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Cases on Marketing Strategies

TAP's Social Networks and Social Media Strategy

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ABSTRACT

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The airline industry, a fiercely competitive one, is investing in social media as a way of creating differentiation and customer attachment. TAP, the top Portuguese airline, with more than 200 daily flights and millions of passengers every year, is a pioneer in the social networks world. It has more than 160.000 page fans, users engage in conversations with the airline, and TAP had the vision of not only creating a new customer service channel, but also a community where one can ask for some information (rapidly answered in a maximum of 30 minutes), do online check-in and even book a ticket.

The aim of this thesis is for professors and students to understand the practices and the strategy that makes TAP’s social media successful, as well as understand how its users perceive not only the Facebook page but also the effects that it has on the company’s image. The dissertation is divided in two main parts: the case study (literature review, airline industry and TAP analysis) and the market research (where based on an online survey, the author reaches important conclusions about TAP’s strategy). At the end of these two parts, the author draws the main conclusions, limitations and suggestions for future research.

Overall, thanks to the thesis, and by using the teaching notes, students will be able to realize the importance of marketing and market research in the development of an accurate social media strategy, as well as its effects in an airline’s customer perception. Finally, the case study presents as main reasons for the airline’s success: TAP’s Facebook fans and high awareness, as well as its congruent practices and strategic vision. Thanks to their strategy, TAP is now seen as more modern, updated and closer to its customers.

RESUMO

Título da dissertação: A estratégia de redes sociais e *social media* na TAP.

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O sector dos transportes aéreos, intensamente competitivo, está actualmente a investir em *social media* como uma maneira de criar diferenciação e ampliar o relacionamento com os clientes. TAP, a maior companhia aérea Portuguesa, com mais de 200 vôos diários e milhões de passageiros por ano, é uma pioneira no mundo das redes sociais. A empresa tem mais de 160.000 fãs no Facebook, onde os utilizadores participam activamente em conversações com a companhia e, mais do que isso, a TAP teve a visão de não apenas criar um novo canal de suporte ao cliente, mas também uma comunidade onde os utilizadores podem solicitar informações (rapidamente respondidas no prazo máximo de 30 minutos), fazer o check-in online e até mesmo reservar um bilhete.

Esta tese permite a professores e alunos compreender as práticas e a estratégia para as redes sociais, que tornaram a TAP um caso de sucesso, bem como entender como é que os utilizadores percebem a sua página de Facebook e os efeitos que a mesma tem sobre a imagem da empresa. A presente dissertação está dividida em duas partes principais: o estudo de caso (revisão de literatura, análise do sector e da TAP) e a pesquisa de mercado (onde base num inquérito online, o autor chega a conclusões importantes sobre a estratégia da TAP). No final destes dois pontos, o autor delinea as principais conclusões, limitações e sugestões para futuras pesquisas.

No geral, graças à tese e utilizando as notas de ensino, os alunos serão capazes de perceber a importância do marketing e da pesquisa de mercado no desenvolvimento de uma estratégia efectiva de *social media*, bem como os seus efeitos ao nível da percepção do cliente em relação à respectiva companhia aérea. Finalmente, a dissertação apresenta como principais razões para o sucesso da companhia aérea Portuguesa nos *social media*, os (muitos) fãs da TAP no Facebook, o seu elevado reconhecimento, bem como as suas práticas congruentes e visão estratégica. Graças a esta mesma estratégia, a TAP é agora vista como mais moderna, actualizada e mais próxima dos seus clientes.

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1. Introduction

Nowadays, social networks and social media are everywhere. It is a way for people to be connected and updated about their friends' lives, to share ideas and thoughts and, overall, to communicate. Furthermore, it did not take too long for companies to realize the opportunities that this new platform could bring, and while consumers are having conversations and expressing their feelings about the brands, companies are listening and trying to engage them.

Facebook and Twitter are the top social media platforms when it comes to the number of worldwide users and the buzz it creates. The airline industry is one of the most valuable, competitive and consumer based industries in the entire world. Therefore, the author decided to cross social media (Facebook and Twitter) with a top national airline that was a pioneer in the use of social networks, so that several lessons could be taken and a good example would be documented – the chosen company was the Portuguese TAP.

Although TAP started quite gradually in the social media, after a crisis management event (the Iceland's volcano ashes in March 2010) the company rapidly invested resources, assigned teams to manage Facebook and truly started using it in a strategic way, instead of just being present like many competitors. TAP was an international pioneer. If one visits its Facebook page and, for instance, poses a question in the wall, it is promptly answered in a maximum of 30 minutes. Moreover, it provides excellent customer service, its Facebook dedicated promotions are successful and, foremost, the users do engage in conversations about and with TAP. It is not by chance that TAP's page has more than 160.000 fans and it is the 15th with the most fans in Portugal.

Within this case study, TAP's social media "backstage" - how they achieve this success- will be the object of study. Also, this will be the part that students will have right away access. On the other part (given after the students make their own studies, due to being the author's personal analysis), through several research questions, the author investigates why TAP is indeed successful, while deeply studying its user's profile. In order to do these investigations and answer the research questions stated bellow, the author conducted a quantitative analysis based on data from an online survey. The results from the market

research offer important conclusions that help solving the research questions and ultimately provide insights on the problem statement.

Problem statement

The goal of this study is to analyse why TAP is indeed successful, to understand how the user's perceive the page and ultimately the company after their social media strategy. Moreover, to learn more about TAP's Facebook users profile.

Research Questions

- 1) Are people aware of TAP's Facebook page? On average, how frequently is it visited?
- 2) What are the main reasons that consumers find to visit TAP's Facebook page?
- 3) How do consumers perceive TAP's Facebook page? What factors influence it the most?
- 4) Do TAP's Facebook page help improve its image and the way consumers see it? What are the factors that influence a better evaluation on the change?

The structure of this case study is made for the reader to have first a theoretical overview, then a deep analysis of the company and its social media strategy along with an industry overview, and finally the market research and its conclusions. In a more detailed view, the case study will start with the methodology chapter, followed by the literature review, company and industry analysis, market research and finally the conclusions, limitations and hints for future research.

2. Methodology

The used methodology for all the case study was influenced by the circumstances and informational needs that were appearing as the author was conducting its analysis. The first principle was to always have reliable sources of information and material that was current, as marketing and the social media are areas that change in time and where the up-to-date data and occurrences are crucial. Many online sources were used and will be described in the references chapter. On the other hand, it is very important to note the inside TAP information that was provided by the airline's marketing department, which was then adapted, studied and used in the present case. Overall, the used method was the funnel one, which starts with theory, the industry and the company, and then the problem statement. Thanks to this method, the author was able to gradually and efficiently be evolved by the theme while progressively gaining knowledge that allowed the problem statement and research questions to be answered in a complete way.

The Literature review methodology will be further explained in the literature review chapter, however the main method was to read at least 15 articles (mostly from top marketing journals) while gathering the needed information. The chosen themes were: Branding in the digital age, Social networks and Word-of-mouth.

Finally, the methodology used for the market research when it comes to the collection method was an online survey and the data analysis was performed on excel and SPSS. Moreover, due to its specificity and logic reasons, the detailed market research methodology is explained on the respective chapter.

3. Literature Review

The literature review is the theoretical basis for the whole case study. In this chapter, the author analyses three main themes that will be further applied in the rest of the thesis: Branding in the digital age, Social networks and Word-of-mouth. The reason behind the choice of these three main topics comes from the importance of studying the brand (TAP) applied to the digital age, the social networks (TAP's Facebook page) and all the dynamics following it, and finally the importance of the word-of-mouth for the company's social media and marketing strategy. The review will start with the branding part, then the social networks and social media, on which the determination of influential users will also be studied. Furthermore, online brand communities and then word-of-mouth will be covered topics.

Keywords: Branding; Social Networks; Social Media; Brand Communities; Online; Internet; Word-of-mouth.

3.1 Branding in the digital age

Brands represent for customers a simplified choice, the promise of a certain quality level, trust and reduced risk (Keller and Lehmann 2006). Branding relates to the management of the brand and to the exploration of its value. However, thanks to the globalization, this is no longer a local activity. As Levitt (1983) has affirmed in the eighties, companies should operate as if the world were one single large market. Furthermore, a lot has changed in the way consumers perceive brands and react with them. Actually, the Internet, through its new media channels, engaged consumers with the brands well beyond the companies' control. Indeed, after a purchase, according to their experience, consumers will remain attached to the products by either promoting or backlashing, to the entire online world, the brand (Edelman 2010). Moreover, customers increasingly perceive brands as shared cultural property rather than as privately owned, while feeling that they belong to them and not to the companies that supposedly own them (Cova and White 2010).

According to Edelman (2010), this digital age also comes with opportunities for marketers. Considering that customers are exposing themselves online, revealing their opinions as well as characteristics, personality and demographics, this is an opportunity for managers to collect information and gather more insights about the market. Nevertheless, it is important to be prepared for this vague of information and to manage it, so that instead of causing confusion, it is used in a strategic way.

Overall, brand management has changed with the explosion of online social networks, where its users share and participate in conversations about the brands they love or hate. Also, marketers have more information to deal with, but also new opportunities have arisen. Therefore, the key is to be ubiquitous and never lose sight of what is being said, although in a way that customers do not feel too much in control.

3.2 Online Social Networks

Technology has been steadily changing social interactions among people. Nowadays, people spend on average more time communicating through technology platforms (cell phone, VoIP, e-mail, online chat) and their frequent contacts are easily available to the ones who own these platforms (Katona, Zubcsek and Sarvary 2011). At the same time, social network websites are ruling the online world, with more than 90% of all teenagers and young adults in the United States being currently actively enrolled in them (Trusov, Bodapati and Bucklin 2010).

In a social network website, users have profiles where they display their demographics and interests, edited at their own taste (Katona, Zubcsek and Sarvary 2011). The core of a social network website are the connections between registered users and the information that they share among them. Within this websites, the content is entirely user generated and its attractiveness and vitality comes from the amount of generated content and number of participants. Overall, users perform two main activities: create new content (post pictures, share videos, new status) and consume content that their connections produce. These social websites are commonly free to use, therefore

the most popular business model is based on advertising, where revenue is earned either based on showing the advertisements or by the number of each click/action on the ad (Trusov, Bodapati and Bucklin 2010).

3.2.1 Social Media

Social media relates to the use of online social platforms (and others) to create an interactive conversation, and its explosive growth has not been indifferent to marketers, who are heavily investing in this new exciting platform. Moreover, managers are interested in the networking value when it comes to the word-of-mouth and the adoption or purchase of a product. In a matter of fact, consulting firm McKinsey & Company conducted a study, which showed that word-of-mouth (nowadays much effective thanks to the social media) is the primary factor behind 20 to 50 percent of all purchase decisions (Duboff and Wilkerson 2010). Overall, social media can increase brand awareness, trial and ultimately sales, but most importantly it allows the marketer to gain consumer insights and feedback as never before (Barwise and Meehan 2010). Social technologies are also changing the relationship between the consumer and the brand (Spenner 2010). Consumers feel like they own the brands and will proactively participate in their improvements, new launches and rising problems, while saying whatever is on their minds through their social platform's profiles (Edelman 2010).

Although every company should monitor brand reputation and be ready to respond to any threat within social media, not everyone should invest in it (Duboff and Wilkerson 2010). Social media makes it even more urgent for companies to develop a clear brand promise and to be truthful to it. In such a fast paced social media era, it is too risky for companies to disappoint and anger customers, which will most probably create a costly backlash (Barwise and Meehan 2010).

Concerning the best approach, according to Barwise and Meehan (2010) when starting in the social media, companies should have a clear strategy based on the brand promise; use social media primarily for insights (although there are a lot of things besides collecting information, the real value at this first stage is to learn about customers); strive to go viral but protect the brand (viral campaigns

improve sales and excitement about the brand, however companies should not do this at any cost - it is essential that they are always authentic and relevant); engage but follow the social rules (do not attempt to moderate or control too much the conversations between the users); participate only if they allow it (too much control or influence in the conversations might have serious negative results).

3.2.2 Determine influential users

The success of Internet social networking websites depends on the level of activity and number of its active users. Although typically every user has many connections ("friends"), only a fraction influence the other members' website usage (Trusov, Bodapati and Bucklin 2010). Furthermore, marketers believe that the efficient way of using social networks relies on influencing word-of-mouth, through the analysis of member's connections. The assumption behind this belief is that this analysis of the network, would help identify customers that are influencers and therefore predict consumer's adoption probabilities (Katona, Zubcsek and Sarvary 2011). Therefore, thanks to the online social networks and its easiness to track and gather information, several authors conducted numerous studies to find who are the influencers among the online social network community. The results are that female members have a greater influence than male; higher number of "friends" does not mean higher influence power, instead it dilutes the individual's influential power; having more "friends" that adopted a certain product increases the probability of a potential adopter to adopt; users from the same ethnicity are more influencing and finally, older users are less persuading (Trusov, Bodapati and Bucklin 2010; Katona, Zubcsek and Sarvary 2011).

Overall, it is clear that demographics represent a good factor to use when identifying the influencers and that having many friends in the network does not translate in high influencing power. Marketers should then try to target their viral marketing campaigns to individuals that will spread easier and faster their message (influencers) and not just to everyone or the ones that have more member connections (Trusov, Bodapati and Bucklin 2010).

3.2.3 Online Brand communities

Very much related to the digital age, branding and social networks are the brand communities that have proliferated online.

Brand communities are a specialized, non-geographically bound community based on shared consciousness, rituals, traditions and a sense of moral responsibility among the users of a brand (Muñiz and O'Guinn 2000). However, online brand communities go a little further. An online community can be defined as a group of people who communicate and create bonds, through electronic means. These communities are not constrained by time or space and allow communication between a large number of participants (Kim, Choi, Qualls and Han 2008). Thanks to the growth of online social network websites and the easiness people have to connect with each other, communities are growing at a fast pace and marketers are more attentive than ever. The truth is that community is a strong and rewarding strategy if managed the right way: it increases customer loyalty, lowers costs, activates the brand, engages customers and offers consumer information and insights (Fournier and Lee 2009).

Within these communities, consumers create relationships, share feelings, participate in brand activities, and give ideas. According to Kim, Choi, Qualls and Han (2008), contribution in the community takes two forms: active and passive participation. In the active participation users provide information, whereas in the passive one, they define what brings value to the group. It is important for both the positions, that users feel listened and recognized by their peers. Also, it is crucial that the company who own the brand does not exert excessive control, or serious damages might occur (Fournier and Lee 2009). This is a place for freedom of speech, where after daily or weekly contact, friendships and trust are created, which might result in the community, after several years, dispossessing itself and going beyond the brand boundaries (Schau, Muñiz Jr and Arnould 2009).

Overall, findings are that online communities can assist a brand in building strong relationships with customers, who are then more likely to buy repeatedly and spread positive word-of-mouth. Also, customers will happily participate in activities promoted by the company while giving feedback and opinions that

might improve the corporation (Kim, Choi, Qualls and Han 2008; Schau, Muñiz Jr and Arnould 2009; Cova and White 2010). Nevertheless, the organization should provide the right means for the community's development.

However, in order for a real community to exist, there is the need of having a strong infrastructure that allows its users to interact with each other in an easy and fluid way. Marketing managers should show appreciation for the user's opinion, by rewarding their contribution properly. Also, rather than attempting to control what is being said, corporations should be open to negative comments and complaints and be really focused on their consumers' individual and social needs. They should see customers as co-creators and manage the group with a light, open touch while being committed to induce value (Kim, Choi, Qualls and Han 2008; Fournier and Lee 2009).

Shortly, online brand communities represent a world of opportunities. However, they should be supported by high-level strategies that will make them genuine, authentic and valuable for both the customers and the company.

3.2.4 Marketing capabilities gap

Although very exciting and dynamic, social media is changing the industry at two main levels: the way companies deal with its customers and the amount of generated information. Communication vehicles are augmented, traditional brand management models are starting to feel outdated and the forces of market fragmentation and change, leads to the marketers struggling to keep up (Day 2011).

According to Spenner (2010) today, brand marketers need to be skilled to coordinate a variety of marketing and customer-facing activities and to be experts on online social platforms. They need to work on short time frames, sometimes with daily cycles, while searching to answer for new opportunities or threats. New and updated talent is needed in order to deal with this fast changing environment and complexity. According to Day (2011) three adaptive capabilities are needed: 1) vigilant marketing learning processes that will constantly update the company with new information and warn the managers when change is coming; 2) adaptive market experimentation that uninterruptedly learns from experiments; 3) open-marketing that creates bonds

with the new media and social networking technologies and activates the skills of current partners.

Generally, companies will need to be attentive to the fast environmental change in order to keep their competitive advantages, be protected from threats and explore new opportunities.

3.3 Word-of-Mouth (WOM)

Word-of-mouth is no recent theme in marketing. However, the Internet and its easy access, reach and transparency helped fuel the modern marketer's enthusiasm in influencing and monitoring WOM as never before (Kozinets, de Valck, Wojnicki and Wilner 2010). Moreover, social networks became one of the top channels to generate buzz and consumers' conversations.

3.3.1 Word-of-Mouth Marketing

Word-of-Mouth Marketing (WOMM) is the intentional and professional manipulation of consumer-to-consumer communications (Kozinets, de Valck, Wojnicki and Wilner 2010). This marketing strategy is very appealing because it easily overcomes the clutter and consumers' resistance not only at a very attractive low cost, but also in a short period of time (Trusov, Bucklin and Pauwels 2009).

Through time, three different WOMM models and practices being perpetuated within the marketing circles (Kozinets, de Valck, Wojnicki and Wilner 2010) : It all started with Ryan and Gross's (1943) diffusion study and their conclusion that the buyer-to-buyer communications had more influencing power in the adoption than the traditional marketing undertakings. According to them, the exposure to mass communication aligned with the influence of well-established peers, is the key to adoption. At this time, WOM was organic, with no external influence or monitoring. This model is called the organic inter-consumer influence model.

In the second model (The linear marketer influence model), marketers realized the importance of identifying the most influential and respected consumers (e.g. market mavens (Feick and Price 1987)), which helped spread WOM and impact

other's decisions. This attentiveness came from the interest in influencing these consumers through the use of advertising and promotions, in order to facilitate mass adoption or purchase.

The third and modern overview is all about directly affecting WOM through specific marketing strategies and communication programs. The Internet is the perfect and unprecedented playground, due to the possibility of having detailed tracking information (Trusov, Bucklin and Pauwels 2009) that facilitates the management and measurement of the whole marketing campaign while improving the word-of-mouth marketing knowledge.

Nevertheless, when a company stimulates word-of-mouth, it is no longer organic which will probably affect its effectiveness. Although there is not much information about its differences, one can predict that the success levels of "fertilized" (influenced) WOM will be lower than the organic ones (Trusov, Bucklin and Pauwels 2009).

3.3.2 Managerial implications

According to Kozinets, de Valck, Wojnicki and Wilner (2010), WOM communication is influenced by four main factors. The first one is the way it is affected by the placement into "character narratives" or enduring personal stories that might be understood as being related to a particular expressed character type. Second, WOM communications take place in many diverse forums (e.g. dinner parties, bars, social networking websites), and managers should always be attentive to their differences. The third factor relates the changing norms when it comes to the communication. Meaning, some expressions and messages might have different interpretations according to the type of community, demographic characteristics, and lifestyles among others. Finally, the fourth factor relates to the influence that the product/service characteristics, brand equity, ongoing promotions and the promotional WOMM itself, might have on the message and the WOM communication meanings.

When it comes to the actual findings about this topic, Trusov, Bucklin and Pauwels (2009) found empirical evidence that when compared with traditional marketing activities (events; media effects), WOM referrals result in a larger

short-term response and a more lasting carryover effect. Indeed, WOM marketing is among the most effective marketing strategies. Nevertheless, managers should not be guided by common sense, especially when it encourages them to magnify positive and minimize negative WOM regarding their companies. In a matter of fact, recent research has found that successful WOMM campaigns include more than simply positive messages (Schlosser 2005). Furthermore, Liu (2006) affirms that the volume of WOM mentions is far more important in predicting a product's success, than merely the amount of positive messages versus negative ones. However, Marketers should be aware of the high risks that come from attempting to influence online WOM (where everything is spread a lot faster). Therefore, the company should invest in a clear, honest and genuine dialogue in order to protect itself from backlash.

4. Case Study: TAP's Social Networks and Social Media Strategy

4.1 TAP – The Portuguese airline

4.1.1 Short review of TAP's history

Founded in 1945 as “Transportes Aéreos Portugueses” and as a section of the “Secretariado da Aeronáutica Civil”, TAP inaugurated its first flight in 1946 from Lisbon to Madrid. In the 31st of December of that same year, it starts operating the route Lisbon-Luanda-Lourenço Marques (current Maputo), which took 15 days (round trip) and 12 stops along the way, making it the longest world route operated with a DC-3. The first Boeing (B727) then arrives in 1967, while the last *Super Constellation* is withdrawn from the fleet, making TAP the first European company working solely with jets. In 1974, TAP served more than 40 destinations, located in 4 continents, with a fleet of 32 modern aircrafts. TAP then became a public company in 1975 and in 1979 a modernization program is implemented along with a new company designation: TAP-Air Portugal.

The company creates its first website in 1996 and thanks to its operational work with the A340, it gains from Airbus the *Award for Operational Excellence*. The hub strategy, with the Lisbon airport being the centre of all operations, is implemented in 2001. In 2003 Grupo Tap is created, while a new institutional image for the company is then presented in 2005 along with the integration in Star Alliance, the largest global airline association. Then in 2007, the company acquires Portugália – Companhia Portuguesa de Transportes Aéreos, a regional Portuguese airline company. Moreover in 2008, TAP starts emitting flight tickets solely in electronic format and launches the innovative “1 voo, 5 formas de viajar” (1 flight, 5 ways of travelling). This program basically segments the plane in 5 different segments (executive, plus, classic, basic and discount) according to the customer's willingness to pay and comfort/exclusivity needs. Finally in 2009, TAP is the first airline worldwide to launch a CO₂ compensation program that based on the type of flight (duration, aircraft, class), it calculates the cost to compensate the produced carbon and buy a carbon credit.

4.1.2 TAP – A leading carrier

TAP is the main Portuguese airline company. It is a Star Alliance member and currently 65 destinations in 31 countries from Europe, Africa, North, Central and South America are offered (see exhibit 1, p. 49). The fleet is composed by 55 airbus planes with an average life of 9,5 years, that transport passengers to 260 daily destinies.

TAP (that is the focus of this case study) is part of the TAP Group, which also owns TAPSer, PGA, AERO-LB and 49% of GroundForce, and provides services such as maintenance and engineering, catering, cargo and airport services (see exhibit 2, p. 49). TAP currently employs 4582 people, with more than a half working on air and others on the ground.

The company is the international leading carrier from Europe to Brazil and won, again, in 2010 the Word's Leading Airline to South America travel award along with the Condé Nast Traveller distinction as the world's best airline. The airline has a niche strategy based on customer focus and cost efficiency. The customer emphasis is based on making the passenger's travel experience the best as possible, while travelling easily and safely. On the other hand, cost efficiency leads to market competition and economic efficiency, which is highly needed in such a fiercely competitive industry.

TAP offers five different products to diverse segments: tap executive, tap plus, tap classic, tap basic and tap discount. These products differ in price, extra services, seat place and other. Basically, the basis for this division is the different willingness to pay and the extra services/exclusivity needs. When it comes to its target market, although very broad, it has one specificity: their customers prefer to travel on TAP than on a low-cost company.

Currently, 2010 was a record in terms of number of passengers (more than 9 million) and capacity utilization (74,5% of taken seats – plus 6% than 2009). However, the costs of fuel (523 millions of euros – plus 48% than 2009), the eruption of the island volcano and its ash cloud, and the air controllers' strikes that proliferated across Europe, had a very negative impact in what could have been a great year for TAP. As for 2011, the costs from the fuel should be

even worst: TAP already reported for the first semester of 2011, fuel costs around 325 million euros (plus 43% than the same period in 2010).

The sales volume was about 1.995,3 millions of euros (more 12,4 % than 2009), there were more flight hours (up to 229.703 thousands of hours – more 3,7% than 2009), the net income raised to 62,3 millions of euros (more 2,3 millions than in 2009). The largest stake of costs comes from the fuel and the human resources, which have a great power and influence in the company.

When it comes to the tickets sold in 2010, the largest purchasing markets were Europe (35,8% of all tickets), Portugal (30,8%), Atlantic South (21 %) and Africa (6,6%). Concerning the traffic, the Atlantic South was the one with highest (thanks to Brazil), followed by the Europe (35,1%) and Africa (11,3%).

The year of 2010, represented also an important period for Marketing, social platforms and e-commerce. TAP launched its highly successful new signature “De braços abertos” (“with arms wide open), that is based on the union of the Portuguese speaking cultures. This campaign had a song created especially for it, which was sang by the Portuguese star Mariza, the Angolan Paulo Flores and the Brazilian Roberta Sá, and rapidly became the anthem for the proximity and complement between this cultures. With this campaign, TAP became more than a simple airline transportation company. It became the link between cultures, while adding value and meaning to it.

When it comes to the e-commerce, the online bookings generated 196 millions of euros, which represents 820.000 passengers and an increase of 28,4% from the year before. Moreover, the Internet represents 9% of TAP’s global sales market, with the Portuguese and Brazilian markets representing the largest stake. Finally, in 2010 the Fly TAP website (already available in 25 countries) becomes available in Romaine and Greece.

For the next few years, TAP’s main commercial vectors are to maintain and reinforce the investments in Brazil and Africa, due to their growing economies and TAP’s top position, as they did with creation of new routes (Porto Alegre, Brazil; Bamako, Mali; Acra, Gana; S.Vicente, Cape Verde) and increase of frequency to others (Argel) ; to continue focusing on the customer relationship and engagement through the Victoria program (frequent flyer “loyalty” program), and keep the commercial model based on the 5 ways of

travelling.

Lastly, the future of TAP is quite uncertain, as its privatization is expected to happen as soon as in the first semester of 2012. However, the company does not seem too worried and keeps investing and working to improve as never before.

4.1.3 Airline industry's main trends

In order to understand TAP's current situation and what one can expect for its future, it is important to analyse the main tendencies for all the industry. Overall, the main trends for the airline industry will be:

- Emerging economies like the BRIC's should be where the opportunities for growth remain, thanks to their economic and demographic developments. Business passengers as well as leisure ones are expected to grow as their purchasing power continues to increase and the economy flourishes.
- The liberalization of the aviation markets will also be an important trend. Markets are starting to be more open and, for example, many countries made agreements that allows for international companies to operate in domestic flights (e.g. E.U. and the U.S.).
- The growth of low cost carriers – intensively expanding into to Asian-Pacific routes – is something traditional airlines need to take into account. Consumers are more and more informed about the industry, which leads to high price sensitivity. Therefore companies need to keep reducing their costs and finding ways to differentiate themselves.
- The demand for more fuel effective planes like the Boeing 787 Dreamliner is also a current trend as fuel prices are very elevated and represent a great stake in the operating costs.

Generally, the main things to retain are that airlines are fighting to keep low costs so that they can offer low prices and still be competitive; BRIC's should be the future growth path and advantage should be taken on the more liberalized air markets.

In order to better analyse the industry, the author also did a five forces of Porter analysis (see exhibit 3, page 50). Its main conclusions are that the airline

industry is characterized by medium-low threat of new entrants, relevant power of buyers and suppliers, few threat of substitutes and high rivalry that reduces profits and revenues. Therefore one can conclude that this is a not so attractive industry.

4.2 TAP and the social media

4.2.1 Airline industry overview

After a period of uncertainty and lack of strategic vision, airlines are now investing resources, assigning teams to manage Facebook, Twitter and others, and ultimately communicating. Also, the way airlines are using these platforms has evolved: instead of having a uni-dimensional conversation that purely transmitted promotion messages, they are instigating conversations and determined to create a strategic purpose for these platforms. According to a report by Simplify¹, there are currently 186 tweeting airline companies, with 81 of them being active tweeters. Also, companies are tweeting more than in the past – plus 37% tweets in August 2011 than in March 2011.

However, companies should not enter the social media naïvely with expectations of exploiting every opportunity since day one. The first step should be listening and gaining insights from consumers, while being assured that the brand fundamentals and promise are clear. Moreover, social platforms demand for specific language and actions, usually short and informal, and need to be seen as a different channel that requests the right management. Also, Social media should not be used to change the company's image, at least at a certain level, if this evolution is not coherent with the current company values. Furthermore, it is important to note that what works for a fresh young airline, might not work for a traditional carrier, due to its already created perceptions.

Nevertheless, airlines are using Facebook and Twitter in the most varied, and sometimes very creative, ways. Virgin America went a step further in engaging with customers when it created a popular Facebook page, where crewmembers

¹ <http://www.pamorama.net/2011/06/26/how-airlines-use-social-media-lessons-for-everyone/>

gave travel tips to travellers. The company showed concern for customer's needs, while offering advice and not just selling or pushing a product. Several companies like United Airlines offer to their Facebook and Twitter followers, specific promotions that are usually related with low fares (e.g. United Airlines "Facebook Friday fares"). Furthermore, social platforms have proved to be effective for the promotion of new routes, something that used to take several investments and long time for the customers to notice it. Nowadays, airlines simply need to post it on Facebook or tweet it and the information will be instantly and vastly spread. Moreover, if a company creates an online contest like KLM usually does when launching a new route, the word-of-mouth will be even stronger and there will be a lot of attention with no advertising costs.

Moreover, although most airlines are still a bit doubtful of Facebook's commercial potential in contrast to its proved customer service use, some companies have already put their finger in the sales potential. The first one to take a step beyond was Delta airlines, even if customers clicked in the "book a ticket" button they were directed to the booking website. On the other hand, Malaysia Airlines' Facebook page allows customers to fully book a flight through the page, while allowing telling friends which specific flight they booked so that they can all arrange a travel.

Overall, social media is being used for the industry to build consumer engagement, brand recognition and loyalty in order for the airlines to differentiate and possibly slightly decrease their customer's price sensitivity. However, even though this communication channel might be very appropriate for youngster from 18 to 24 years old, for whom e-mail is old-school, it is important that airlines do not forget that there are older segments that will not feel so comfortable using this platforms. Consequently, social networks should not be used solely but cooperating with other marketing, sales and customer service tools.

Internal Organization

The way companies organize themselves to manage social platforms takes two main forms: integrated model and dedicated model.

In the integrated model, a team of staff from different departments is social media trained. According to the same survey made by Simplyflying where more than 25 airlines were contacted, these teams usually include individuals from corporate communications (44%), marketing (30%), customer service (13%), e-commerce (9%) and interactive (4%). Therefore, these teams benefit from different perspectives and abilities that contribute to dynamic interactions with customers. A good example for this model is the social media master Southwest Airlines, where a team of five people handle and manage the multi million-dollar company's social platforms. The team works by internal collaboration: marketing creates the "feel"; the communications team the content, with the legal and investor relations working closely. There are also outside partners and the airline reaches for specific influencers to help manage it (travel bloggers, brand fanatics, avid travellers and employees all contribute content).

Concerning the Dedicated model, there is a solely department dedicated to manage the social platforms. The interaction between departments is not significant and it is quite isolated. An example of a company using this model is Air Asia, which works with a four people staff.

There is no right or wrong when choosing the model to adopt. However, the integrated model seems to be the most complete one, as it combines different people with different backgrounds, which will probably enrich the contents produced by the team.

4.2.2 TAP's background

TAP entered Facebook when the ability of creating a corporate or fan page did not exist yet. It started slowly in 2009, with an individual profile, created for mere curiosity by a member of the marketing team. At this time, some questions posed by the customers were being answered when there was available time, but there was really no strategy, although comments on the "wall" were increasing day by day. TAP was present but not fully committed. Nevertheless, something unexpected changed everything.

In March 2010, an eruption of a volcano in Iceland followed by another one in April 2010 paralysed the air traffic in Europe. Hundreds of flights were

cancelled, and thousands of passengers were not able to fly due to the volcano's ashes. As one can imagine, every passenger tried to reach the airline's support, whether in the airport (where in a normal day a line of 20 people is already long) or by calling the call centre. Well, thousands of passengers reached both this channels and as expected it was chaotic. The airport assistance was full and TAP's call centre, where more than 100 people operate, simply couldn't get any more calls. Additionally, with every customer support channel not being able to answer all the needs, passengers turned to TAP's Facebook page to ask questions and comment the situation - and this is when the strategy began. With such an amount of comments in the company's Facebook wall, TAP not only had the need to answer and help in a quick way its passengers, but also the opportunity to differentiate from the other airlines who were struggling to aid their passengers (Easy Jet and others merely announced that there would be no flights, leaving their passengers alone). Likewise, this was a way of gaining trust and loyalty from its customers.

So how did they do it? At first it was a team from the marketing department that was answering the questions posed by the passengers, based on the information they were receiving and asking from the call centre. However, this took too much time and was quite difficult to operate, therefore a team of 15 within the call centre people was arranged to be solely dedicated to Facebook and get right on time answers about the open and closed airports, cancelled flights and FAQ's. This happened to be highly effective and proved that Facebook should be used strategically and get the needed attention. Twitter began also to be a strategic and communication tool, although with not such a great impact due to its lowest utilization in Portugal.

More recently, new features were added to TAP's Facebook page such as the online booking and check-in, the auction promotions (temporary) and the victoria program.

4.2.3 Social media practices at TAP

After the volcano situation, TAP embraced social media strategically by instituting several practices. It was created a team of 15 rotating people, within the call centre department, that work solely on social media and operate closely

with the Marketing department for promotion and design concerns. At the same time, this team gets inputs from several areas within the company, which creates an internal social network. Some of these divisions are: lost and found tracing, PR, finance, online check-in, victoria program, “Fale Connosco”, “Escalas”, among others. However, it is important to highlight that the social media department is becoming more and more independent, as TAP is training the team’s members to do things that only the other departments did. An example of this is the complex lost and found tracing system, which implied the team to always contact this department in order to answer the passenger’s needs, while wasting and taking too much time. Therefore, the company decided to train the team in how to use this system, which led to more autonomy and less answering time.

Overall, the airline has the following practices: Fast answers and solutions to the posted comments (maximum 30mins), transparency (offer relevant and quality information; listen the customers; correct the mistakes; be prepared for dialogue), protection of personal data (especially in more severe complaints or when in some situations there is the need of providing personal data) and working hours (every week day, including holidays, from 8 a.m. to 12 p.m. (Lisbon time) and during the weekends from 8 a.m. to 10 p.m. (Lisbon time), with the possibility of being extended if needed). Also, TAP knows that this is a different channel with its own specificities, therefore it not only creates specific promotions and campaigns for Facebook and Twitter, but it communicates in an informal, close way to its customers. Furthermore, the company needs to deal with love and hate comments on its wall, which lead to a daily risk management that is normal for a company that exposes itself in these platforms and where the power is in the customer’s/fan’s hands.

4.2.4 TAP’s social media data and performed activities

Currently, TAP has more than 160.000 Facebook fans and around 4000 followers on Twitter. When it comes to national ranks, TAP’s brand page is the 15th among the ones with most fans (see exhibit 4, p.51). The top 5 fan nationalities are Portuguese (120.933 fans), Brazilian (7343 fans), English (3187 fans), American (2889 fans) and French (2423) (see exhibit 5, p.52). When it comes to user demographics, based on a report made by TAP, 55% of them are

female against 42% male, and the top 3 age segments are from 25 to 34 years old (35%), followed by 18 to 24 years old (21,6%) and 35 to 44 years old (20,9%). Also, most of them come from Lisbon (61.852 fans) and Oporto (10.228 fans), while in Brazil the largest city concerning TAP fans is São Paulo (3095 fans) (see exhibit 6 and 7, p. 52). Finally, the Facebook page feature that was used the most in the last year was the “wall” (754.901 tab views), followed by “TAP Leilões” (TAP Auctions, 379.194 tab views), Information (36.480 tab views) and Photos (30.385 tab views) (see exhibit 8, p. 53). Please see exhibit 9, p. 54 for some images from TAP’s Facebook page.

The airline has done several activities concerning its Facebook page. More than F-Commerce (Facebook Commerce), which could be the basis for a close future but it is not currently so significant, the company is more focused on engaging and communicating, although sometimes through those sales channels. Therefore, the Facebook booking system was made available recently, and the famous and highly popular auctions were brought back exclusively to this platform. According to the marketing team, there was no commercial interest in bringing back these auctions, as the prices are already so low in the market. However due to its customers intense requests, they saw this not only as an opportunity to fulfil the passengers needs but also as another way of engaging them. Other exclusive activity was a contest, where the participants had to post photography and the most “liked” would win a flight to Miami and a 7-day cruise in the Caribbean. Finally, TAP exclusively pre-launched their new website to its Facebook fans, in order to get their opinions and suggestions about it. This action was very successful for TAP not only because the airline received a lot of feedback, but most importantly due to the fact that the customers/fans felt listened and relevant, which engaged them with the company.

As it can be seen from all this information and activities done by TAP, the company is really committed in making the best use of social media. They have a strategy, people working for it and exciting activities going on. However this is not surprising. Although TAP is a pioneer within the industry, the reality is that the industry’s competition is very intense and the company knows that it is mandatory to invest in loyalty and customer retention. Aligned with this factor, is the growth and importance of social media, which is changing the way

customers react and interact with the companies. TAP is aware of this potential and is combining intelligently these two elements, in order to answer the needs of its customers while being modern and online.

5. Market Research

The key research questions that serve as a vector for the problem statement are:

- 5) Are people aware of TAP's Facebook page? On average, how frequently is it visited?
- 6) What are the main reasons that consumers find to visit TAP's Facebook page?
- 7) How do consumers perceive TAP's Facebook page? What factors influence it the most?
- 8) Do TAP's Facebook page help improve its image and the way consumers see it? What are the factors that influence a better evaluation on the change?

After the definition of these questions, the author started the actual research based on a well-defined methodology.

5.1 Market Research Methodology

The first step for the market research development was to deeply study the company's strategy for the social media and more specifically, what features the Facebook page offered to its customers. On the other hand, the company's feedback, and the author's TAP and academic knowledge were definitely essential for the construction of the proposed research.

The author decided to do quantitative research, and more specifically a descriptive one. The reasons behind this choice come from the fact that it provides a way of understanding how the consumers evaluate the brand's page, the reasons they visit it, and their demographic and personal characteristics, on an conclusive way. Furthermore, there were detailed information needs, which aimed for a more structured and formal design than, for example, the exploratory research.

The online survey was the chosen mode of administration for this research, and a structured data collection (the questions were presented in a pre-arranged form) with fixed alternative questions (respondents had to choose from a set of predetermined answers) was used. Concerning the choice for the online mode of collection: it is a way of getting data in a fast and effective way (more than 100

respondents in just 3 days); it is convenient for the respondents as they can answer it when they think is more appropriate; it avoids several bias due to its confidential nature and finally, it facilitates the process of organizing, cleaning, coding and analysing quantitatively the data.

After reviewing all the information that would be collected from the survey, a realistic sample size of 270 people was defined (5% error margin and 90% confidence level, based on a 160.000 universe - TAP's Facebook page fans) which ended up being positively exceeded by 13 individuals (the final number before the data cleaning was 283 respondents). When it comes to the way it was diffused, the survey was posted on Facebook and sent by e-mail to several possible respondents (there were no primary restrictions due to the wide range of TAP's Facebook users). Moreover, Facebook was a chosen platform because it is the object of analysis.

The final survey (improved after several pre-tests) had 12 close-ended questions (see exhibit 10, p. 57). The first three questions were demographic (age, gender and nationality), with the fourth one covering the use or not of social platforms by the respondent (if not, the survey ended). The actual research concerning TAP, started in the fifth question when it was asked which airline's Facebook page have been visited by the inquired (Question 5) and if TAP was not selected they would be directed to a question that aimed to understand the reasons behind the non-visit (Question 6). Moreover, other questions inquired the frequency of visits to the page, its purposes and if the respondents were fans of the company's Facebook page (Questions 7,8 and 9). The importance of adding a question about being or not a fan of the airline's page, comes with the fact that fans are usually more interested in the company while being more updated about the company's news as they receive updates on their walls. Therefore, these people will supposedly be more engaged or at least more informed about TAP than the rest of the visitants.

Furthermore, after the definition of 6 attributes and their opposites (complex/simple; non-original/creative; useless/functional; traditional/modern; outdated/updated; slow/fast), a semantic differential scale of 10-points (due to software restrictions from *QuestionPro*, the author was not able to do a 7-point scale) was designed in order to understand how the consumers perceive and

evaluate the airline's Facebook page (Question 11). Finally, a 7-point Likert Scale asked the respondents their level of agreement on several sentences concerning the influence of Facebook on TAP's image (Question 12). All of these questions were designed in order to answer the key research questions.

After gathering all the necessary answers, the next stage consisted in analysing the data, which was exported to both excel and SPSS software where it was prepared for further analysis. The preparation involved eliminating 3 incongruent answers, coding and correcting errors in the outputs (on question 11's output, the author verified that *QuestionPro* had added 1 point to every single answer – there were evaluations of 11 when the limit was 10 – and it was promptly corrected by subtracting 1 point to every response). Finally, several SPSS statistic tools were used to analyse the responses and reach conclusions: frequencies, crosstabs, linear regressions and A-Nova. Lastly, it is important to not that there was always attention to significance levels in order to have the most possible accurate results.

5.2 Results Analysis

5.2.1 Sample Analysis

A total of 280 valid respondents answered the TAP and social networks survey. The completion rate was 74%, while 60% of the respondents were female users and 40 % were male (these gender statistics are very close to the actual visitants in a TAP report, analysed on the company review chapter, which states that there are more female than male visitants of the airline's Facebook page). Concerning the age, the largest group was the 18 to 25 years old (63,25%), followed by the 25 to 35 (30,74%), 35 to 45 (4,59%) and 45 to 55 (1,41%). There were no respondents younger than 18 and older than 55 years old. When it comes to the nationality, the majority of the inquired were Portuguese (96,82%), with only 3,18% being international (2 Italians, 2 Germans and other nationalities such as Spanish, Dutch, Chilean and Latvian). Please see the exhibit 11, p.60 for the sample demographic charts. Finally, only 1% of the inquired did not use social platforms such as Facebook and Twitter (see exhibit 12, p. 61).

5.2.2 Are people aware of TAP's Facebook page? On average how frequently is it visited?

After performing a frequencies analysis on question 5, one can automatically observe that TAP is the most known and visited airline's Facebook page, having been seen by 63,7% of the sample. Furthermore, it is noticeable followed by Easy Jet (visited by 27,8%) and Ryanair (visited by 18,1%), which are important low-cost competitors in the business and quite known by the consumers (see exhibit 13, p.61).

When it comes to being a fan or not of TAP's page, 70,2% of the respondents whom visited the airline's Facebook page are also its fans (see exhibit 14, p.63). When comparing to the competitors, 71,2% and 71,4% of respondents that have visited Easy Jet and Ryanair respectively, are also TAP's fans (see exhibit 15, p. 63).

At the same time, it is important to analyse why some of the sample never visited TAP's Facebook, so that strategic guidelines can be drawn in order to solve these issues. After doing frequencies for question 6 (see exhibit 16, p.64), one can observe that the main reasons for not visiting the Facebook page are "I have never needed it" (51% of the answers) and "I have never heard about it"(36%), followed by "it doesn't appeal to me"(7%) and "I don't travel" (2%).

Furthermore, from those who visited TAP's Facebook page, the author asked how frequently it was visited by them (see exhibit 17, p.64). Overall, over the last year 23,4% of the respondents visited the page more than 1 time per month, 22,8% visited it monthly, 17% trimesterly, 14,6% semesterly, 14% once a year and 7% have never visited it. After doing the frequencies, the author thought it would be important to see if factors such as the gender, age and being a page fan explained the diverse number of times people visited TAP's Facebook page. Therefore, a regression analysis was conducted: dependent variable – number of visits; independent variables - gender, age and fan. When observing the exhibit 18, p.65 and taking special attention to the coefficients table, one can see that the only statistically significant variable is the "being a fan" (t-value: 10,979; p-value: 0,000), whereas the gender (t-value: 1,560; p-value: 0,121) and age (t-value: - 0,10; p-value: 0,992) have a poor fit. Furthermore, based on the 2,320 fan

coefficient, there is a positive linear relationship between being a fan and the number of visits. In addition, in order to check which one of the frequency periods was best evaluated or not by being a fan, a crosstab between “being a fan” and frequency of visits was conducted (see exhibit 19, p. 66).

Overall, from the crosstabs analysis one can again observe that being a fan positively affects the frequency visits by the consumers. In a matter of fact, the higher the percentage of fans, the higher the frequency of visit: more than 1 month and monthly visits (95% and 97,4% of respondents are fans, respectively), trimesterly (82,8%), semesterly (56%), once a year (20,8%) and never (16,7%).

Concluding, most of the sample is aware of TAP’s Facebook page, and its main competitors when it comes to having visited are Easy Jet and Ryanair. The main reasons for not visiting TAP’s Facebook page come from never having needed it or heard it. Furthermore, the majority of TAP’s page visitors are also page fans and the fact of being a fan affects positively and predicts a higher frequency of visits by the respondents.

5.2.3 What are the main reasons that consumers find to visit TAP's Facebook page?

The purpose of this market research point is to point the most important reasons and how they are ranked, and the first step is to do frequencies analysis (see exhibit 20, p. 67). Consequently, the 3 leading reasons for visiting are 1) Check promotions (46,3% of the sample), 2) Check TAP news (29,5%), 3) Ask for some information (11,4%). The rest of the reasons are not so significant as they represent less than 5% of the sample.

Moreover, thanks to the question 10, it was possible to see how the respondents rank the reasons they previously choose, in terms of importance. Then again, a frequencies analysis was conducted (see exhibit 21, p.68). The author only analysed the top 3 reasons, not only due to the objective of this question being to find the “main” reasons, but also because the other ranked reasons (write a complain, write a suggestion, book a ticket, do online check-in

and sign-up to TAP victoria) were chosen few times (see the N valid in the “Statistics” table, exhibit 21, p.68), hence its results are not statistically relevant.

The method to evaluate how ranked the top three reasons are, was based on the valid N, means and mode. Therefore, the lowest the mean and mode (closer to 1) and the highest the number of N valid answers, the higher the reason would be ranked. As a result, one can observe on the exhibit 22, p.68 (a simplified and shorter version of exhibit 21, p.68) that the check promotions reason is the one with the highest valid N (104) and the lowest mean and mode (1,32 and 1,00 respectively), being therefore ranked reason 1. The second and third reasons are very close when it comes to the means and mode (check TAP news: mean of 1,60 and mode of 2; ask for some information: mean of 1,61 and mode of 2), however the fact that makes the difference is the valid N, where check TAP news has 65 valid and the ask for some information has only 28 valid. Consequently, check TAP news is ranked reason 2 and ask for some information is ranked reason 3.

Concluding, there are three main reasons that arise for the purpose of visiting TAP’s Facebook page: the first one is check promotions, followed by checking the airline’s news and asking for some information.

5.2.4 How do consumers perceive TAP’s Facebook page? What factors influence it the most?

After analysing the Semantic Differential Scale (Question 11), the author drew several conclusions concerning the consumers’ perception about TAP’s Facebook page. The first step was to do frequencies analysis (see exhibit 23, p.69), with a special attention to the means, mode, median and std deviation results. These four tools help understand to which of the opposite variables the respondents were averagely more inclined to answer (which translates in how they perceive the Facebook page).

The variables that were best evaluated, when considering the means, are Complex/Simple (6,91 in 10), Outdated/Updated (6,71 in 10), Slow/Fast (6,44) and Useless/Functional (6,30 in 10). At the same time all of these variables, with the exception of Complex/Simple that had a median of 8, had a 7 median. Nevertheless, it is interesting to notice that although the means for Slow/Fast

and Useless/Functional are quite positive, there are a high number of “5-point” evaluations that are very close to the mode values (see tables 1 and 2, exhibit 23, p.69). This situation might show that consumers are quite divided when it comes to their perceptions across these variables. On the other hand, the lowest evaluations come from Non-Original/Creative (mean of 5,05) and the Traditional/Modern (mean of 5,80).

Overall, one can state that generally consumers evaluate the airline’s Facebook page as simple, updated, quite fast and functional, a bit traditional and not so creative.

Then, after the frequencies, both an A-Nova and regression analysis were conducted in order to see if factors such as gender, age, frequency of visits and being a fan or not, influenced or explained different evaluations by the respondents. When it comes to the A-Nova, where the different independent means (age, gender...) were tested across the different dependent variables, only the age factor hypothesis could be rejected (the others were not significant), and merely on the non-original/creative (p-value:0,058), useless/functional (p-value: 0,023) and traditional/modern variables (p-value: 0,028) (see exhibit 24, p. 69). Meaning, age is the only factor where significant different evaluations co-exist, and the ranges that evaluated it better were from 18 to 25 years old and from 25 to 35 years old (see table 2, exhibit 24, p. 70). Overall, the 18 to 25 were the group that gave better evaluations on all variables. Nevertheless, it is important to not take too much relevance on the age factor, as the sample is quite concentrated both on the 18 to 25 and 25 to 35 years old ranges (check the “N” values in table 2, exhibit 24, p. 70).

Concerning the regression analysis, made with the purpose of understanding if some of the factors explained the different evaluated variables, it was not significant for any of them (see exhibit 25, p.71).

5.2.5 Do TAP's Facebook page help improve its image and the way consumers see it? What are the factors that influence a better evaluation on the change?

Question 12 was designed with the purpose of studying how the social media affected the image consumers have about TAP and if the adoption of a true social strategy is improving their perception.

Since the question asks the users to evaluate from 1 (strongly disagree) to 7 (strongly agree) the different sentences, one important step is to do frequencies analysis and pay attention to the means. It is palpable that the higher the means the better is the evaluation, with the exception of the last phrase (“ is the same”), which requires a more attentive examination. On the other hand, as a pre-test and before the effective analysis, the author decided to do correlations between the different sentences in order to see if they are related and influence each other. Thus, when analysing the correlations, it is important to point out the two indicators that should be taken into account: first, the significance (how statistically relevant the results are, better known as p-value) and then, the Pearson correlation (can be positive and negative; the highest or the lowest, the strongest it is).

On the exhibit 26, p. 73 are the correlations’ table between the different sentences, and one can observe that they are all significant (p-value: 0,000) and positive correlations, with the exception of “is the same”. Moreover, only “is up to its competitors” (p-value :0,045) and “is cool and young” (p-value : 0,009) are statistically significant. What is interesting, although quite expectable, is that the correlations are negative. Meaning that for example, the higher a person evaluates TAP as being younger and cooler, the lower it evaluates as being the same.

After doing the correlations, the frequencies analysis was performed. Firstly, on the exhibit 27, p. 73, it is noticeable that based on the means and its distance to extremes (especially when considering the “is the same”, which in this case will be considered the lower the better, although it can be seen as something positive when bearing negative hypotheses), the best evaluation is

that thanks to Facebook, TAP is closer to its customers (mean: 5,38; distance to most positive extreme: $7 - 5,38 = 1,62$). Then, the second best evaluation is that it is updated and more modern (mean: 5,21; distance: 1,79), followed by being more attentive to customers' needs (mean: 4,98; distance: 2,02), and equally evaluated "up to its competitors" and "cool and young " (mean: 4,85; distance: 2,15). Finally, and showing that there is a significant part of the users whom don't see that much of a difference in TAP, are the evaluations concerning the sentence "is the same" (mean: 3,20; distance to most positive extreme – in this case is $1: 3,20 - 1 = 2,20$). For a better visualisation of how the consumer's evaluate the social media effect, please see the matrix score card, based on the means for each sentence (exhibit 28, p. 73).

Besides studying which opinions had a better evaluation, it is more important to see which reasons and factors could explain better or worse evaluations by the respondents. The chosen factors were: age, gender, frequency of visits and being a fan or not. Firstly, a regression analysis was conducted with the purpose of checking which factors explain and predict better the different opinions. Then, an A-Nova analysis was performed so that within the predictive factors one could point which, for example, gender or frequency, evaluated better or worse the different sentences.

Concerning the regression analysis, the dependent variables were the opinion's sentences and the independent, the factors. Exhibit 29, p. 74, shows the different results for all the dependent variables and it is readily clear, based on the significances values, that the model has a poor fit for both the "is up to its competitors"(p-value: 0,177) and "is the same" (p-value: 0,560) sentences. Therefore one can conclude that none of above factors can predict these variables evaluations. Nevertheless, on the other sentences the model has a good fit (p-values close to 0,000), although factors like the gender and age are not statistically relevant in any of them. Moreover, there is a significant negative linear relationship between being a fan and both the "is closer to its customers" (p-value: 0,038; coefficient: -0,803) and "is cool and young" (p-value: 0,025; coefficient: -0,863) sentence's evaluations. Also, the frequency of visits has a significant negative linear relationship with the "its attentive to its customer's needs" (p-value: 0,023; coefficient: -0,246).

Finally, in order to see how the factors being a fan and frequency of visits, indeed influenced the different means for the significant linear regression sentences, an A-Nova was conducted. As it can be seen in exhibit 30, p. 77, the A-Nova model for the fan factor is statistically relevant for both the “is closer to its customers” and “ is cool and young” (p-value: 0,000), with the fact of being a fan affecting positively the evaluations (please see the means for yes and no in exhibit 30, with yes being a fan and no not being). When it comes to the frequency of visits factor (see exhibit 31, p.77), it is also statistically relevant for the “is more attentive to its customer needs” (p-value:0, 000) in which, on average, the higher the number of visits, the better the evaluation.

To summarize, the majority of the respondents agree that thanks to social media, TAP is closer to its customers, updated and more modern, although a relevant fraction thinks that the effects of Facebook and Twitter on the airline, are not that significant. Furthermore, the author learned that being a fan of the Facebook page leads to better agreeing that TAP is cool and young and closer to its clients, and that the higher the frequency of visits the more the customers feel that the company is more attentive to their needs.

6. Teaching Notes

6.1. Case study synopsis

Companies are using social media in a strategic way, as a part of their marketing department, and TAP is no exception. The Portuguese airline's Facebook page is a success when it comes to the way it is managed and how it engages with consumers. The airline's Facebook page has more than 160.000 fans, and it allows for customers to ask for information (answered in a maximum of 30 min), participate in a contest and even book a ticket. The present case study analyses how TAP manages its social media platforms, and poses the question: why is TAP so successful?

6.2. Target audience and teaching objectives

The present case study is appropriate for undergraduate, master's and MBA students that have notions of strategy and marketing. It is specially suited for marketing and marketing research courses. The study consists of two main parts: the case study itself and the market research, which requires knowledge about the SPSS statistic tool.

The case provides an opportunity to illustrate theoretical concepts based on well-known company that proved right in the social media world. It shows the backstage of the social media activities as well as its main practices and the results it can have in an organization. Furthermore, it clarifies the opportunities, threats, risks and further hints for managing a company's social media strategy. Finally, through the market research chapter, students are able to understand the process of designing a survey based on specific objectives, gather the results, analyse the data and reach conclusions. After studying the present case study, students should be more informed about the social media and its impact in the modern marketing.

6.3 Teaching plan

The first part of the case analysis will be a discussion and brainstorming of before handed questions that aim to provide a better understanding of the

case study as well as recognizing its key points. The professor should start with theory, then the industry in parallel with the company and finally the overall lessons.

Concerning the second part, students will be presented with the actual market research. The objectives of this point will be to understand the advantages and disadvantages of an online survey and to try to complete even more the survey with new questions (while learning more about how to do a survey).

6.4 In class discussion: Part 1

This part is supposed to be conducted in a fluid way, where the different questions and opinions lead to diverse points of view.

1. Explain the concept of online social media and point out its opportunities and risks.

As a good way of starting, the professor should ask the students their perception on social media, however, it is important that the discussion does not get too far from the managerial perspective.

Below, there are some definitions and ideas from the literature review chapter.

- “The core of a social network website are the connections between registered users and the information that they share between them.”
- “Overall, users perform two main activities: create new content (post pictures, share videos, new status) and consume content that their connections produce.”
- “Social media relates to the use of online social platforms (and others) to create an interactive conversation”.

Opportunities

- “Managers are interested in the networking value when it comes to the word-of-mouth and the adoption or purchase of a product”.
- “Social media can increase brand awareness, trial and ultimately sales, but most importantly it allows the marketer to gain consumer insights and feedback as never before (Barwise and Meehan 2010)”

Risks

- “Consumers feel like they own the brands and will proactively participate in their improvements, new launches and rising problems, while saying whatever is on their minds through their social platform’s profiles (Edelman 2010)”
- “It is too risky for companies to disappoint and anger customers, which will most probably create a costly backlash (Barwise and Meehan 2010).”
- “Too much control or influence in the conversations might have serious negative results.”

2. When it comes to internal organization, how do airlines manage their social media activities? Please indicate the advantages and disadvantages for each model and comment: “The integrated model seems to be the most complete one”.

In this question, professors should go beyond the case study and add other advantages and disadvantages that are not mentioned in the text. Professors should first ask for an explanation of each model, then the advantages and disadvantages, and finally the comment.

	Integrated Model	Dedicated Model
Description	“A team of staff from different departments is social media trained”	“There is a solely department dedicated to manage the social platforms”
Advantages	• “Different perspectives and abilities that contribute to dynamic interactions with customers” • Share of knowledge that leads to more complete decisions and enriched contents • Creativity and brainstorming	• Focused and very specialized department • Experienced with the social media • Fast answer to routine issues and processes

Disadvantages	• Due to different cultures and backgrounds, decisions might take more time to be reached. • Conflicts might arise • The team might take more time to be familiar with the social world	• “The interaction between departments is not significant and it is quite isolated” • Less out-of-the box and creative thinking • Difficulty in answering a problem that needs other background’s knowledge
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Comment, “The integrated model seems to be the most complete one”: There is no right or wrong, although the integrated model seems to be more dynamic, motivating and fitted to answer non-routine problems – which happen frequently in the social media world.

3. Which event pushed TAP’s social media strategy? Please explain.

Nowadays, what are the company’s main social media procedures?

Event: “In March 2010, an eruption of a volcano in Iceland followed by another one in April 2010 paralysed the air traffic in Europe.”

- “The airport assistance was full and TAP’s call centre, where more than 100 people operate, simply couldn’t get any more calls”
- “Passengers turned to TAP’s Facebook page to ask questions and comment the situation”
- “TAP not only had the need to answer and help in a quick way its passengers, but also the opportunity to differentiate from the other airline companies who were struggling to aid their passengers”

This strategy was the result of **need + opportunity**.

Procedures: “TAP definitely realized that social media need to be taken seriously and strategically, while several practices were instituted”

- “A team of 15 rotating people that work solely on social media, within the call centre department, and that operate closely with the Marketing department for promotion and design concerns”
- “Internal social network”
- “Social media department is becoming more and more independent”

- “Fast answers and solutions”; “ transparency”; “protection of personal data”; delimited, although flexible and large range “working hours”
- “Creates specific promotions and campaigns for Facebook and Twitter”
- “Communicates in an informal, close way to its customers”
- “Daily risk management”

6.5. In class discussion: Part 2

After completing the part 1 of teaching notes, part 2 should be done less as a class discussion and more as an individual (or a pair) assessment. The market research is presented to the students; there is a short discussion about the process, results and main conclusions. Then, the students are presented with several questions.

The outcome of this exercise can be a written assignment (delivered in the next class) or an in class exercise with a final discussion at the end.

1. After performing the market research, the author realized that the online survey could be even more completed and that deeper studies, with more time, could be delivered.

a. Please indicate some advantages and disadvantages of online surveys.

Advantages

- Fast and cheap way of gathering responses – perfect for cost constrained projects and cases that need a high number of responses.
- Respondent’s anonymity – avoids several bias.
- Convenience and no time constraints – respondents can answer when it is more convenient to them.
- Easy collection of data – responses are already electronic.
- Design Flexibility – logic, skip patterns, mandatory answering and, for example, single choice questions, can be impeccably applied.

Disadvantages

- Difficulty to detect inaccurate and fake answers – survey fraud.

- Internet may not provide a representative sample of the population – some cases may have targets that are not Internet users or that are not that accessible online.
- No opportunity to clarify misunderstandings and questions
- It can not be too long – respondents get easily frustrated online

b. Indicate three new questions to the survey and explain what they would add to the analysis.

The author decided to present examples of questions that approach three areas: demographic/personal information; social media and Facebook usage; TAP's evaluation.

I. Demographic/Personal information

Questions related to their annual earnings; their geographic area of residence; the number of people they live with; their technology usage (smartphone, laptop...), etc. These questions would help learning more about the sample and find patterns to each answer.

II. Social Media and Facebook usage

Examples:

- ✓ On average how frequently do you visit Facebook's page?
- ✓ For what purposes do you use Facebook?
- ✓ On average, how many posts do you make each day on Facebook?

All this questions are meant to see what type of social media the respondents are (heavy or light users) and their social media behaviour. Again, these questions would help finding patterns and allow a cluster analysis (meant to find segments).

III. TAP's evaluation

- ✓ How do you evaluate TAP's page concerning the following? (5 – Very Negative; 1 – Very positive): Fast response; Protection of data; Quality of answers – informational value; Congruent language.
- ✓ Why did you started visiting TAP's Facebook page? : Travelling; Curiosity; Friend/Family/other Recommendation; Online Advertisement; etc.

- ✓ Have you ever used TAP's customer service call-centre or the program "Fale Connosco"?

These questions gather more information about the users' experience with the airline's page and, especially the third one allows for further conclusions. Moreover, in the third question it would be interesting to find if the Facebook users are similar to the call-centre ones (two distinct customer services).

7. Conclusions and Limitations

In the present case study, the author analysed some of the available literature about social networks and other related topics; examined the airline industry, namely its main trends and dynamics; studied TAP as a company and, most importantly, its social media strategy. Bellow, are the main conclusions, learned after constructing the case.

The airline industry is fiercely competitive and lacks product differentiation. Also, the low cost carriers have shaken the business and brought new challenges. Therefore, traditional airlines are investing in their brands and customer relationship, in order to create loyalty, attachment and, hopefully, retention. Actually, social media was and still is, one of these tools. Airlines are using the social platforms such as Facebook in a whole new strategic way, while being committed to engage users and customers. TAP is one these airlines, which thanks to several practices, team investments, the right vision and the Iceland volcano (that pushed the airline's social media strategy), is a pioneer and a reference not only within the airline industry but also in the Facebook brand page world. Indeed, TAP's page has more than 160.000 fans, its Facebook campaigns and promotions are effective, hundreds of people write everyday on its Facebook wall and their informal posts have always a great response. Based on this case conclusions and the further market research ones, it is now realistic to access the problem statement.

Based on the survey, one can conclude that TAP is well known among Facebook users, being the most visited airline's page (63% of the sample had visited the page before). Also, the majority of the airline's page visitors are also its fans: this fact is very important, because this fan users not only show that they care about the company but also they are updated about the airline's news, as they will appear on the user's news feed.

Most of TAP's Facebook users are regular visitors (23% - more than 1x month; 22,8% - monthly) and as expected, the ones that are fans tend to visit more frequently. The top reasons to visit the airline's page are to check promotions, news and ask for some information, and the leading reasons for not visiting it are related with having never needed it or heard about it. Therefore, the company

should focus in: first, making sure everyone knows about the page (through its home website, airplane magazine, etc) and second, educate the customers so that they know the TAP's Facebook advantages and features, in order to start using it. When it comes to the way consumers perceive the Facebook page, overall their opinion is that it is simple, updated, quite fast and functional, a bit traditional and not so creative. However, it is important to note that the 18 to 25 age group was the one that gave the better evaluations. Finally, when it comes to the effects of social media in the perception about TAP, most users think that the airline is closer to its customers as well as more updated and modern. Although, there is still an important prevalence of users that do not see much of a difference, and still think TAP's Facebook did not brought much of a change. Then again, it is important to highlight that fans tend evaluate better the social media effect, by perceiving the company as being cool and young and closer to its customers. On the other hand, the more frequent a user is, the more he/she thinks that TAP became more attentive to customer's needs.

Overall, TAP's social media is successful for several reasons, namely its "fan" base and high awareness; the fact that is accessible, updated, fast, functional and has efficient practices, such as rapidly answering customer's "wall" questions. Also, one can observe that the Facebook page is optimistically seen and evaluated by the customers and that the airline's social media strategy is improving the company's perception. Generally, TAP's user profile is young, with 60% being females, frequent visitors and fans.

Limitations and suggestions for future research

The main limitations of this case study come from the sample. The sample is highly concentrated in the 18-25 and 25-35 age groups, which although might represent the airline's social media target, limits the conclusions and construction of profiles, as there are no respondents younger than 18 and older than 55. On the other hand, the fact that TAP is such a large universe composed also by international users, the present sample might not be enough for deeper analysis, as the majority of respondents are Portuguese.

Suggestions for future research

For future research, the author would recommend to do a focus group, where the user's perceptions and experiences with TAP's social media would be recorded, which would then provide important insights and enrich the survey. Also, the survey should not only be distributed to Portuguese users but also to international ones, so that the sample is more representative of TAP's universe. Finally, a more exhaustive survey will be able to complete and fundament better the conclusions, however researchers should try to find a mode of administration where the respondents to not get so easily frustrated as the online.

APPENDIX

Exhibit 1 – Map of TAP's destinations

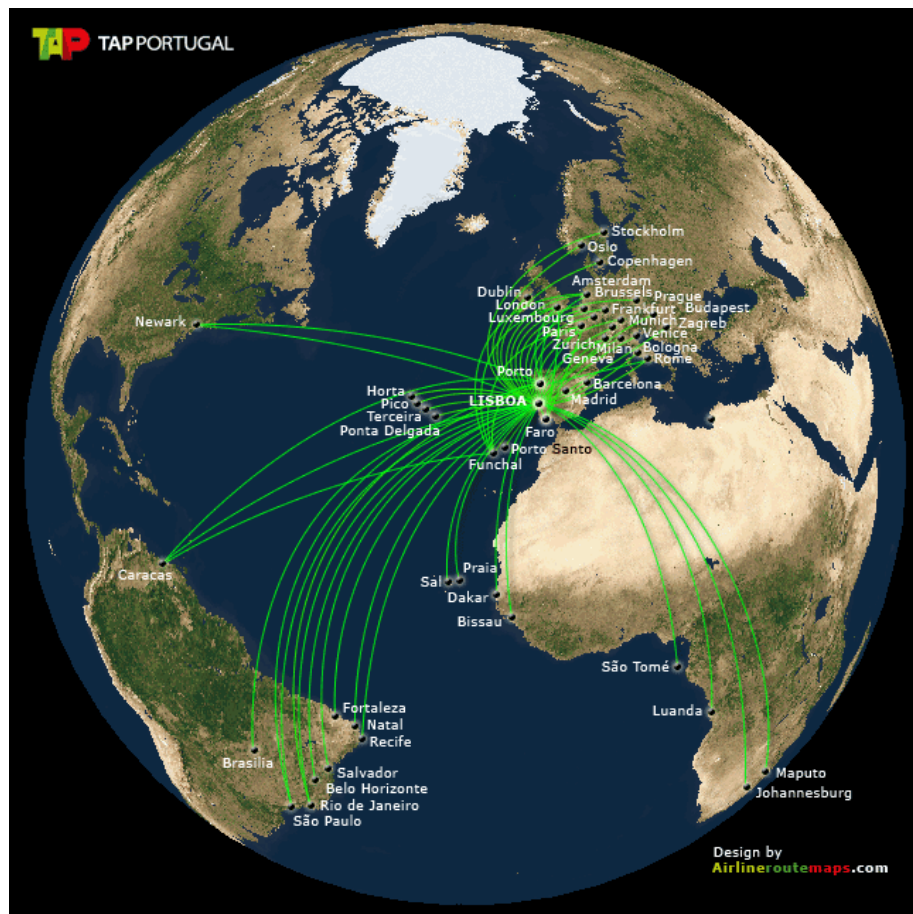
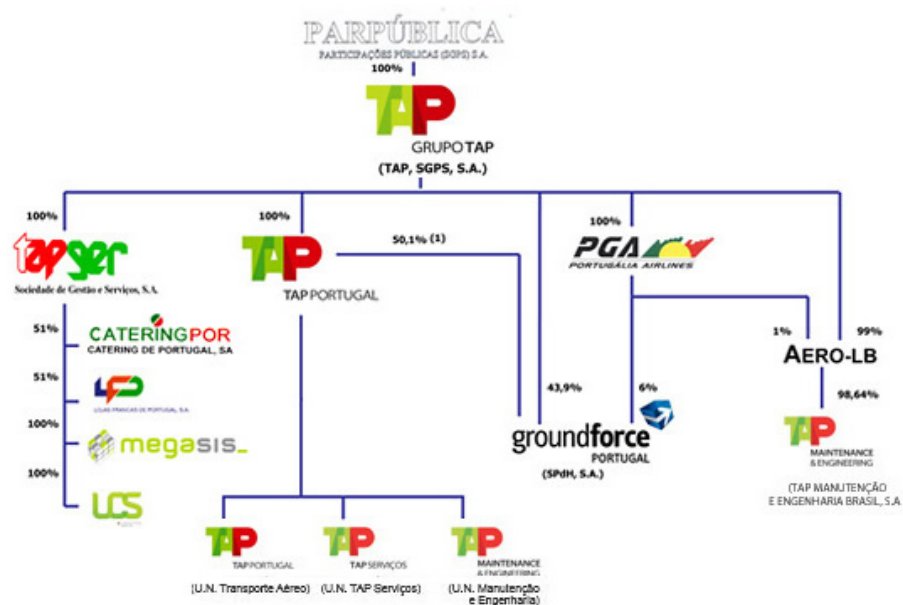


Exhibit 2 – TAP Group chart



(1) Os direitos accionistas da TAP Portugal na Groundforce são exercidos, por contrato, pela Europartners, Lda.

Exhibit 3 – Airline Industry five forces of Porter

Threat of new entrants (medium-low): For a new company entering the market, there are several barriers that difficult their success. The first one is to obtain planes by purchase or leasing, which has quite a high price, although everything depends on whether the access to loans and credit is cheap or expensive. Second, relationships with travel agents and other sales intermediaries need to be created as well as a booking system. Third, airport congestion has lead to tough negotiations with airports, on the time slots for take off and landing and, as expected, well established companies have the monopoly. Fourth, the governments induce heavy regulations for any airline, concerning everything from security to customer service. Finally, although this is a high sensitive market to price, brand name and recognition still play an important role in the choice, due to its meaning of security, quality, customer service etc.

Power of suppliers (medium-high): The airline industry is dominated by a supplier duopoly (Boeing and Airbus), which increases heavily their power. Also, in an industry where safety and reliability means everything, the quality and maintenance of the planes is central, which boosts the supplier's influence. Also, airlines are highly dependent on fuel prices and there are not many fuel suppliers, which again represents increased power for them. However, most of these companies (aircraft producers and fuel distributors) depend also on the airline industry for their revenue, which balances their influence.

Power of buyers (medium): There are a lot of buyers for the airline industry. However, the fact that there are no switching costs for customers and almost no differentiation within the product increases their power. Other important factor is the price sensitivity, which is quite high in this industry due to many factors such as the online booking websites that compare prices or even the competition from low-cost carriers. Customers compare prices from every company in the world and that has a great effect in their power. However airlines can decrease a bit buyer's power by creating loyalty programs and differentiated services (e.g. more leg room, entertainment).

Availability of substitutes (low): There are some substitutes for the air transportation: road, rail and marine. The substitutes threat depends on several

factors like travel distance, the cost, the region, and the amount of available substitutes, among others. Overall, the weight of substitutes is higher in continents like Europe where the bus and rail services are very well developed and less in large countries like the U.S., where long distances just make the travels too long for other means of transportation. Overall, this threat is low not only because the airline ticket prices are quite affordable but also due to the fact that it provides a specific and unique way of travelling.

Competitive rivalry (high): The rivalry in this industry is quite high. There are several large companies (e.g. British Airways, Air France-KLM) along with smaller regional ones. There is an intense competition for price, especially thanks to low-cost carriers and online booking websites that compare prices and increase consumer awareness. Furthermore many consumers do not see the air transport as a luxury or comfort anymore and rather just a mean of transportation to the place they want to go. Therefore, they are not willing to pay too much for it. This is an industry with high costs, that needs to keep their planes full in order to remain competitive and profitable.

Exhibit 4 - Top Facebook brand pages in terms of fans

#	Facebook brand name	Fans	Change
1.	Nike Football Portugal	435 802	+41.20%
2.	tmn	393 482	+75.73%
3.	Swatch Portugal	369 211	+66.73%
4.	Worten	297 654	+51.89%
5.	Optimus	275 472	+117.56%
6.	Fnac Portugal	261 681	+53.48%
7.	Vodafone Portugal	237 660	+69.53%
8.	Shape the Future	235 364	+18.06%
9.	TMN Moche	219 855	+68.45%
10.	Sporting Clube de Portugal	210 107	+44.37%
11.	Sudoeste tmn	172 294	+101.17%
12.	Optimus Alive	172 196	+48.53%
13.	Super Bock	162 619	+30.46%
14.	Meo - O comando é meu	155 557	+236.51%
15.	TAP PORTUGAL	152 024	+58.38%

Exhibit 5- TOP fan's nationalities



Exhibit 6 – Visitants' demographic profile

Gender and age?

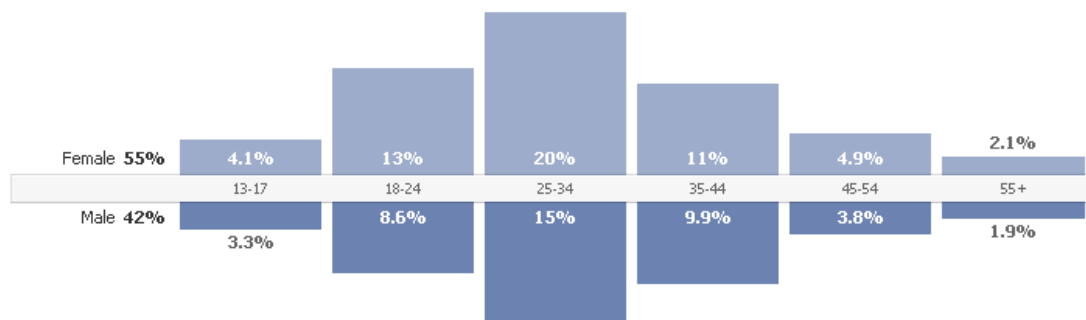


Exhibit 7 – Visitant's geographic origin

Countries?

121,829 Portugal
7,496 Brazil
3,194 United Kingdom
2,852 United States
2,421 France
1,886 Switzerland
1,560 Italy

Towns/Cities?

61,852 Lisbon
10,288 Porto
4,925 Vila Nova De Gaia
3,106 Setubal
3,095 Sao Paulo
2,981 Funchal
2,342 Palmela

Language?

112,984 Portuguese (Portugal)
15,542 English (US)
10,300 Portuguese (Brazil)
6,997 English (UK)
2,783 French (France)
1,958 Spanish
1,353 Italian

Exhibit 8 – Top Tab views

Total tab views?

754,901 Wall
379,194 TAP Leilões
36,480 Information
30,385 Photos
30,293 | app_
19,276 Tap Portugal
19,265 TAP Promoções
11,968 TAP - Lady Gaga
11,783 Tap Victoria
[More](#)

External referrers?

107,659 flytap.com
10,959 79.125.109.168
9,812 enews.tapvictoria.com
6,600 facebook.com
6,391 google.pt
4,796 www.facebook.com
3,716 tapportugal.com
1,340 google.com.br
1,166 google.com
[More](#)

Exhibit 9 – TAP’s Facebook snapshots

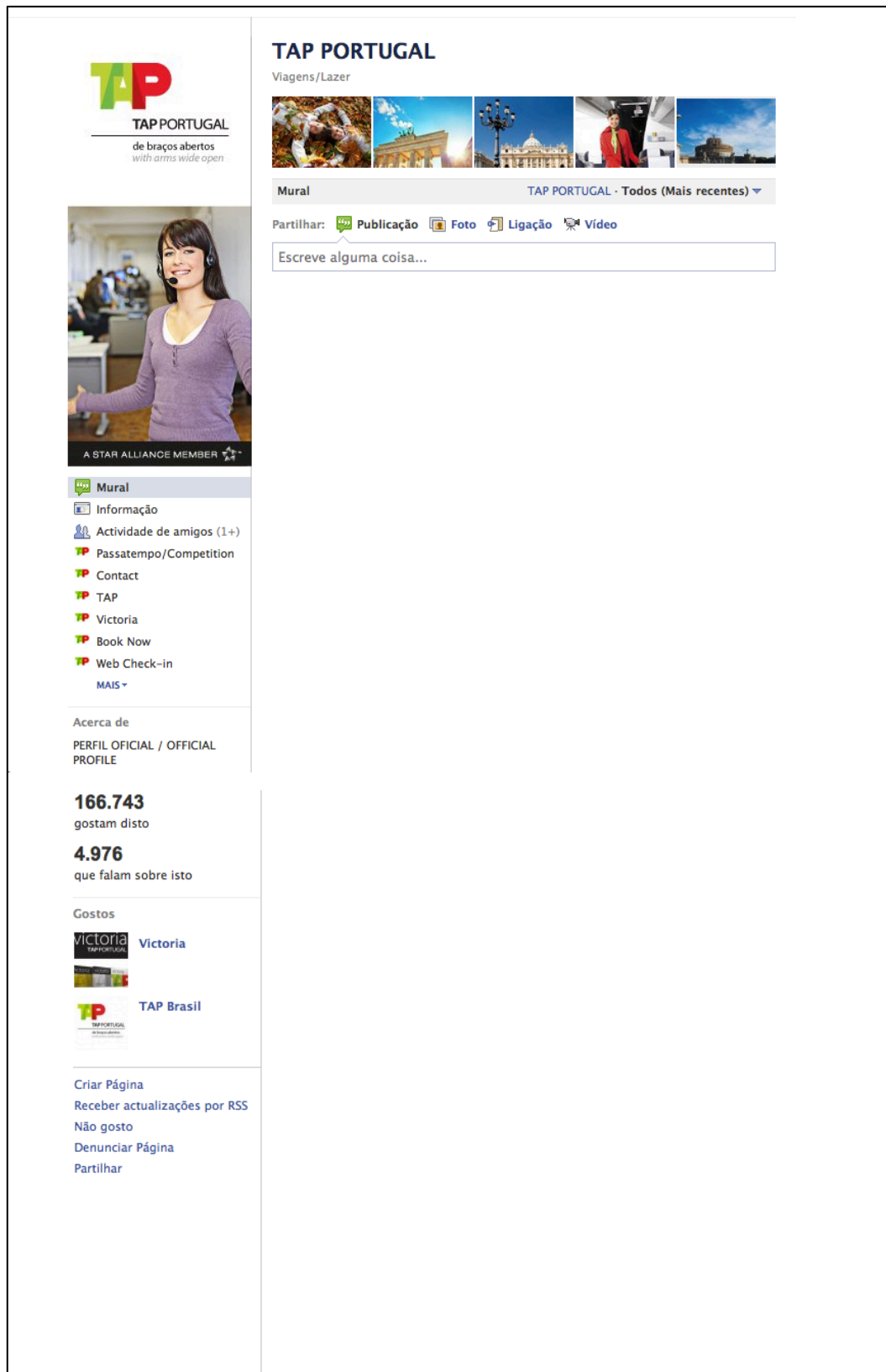


Figure 1 - Overall view of the Facebook page



TAP PORTUGAL
de braços abertos
with arms wide open



A STAR ALLIANCE MEMBER

- Mural
- Informação
- Actividade de amigos (1+)
- Passatempo/Competition
- Contact
- TAP
- Victoria
- Book Now**
- Web Check-in
- MAIS-

TAP PORTUGAL ▶ Book Now

Viagens/Lazer

PT  EN 




Adicione à sua viagem...
Add more to your trip...



☒ Ida e Volta ☐ Só Ida

De:  [lista de aeroportos](#)

Para:  [lista de aeroportos](#)

Partida: 

Regresso: 

(>12 anos) (2-11 anos) (<2 anos)

1 0 0

Reserve Já 

Figure 2 – The booking feature



TAP PORTUGAL
de braços abertos
with arms wide open



A STAR ALLIANCE MEMBER

TAP PORTUGAL ▶ Web Check-in

Viagens/Lazer



Check-in online TAP
TAP Online Check-in

Faça o seu próprio check-in e imprima o cartão de embarque antes de ir para o aeroporto!

Carry out your own Check-in and print your Boarding Card before going to the airport!

Por favor seleccione a opção pretendida / Please select an option:

☐ Check-in online Online Check-in

☐ Alterar/cancelar Change/Cancel Check-in

Continue > **Continuar** >

[General Conditions](#) [Condições Gerais](#)

Figure 3 - The online check-in feature



Figure 4 - The TAP feature that provides information about the airline



Figure 5 - The Victoria program feature

Exhibit 10 – Online survey questions

Q1. Gender

1. Male
2. Female

Q2. Age

1. < 18
2. 18 - 25
3. 25 - 35
4. 35 - 45
5. 45 - 55
6. > 55

Q3. Nationality

1. Portuguese
2. Other

Q4. Do you use (or ever used) social platforms such as Facebook and/or Twitter?

1. Yes
2. No

Q5. From the list bellow, which airline companies' s Facebook or Twitter page have you visited?

1. British Airways
2. Iberia
3. Air France
4. Lufthansa
5. TAP
6. Easy Jet
7. Air Canada
8. Ryanair
9. KLM
10. Virgin Atlantic
11. Continental Airlines
12. Emirates
13. Air China
14. Other

Q6. Why have you never visited TAPs Facebook page?

1. I never heard about it
2. It doesnt appeal to me
3. I have never needed it
4. I dont travel
5. Other

Q7. Are you a fan of TAP's Facebook page?

1. Yes
2. No

Q8. On average, how often have you visited TAP's Facebook page within the last year?

1. More than 1x month
2. Monthly
3. Trimesterly
4. Semesterly
5. Once a year
6. Never
7. Other

Q9. For what purpose(s) do you usually visit or have visited TAPs Facebook page?

1. Check TAP news
2. Check Promotions
3. Write a complain
4. Write a suggestion
5. Ask for some information
6. Book a ticket
7. Do online check-in
8. Sign up to TAP victoria
9. Other

Q10. Having in mind the options that you choose, please rank them from the ones you use the most (1) to the ones you use the less (2,3,4,5...).

- Check TAP news _____
- Check Promotions _____
- Write a complain _____
- Write a suggestion _____
- Ask for some information _____
- Book a ticket _____
- Do online check-in _____
- Sign up to TAP victoria _____
- Other _____

Q11. How do you classify TAPs Facebook page?

Complex	1	2	3	4	5	6	7	8	9	10	Simple
Non-original	1	2	3	4	5	6	7	8	9	10	Creative
Useless	1	2	3	4	5	6	7	8	9	10	Functional
Traditional	1	2	3	4	5	6	7	8	9	10	Modern
Outdated	1	2	3	4	5	6	7	8	9	10	Updated
Slow	1	2	3	4	5	6	7	8	9	10	Fast

Q12. Having in mind TAPs Facebook page and current image, choose your level of agreement for each sentence from 1 (Strongly Disagree) to 7 (Strongly Agree)
Thanks to Facebook and Twitter, TAP...

	1	2	3	4	5	6	7
Is closer to its customers	☐	☐	☐	☐	☐	☐	☐
Is more attentive to its customers needs	☐	☐	☐	☐	☐	☐	☐
Is updated and more modern	☐	☐	☐	☐	☐	☐	☐
Is up to its competitors	☐	☐	☐	☐	☐	☐	☐
Is cool and young	☐	☐	☐	☐	☐	☐	☐
Is the same	☐	☐	☐	☐	☐	☐	☐

Exhibit 11 – Sample demographic charts

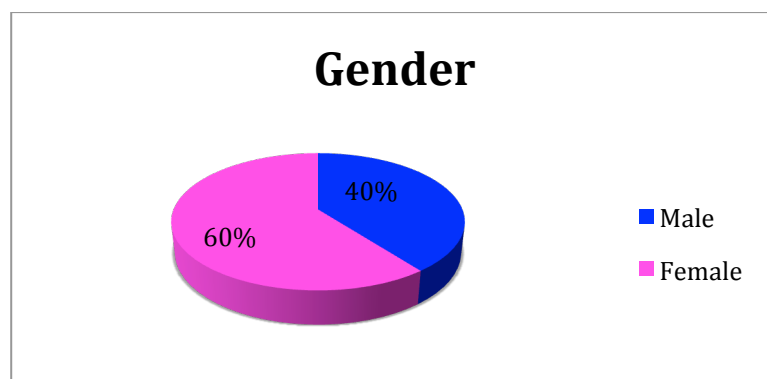


Figure 1 - Gender statistics

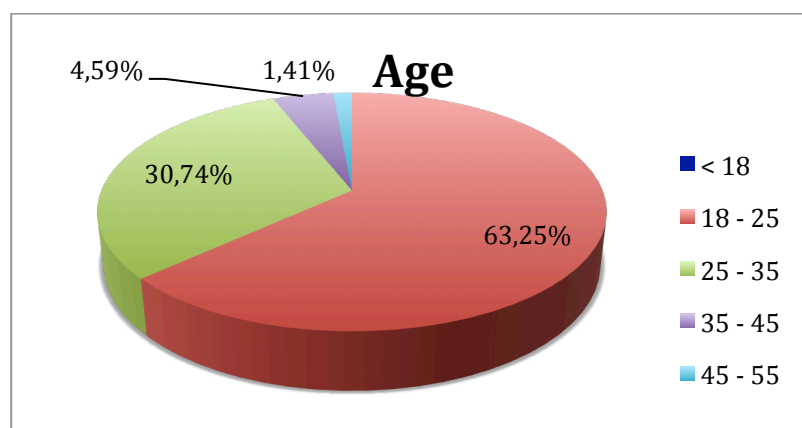


Figure 2 - Age statistics

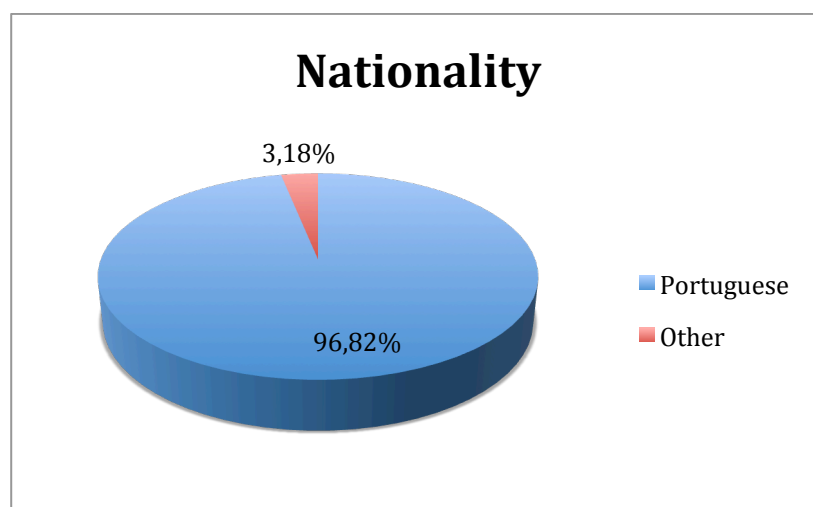


Figure 3 - Nationality statistics

Exhibit 12 – Sample social platform's usage

Do you use or ever used social platforms such as Facebook and/or Twitter

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	271	96,4	98,9	98,9
	No	3	1,1	1,1	100,0
	Total	274	97,5	100,0	
Missing	0	6	2,1		
	System	1	,4		
	Total	7	2,5		
Total		281	100,0		

Exhibit 13 – Visited airlines frequencies

		Visited British Airways	Visited Iberia	Visited Air France	Visited Lufthansa	Visited TAP
N	Valid	36	19	23	33	179
	Missing	245	262	258	248	102

Statistics

Visited Easy Jet	Visited Air Canada	Visited Ryanair	Visited KLM	Visited Virgin Atlantic	Visited Continental Airlines	Visited Emirates	Visited Air China	Visited Other
78	4	51	25	5	5	17	2	54
203	277	230	256	276	276	264	279	227

Visited British Airways

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	British Airways	36	12,8	100,0	100,0
	Missing	244	86,8		
	System	1	,4		
Total		245	87,2		
Total		281	100,0		

Visited Iberia

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Iberia	19	6,8	100,0	100,0
	Missing	261	92,9		
	System	1	,4		
Total		262	93,2		
Total		281	100,0		

Visited Air France

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Air France	23	8,2	100,0	100,0
	Missing	257	91,5		
	System	1	,4		
Total		258	91,8		
Total		281	100,0		

Visited Lufthansa

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lufthansa	33	11,7	100,0	100,0
	Missing	247	87,9		
	System	1	,4		
Total		248	88,3		
Total		281	100,0		

Visited TAP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TAP	179	63,7	100,0	100,0
	Missing	101	35,9		
	System	1	,4		
Total		102	36,3		
Total		281	100,0		

Visited Easy Jet

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Easy Jet	78	27,8	100,0	100,0
Missing	null	202	71,9		
	System	1	,4		
	Total	203	72,2		
Total		281	100,0		

Visited Air Canada

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Air Canada	4	1,4	100,0	100,0
Missing	null	276	98,2		
	System	1	,4		
	Total	277	98,6		
Total		281	100,0		

Visited Ryanair

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ryanair	51	18,1	100,0	100,0
Missing	null	229	81,5		
	System	1	,4		
	Total	230	81,9		
Total		281	100,0		

Visited KLM

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KLM	25	8,9	100,0	100,0
Missing	null	255	90,7		
	System	1	,4		
	Total	256	91,1		
Total		281	100,0		

Visited Virgin Atlantic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Virgin Atlantic	5	1,8	100,0	100,0
Missing	null	275	97,9		
	System	1	,4		
	Total	276	98,2		
Total		281	100,0		

Visited Continental Airlines

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Continental Airlines	5	1,8	100,0	100,0
Missing	null	275	97,9		
	System	1	,4		
	Total	276	98,2		
Total		281	100,0		

Visited Emirates

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Emirates	17	6,0	100,0	100,0
Missing	null	263	93,6		
	System	1	,4		
	Total	264	94,0		
Total		281	100,0		

Visited Air China

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Air China	2	,7	100,0	100,0
Missing	null	278	98,9		
	System	1	,4		
	Total	279	99,3		
Total		281	100,0		

Visited Other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other	54	19,2	100,0	100,0
Missing	null	226	80,4		
	System	1	,4		
	Total	227	80,8		
Total		281	100,0		

Exhibit 14 – “Being a Fan” Frequencies

Are you a fan of TAPs Facebook page

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	125	44,5	70,2	70,2
	No	53	18,9	29,8	100,0
	Total	178	63,3	100,0	
Missing	0	102	36,3		
	System	1	,4		
	Total	103	36,7		
Total		281	100,0		

Exhibit 15 – Crosstab Fan*Visited Ryanair & Visited Easy jet

Crosstab

			Are you a fan of TAPs Facebook page		Total
			Yes	No	
Visited Ryanair	Ryanair	Count	25	10	35
		% within Visited Ryanair	71,4%	28,6%	100,0%
		% within Are you a fan of TAPs Facebook page	100,0%	100,0%	100,0%
		% of Total	71,4%	28,6%	100,0%
Total		Count	25	10	35
		% within Visited Ryanair	71,4%	28,6%	100,0%
		% within Are you a fan of TAPs Facebook page	100,0%	100,0%	100,0%
		% of Total	71,4%	28,6%	100,0%

Crosstab

			Are you a fan of TAPs Facebook page		Total
			Yes	No	
Visited Easy Jet	Easy Jet	Count	47	19	66
		% within Visited Easy Jet	71,2%	28,8%	100,0%
		% within Are you a fan of TAPs Facebook page	100,0%	100,0%	100,0%
		% of Total	71,2%	28,8%	100,0%
Total		Count	47	19	66
		% within Visited Easy Jet	71,2%	28,8%	100,0%
		% within Are you a fan of TAPs Facebook page	100,0%	100,0%	100,0%
		% of Total	71,2%	28,8%	100,0%

Exhibit 16 - "Never Visited" Frequencies

Statistics

		Why have you never visited TAPs Facebook page - I never heard about it	Why have you never visited TAPs Facebook page - It doesn't appeal to me	Why have you never visited TAPs Facebook page - I have never needed it	Why have you never visited TAPs Facebook page - I don't travel	Why have you never visited TAPs Facebook page - Other
N	Valid	30	6	42	2	3
	Missing	250	274	238	278	277
Mean		1,00	1,00	1,00	1,00	1,00
Std. Deviation		,000	,000	,000	,000	,000
Variance		,000	,000	,000	,000	,000

	N	%
I have never needed it	42	51%
I have never heard about it	30	36%
It doesn't appeal to me	6	7%
I don't travel	2	2%
Other	3	4%
Total	83	100%

Figure 1 - "Never visited" frequencies (%)

Exhibit 17 - Number of visits' frequencies

On average how often have you visited TAPs Facebook page within the last year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	More than 1x month	40	14,3	23,4	23,4
	Monthly	39	13,9	22,8	46,2
	Trimesterly	29	10,4	17,0	63,2
	Semesterly	25	8,9	14,6	77,8
	Once a year	24	8,6	14,0	91,8
	Never	12	4,3	7,0	98,8
	Other	2	,7	1,2	100,0
	Total	171	61,1	100,0	
Missing	0	109	38,9		
Total		280	100,0		

Exhibit 18 – Number of visits: regression analysis

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	196,614	3	65,538	41,558	,000 ^b
	Residual	263,362	167	1,577		
	Total	459,977	170			

a. Dependent Variable: On average how often have you visited TAPs Facebook page within the last year

b. Predictors: (Constant), Are you a fan of TAPs Facebook page, Age, Gender

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,501	,553		-,906	,366
	Age	-,001	,146	-,001	-,010	,992
	Gender	,307	,197	,091	1,560	,121
	Are you a fan of TAPs Facebook page	2,320	,211	,644	10,979	,000

a. Dependent Variable: On average how often have you visited TAPs Facebook page within the last year

Exhibit 19 – Crosstab between “being a fan” and frequency of visits

On average how often have you visited TAPs Facebook page within the last year * Are you a fan of TAPs Facebook page Crosstabulation

			Are you a fan of TAPs Facebook page		Total
			Yes	No	
On average how often have you visited TAPs Facebook page within the last year	More than 1x month	Count	38	2	40
		% within On average how often have you visited TAPs Facebook page within the last year	95,0%	5,0%	100,0%
		% within Are you a fan of TAPs Facebook page	31,4%	4,0%	23,4%
	Monthly	Count	38	1	39
		% within On average how often have you visited TAPs Facebook page within the last year	97,4%	2,6%	100,0%
		% within Are you a fan of TAPs Facebook page	31,4%	2,0%	22,8%
	Trimesterly	Count	24	5	29
		% within On average how often have you visited TAPs Facebook page within the last year	82,8%	17,2%	100,0%
		% within Are you a fan of TAPs Facebook page	19,8%	10,0%	17,0%
	Semesterly	Count	14	11	25
		% within On average how often have you visited TAPs Facebook page within the last year	56,0%	44,0%	100,0%
		% within Are you a fan of TAPs Facebook page	11,6%	22,0%	14,6%
	Once a year	Count	5	19	24
		% within On average how often have you visited TAPs Facebook page within the last year	20,8%	79,2%	100,0%
		% within Are you a fan of TAPs Facebook page	4,1%	38,0%	14,0%
	Never	Count	2	10	12
		% within On average how often have you visited TAPs Facebook page within the last year	16,7%	83,3%	100,0%
		% within Are you a fan of TAPs Facebook page	1,7%	20,0%	7,0%
	Other	Count	0	2	2
		% within On average how often have you visited TAPs Facebook page within the last year	0,0%	100,0%	100,0%
		% within Are you a fan of TAPs Facebook page	0,0%	4,0%	1,2%
Total	Count		121	50	171
	% within On average how often have you visited TAPs Facebook page within the last year		70,8%	29,2%	100,0%
	% within Are you a fan of TAPs Facebook page		100,0%	100,0%	100,0%

Exhibit 20 – Reasons to visit frequencies

Check TAP news

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Check TAP news	83	29,5	100,0	100,0
Missing	null	197	70,1		
	System	1	,4		
	Total	198	70,5		
Total		281	100,0		

Check Promotions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Check Promotions	130	46,3	100,0	100,0
Missing	null	150	53,4		
	System	1	,4		
	Total	151	53,7		
Total		281	100,0		

Write a complain

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Write a complain	2	,7	100,0	100,0
Missing	null	278	98,9		
	System	1	,4		
	Total	279	99,3		
Total		281	100,0		

Ask for some information

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ask for some information	32	11,4	100,0	100,0
Missing	null	248	88,3		
	System	1	,4		
	Total	249	88,6		
Total		281	100,0		

Book a ticket

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Book a ticket	6	2,1	100,0	100,0
Missing	null	274	97,5		
	System	1	,4		
	Total	275	97,9		
Total		281	100,0		

Do online checkin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do online checkin	5	1,8	100,0	100,0
Missing	null	275	97,9		
	System	1	,4		
	Total	276	98,2		
Total		281	100,0		

Sign up to TAP victoria

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sign up to TAP victoria	5	1,8	100,0	100,0
Missing	null	275	97,9		
	System	1	,4		
	Total	276	98,2		
Total		281	100,0		

Other reasons

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Other	10	3,6	100,0	100,0
Missing	null	270	96,1		
	System	1	,4		
	Total	271	96,4		
Total		281	100,0		

Exhibit 21 – “Rank reasons to visit” frequencies

Statistics

	Rank check TAP news	Rank Check Promotions	Rank Write a complain	Rank Write a suggestion	Rank Ask for some information	Rank Book a Ticket	Rank Do online checkin	Rank Sign up to TAP victoria	Rank Other
N Valid	65	104	1	4	28	4	4	3	5
Missing	215	176	279	276	252	276	276	277	275
Mean	1,60	1,32	1,00	2,75	1,61	1,25	2,50	3,67	1,00
Median	2,00	1,00	1,00	3,00	2,00	1,00	2,50	4,00	1,00
Mode	2	1	1	3	1 ^a	1	1 ^a	2 ^a	1
Std. Deviation	,553	,562		,500	,629	,500	1,732	1,528	,000
Variance	,306	,316		,250	,396	,250	3,000	2,333	,000
Minimum	1	1	1	2	1	1	1	2	1
Maximum	3	3	1	3	3	2	4	5	1

a. Multiple modes exist. The smallest value is shown

Exhibit 22 – “Rank reasons to visit” frequencies simplified

	Rank check TAP news	Rank Check Promotions	Rank Ask for some information
N Valid	65	104	28
Missing	215	176	252
Mean	1,60	1,32	1,61
Median	2,00	1,00	2,00
Mode	2	1	1 ^a

a. Multiple modes exist. The smallest value is shown

Exhibit 23 – Semantic Differential Scale Frequencies

		Statistics					
		Complex – Simple	NonOriginal – Creative	Useless – Functional	Traditional – Modern	Outdated – Updated	Slow – Fast
N	Valid	151	151	151	151	151	151
	Missing	130	130	130	130	130	130
Mean		6,91	5,05	6,30	5,80	6,71	6,44
Median		7,00	5,00	7,00	6,00	7,00	7,00
Mode		8	5	7	5	5	5 ^a
Std. Deviation		2,315	2,225	2,408	2,248	2,459	2,481

a. Multiple modes exist. The smallest value is shown

Useless – Functional					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	5	1,8	3,3	3,3
	1	3	1,1	2,0	5,3
	2	6	2,1	4,0	9,3
	3	3	1,1	2,0	11,3
	4	7	2,5	4,6	15,9
	5	28	10,0	18,5	34,4
	6	22	7,8	14,6	49,0
	7	29	10,3	19,2	68,2
	8	22	7,8	14,6	82,8
	9	12	4,3	7,9	90,7
	10	14	5,0	9,3	100,0
Total		151	53,7	100,0	
Missing	System	130	46,3		
Total		281	100,0		

Slow – Fast					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	4	1,4	2,6	2,6
	1	4	1,4	2,6	5,3
	2	5	1,8	3,3	8,6
	3	3	1,1	2,0	10,6
	4	9	3,2	6,0	16,6
	5	30	10,7	19,9	36,4
	6	18	6,4	11,9	48,3
	7	16	5,7	10,6	58,9
	8	30	10,7	19,9	78,8
	9	16	5,7	10,6	89,4
	10	16	5,7	10,6	100,0
Total		151	53,7	100,0	
Missing	System	130	46,3		
Total		281	100,0		

Table 1 – Useless/ Functional Frequencies

Table 2 – Slow/Fast Frequencies

Exhibit 24 – A-Nova Analysis for Semantic Differential Scale

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Complex – Simple	Between Groups	3,610	1	3,610	,669	,415
	Within Groups	799,083	148	5,399		
	Total	802,693	149			
NonOriginal – Creative	Between Groups	1,068	1	1,068	,213	,645
	Within Groups	741,606	148	5,011		
	Total	742,673	149			
Useless – Functional	Between Groups	1,960	1	1,960	,335	,564
	Within Groups	865,933	148	5,851		
	Total	867,893	149			
Traditional – Modern	Between Groups	2,668	1	2,668	,525	,470
	Within Groups	752,106	148	5,082		
	Total	754,773	149			
Outdated – Updated	Between Groups	1,361	1	1,361	,223	,638
	Within Groups	904,139	148	6,109		
	Total	905,500	149			
Slow – Fast	Between Groups	1,361	1	1,361	,219	,640
	Within Groups	919,472	148	6,213		
	Total	920,833	149			

Table 1 - A-Nova for Gender/Semantic Differential Scale Variables

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Complex –Simple	Between Groups	19,038	3	6,346	1,182	,319
	Within Groups	783,655	146	5,367		
	Total	802,693	149			
NonOriginal – Creative	Between Groups	36,986	3	12,329	2,551	,058
	Within Groups	705,688	146	4,833		
	Total	742,673	149			
Useless – Functional	Between Groups	54,854	3	18,285	3,283	,023
	Within Groups	813,039	146	5,569		
	Total	867,893	149			
Traditional – Modern	Between Groups	45,385	3	15,128	3,114	,028
	Within Groups	709,388	146	4,859		
	Total	754,773	149			
Outdated – Updated	Between Groups	29,174	3	9,725	1,620	,187
	Within Groups	876,326	146	6,002		
	Total	905,500	149			
Slow – Fast	Between Groups	18,068	3	6,023	,974	,407
	Within Groups	902,765	146	6,183		
	Total	920,833	149			

Table 2 - A-Nova for Age/ Semantic Differential Scale Variables

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Complex –Simple	Between Groups	1,621	1	1,621	,286	,594
	Within Groups	510,857	90	5,676		
	Total	512,478	91			
NonOriginal – Creative	Between Groups	5,749	1	5,749	1,183	,280
	Within Groups	437,240	90	4,858		
	Total	442,989	91			
Useless – Functional	Between Groups	3,364	1	3,364	,546	,462
	Within Groups	554,114	90	6,157		
	Total	557,478	91			
Traditional – Modern	Between Groups	1,846	1	1,846	,378	,540
	Within Groups	439,056	90	4,878		
	Total	440,902	91			
Outdated – Updated	Between Groups	10,288	1	10,288	1,548	,217
	Within Groups	598,180	90	6,646		
	Total	608,467	91			
Slow – Fast	Between Groups	13,084	1	13,084	1,946	,166
	Within Groups	605,122	90	6,724		
	Total	618,207	91			

Table 3 - A-Nova for FAN/Semantic Differential Scale Variables

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Complex –Simple	Between Groups	16,001	5	3,200	,544	,743
	Within Groups	494,399	84	5,886		
	Total	510,400	89			
NonOriginal – Creative	Between Groups	16,600	5	3,320	,662	,653
	Within Groups	421,400	84	5,017		
	Total	438,000	89			
Useless – Functional	Between Groups	18,202	5	3,640	,572	,721
	Within Groups	534,698	84	6,365		
	Total	552,900	89			
Traditional – Modern	Between Groups	13,674	5	2,735	,543	,743
	Within Groups	423,315	84	5,039		
	Total	436,989	89			
Outdated – Updated	Between Groups	10,900	5	2,180	,310	,906
	Within Groups	591,322	84	7,040		
	Total	602,222	89			
Slow – Fast	Between Groups	44,925	5	8,985	1,334	,258
	Within Groups	565,697	84	6,734		
	Total	610,622	89			

Table 4 - A-Nova for N° visits/ Semantic Differential Scale Variables

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
NonOriginal – Creative	18 25	93	5,31	2,250	,233	4,85	5,78	0	10
	25 35	52	4,52	2,063	,286	3,94	5,09	0	8
	35 45	4	4,75	2,754	1,377	,37	9,13	2	8
	45 55	1	9,00	.	.	.	.	9	9
	Total	150	5,05	2,233	,182	4,69	5,41	0	10
Useless – Functional	18 25	93	6,72	2,319	,240	6,24	7,20	0	10
	25 35	52	5,62	2,459	,341	4,93	6,30	0	10
	35 45	4	5,00	1,826	,913	2,09	7,91	3	7
	45 55	1	9,00	.	.	.	.	9	9
	Total	150	6,31	2,413	,197	5,92	6,70	0	10
Traditional – Modern	18 25	93	6,16	2,228	,231	5,70	6,62	0	10
	25 35	52	5,13	2,179	,302	4,53	5,74	0	10
	35 45	4	5,75	1,893	,946	2,74	8,76	3	7
	45 55	1	9,00	.	.	.	.	9	9
	Total	150	5,81	2,251	,184	5,45	6,18	0	10

Table 5 - A-Nova Age Differences/Semantic Differential Scale Variables

Exhibit 25 – Regression Analysis Semantic Differential Scale

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,877	4	1,969	,333	,855 ^b
	Residual	502,523	85	5,912		
	Total	510,400	89			

a. Dependent Variable: Complex –Simple

b. Predictors: (Constant), Are you a fan of TAPs Facebook page, Gender, Age, On average how often have you visited TAPs Facebook page within the last year

Table 1 - Regression Analysis for Complex/Simple

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6,283	4	1,571	,309	,871 ^b
	Residual	431,717	85	5,079		
	Total	438,000	89			

a. Dependent Variable: NonOriginal – Creative

b. Predictors: (Constant), Are you a fan of TAPs Facebook page, Gender, Age, On average how often have you visited TAPs Facebook page within the last year

Table 2 - Regression Analysis for Non-Original/Creative

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16,208	4	4,052	,642	,634 ^b
	Residual	536,692	85	6,314		
	Total	552,900	89			

a. Dependent Variable: Useless – Functional

b. Predictors: (Constant), Are you a fan of TAPs Facebook page, Gender, Age, On average how often have you visited TAPs Facebook page within the last year

Table 3 - Regression Analysis for Useless/Functional

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11,672	4	2,918	,583	,676 ^b
	Residual	425,317	85	5,004		
	Total	436,989	89			

a. Dependent Variable: Traditional – Modern

b. Predictors: (Constant), Are you a fan of TAPs Facebook page, Gender, Age, On average how often have you visited TAPs Facebook page within the last year

Table 4 - Regression Analysis for Traditional/Modern

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22,763	4	5,691	,835	,507 ^b
	Residual	579,459	85	6,817		
	Total	602,222	89			

a. Dependent Variable: Outdated – Updated

b. Predictors: (Constant), Are you a fan of TAPs Facebook page, Gender, Age, On average how often have you visited TAPs Facebook page within the last year

Table 5 - Regression Analysis for Outdated/Updated

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21,234	4	5,308	,766	,551 ^b
	Residual	589,389	85	6,934		
	Total	610,622	89			

a. Dependent Variable: Slow – Fast

b. Predictors: (Constant), Are you a fan of TAPs Facebook page, Gender, Age, On average how often have you visited TAPs Facebook page within the last year

Table 6 - Regression Analysis for Slow/Fast

Exhibit 26 - Change in image correlations

		Correlations					
		Is closer to its customers	Is more attentive to its customers needs	Is updated and more modern	Is up to its competitors	Is cool and young	Is the same
Is closer to its customers	Pearson Correlation	1	,799**	,736**	,554**	,620**	-,051
	Sig. (2-tailed)		,000	,000	,000	,000	,543
	N	144	144	144	144	144	144
Is more attentive to its customers needs	Pearson Correlation	,799**	1	,719**	,590**	,592**	-,069
	Sig. (2-tailed)	,000		,000	,000	,000	,412
	N	144	144	144	144	144	144
Is updated and more modern	Pearson Correlation	,736**	,719**	1	,694**	,767**	-,136
	Sig. (2-tailed)	,000	,000		,000	,000	,103
	N	144	144	144	144	144	144
Is up to its competitors	Pearson Correlation	,554**	,590**	,694**	1	,686**	-,167
	Sig. (2-tailed)	,000	,000	,000		,000	,045
	N	144	144	144	144	144	144
Is cool and young	Pearson Correlation	,620**	,592**	,767**	,686**	1	-,216**
	Sig. (2-tailed)	,000	,000	,000	,000		,009
	N	144	144	144	144	144	144
Is the same	Pearson Correlation	-,051	-,069	-,136	-,167	-,216**	1
	Sig. (2-tailed)	,543	,412	,103	,045	,009	
	N	144	144	144	144	144	144

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

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

Exhibit 27 – Change in image frequencies

		Statistics					
		Is closer to its customers	Is more attentive to its customers needs	Is updated and more modern	Is up to its competitors	Is cool and young	Is the same
N	Valid	144	144	144	144	144	144
	Missing	136	136	136	136	136	136
Mean		5,38	4,98	5,21	4,85	4,85	3,20
Mode		7	6	6	6	6	2
Std. Deviation		1,551	1,553	1,419	1,409	1,519	1,594
Variance		2,406	2,412	2,012	1,986	2,307	2,540
Minimum		1	1	1	1	1	1
Maximum		7	7	7	7	7	7

Exhibit 28 – Change in image matrix score card

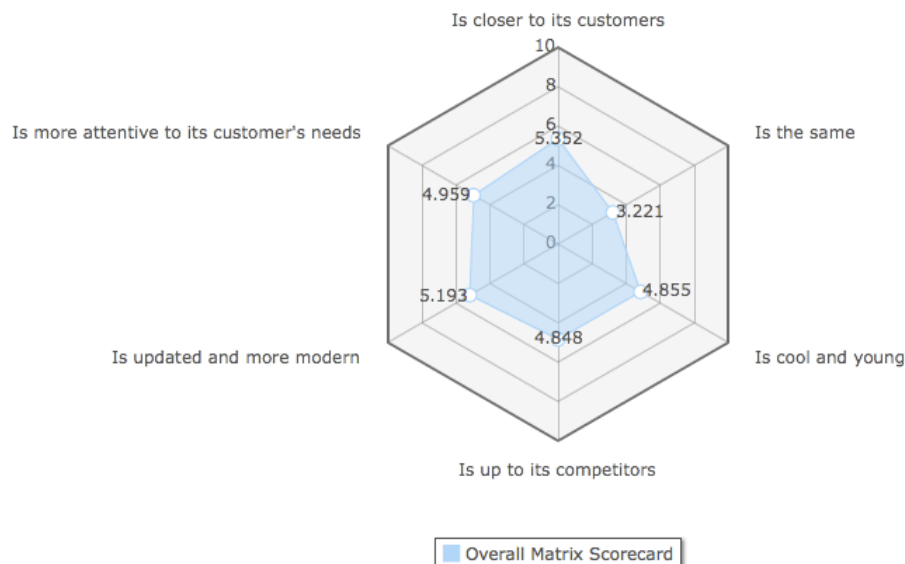


Exhibit 29 - Regression analysis - change in image

Dependent variable: "is closer to its customers"

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42,891	4	10,723	4,950	,001 ^b
	Residual	301,102	139	2,166		
	Total	343,993	143			

a. Dependent Variable: Is closer to its customers

b. Predictors: (Constant), On average how often have you visited TAPs Facebook page within the last year, Age, Gender, Are you a fan of TAPs Facebook page

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,364	,745		9,885	,000
	Gender	,031	,255	,010	,123	,903
	Age	-,258	,203	-,101	-1,272	,205
	Are you a fan of TAPs Facebook page	-,803	,384	-,234	-2,092	,038
	On average how often have you visited TAPs Facebook page within the last year	-,129	,107	-,137	-1,214	,227

a. Dependent Variable: Is closer to its customers

Dependent variable: "is more attentive to its customers' needs"

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40,617	4	10,154	4,638	,002 ^b
	Residual	304,320	139	2,189		
	Total	344,938	143			

a. Dependent Variable: Is more attentive to its customers needs

b. Predictors: (Constant), On average how often have you visited TAPs Facebook page within the last year, Age, Gender, Are you a fan of TAPs Facebook page

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,333	,749		8,457	,000
	Gender	-,151	,257	-,048	-,590	,556
	Age	,008	,204	,003	,038	,969
	Are you a fan of TAPs Facebook page	-,318	,386	-,093	-,826	,410
	On average how often have you visited TAPs Facebook page within the last year	-,246	,107	-,261	-2,298	,023

a. Dependent Variable: Is more attentive to its customers needs

Dependent variable: “ is updated and more modern”

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19,614	4	4,903	2,542	,042 ^b
	Residual	268,136	139	1,929		
	Total	287,750	143			

a. Dependent Variable: Is updated and more modern

b. Predictors: (Constant), On average how often have you visited TAPs Facebook page within the last year, Age, Gender, Are you a fan of TAPs Facebook page

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,233	,703		8,867	,000
	Gender	,052	,241	,018	,216	,829
	Age	-,084	,191	-,036	-,437	,662
	Are you a fan of TAPs Facebook page	-,398	,362	-,127	-1,099	,274
	On average how often have you visited TAPs Facebook page within the last year	-,135	,101	-,157	-1,344	,181

a. Dependent Variable: Is updated and more modern

Dependent variable: “is up to its competitors”

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,506	4	3,127	1,601	,177 ^b
	Residual	271,431	139	1,953		
	Total	283,938	143			

a. Dependent Variable: Is up to its competitors

b. Predictors: (Constant), On average how often have you visited TAPs Facebook page within the last year, Age, Gender, Are you a fan of TAPs Facebook page

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,136	,707		8,676	,000
	Gender	-,278	,242	-,096	-1,147	,253
	Age	-,070	,192	-,030	-,364	,717
	Are you a fan of TAPs Facebook page	-,399	,364	-,128	-1,095	,275
	On average how often have you visited TAPs Facebook page within the last year	-,052	,101	-,061	-,517	,606

a. Dependent Variable: Is up to its competitors

Dependent variable: "is cool and young"

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33,136	4	8,284	3,880	,005 ^b
	Residual	296,802	139	2,135		
	Total	329,937	143			

a. Dependent Variable: Is cool and young

b. Predictors: (Constant), On average how often have you visited TAPs Facebook page within the last year, Age, Gender, Are you a fan of TAPs Facebook page

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,545	,740		8,849	,000
	Gender	,129	,253	,041	,507	,613
	Age	-,254	,201	-,102	-1,263	,209
	Are you a fan of TAPs Facebook page	-,863	,381	-,257	-2,266	,025
	On average how often have you visited TAPs Facebook page within the last year	-,060	,106	-,065	-,564	,574

a. Dependent Variable: Is cool and young

Dependent variable: "is the same"

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7,660	4	1,915	,749	,560 ^b
	Residual	355,500	139	2,558		
	Total	363,160	143			

a. Dependent Variable: Is the same

b. Predictors: (Constant), On average how often have you visited TAPs Facebook page within the last year, Age, Gender, Are you a fan of TAPs Facebook page

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,479	,809		3,063	,003
	Gender	-,154	,277	-,047	-,556	,579
	Age	,205	,220	,078	,930	,354
	Are you a fan of TAPs Facebook page	,204	,417	,058	,489	,625
	On average how often have you visited TAPs Facebook page within the last year	,073	,116	,075	,631	,529

a. Dependent Variable: Is the same

Exhibit 30 – A-Nova Change in image/fan

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Is closer to its customers	Between Groups	36,372	1	36,372	16,790	,000
	Within Groups	307,621	142	2,166		
	Total	343,993	143			
Is cool and young	Between Groups	28,718	1	28,718	13,538	,000
	Within Groups	301,219	142	2,121		
	Total	329,937	143			

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Is closer to its customers	Yes	103	5,70	1,356	,134	5,43	5,96	1	7
	No	41	4,59	1,732	,270	4,04	5,13	1	7
	Total	144	5,38	1,551	,129	5,13	5,64	1	7
Is cool and young	Yes	103	5,14	1,365	,135	4,87	5,40	1	7
	No	41	4,15	1,667	,260	3,62	4,67	1	7
	Total	144	4,85	1,519	,127	4,60	5,10	1	7

Exhibit 31 – A-Nova Change in image / N° of visits

ANOVA					
Is more attentive to its customers needs					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	55,076	6	9,179	4,339	,000
Within Groups	289,861	137	2,116		
Total	344,938	143			

Descriptives								
Is more attentive to its customers needs								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
More than 1x month	36	5,67	1,195	,199	5,26	6,07	2	7
Monthly	33	4,97	1,510	,263	4,43	5,51	2	7
Trimesterly	26	5,31	1,350	,265	4,76	5,85	2	7
Semesterly	16	4,25	1,880	,470	3,25	5,25	1	7
Once a year	23	4,61	1,500	,313	3,96	5,26	2	7
Never	8	4,13	1,553	,549	2,83	5,42	2	7
Other	2	2,00	1,414	1,000	-10,71	14,71	1	3
Total	144	4,98	1,553	,129	4,72	5,24	1	7

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