. SIG.
Strategy 1	113.62	24.823	2	0.000
Strategy 2	114.87			
Strategy 3	70.09			

The content strategy that provoked a higher Mean Rank on Engagement Rate was Strategy 2, that corresponds to providing Interactive Content that inspires the audience to share its own experiences with their network.

As the independent variable was composed by three groups, Table 13 presents the pairwise comparison between the three variables that allowed the researcher to conclude that the Strategy 1 and the Strategy 2 were not statistically significantly different on Engagement Rate.

Table 13 - Pairwise Comparisons

	TEST STATISTIC	STD ERROR	STD. TEST STATISTIC	ADJ. SIG.
Strategy 3- Strategy 1	43.533	9.848	4.421	0.000
Strategy 3- Strategy 2	44.778	10.482	4.272	0.000
Strategy 1- Strategy 2	-1.245	9.939	-0.125	1.000

An additional Kruskal-Wallis H Test was conducted but with the independent variable being the brand and the dependent variable the engagement rate, which results are on Table 14, concluding that the brand does have a statistically significant effect on the brand engagement.

Table 14 - Engagement Rate | Kruskal-Wallis H Test 2

	MEAN RANK	KRUSKAL-WALLIS H	df	ASYMP. SIG.
Super Bock	129.15	49.005	1	0.000
Compal	71.85			

## 4.5 Discussion

### *What is the impact of Compal and Super Bock's brand personality on Facebook's content strategy?*

Both Compal and Super Bock are concluded to aim in creating and enhancing a connection with its audience, since they both opt for a more conversational and human tone of voice (Barcelos et al., 2018; Beukeboom, Camiel J. Kerkhof & de Vries, 2015; Kelleher, 2009; Kelleher & Miller, 2006).

From the Brand Personality Test's Results, Compal's personality was characterized by being Wholesome and Cheerful. Furthermore, these results allowed the researcher to conclude that Compal personality is focused on the Sincerity Dimension proposed by Aaker (1997).

By providing a Cheerful Personality, Compal aligned its posts' content with the strategy adopted, since the results from the qualitative analysis characterized Compal's Facebook's Content Strategy as being more devoted to facilitating the audience experience and by occasionally incentivizing the audience to interact with the brand network. The Wholesome Personality, in turn, is aligned with Compal's main content strategy and mission of offering Healthy and Responsible life habits.

Furthermore, the qualitative analysis described the brand's Facebook's Content Strategy as being focused on providing shareable and tailored content – emphasizing the value for the audience experience - that Erdoğan & Çiçek (2012) suggested as being informative and funny. The funny aspect can be affected by the Cheerful personality, the informative one can be affected by the Wholesome personality, in assessing healthy and nutritious information in their post. However, this second characteristic – Informative Content – could be enhanced through the adoption of an Intelligent Personality, that was not considered to characterize Compal since it presented a Mean lower than 3.

From the Brand Personality Test' Results, Super Bock's personality was characterized to be Down to Earth, Up to Date, Spirited and Tough. As so, the personality of Super Bock has two different sides, one more Exciting and Rugged that incorporates the traits: Up to Date, Spirited and Tough. This side of the Super Bock personality is focused on both the Exciting and Ruggedness Dimension proposed by Aaker (1997). The other side of Super Bock is characterized by its Down to Earth personality, providing a sincerer identity.

Super Bock's Facebook's Content Strategy qualitatively resulted to be focused on momentary content, using trendy and update events as the core of its posts. This content strategy reinforces

the brand's effort in having a more effective and valuable interaction with the audience (Peters, 2018).

Furthermore, the brand demonstrated an effort to incentivize its audience to engage and participate not only with their own network but also with the brand, even though if in a subtle way.

The brand personality indicates that the brand Facebook's content strategy of providing momentary and specific content and incentivizing the audience to interact is conducted through both a sincere and exciting way, being aligned with the Millennials wants of having interesting, meaningful and useful content (Havas Media, 2017).

*What type of Facebook's Content Strategy has a higher interaction from the audience?*

Results indicated that Facebook's content strategies analysed in this research have different impacts on the brand engagement rate, furthermore, it was concluded that the content strategy does have an impact on the resulting interaction.

The pairwise comparison conducted in order to assess which content strategies result on different impacts concluded that Strategy 1 – Usage of Specific and Momentary Content - and Strategy 2 – Usage of Interactive Content – are not significantly distinct and therefore the adoption of one of these strategies would lead to a similar engagement rate.

This irrelevancy is not verified, however, when comparing either Strategy 1 with Strategy 3 or Strategy 2 with Strategy 3. This result allowed the researcher to conclude that when comparing to one of the other two content strategies, the adoption of Strategy 3 – Usage of Shareable and Tailored Content – leads to a lower Mean of Engagement Rate.

These results were later on verified, by comparing the Engagement Rate of the two brands, that resulted to be statistically different, whereas the brand did have an impact on the resulting engagement rate. Super Bock resulted on a higher Mean of Engagement Rate, being it, content strategy previously identified as mainly adopting Specific and Momentary Content – Strategy 1.

Compal, that was previously identified as mainly using Shareable and Tailored Content – Strategy 3 – resulted on a lower Mean of Engagement Rate, when compared to Super Bock, corroborating the previous results that Strategy 1 results on a higher mean of Engagement Rate than Strategy 3.

## CONCLUSIONS AND LIMITATIONS

The following chapter presents the main conclusions of this dissertation, alongside with the limitations founded and recommendations for future research.

### 5.1 Conclusion

This dissertation analysed two different Facebook's Content Strategies – Compal Facebook's Content Strategy and Super Bock Facebook's Content Strategy th -, by assessing the content strategy and brand personality adopted and the impact that it had on the Engagement of its audience.

Thereupon, a qualitative analysis identified the content strategy adopted by both brands, concluding that Compal focuses on providing shareable and tailored content – that from the literature review it was concluded to be funny and informative posts - and by occasionally incentivizing the audience to interact with the brand's Facebook page. Super Bock's content strategy resulted to be focused on momentary and specific content, using trendy and update events as the core of its posts. It was notable an indirect incentive for the audience to interact with each other and with the brands.

Based on the literature review, an exploratory approach was undertaken by gathering data from the Facebook pages of both brands and assessing the results of the analysis.

This research concluded that Compal's personality follows the Sincerity Dimension, described on Aaker (1997) framework. The personality identified was implemented through the adoption of a Shareable and Tailored Facebook's Content Strategy conjugated with an Encouraging Content Strategy. Super Bock's analysis leads to conclude that the brand personality follows not only the Exciting and Ruggedness Dimension proposed by Aaker (1997) but also a Sincere identity, that was perceived as it by adopting a Facebook's content strategy devoted to specific events alongside with the encouragement for interaction from the audience.

The results identified that both the Content Strategies adopted and the brand had an effect on the Engagement Rate, which concluded that Super Bock Engagement Rate was higher than Compal. This implies, from a managerial perspective and based on the two brands analysed, that when aiming for a higher engagement rate, managers and marketers should adapt its content strategy, and adopt a more exciting and rugged personality alongside with an additional sincere personality, having present on its identity human traits such as Tough, Spirited, Up to Date and Down to Earth. The companies should conjugate the personality with the adoption of a mixed

content strategy that incorporated both specific contents, containing the reference to momentary events and encouraging posts, as Super Bock's Facebook's Content Strategy was described as having both.

Thereupon, from an academic perspective, this dissertation contributes to the existing literature by providing research and a theory about the impact of a Facebook's Content Strategy on Millennials, as they are the main focus of the both studied brand, and by consequence on the Engagement Rate. Furthermore, it also enhances the (Aaker, 1997) findings, by encompassing the theory to a digital analysis.

## **5.2 Limitations and Future Research**

The main limitation of this dissertation is the assessment conducted to evaluate the different traits of brand personality on a five-point Likert Scale. This evaluation was conducted through the researcher, by using a coding to each level of classification for every analyzed trait, present on Annex 1, that attenuated the subjectivity with it associated. This coding scale was later on shared with a third-party that evaluated the same posts, in order to validate the accuracy of the classification. Future research could conduct the evaluation by gathering several different evaluators and working with a wider sample of posts assessments.

Moreover, the scope of this dissertation was limited to only two Portuguese brands, knowingly presented on the beverage Portuguese industry, having the results and conclusions being based on only the study of these two brands Facebook activities. Future studies could reach more companies, from different cultural markets, in order to provide more embracing and general results.

Furthermore, the sample size of this research resulted on 200 posts, 100 posts for each of the analyzed brands. Both the analysis and conclusions that this dissertation presents are based solo on the 200 posts assessed, which lead to the identification of the traits that most describe the brand personality and if they were impacted by the brand, that could lead to different results if more posts (from different seasons) have been assessed. Hence, it is recommended that future studies conduct researches with larger sample sizes that allow to a more realistic and accurate analysis.

Additionally, none of the variables analysed followed a normal distribution – since many of the brands' Facebook posts had lower interactions – which imposed the use of non-parametric statistical tests.

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# ANNEXES

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Annex 1: Coding Levels | Assessment of Human Traits - Brand Personality



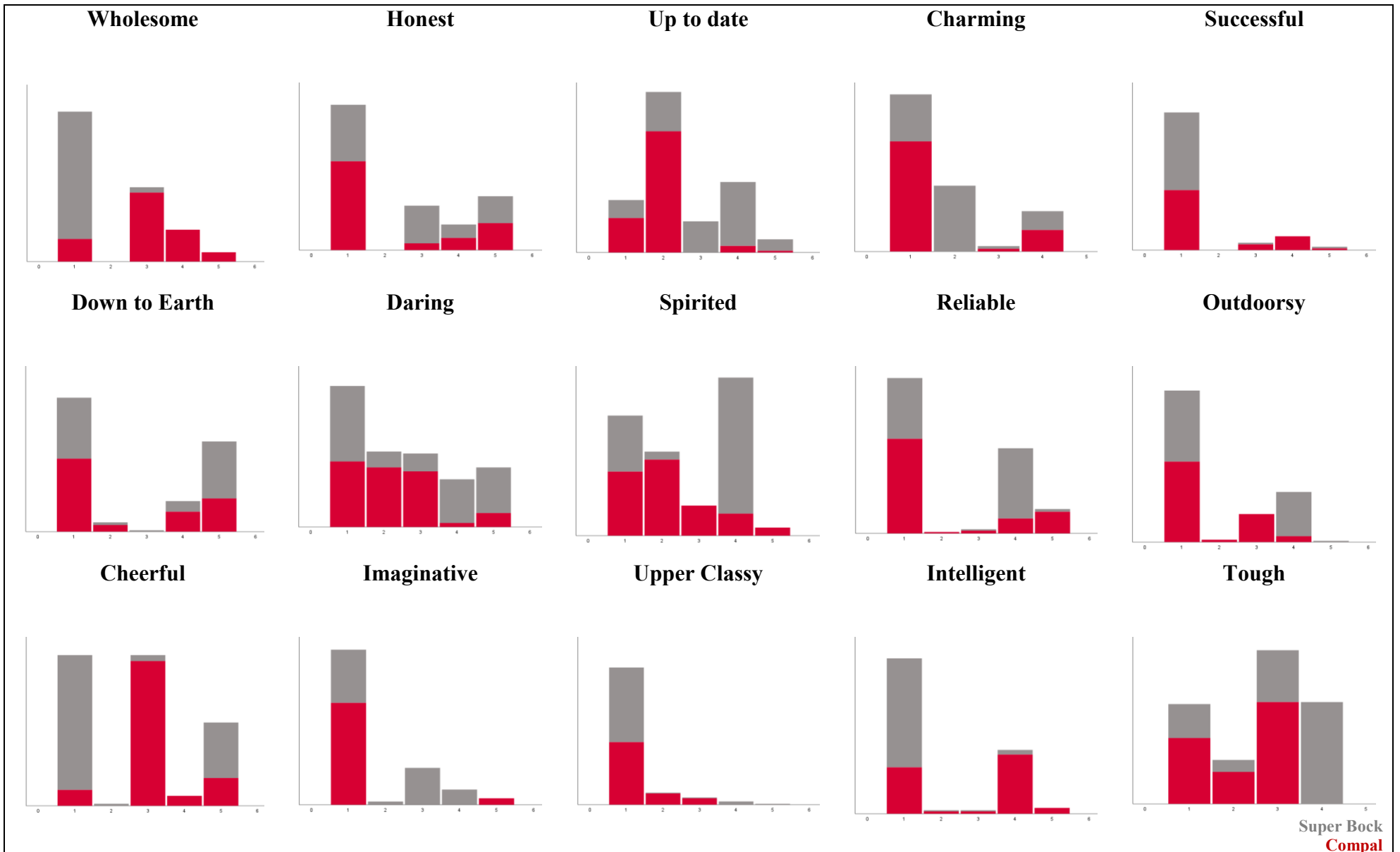
Trait	Classification
Wholesome	4
Down to Earth	5
Cheerful	5
Honest	5
Daring	1
Imaginative	1
Up to Date	1
Spirited	2
Upper Classy	1
Charming	1
Reliable	5
Intelligent	4
Successful	1
Outdoorsy	1
Tough	3

Annex 2 - Brand Personality Classification | Compal Example

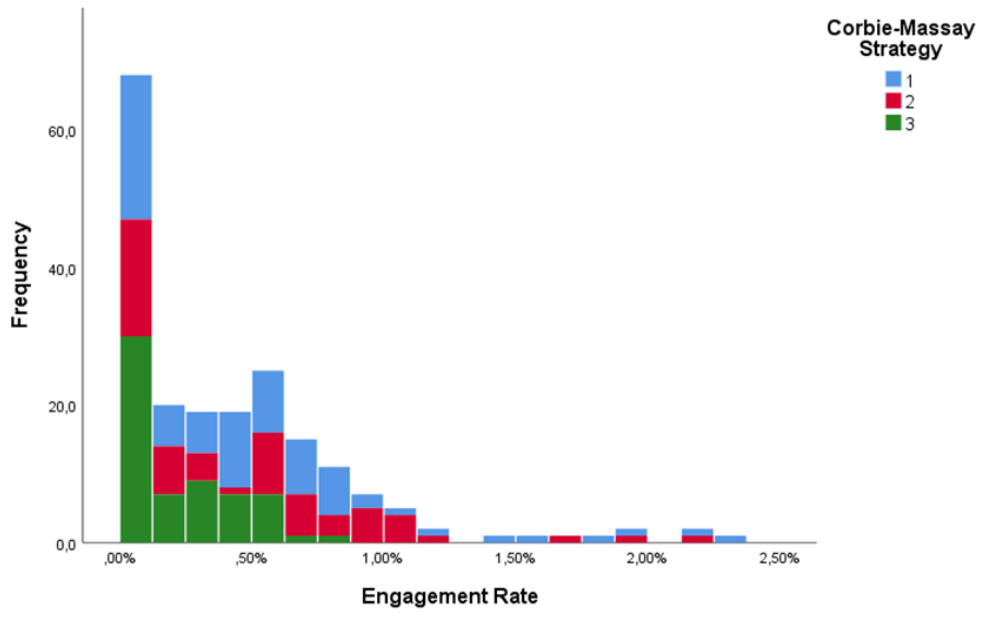


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Reliable	4
Intelligent	1
Successful	1
Outdoorsy	4
Tough	3

Annex 3 - Brand Personality Classification | Super Bock Example



Super Bock  
Compal



Annex 5 - Shape Distribution | Engagement Rate