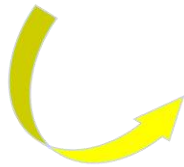


PRECISION IBÉRIA – AN OPPORTUNITY ON FACEBOOK



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ABSTRACT

Dissertation Title: Precision Ibéria - An opportunity on Facebook

Author: Cátia Gomes

Precision Ibéria is a franchise company owned by 100% Portuguese investors. Characterized by being a Multibrand auto repair company, it has been present in Portugal for 10 years; Precision Ibéria is positioned as “one stop shop” providing all the mechanical services for all passenger car brands. From its beginning it has been focusing on consumer satisfaction, developing strategies that meet their needs. Unfortunately, the crisis that affects our country has reached the repair aftermarket sector, therefore companies are decreasing their marketing budget. As a result, they are changing the way they communicate with customers. Customers, who are changing their habits, most of them interact among each other through Facebook, a social online platform.

The objective of this thesis is to give an opportunity to teachers and their students to know a real Portuguese case, giving the possibility to discuss if there is an opportunity for Precision Ibéria to create a relationship with its online consumers, through Facebook; developing a more effective marketing strategy with a lower budget. In order to achieve this objective, it was developed a case study divided into two parts. The first part analyzes the automotive industry and gives a greater focus to the repair Aftermarket sector and Precision Ibéria; later it was developed a market research to Precision’s clients in order to have a more coherent and realistic analysis.

With the help of literature review it is possible to discover some key points that allow understanding the case study better, as well as the teaching notes which will be the guide to discuss the topic. This work also suggests some ideas that Precision Ibéria can develop to help the company to achieve its objectives.

RESUMO

Dissertation Title: Precision Ibéria - An opportunity on Facebook

Author: Cátia Gomes

A Precision Ibéria é uma empresa franchisada, com capital 100% Português. Caracterizada por ser uma empresa Multimarca de reparação automóvel presente em Portugal há 10 anos; está posicionada como “tudo em um”, oferecendo todos os serviços de reparação automóvel a todos os veículos de ligeiros. Sempre focada na satisfação do cliente tem desenvolvido, desde o seu início, estratégias que vão ao encontro das necessidades dos seus consumidores. Contudo a crise que afecta o País tem também atingido o mercado de reparação de pós-venda automóvel, por conseguinte as empresas do ramo têm diminuído o seu orçamento de marketing. Nesse sentido as mesmas estão a alterar as suas estratégias de comunicação junto dos consumidores. Consumidores que estão cada vez mais a mudar os seus hábitos de comunicação, sendo que na sua maioria interagem entre si através do Facebook, uma plataforma social online.

O objectivo desta tese é dar a conhecer aos professores e alunos um caso real Português, dando a possibilidade de poderem discutir se existe uma oportunidade para a Precision Ibéria de criar uma relação com os seus consumidores online, através de uma página no Facebook; desenvolvendo uma estratégia mais eficaz e com menores recursos financeiros. Para alcançar este objectivo, desenvolveu-se um “case study” dividido em duas partes. Numa primeira parte, analisa-se a indústria automóvel, dando um maior destaque ao sector de reparação do pós-venda automóvel e à Precision Ibéria; e posteriormente desenvolveu-se um estudo de mercado junto dos clientes da empresa no sentido de ter uma análise mais consistente e realista.

Com a ajuda da revisão de literatura é possível dar a conhecer um pouco melhor alguns pontos-chave para a compreensão do “case study”, bem como as notas aos professores que poderão ser um guia para a discussão do tema. O trabalho aqui desenvolvido sugere também à Precision Ibéria algumas ideias que poderá por em prática e ajudar a empresa a atingir os seus objectivos.

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1. INTRODUCTION

The revolution of Internet changed the way how people interact with each other and with companies. Web 2.0 developed new online platforms such as blogs or social media sites, where nowadays users' are becoming more proactive. Companies are trying to follow their customer's interests and the way they communicate; therefore some of them are investing in social media platforms as Facebook, which has more than 800 million active users all over the world. Furthermore, Marketing Digital is taking a huge importance in companies' strategy once it is an easier, cheaper and more effective way to communicate with different segments.

Precision Ibéria is a Multibrand Repair company which offers all diagnostic repair and maintenance services. It has been present in the Portuguese market for ten years, having nowadays over than 40 centers. From its beginning, the company has been investing in a closed and concerned relationship with its clients. It was the first automotive repair brand investing in a new and revolutionary relationship with clients.

Unfortunately, the Portuguese Automobile Aftermarket sector is going through a troubled time due to the Portuguese economic situation, consequently these companies have fewer marketing resources and they are investing in social media platforms as a more efficient and cheaper way to communicate with their consumers.

Some Automobile Aftermarket brands are already present on Facebook, therefore the aim of this research is to understand if there is an opportunity to create a relationship with Precision and its online customers through Facebook. Not only to follow its customers interests and satisfactions but also to remain competitive in the market.

In order to understand what is happening in Digital Marketing, how it has been revolutionizing the way companies do business and how they can benefit from Social Networks, namely Facebook, private and public secondary data was used. Information about the company such as annual reports, private studies; case studies from the top journals of Marketing and external sources in the Internet helped to define the problem more clearly and to sustain the main conclusions.

To have data more adapted to the problem and to allow answering it more accurately, it was developed a telephone survey to Precision's customers which achieved 206 respondents.

Problem Statement

The aim of this research is to understand if there is an opportunity to create a relationship with Precision and its customers through Facebook.

Research Questions

- 1 - What type of Precision's customers use Facebook?
 - 1.1 - What are their characteristics?
 - 1.2 - What are their habits on Facebook?
- 2 - Who can be the potential Fans of Precision's Facebook?
- 3 - What kind of information potential Fans want to find in Precision's Facebook page?

2. LITERATURE REVIEW

“The 1970s had mainframe computing, and the '80s brought us the personal computer. In the 1990s, the Internet revolutionized communications. Today, social technologies are rewriting all the rules. Welcome to the World Wide Web of people, an era of human connectivity on a scale never before seen, and altering every aspect of the customer life cycle. Marketers and salespeople need to be where customers are, and need to communicate through the channels customers prefer” (Shih, 2009).

In order to respond to the problem statement more efficiently and achieve the main objectives, it was firstly conducted a deep analysis of existing literature. A briefly analysis was performed on topics such as how Web 2.0 increased online social communication among consumers and companies; how it developed a new marketing strategy, the digital marketing and how social media channels, particularly Facebook, have emerged and are nowadays a strong marketing opportunity for companies to increase brand awareness, brand loyalty and also to target a large audience hungry for content and conversation at real-time.

2.1. Web 2.0

The Internet has been revolutionizing how people communicate with each other. The first phase, Web 1.0, was focused on presenting information where people were only allowed to read without interact. However the new trends of social-sharing are transforming the Internet from simply-read to a read-write-share content, Web 2.0.

Web 2.0 platforms enable users not only to read what others publish online, but also to actively participate, share their own content and communicate with each other in some platforms such as Weblogs or Social Network Sites. Jones, Temperley and Lima (2009) defend that “the power of web networks has increased extraordinarily the speed, reach and interactivity of social communication”. Web 2.0 has broken up new and modern information building and extremely increased sharing and participations among internet users (Greves and Mika, 2008). Moreover, people use these new platforms to share their opinion regarding brands, companies and services. Therefore, companies are nowadays discovering the benefits of these platforms considering it an economic and effective way not only to know better their customers but also to communicate with them (Dahan, et al., 2011).

Web 2.0 has been revolutionizing marketing too. Digital platforms brought new techniques which allow marketers to communicate more efficiently with their customers, furthermore, the communication flow changed from a centralized model company-to-consumer to an active

participation model consumer-to-consumer where those are more involved and active with the brand (Mazurek, 2009).

2.2. Digital Marketing

Web 2.0, digitalization and networking of information revolutionized marketing communication into a widely different set of practices that allow connecting consumers and brands online, the digital marketing (Mulhern, 2009).

Actually, Digital Marketing allows marketers to deliver a huge amount of content online at real-time to a large community; and to personalize services, meaning that each segment can be identified and targeted separately. There are different types of Digital Marketing such as email marketing, search engine optimization, event marketing or Digital media social networks, such as Facebook (Stelzner, 2011). Digital media social network brings consumer networking, meaning that each customer can interact with each other, share information and influence others to purchase intentions. In order to take advantage of Digital Marketing, companies are slowly including digital media into their business and marketing programs. Interactive media allows not only to increase the content shared between a company and its customers, and customer-to-customer but also to build relationships with online consumers (Kierzkowski, McQuade, Waitmain and Zeisser, 1996).

2.2.1. Changing consumer behavior and companies' communication

New digital platforms start to change the way consumers make their purchase decisions. Consumers who used to seek out family and friends for word-of-mouth product recommendations now read online reviews, compare features, rankings and prices on Web sites, and discuss options via social-networking sites and forums (Bughin, Droogan and Vetvik, 2010; Edelman, 2010). According to a study from Initiative, 84% of Portuguese with Internet search online before buy offline and 40% of them avoid to buy a product, if they do not find information about that matter in Internet. Moreover, 34% of them ensured that already had changed opinion about a brand after searching on Internet. Finally, more than half affirmed that they regularly share information about brands via email or social media: 40% of those want to inform others and for 25% is just a way to express their opinion (Acepi ,2011; Madeira, 2011, Henning-Thurau, et al., 2004).

Companies that follow their customers' interests are now carefully moving digital interactivity toward the center of their marketing strategies, rethinking their priorities and budget (Edelman, 2010); identifying consumer insights to deliver value to customers rather than just expo-

sure impressions (Kim, 2008); developing a strategy that combines both online and offline channels in order to create a strong brand-consumer relationship (Facebook, 2011). According to Google's study, 38% of micro and PMEs are online: 27% have a website, 23% have a page in social media, 18% use a forum of online companies and 5% choose to have a blog. However, 31% of companies do not have any of these options and 26% ensure that they do not have access to Internet (Lima, 2011).

In a few years, companies will move their focus from *how to reach customers* to *how make customers lives better* and digital marketing will help companies in that journey. Brands want to demonstrate right away why they are important to consumers, creating synergies which extend the experience that customers have with multiple activities of the brand. This engagement between each brand and consumers needs to be updated regularly, allowing brands to differentiate itself and be more relevant by providing some kind of functionality that can enhance consumers' regular routines and convert customer into ambassador of the brand (Grayson, 2007). By creating strong connections with consumers beyond the digital platform is not enough, marketers need to analyze the consumer behavior both through demographic and psychographic usage of the product, in the specific context of their lives, locations and activities. The evolution of platforms will continue to allow marketers to provide a better connectivity between brand and its customers (Edelman, 2010; Martin and Todorov, 2010).

Despite the new digital marketing, companies need to choose the platform that fit not only with the company strategy, values, operations, and financial resources, but also with its customers' best interests and their purchasing decisions.

2.3. Social Network Sites (SNS)

Nowadays, companies are discovering the potential of Social Network Sites (SNS) as good platforms to connect with customers. In this research, the items "social network site", "social networking site" and "social network media" are being synonymously used to describe the online websites services that connect users to each other, in an online community.

Social Network Site is a website that provides not only information but also allows users to communicate, share and interact with each other (Rose, 2011; Boyd and Ellison, 2008). There are vastly different types of SNS, such as social networking (Facebook), content publish (Wikipedia, Blogs), microblogging (Twitter), video sharing (Youtube), or Social Gaming (Farmville) (Exhibit 1). These platforms give consumer a place to engage with the company, not only allowing people to give their opinion or experience about brands, recommendation and clearing

doubts but also to make part of their product/service innovation. These tools provide a great forum in order to get product feedback, it can also be seen as online brainstorming sessions (Stelzner, 2011), where companies can experiment future products and get feedback without spending money. A community can also help organizations to increase brand awareness and brand loyalty with a more cost effective form of marketing (Barnes, 2010). However, Duke University's Fuqua School of Business and the AMA, proposes that social network media usage varies concerning the company markets a product or a service and whether is a business-to-consumer or a business-to-business (Duboff and Wilkerson, 2010; Foster, 2008).

The first social networking site being launch was SixDegrees, in 1997; however in that period many people did not have Internet. Therefore in 2000, the service was closed. In the course of time, a lot of SNS have emerged, some of them have been successful and others do not (Exhibit 2), (Boyd and Ellison, 2008). Nowadays and according to Stelzner (2011), the top 4 social network sites are Facebook, Twitter, LinkedIn and blogs.

For 88% of marketers, the first advantage of social media marketing is generating more business exposure, for 72% is increasing traffic, and for 62% is improving search rankings (Stelzner, 2011). Moreover, 90% of marketers affirm that social media is important for their business, however half of them have only less than 1 year of experience in the area. 58% are using social media for more than 6 hours weekly, the longer the experience in these platforms, the larger the time spent weekly on it .Even though, 81% of marketers who invest the minimum time on social media, have been seeing increased exposure of their business. 52% of those spend less than 6h per week and see benefits with social media. Marketers, who are getting start in social media, choose Facebook to start. Only 28% of marketers are outsourcing some of their social media marketing efforts, such as design and development, content creation and analytics research.

Nowadays, Social Network Sites are helping marketers solving marketing problems about segmentation, targeting, campaign design by being used to improve marketing insight and communication effectiveness due to the strong and powerful database connection behind sites. (Shaun, 2007). In order to develop appropriated marketing strategies for their customers and to invest correctly in their marketing efforts, companies need to understand what, who and how customers are influenced during the decision-making process. Therefore Shaun (2007) defends that companies firstly need to identify company's social network which is currently easy and quickly to identify without having to invest a lot of resources; afterwards identify in that social network who are the opinion leaders and what are their connections within the

social network. Normally these ones are good communicators and usually are early adopters of products or services or information hungry, and lastly redirect marketing efforts to focus on those specific customers, assuming that they will spread the word to all network members. This strategy will allow companies to reduce their marketing cost and relocate resources more effectively.

2.3.1. Risk associated with Social Media

However, it is important to take into account that online Community Members are not necessarily customers of the organization; likewise, not everyone customer of an organization use Social Network Site. Therefore, Ang (2008) defends a better term, Community Relationship Management (CoRM) as it reflects more precisely what people do in online communities – connect, converse, create and collaborate. Figure 1, demonstrates that only a small proportion of the online community (X) is customer of the company. Therefore, with SNS's help, marketers can develop strategies to handle efficiently their own customers (X), and also to expand their strategies to convert as many of connected community (O) into new customers and to increase the size of (X). Despite the revolution of SNS, companies still need to maintain and to invest in their websites in order to reach people who do not use SNS (C) (Pattison, 2009).

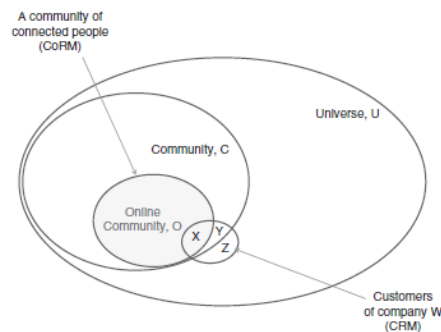


Figure 1 – Target difference between CRM and CoRM (Ang, 2008)

80% of the marketers do not use data-driven marketing and 43% do not use statistical metrics to develop future marketing campaigns (Duboff and Wilkerson, 2010). Furthermore, social media marketing often involves qualitative measurement rather than quantitative metrics. Therefore, marketers named the inability to measure ROI as the biggest barrier to the adaptation of social media platforms by their organization (Fisher, 2009). However, nowadays, there are different tools such as Google Analytics or Dragon Search, which can allow marketers to obtain metrics which will give an idea about social network's performance and costs (Kryder, 2011; Sterne, 2010). Additionally, before starting to monitor and to calculate social media ROI, companies need to establish what they want to gain through entering in social media platforms, what are their objectives – increase awareness, brand loyalty or listen customer feed-

back, for example (Fisher, 2009; Kryder, 2011). Afterwards, they need to choose the best strategy to monitor ROI. Despite and according to eMarketer, marketers are expecting to increase their social media dollars from 6% to more than 17% until 2015 (Duboff and Wilkerson, 2010). In addition, one-third of social media marketers are seeking to know how to measure and to monitor ROI of SNS (Stelzner, 2011).

Another risk associated with SNS is negative feedback through word-of-mouth. Some companies are afraid of losing control over the content shared on the platform and that the interaction with unsatisfied customers brings prejudice to the company image (Ang, 2010; Mazurek, 2009).

Power of Word-of Mouth (WOM)

“Word-Of-Mouth is a consumer-dominated channel of marketing communication where the sender is independent of the market. It is therefore perceived to be more reliable, credible, and trustworthy by consumers compared to firm-initiated communications” (Broderick, Brown and Lee, 2007). WOM came from biblical times, when Eve proposed Adam to taste the apple, convincing him that it was sweet. Actually there are many different ways to spread WOM marketing. Internet facilitates and increases it through online platforms such as blogs or social media (Shaun, 2007).

WOM is no longer a one-to-one communication, digital revolution has expanded and accelerated its power and today, it also operates on a one-to-many communication. 90% of online consumers trust recommendations from people they may know (family, friends or partners) rather than from strangers, while only 70% believe on strangers (Bughin, Droogan and Vetvik, 2010; Kozinets et al., 2010; Sernovitz, 2006). As a result, WOM has been having a huge impact on product judgments, attitude formation and decision making rather than traditional marketing communication (Broderick, Brown and Lee, 2007; Martinez, 2010).

Impact of negative WOM

Consumers can spread negative feedback as a way to demonstrate their dissatisfaction about an experience concerning a product, service or company. Negative WOM will only lead to greater attention when the communicator (the one who give negative WOM) is a credible source with a high degree of involvement (Lau and NG, 2001).

“Right messages affect brand perceptions, purchase rates and market share” (Bughin, Droogan and Vetvik, 2010). Marketers can control the negative feedback by responding to it properly

and timely (Chaudhary, Czerwinski and Giudice, 2011) but they also can monitor conversations under their own rules, for example companies can decide that only them can post on Facebook and Fans only can comment on that posts (Martinez, 2010). Moreover, to lower the dissatisfaction level, companies can improve communication with customers, anticipating customers concerns and problems regarding products, services or brand. When consumers have the opportunity to complain directly to companies, it is easier for that corporation to handle and solve the problem more effectively; they may take special attention to consumers who are more likely to spread negative WOM. If companies prepare their employees to obtain feedback from customers at the point of consumption, any displeasure will be resolved immediately without disappointed clients to start post their dissatisfaction in online platforms.

Currently, the most popular SNS is Facebook, not only for particular followers but also companies are finding out the potential of Facebook as a marketing tool to communicate more effectively with their customers but also to know them better due to the large data-base behind site and also to get new clients.

2.3.2. Facebook

Facebook was founded in February 2004, as a social network on colleges and universities, but nowadays everyone all over the world has access to it (Dwyer, Hiltz and Passerini, 2007). This social media is a site where people can communicate more efficiently and share information with others they may know – family, friends or coworkers, therefore make the world more open and connected (Facebook, 2011). Currently, with more than 800 million active users (Exhibit 3), Facebook is the most popular SNS, surpassing Google (Mui and Whorisky, 2011). Millions of people use Facebook everyday to keep up with “friends”, upload photos or videos, share links, post comments and learn more about people they meet (Exhibit 4A), (Facebook, 2011). Concerning trust, it is important for successful online interactions (Coppola, Hiltz, and Rotter, 2004; Jarvenpaa and Leidner, 1998) and Facebook users have greater trust in the site and its members (Dwyer, Hiltz and Passerini, 2007).

Companies are realizing that they need to be where their customers are. Therefore they are starting to use Facebook as a way to build online community fans, find new customers and get more information about their followers, without spending additional financial resources (Pattison, 2009).

2.3.3. Facebook in Portugal

In September 2011, there were 4 043 880 Facebook users in Portugal, which made the position #33 in the ranking of Facebook statistics by country all over the world (Exhibit 4B),

(Socialbakers, 2011). In Portugal, the Facebook penetration is 37,67% compared to the country's population 10 555 853 residents (INE, 2011) and 78,24% in relation to number of Internet users. 28% of users had between 25 and 34 years old followed by 23% between 18 and 24 years old and 19% of users are aged between 35 and 44 years old. 51% of the total users are male compared to 49% of female (Socialbakers, 2011).

All over the world, the most popular brand on Facebook is Coca-Cola with more than 34 000 000 fans, followed by Disney (28 754 555 fans) (Exhibit 5). In Portugal, the brands with more Fans on Facebook are Nike Football Portugal with 439 409, followed by TMN. "Dê Colo à Ajuda de Berço" is the most popular non-profit Portuguese brand in the fourth place (Exhibit 6). Concerning auto brands, Mercedes-Benz em Portugal is the one with more fans (85 283), followed by Smart Portugal with 67 997. Regarding automotive workshops in Portugal, Norauto is the preferred brand with more than 10 300 fans and Roady has only 3 876 fans (Socialbakers, 2011).

Nowadays, Facebook users are not using this SNS only to interact with friends and find new ones. They want not only to learn more about businesses they meet but also to know what others say about that business.

2.3.4. Facebook as a business for companies

Nowadays, brand knowledge is not sufficient enough to build strong brands. Brand relationship factors are becoming very important in the long term. Companies are taking into account the need to develop strategies and tactical plans in order to guarantee that their consumers are satisfied with the brand, trust it and feel attached to it. Facebook can help achieving those goals when incorporated with other marketing actions and business objectives (Schau, Muñiz and Arnould 2009; Franz, Geus, Langner and Schmitt, 2006). Besides, if its activities and results are properly monitored, companies can measure the impact of social media marketing campaign and yield lucrative results (Flagler, 2011).

Therefore, companies want to figure out what are their objectives with a Facebook page, to start small and to develop strategies what will help them to achieve their objectives. Additionally, Pattison (2009) believes that companies should engage and listen not only fans but also critics; pick up some ideas from how to improve products/services; keep content fresh and easy to utilize; use status and newsfeeds to inform followers about new product/service, events, promotions or content and take in mind that Facebook might be an ideal platform to bring brand personality to life through an reliable and consistent voice. Nevertheless, compa-

nies need to take in mind that if they do not deliver what their fans want to know, they will not be Fans anymore.

Flager (2011), also defends that “the idea is to engage your audience or community, allow them to get to know you and offer something of value first. Then you can encourage them to purchase or find out more about your product.” Marketers are taking care the way they spread the message in order to avoid misunderstanding. At the beginning, only few customers will start to be fan. However in the course of time, companies will not have the perceptions about who see the posts and what fans will do with that (Dholakia and Durtham, 2010).

3. CASE STUDY

3.1. Automobile Industry

The Automobile Industry is very complex, it covers different sectors and it can be analyzed into several sceneries. In this study, it will be analyzed into two different perspectives: New Vehicle sector and having more focus on Automobile Aftermarket sector.

The New Vehicle Business includes not only the production, development and the design of cars, but also their sales while Automobile Aftermarket embraces their operation throughout their working lives. Despite the New Vehicle business and the aftermarket are acknowledged to be separate markets, the one cannot survive without the other.

The New Car Sector has been losing companies and many dealers have gone out of business. Actually, all new vehicle dealers also have a workshop, which is essential to their financial viability. Discontinued dealers generally have the option of becoming an authorized service-only outlet within their manufacturer's network.

Regarding, passenger car's sales in Europe in 2010, it was sold 11,3 millions of cars while in Portugal only 176 740 cars. Since 2008 sales have been decreasing in Europe (Exhibit 7) while in Portugal the number of cars sold has been increasing. Despite the drop of 24,5% in 2009, due to the end of the "Incentive Program for the dismantling of end-of-life vehicles" and also the increase value of IVA in 2011, which lead drivers to buy the new car at the end of 2010. The automobile production also increased 26% and represented 12% of the total exportation of the Country (ACAP and AutoInforma, 2010).

The automobile sector is one of the economic sectors that generated more fiscal revenues for the country. In 2010, these revenues raised 6,4 thousand million euros, which represents 3,9% of PIB and 20% of the total fiscal revenues of the country. Unfortunately, the Portuguese Automobile Association (ACAP) predicts a new drop in passenger's automobile market in 2011, a forecast of 171.500 car sell which represent a drop of 23% compared with the previous year.

This trend is already happening, in accordance with *Jornal das Oficinas* (September, 2011), the month's sales have been dropping and in August were commercialized only 8.128 passengers vehicles, a drop of 32% comparatively with the same month in 2010. Therefore, it is expected that 2011 will be one of the worst years since the markets' liberalization. Besides, the credit, an important variable of the acquisition process of durable goods, has been increasing since 2010.

3.2. Automobile Aftermarket Sector

The Automobile Aftermarket is the sector in which cars, after the purchase, are maintained and repaired, in order to remain affordable for customers and safe in operation. The Auto Aftermarket is divided into three subsectors: Manufacture, Distribution and Repair (Exhibit 8) (Hawker, 2011).

Manufacture – who produces the car components, there are two types: the Dealer Car Manufacture who makes part of vehicle's brand and only produces 20% of the whole components; and the Independent Parts Manufactures (80%) who supply exclusively the independent aftermarket.

Distribution – who delivers the replacement parts to the automobile workshops, there are also two categories: the Dealer Car Manufactures acting as distributors only for their brand; and the Independent Wholesalers who supplies the huge amount of different components off all brands but with exception of car manufacturers' branded type.

Repair – who preserves and repairs a car when necessary. Consumers can freely choose who, how and where they want their vehicle repaired. There are four different sectors of Repair shops: the Dealer Car Repair, the Multibrand, the Independent Repair and the New Repair, which can have national variations.

3.2.1. Repair Aftermarket Sector

The Dealer Car repairs mostly new cars since these cars have normally 2 years of guarantee. It delivers a complete repair and maintenance service with original components. However, the higher prices only delight the insensitive drivers, therefore this segment seems to be characterized by weak competition (Dunham, 2009).

The Multibrand Repairs are repair shops which work with different car brands and are represented by a strong brand such as Precision or Bosh Car Service. They provide quality products for all car brands, as well as services and repairs for all models of vehicles. They are extremely competitive and pricing smaller than the Deal Vehicle Repair.

The Independent Repairs embrace all traditional neighborhood repair workshops, characterized by a small place with low prices.

The New Repair groups the Tire Auto Repair, a tire specialized workshop which fix only problems regarding tires; and Auto Centers and Quick Services such as Midas that provides quick and small auto services.

In the Portuguese Market, the Multibrand Repair is gaining market share being the leader with 52% of the of the repair aftermarket, principally due to economic difficulty that the Portuguese market is facing and its lower prices compared with Dealer Repair sector. Followed by Dealer Car Repair (25%) who has been losing market share due to higher prices and after 2 years of new car's guarantee, the majority of drivers start to find other type of services with competitive prices and closer to their jobs or home. The New Repair has been increasing its position in the market, having nowadays 20% of the market (15% belong to Tire Auto Workshop and 5% to Auto Centers and Quick Services). The remainder 3% belongs to Independent Repair which had been trending downwards but at a lower rate, however it has been observable a new trend for Independent Repairs, who are joining into branded chains. In order to reach better access to training, technology, marketing and brand support than they can get as individual and independent operator (GIPA 2011).

Let's see a quick strategic analysis of the Automotive Aftermarket sector. It has not suffered the effects of the crisis, as much as the New Vehicle market since people are choosing to keep older vehicles longer, rather than purchasing a new one. Besides, Older vehicles generally require more frequent servicing and repairs, which would benefit aftermarket's players. Overall the threat of substitutes is weak. While, barriers to entry are fairly high due to the higher competitive market, meaning that to be successful new entrants need to achieve operate scale economies, to have an extensive distribution network and efficiency in production, to compete against current players. Exit barriers may not necessarily be high, as a company can move its operations to the manufacture of other vehicle parts without the need to deny its assets. Although, if a company intends to exit the whole aftermarket, exit barriers could be much higher as it would need to sell off its manufacturing plants and distribution. Until few years ago, vehicle manufactures had a monopoly within the aftermarket sector. These companies had a large scale and were well recognized firms, such as BMW, and had higher prices for both repair services and products. In recent years, drivers have decreased their bargaining power due to liberalization of the sector, (Datamonitor, 2010).

3.2.2. Characteristics of the market

The European Automotive Aftermarket sector has been decreasing in value, having a negative growth of - 3,5% and reached 103.8 billion Euros in 2009, as well as market volume that has been losing outlets, it had 500.6 thousand outlets around Europe (Exhibit 9).

In 2009, the largest segment of European Aftermarket sector was crash repair accounting for 33% of the sector's total value (Exhibit 10). And Germany was the European Country which had the higher market share of the European Aftermarket sector value (25%), followed by France (16%), (Exhibit 11).

According to the latest report on motor vehicles in use in Europe 2008, there were over 250 million vehicles across all European roads being only 6% of them new vehicles, additionally European vehicle park continues to grow at 1-2% per year. Being Germany, Italy, France, United Kingdom and Spain the top 6 countries with the biggest car park in EU in 2008, and Portugal in eleventh place with 4, 408 million cars, where in 1 000 Portuguese, 415 had a car (Exhibit 12). About 34% of the cars on the European roads are older than 10 years. The average age of the car park has increased, in 2008 it was around 8 years and it is expected to ascend to 9 years by 2015. Annually, a European car travels on average a distance of 14.000km although it has tended to decrease (Datamonitor, 2010).

On the other hand, the Portuguese population is driving less, from the third consecutive year the annual kilometers is decreasing. In 2009, the average was 13 633 Km. Portuguese automobile park has been increasing since 2006 (Exhibit 13) and in 2009, 47% of this park has over 10 years (Exhibit 14). In 2010, drivers went every 6 months to repair workshops and spent on average 463€, more 16€ than in 2009 (without insurance part) (GIPA, 2011).

This increase in average age and working life has an extremely positive impact in aftermarket activity. Combined with the mandatory periodic inspection, the aftermarket continues to gain in importance and in good levels.

However, the rise of fuel prices reduce the annual distance travelled per vehicle which consequently will reduce the number of crash repair; also the better quality (fewer breakdowns) and the longer durability of components and system, which enables longer service intervals and continues to shift demand for service and repair further into the later years of vehicle's lives, which favors the multi-brand aftermarket sector. These affect the whole aftermarket through lower repair and maintenance volumes as well as in manufacture and distribution sector. In addition, the economic situation, unemployment and the salary reduction is having impact on

the small repair segment, which is losing market share because drivers are delaying expenses which are not a priority. As a result, this situation can perform a decrease in road safety being only the repair crash and the mandatory periodic inspection, the main reasons to visit workshops.

3.2.3. Drivers purchase behavior

Following housing, an automobile is the most costly expenditure in a European family's budget. In some cases, this process accounts for almost the same amount as the car's purchase. After purchasing a vehicle, keeping it on the road involves maintaining and repairing it when necessary (FIGIEFA, 2011).

Aftermarket demand in general may be further depressed by macro-economic factors causing changes in consumer behavior, such as reduced disposable income, ageing populations and higher fuel prices. According with ACAP, a car represents 18% of Portuguese family budget and all the expenses regarding vehicles such as maintenance, repair, oil, and parking are restricting the usage of 91% of Portuguese drivers. Regarding crisis and lower purchase rate, Portuguese consumers who do not have the possibility to buy a new one, believe in maintenance as an economic solution for their vehicle (Jornal das Oficinas, 2011).

In accordance with GIPA (2011), trust in terms of services' quality and transparency of the processes are the most influential factors when drivers need to choose the best repair workshop to their cars. 21% mention reliability of the repair workshop, 14% go to a certain repair shop for routine, being customers for a long time; price and proximity of home or work has 13%. The guarantee (6%), the welcome reception (6%), recommendation from family or friends (4%), unscheduled care (3%) and technical advices (2%) were other customers' preferences.

3.3. Precision Ibéria

Precision Auto Care INC. is a North American company that was founded in 1975, in Texas by Bill Childs. At the beginning, it was focused on engine tune-up. Later, it widened its sphere of activity, currently carrying out all vehicle mechanical operations – “one stop shopping”. With over 30 years of experience in the Multibrand repair sector, it is one of the largest Repair Aftermarket Company in the world, with headquarters located in Leesburg, Virginia and with more than 400 centers all over the world. Ten years ago, the group entered in Europe, through Precision Ibéria.

Precision Ibéria - Sociedade Gestora de Franchising - is a company 100% owned by Portuguese investors and holder of the franchising rights for Portugal, Spain, Poland and Portuguese native language countries. This year, Precision is celebrating the tenth anniversary in Portugal. The company inaugurated its first center in Alameda, in October 2011 and was the first one to bring a brand of automobile repair sector to the Country. The company is one of the biggest Multibrand repair, exclusively dedicated to after sales service with over 40 centers, 9 of them are franchisee – they have a private owner but are associated with Precision brand. Precision is positioned as “one stop shop” providing all the mechanical services from all brands, technologically well equipped, staffed with technicians who are excellently trained, supported by a strong and multi-disciplinary back-office (Exhibit 15). Furthermore, this company also invests a lot on trainee through its “Academia Precision”.

Focused on customer satisfaction, Precision centers have a clean and modern environment, a personalized service and competitive prices, transparent and without surprises, which are the differentiator factors from competitors. Furthermore, from its beginning, the company has been investing in a closed and concerned relationship with its clients. It was also a pioneer in bringing promotions campaigns to the sector. The continuous creation of new products and services tailored to the needs of increasingly demanding customers is another of the distinguishing characteristics of Precision. One of the main tasks of the Company is precisely this role of Research and Development.

From 2006 to 2009, the number of active clients had increased reaching 49 478 customers, despite the reduction of 4% in 2010 (Exhibit 16). Since 2006, the number of cars that had entered in the centers grew until 2009, achieving 92 457. Nevertheless, in 2010 there was a reduction of 4% on the amount of cars – 88 625 (Exhibit 17). Nowadays Precision centers receive thereabout 180 visits daily which represent 3960 visits per month. Regarding volume of sales, it had increased until 2008. Despite the decrease of 3% in 2009, the volume of sales increased 1% achieving 11 989 999€, in 2010 (Exhibit 18). These results are correlated with the financial crisis that has been affecting Portuguese market since 2010.

3.4. Competitors

The Aftermarket in Portugal is very competitive. Precision compete directly with Dealers Car and Bosh Car Service, since both deliver a similar and all kind of services to vehicles. In a partial way, it competes with Norauto, Rody and FeuVert because these also have an auto shop and with Midas which delivers a quick and fast service comparatively with Precision’s service.

Direct

Dealers Car agent – each car brand has its own repair workshop with all services and own components in each country;

Bosch Car Service makes part of Bosch Group, it has more than 14 000 auto centers in 140 countries. In 1921, the first center was opened in Hamburg, Germany and in 1962 in Portugal. Actually, it has more than 131 centers in the Portuguese market and offers a complete auto service to each vehicle and works with all kind of components' brand.

Partial

Norauto is a French chain, having an auto shop with a workshop, its first center was opened in 1970. Nowadays, it is present in 8 countries and since 1996 is in the Portuguese market, it opened its first center in Vila Nova de Gaia and now it has 13 centers. Norauto is strategic located nearby big commercial areas and is the leader of auto centers in Europe;

Roady is also a French brand, making part of Intermarché group. Since 1998, when the first shop was open in Portugal it had the name of Stationmarché, however in 2009 the name was changed to Roady. Roady is characterized as the “hypermarket” of the auto workshop, having an auto shop and a workshop characterized by quick services;

Midas is an American auto workshop, it opened the first center in 1956, in the United States, Georgia. This brand arrived in Portuguese market in 2001 and beneficiate from the strategic locations such as nearby gas station or inside mall's park. Nowadays it has more than 3 000 centers in 24 countries, in Portugal it has over 44 centers and it is positioned as the leader of quick automotive workshop;

FeuVert is a French quick service workshop, founded in 1972. Actually it has more than 400 Auto-centers in France, Poland, Portugal and in Spain where the company is the market leader. FeuVert entered in the Portuguese market in 2005, in Aveiro, it has not only an auto shop but also an automotive workshop that offers quick services. Nowadays it has 7 centers in the Portuguese market.

Concerning marketing strategies, all of them use traditional marketing to communicate with their customers. Nevertheless, the digitalization era have been changing the way customers interact, therefore companies are moving to digital marketing in order to follow their customers.

3.5. Digital Marketing in Repair Aftermarket sector, in Portugal

All automotive workshops mentioned before have an official website, some focus on services delivered and others have a more informative site. Regarding, new digital media, companies are studying opportunities to enter in new online marketing communication, some of them have already a place in social media such as Facebook and Twitter. Midas, Bosh car Service and FeuVert only have their own website as a way to communicate online with their customers.

Roady is the automotive workshop which is present in more social platforms, it has an official blog, a page on Twitter and Facebook. The company uses Facebook as a communication channel to publicize new promotions and campaigns that already has 3 876 Fans. Both company and fans can post and comment on everything, the “Wall” is used to announce new games and it is seen has an easy and quick way to fans see their doubts clarified (Exhibit 19). Besides, on March 2011, the company developed a campaign on Google Adwords “Be prepared to Easter” with the aim of reaching a young segment with a low budget.

Norauto has also presence in social networks media. The company is in Twitter and Facebook. This Multibrand uses its Facebook page (10 300 Fans) to announce new job opportunities in centers, to communicate actualizations made on website, to promote new products or promotions and also to make public their partnerships. Contrary to Roady, only Norauto can post on its “Wall”, customers merely can comment on brand’s posts (Exhibit 20).

3.5.1. Digital Marketing in Precision Ibéria

Precision has been developing its marketing strategy into two main focuses: Attraction and Loyalty of customers. To promote Attraction, Precision has been investing in institutional communication in order to increase company awareness and strengthen its image. The company has also been developing local marketing, with the aim of increasing awareness in the influence’s area – area that surround the repair workshop. To increase Loyalty of its customers and to reinforce their emotional connection, Precision has been promoting the continuous experimentation through its client portfolio and it has been awarding the loyalty customers through its loyalty card – “Cartão Precison”.

From its beginning, Precision has been investing in different ways to communicate with their customers and to attract new ones (Exhibit 21). To increase brand awareness and new customers, Precision has been using mupis, media, flyers and POS (mini totem) to communicate its messages (Exhibit 22, 23). For current customers and to increase their loyalty, the company

has been investing also in direct communication tools such as mailing cards (Exhibit 24). The brand also takes advantage from holidays and some festival days, such as summer holidays, woman's day or valentines' day to reinforce its presence and be always in the customers' evoked set (Exhibit 25). It also publicized their new centers (Exhibit 26).

The new digital era have been revolutionizing the way people communicate not only with each other but also with brands. New consumers are more proactive and hold the control of the whole purchasing process, they search for information not only about what brands say about their own but also what others are saying about brands and its products/services. Furthermore, costumers search not only the goods but they want more than ever to feel the entire experience that those goods provide them.

Over the years, Precision has followed the way its customers communicate. Therefore, investing in digital marketing may be a good strategy to interact in an efficient way with lower budget with online customers. Even though, Precision already starts giving the first steps into digital marketing through its institutional and informative site, and with promotional sites, such as Letsbonus and Groupon, the company should be where their customers are.

Nowadays, Facebook is the leader of social networks as a result investing in this platform may help Precision not only to be more efficient and target the right people with reduce marketing expenses but also to increase brand awareness through word-of-mouth, consequently increase car count and invoicing. Furthermore, the Portuguese Automobile Aftermarket sector is going through a troubled time due to Portuguese economic situation, consequently its companies have fewer marketing resources and they are investing in social media platforms as a more efficient and cheaper way to communicate with their consumers, in addiction, some Automobile Aftermarket brands are already present on Facebook. In order to respond efficiently to the problem statement, a market research was performed in order to understand if there is an opportunity to create a relationship with Precision and its online customers through Facebook. Not only to follow its customers interests and satisfactions but also to remain competitive in the market with a reduced budget.

3.6. MARKET RESEARCH

3.6.1. Methodology

Problem Statement

The aim of this research is to understand if there is an opportunity to create a relationship with Precision and its online customers through Facebook.

Research Questions

- 1 - What type of Precision's customers use Facebook?
 - 1.1 - What are their characteristics?
 - 1.2 - What are their habits on Facebook?
- 2 - Who can be the potential Fans of Precision's Facebook?
- 3 - What kind of information potential Fans want to find in Precision's Facebook page?

Research Methodology

In order to achieve the goals of this research, I developed a quantitative and descriptive marketing research. This kind of research can provide an accurate overview of some characteristics of Precision's clients, not only demographical but also regarding their relationship with the company. Furthermore, it allows understanding what type of connection customers have with Social Network Sites, in particular with Facebook. In addition, it is possible to identify what are the most valuable characteristics for a potential Precision Facebook page, concerning customers' preferences.

As a way to acquire a more consistent and realistic analysis of Precision's clients, I decided to collect data through a telephone survey (Exhibit 37) from the customers of the company. This kind of data collection was the best option to interact with customers in a small period of time and with lower cost per completed survey since it was done in the company's office. Furthermore, it allowed having a higher response rate, more positive and natural evaluations, answers were more complete and substantive. It also allowed having better understanding of customers concerns, preferences and suggestions to take better advantage from Facebook page (Albaum, Rogers and Roster, 2004).

To take a more realistic analysis, the calls were made randomly to clients who were in Precision's own centers one week before the day I started to call, since customers still remember the experience and the service. This stage was performed in Precision office during 10 days,

and to have a better representativeness of the universe that I want to study, it completed 206 respondents, which represents more than 5% of the monthly visits (3 960 monthly visits).

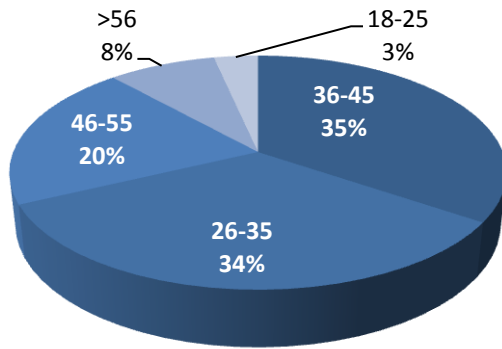
After gathering the data, the first step was to identify the target population, customers who use Facebook as the favorite SNS. Therefore, it was needed to split customers into two groups, *Facebook Lovers* - who use Facebook as the main SNS, and *Anti-Facebook* - with clients who do not use SNS neither Facebook, and characterize what kind of customers were in each group, using frequencies. The second stage was to identify customer's Facebook Habits through frequencies and crosstabs. The third part was to identify who could be the potential Fans of Precision's Facebook, with the help of an ANOVA test. After identifying potential Fans, it was necessary to know what kind of information these people wanted to find in Precision's Facebook page, using regression analysis and Independent sample T-Test.

Lastly to provide this analysis, it was used QuestionPro in order to have all the answers organized in one place and the information collected was then analyzed on SPSS.

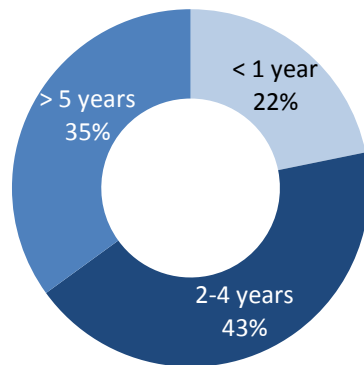
3.6.2. Result Analysis

Demographic Profile of the sample

The sample was represented by 51% of male and 49% of female, mainly aged between 26 and 45 years old (69%), besides 20% has 46-55 years. Despite 43% of the sample respondents' have being Precision clients' for 2-4 years and 35% have been for more than 5 years, the majority only go once or twice a year to Precision (Exhibit 27). On average, they mentioned the proximity of the center as the main reason for the first visit to Precision's repair shops, nevertheless 30% of clients heard from family, friends and co-workers.

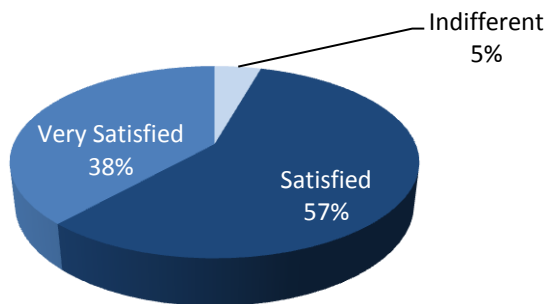


Graphic 1 - Age of consumers



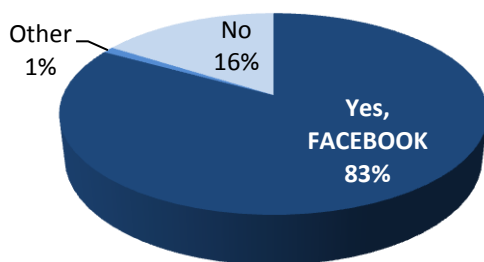
Graphic 2 – Time that people have been clients

Regarding customer satisfaction, it can be said that in general costumers are satisfied since 96% of the sample are at least satisfied with the Precision' s auto after service and 95% already recommended the company to family, friends or co-workers (Exhibit 27).



Graphic 3 – Satisfaction regarding Precision's services

Regarding Social Network Sites, only 16% of the respondents do not use this kind of websites. And 83% uses Facebook as the preferred SNS and only 1% mentioned Twitter and LinkedIn as the preferred SNS.



Graphic 4 – Do you use Social Network Sites?

Anti-Facebook segment

This segment is represented mainly by old male (more than 46 years old - 52%), who are clients over 2 years (76%), live near Precision’s centers (64%) and go there on average once or twice a year (88%). In general they are satisfied with the company (84%) and already recommended (92%) the Company to family, friends and co-workers (see exhibit 28).

Facebook Lovers segment

1.1 Clients’ characteristics

This segment is represented by young people with no significant differences among gender, aged between 26 and 45 years old (76%), who are clients over two years (77%) and go to Precision’s auto repair on average once or twice a year (92%). The preferred channel that they use to look for additional information about auto repair service is family/friends (42%), however other 42% mention that never look for further information. Furthermore, 44% lives near a Precision’s center repair and 35% mention that they knew this company from family/friends or co-workers.

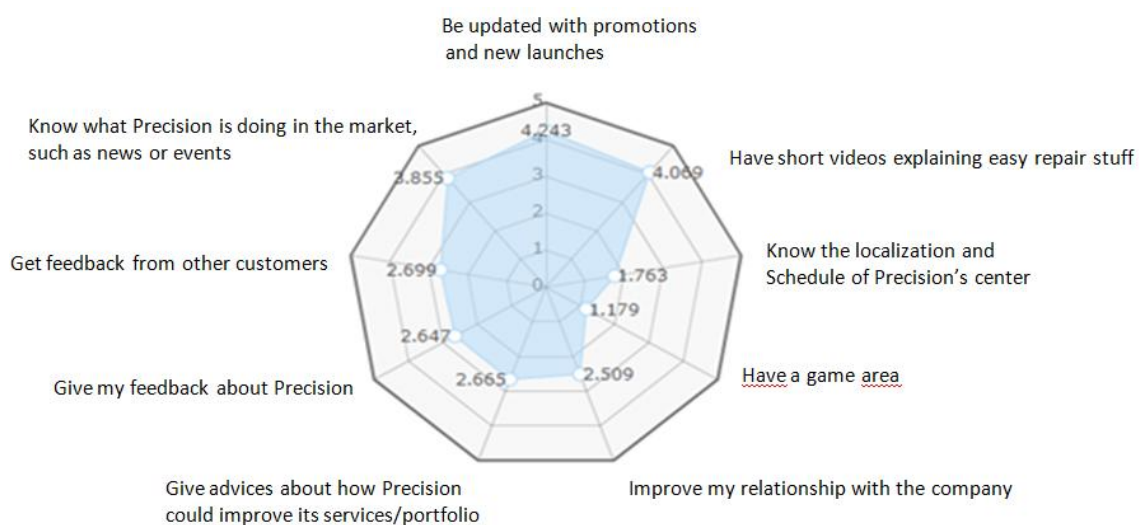
Regarding satisfaction, these clients are satisfied (97%) with the company’s services and 95% already recommended Precision’s services others.

1.2 Facebook Habits

On average, they access their Facebook page at least one time daily (49%), however 37% do it many times per week. Most of them use Facebook to interact with their friends and family (97%), nevertheless 38% of these ones also use this website to know what brands/companies are doing, such as new launches. 94% of respondents also use Facebook to show their own interests such as photos, videos or thoughts, whose 36% also want to know what companies

and brands are doing. Play games, such as Farmville, are not in the mindset of customers when they are on Facebook.

Concerning the reasons why Companies have a Facebook page, the majority of respondents believe that they are investing in this kind of websites in order to communicate more effectively with clients, to know them better and to inform people regarding their products/services and promotions. Speaking of Companies on Facebook, when asked about Automotive Repair Company on Facebook, 96% of clients mentioned that they do not know anyone. When asked to indicate their level of agreement, concerning the reasons that would lead them to be became Fan of Precision’s Facebook page, (Graphic 5) they agreed that it would be a good way to “Be updated with promotions and new launches”, “Have short videos explaining easy repair stuff” and also “Know what Precision is doing in the market, such as news and events”. However, they disagreed with the statements “Have a game area” and “Know the location and schedule of Precision’s center” as the reasons why they would want to become friends of Precision. Besides, 85,4% of the respondents are interested in being “Fan” of Precision on Facebook.



Graphic 5 – Reasons that would lead customers to be became Fan of Precision’s Facebook page (scores: 1- Completely Disagree; 2-Disagree; 3-Indifferent; 4-Agree; 5-

2. Who can be the potential Fans of Precision's Facebook?

In order to characterize the clients who can be the potential Fans of Precision's Facebook, a one-way ANOVA was conducted. The dependent variable was Q9 – How likely people would be Fan on Precision's Facebook page - and the independent variables were age (Q11), how long people have been client (Q13), and satisfaction with Precision's services (Q15). (Gender, how many times clients go to Precision's repair shops and recommendations do not have impact). Regarding Age, the ANOVA test is significant ($p\text{-value}=0,001$) meaning that there is evidence that the means across all groups are different and it has an influence on the likelihood of becoming a fan. Consequently, clients aged between 26 and 45 years old are more likely to be fans than others (mean=4,05 and 4,06), (Exhibit 29). People who are clients between 2-4 years are also expected to be Fans, since they have the higher mean (4,09 versus a total average of 3,89) and the ANOVA test is significant ($p\text{-value}=0,026$), (Exhibit 30). Furthermore, clients who are very satisfied with Precision's services seem to have a higher propensity to be Fan (mean of 4,12 versus a total average of 3,89 and $p\text{-value}=0,000$) (Exhibit 31). Finally, in order to understand if the feedback that customers want to give would be positive, a crosstabulation through "Give my opinion regarding my relationship with Precision" and Q15 "How satisfied are you with Precision", was conducted. It could be concluded that customers who agree in giving feedback on Precision's Facebook are satisfied with the services, therefore this feedback will be positive (Exhibit 32).

3. What kind of information potential Fans want to find in Precision's Facebook page?

In order to better understand what can lead Clients to be Fans on Precision's Facebook page, it was created, through Q9, a dummy variable: "Interest in being Fan" - if clients are interested or very interested in being Fan on Precision's Facebook page (Fan), if not (Not Fan). Then, it was conducted a Linear Regression, where the dependent variable was "Interest in being Fan" and the independent variables were the answers of Q8. Despite the low value of R square (0,548), the correlation coefficient is 0,74, meaning that a small linear regression among the studied variables exists. Furthermore, the hypothesis that the model coefficients are equal to zero can be rejected through the ANOVA ($p\text{-value}=0,00$) which means that this regression seems to have a good fit to this model and a slight influence on the fact of wanting to become fans. However, only two factors are statistically significant, with $p\text{-value}$ lower than 5%. As a result what can lead Clients to be Fan on Facebook is follow new promotions, new products or services; and also having an area with short videos showing how to change tire or other small repair tips. Many Clients mention short videos as an excellent way to release the Precision's Facebook page and to encourage Word-of-Mouth through Facebook users (Exhibit 33).

Furthermore, as to understand if the preferences among people who are customers less than 1 year differ from the ones who are customers from 2 to 4 years, an Independent sample T-Test was driven through Q8 and Q13. The differences between these groups are clear, the T-test for equality of means has a p -value=0,000 (Exhibit 34) for factors such as “Get feedback from others”, “Give my feedback about Precision”, “Give advices about how Precision could improve its services/portfolio” and “Improve my relationship with the company”, which means that for these factors the means differ from these groups. People who are clients less than one year will want to use Precision’s Facebook to know other clients’ feedback (mean= 3,63 vs 2,58), give their own feedback (mean= 3,5 vs 2,54), give advices about how company could improve its services/portfolio (mean=3,53 vs 2,54),and also to improve the relationship with Company (mean= 3,4 vs 2,34). The same approach was followed between people who are clients less than 1 year and customers with over 5 years of connection with the company. The same conclusions were achieved, additionally clients with less than 1 year of interaction with the company, will also want to use Facebook to find more information about localization and schedule of each Precision’s center repair (mean=2,1), comparing with clients with a background over 5 years (mean=1,48) with a p -value= 0,006 (Exhibit 35). This test allows to confirm our hypothesis that Due to their recent contact with the company they are still not entirely loyal to the company and need more interaction and information about the services, experiences and schedules.

Moreover, other Independent sample T-Test was performed, through Q8 and Q11 to understand if clients with age between 26-35 and 46-55 years old differ in terms of their preferences regarding Precision’s Facebook page. Only these two groups differentiate with each other. There are differences between the mean of these two groups (p -value<5%), specifically customers aged between 26-35 prefer to keep up with promotions and new products or services comparing with customers aged between 46-55 years old (mean=4,31 vs 3,69); they also want to know what Company is doing on the market, such as news (mean= 3,97 vs 3,44). Increase the relationship with the company was also other factor that the first segment wanted more than the second segment (mean=2,48 vs 2,03). Consumers aged between 26-35 will prefer the short videos with easy repair stuff compared with others (means= 4,12 vs 3,38) (Exhibit 36).

4. CONCLUSIONS AND WRAP-UP

Web 2.0 has revolutionized not only the way people communicate, create, modify and share information with each other but also with companies. This new platform has also impacted the way companies are transforming their marketing communication, due to the changes on consumer's behavior. Nowadays, consumers search Online before buying offline besides some of them avoid buying a product, if they do not find information about that matter in Internet. Several share information about brands and products via social media with the intention of informing others or such a way to express their opinion.

Companies who follow their customers' interests are changing the way how they interact with them. They are now carefully moving digital interactivity toward the center of their marketing strategies, rethinking their priorities and budget. This strategy permits corporations to segment the market and deliver a huge amount of content at real-time to a large but also to the right community with lower resources, moreover it also helps companies to know better their customers and their personal interest as well as their interests regarding company.

Most of the brands are discovering the potential of Social Network Sites (SNS) as strategic platforms to connect with their customers. Currently, Facebook is the most popular SNS not only in the world but also in Portugal, having 4 043 880 Portuguese users and a penetration of 78,24% in relation to the number of Internet users. 38% of PME are online and 23% have a page in social media, moreover 90% of Marketers affirm that social media is important for their business and 58% are using it for more than 6 hours weekly. However, Facebook has also risks associated with it. Community members are not necessarily customers of the organization, only a small proportion of the online community is customer of the company, therefore marketers can develop strategies to convert as many of connected community into new customers. Inability to measure the real ROI is one of the biggest barriers to the adaptation of Facebook by organizations, however nowadays there are different online tools such as Dragon Search to obtain useful metrics. Furthermore, people believe more in third opinion rather than what companies talk about them and 90% of online consumers trust recommendation from people they may know rather than from strangers. As a result, WOM has been having a huge impact on product/service judgments, attitude formation and decision making rather than traditional marketing communication. However, companies are afraid of negative WOM and the impact obtained from unsatisfactory experience. Nevertheless, marketers can control the negative feedback by responding properly and timely or they can monitor conversations under their own rules.

After the market research made to 206 Precision's clients, it can be concluded that there is an opportunity to create a relationship with Precision and its customers, since 83% of the sample are interested in being Fan of Precision's Facebook Page. These potential first Fans are mostly aged between, 26-45 years old, who have been clients between two to four years and are very satisfied with Precision's services. They want to be Fan in order to follow new promotions or new products/services' launches, they are very interested in short videos showing how to change easy repair services. Furthermore, people who have been clients for less than one year will want to use Precision's Facebook to know other client's feedback, give their own feedback and also to improve the relationship with the company as well as to find more information about localization and schedule of each Precision's repair center, compared with others who are clients over 2 years. In addition, fortunately the ones who want to give their feedback are satisfied with services therefore their feedback probably will be positive and will not damage Precision's image. Additionally, customers aged between 26 and 35 prefer to keep up with promotions and new launches, and increase their relationship with company compared with customers aged between 46-55 years old.

Moreover, according to the Portuguese Automotive Aftermarket characteristics, the increase in average age, 47% has over 10 years, and working life of Portuguese Car Park have been an extremely positive impact in this activity, combined with the mandatory periodic inspection, the Aftermarket continues to gain in importance. However, the rise of fuel, the better quality and the longer durability of components and system are having negative impact on repair services. In addition, the economic situation, unemployment and the salary reduction is also having impact on the small repairs segment, which is losing market share because drivers are delaying expenses which are not priority.

Therefore, Precision needs to maintain its competitiveness in the market and having a Facebook page it may help the Company not only to be more efficient and to communicate better to its online customers with reduced marketing expenses; differentiate itself from competitors who already entered in this social media platform, but also to increase brand awareness through positive word-of-mouth, consequently increasing car count and invoicing. However, company cannot just be on Facebook, it should monitor content (new services, promotions entertainment), participate (build the relationship with users and comment), and listen what fans said. Furthermore, to combine this launch with the Tenth anniversary could be a strong strategy to reinforce Precision's presence in Portugal. Nevertheless, even though the revolution of SNS exists, Precision still needs to invest in other marketing communication to reach customers and new ones who do not use Facebook.

WRAP-UP

Companies that are investing in social media as a way to follow their customers' interests should develop a strong marketing strategy to take the best advantage from new online social platforms. They should identify consumers' insights to deliver value to customers rather than just exposure impressions; develop a strategy that combines both online and offline channels in order to develop a strong brand-consumer relationship. Additionally, companies should engage and listen not only satisfied customers but also dissatisfied ones; they should pick up some ideas from how to improve their portfolio; keep content fresh and easy to manage; and inform followers about new launches, promotions or content. This engagement between each company and its online consumers need to be updated every time. Despite new digital marketing platforms, each company needs to choose the platform that fits better not only with its strategy, values, operations and financial resources, but also with its customers' best interests and their purchase decisions.

After this research it could be concluded that Facebook is appropriate to Precision as a good strategy to create a relationship with this company and its online customers. Precision could use short videos with easy repair stuff as an excellent way to enter in Facebook and create word-of-mouth, and differentiate from some competitors who already are on that social media platform. Even though, Precision does not have human resources to update daily content in Facebook page, it is not a barrier, since 81% of marketers who invest the minimum time on social media, have been seeing increased exposure of their business. At the beginning, only a few customers will start to be fan, but in the course of time and thanks to the networking effect of this platform, Precision Facebook page will rapidly attain its critical mass and soon enough its posts will spread all over the online world with very little effort from the company side.

5. TEACHING NOTES

5.1. Teaching objectives

This study can be analyzed in some Marketing courses, such as Marketing Communication, Internet Marketing, Consumer Behavior or Marketing Research, since it covers some topics from each course. The purpose is to give an opportunity to students to know with a real and Portuguese example that each marketing communication decision needs to be analyzed in detail. Understanding how it can have impact on companies' strategy is not enough to achieve success, it is also important to know what is happening in the market and in the sector; understand and find out what consumers want and try to realize if the new communication will have success, also are important.

5.2. Case Study Precision Ibéria's Synopsis

Precision Ibéria is a Multibrand repair company that is present in Portuguese market since 2001 and it has nowadays 40 centers. From its beginning, Precision has been investing in costumers' satisfaction with a closed and concerned relationship with its clients. Due to the crisis that is affecting the Repair Aftermarket sector, Precision needs to find new and cheaper resources to communicate with its current and new customers. Therefore, this company wants to know if entering in Facebook with an official page, is a good opportunity to communicate in a more effectively way with its online customers, without spending much marketing resources on it.

5.3. Suggestion for discussion questions

1. How does Web 2.0 have been revolutionizing the way customers interact with their brands?

- Web 2.0 allows people to read, publish, share and communicate with everyone and also having as actively participation;
- Web 2.0 has been revolutionizing marketing too, digital platforms brought new techniques which allow marketers to communicate more efficiently with their customers, furthermore, the communication flow changed from a centralized model company-to-consumer to an active participation model consumer-to-consumer where those are more involved and active with the brand;

- Web 2.0 allows customers to be more proactive with their brands, they can use a lot of online platforms, such as email, sites or social network sites to interact with them. They use this platforms not only to have their answers clarified but also to give their feedback (positive, negative), and to give suggestions regarding how companies could improve their portfolio or communication. However, this can only be done, if companies want to have this close relationship with its customers;
- Furthermore, Web 2.0 allows consumer networking: customers can interact with each other, share information and influence others to purchase intentions and also how others interact with brands. It has increased surprisingly the speed, read and interactively of social community.

2. What are the advantages and risks of WOM, on Social Media platforms?

- WOM is no longer a one-to-one communication, digital revolution has expanded and accelerated its power and today, it also operates on a one-to-many communication.

Advantages:

- Most of online consumers trust recommendations from people they may know even 70% believe on strangers;
- WOM has more impact on product judgments, attitude formation and decision making rather than traditional marketing communication;
- WOM is nowadays one the most powerful communication tools, therefore, positive WOM can increase brand awareness, brand loyalty and sales.
- People tend to trust more what seems an unbiased third party than the company opinion

Risks:

- If consumers are not satisfied with an experience concerning a brand, probably they will spread negative WOM. These will have negative impact on brand's image, a huge amount of people will change their attitudes with the brand, they could be reluctant regarding new products/services or even brand's communication. They can take to extreme and break up with the brand;
- However, companies can turn the game. If they respond properly and timely to negative feedback they can win again trust from dissatisfied customers. Moreover, they can monitor conversations under their own rules; In order to lower the dissatisfaction level, companies can improve communication with customers, try to get feedback from them and understand what are their concerns, problems with products or services and

ask them for suggestions. Besides, if companies prepare their employees to obtain feedback from customers at the point of consumption, any displeasure will be resolved immediately without disappointed clients.

3. How can Social Media platforms help companies to segment the market and target the right people?

- Each social network sites have databases that help companies to deliver a huge amount of content at real-time to the specific target;
- Therefore, companies will develop better strategies that fit with each target, with lower costs. As a result, marketers will use the remaining marketing budget to other communications strategies;
- They also help in consumer networking, where similar customers can interact, share content and influence others to purchase intentions.

4. How can Precision take advantage of Facebook page in order to communicate more effectively with its customers and differentiate from competitors who already are in this SNS?

- In a first move, they should focus on 26-45 years old, who are clients between two to four years and who are very satisfied with Precision's services, because these ones will be the first Fans. Therefore, they should develop a Facebook page that meets their preferences. Because it will be better to start with a small group of early adopters and with the help of their WOM Precision will get more Fans. For that reason, the Page should have follow-ups of new promotions or new products/services' launches; a section of short videos showing how to change easy repair services.
- Later on the process, the aim will be to catch the company most recent customers. For those Fans who have been clients for less than one year, the Page should also have an area for comments, and the Company should not be afraid regarding this area because those who want to give feedback are at least satisfied with Precision's services.
- In order to differentiate from its competitors, Precision should invest on short videos showing how to change easy repair services. Such a special content could turn viral among *Facebookers* and increase the number of Precision's followers.

5. What are the principal steps to conduct a Market Research?

1. First of all is necessary to agree on research purpose: understand what are the problems or opportunities to conduct the analysis and define who will be the research users;
2. Define the research objectives: what will be the research questions in order to get objectives;
3. Plan the research: choose the best type of research design, specify the sampling plan and design the questionnaire;
4. Collect the data: specify how you will collect it;
5. Prepare and analyze the data;
6. Explain the research results; provide recommendation and explain the main limitations of the research.

6. LIMITATIONS AND FUTURE RESEARCH

Regarding the Market Research, it was found some limitations. Before the quantitative research, it should be done a qualitative analysis in order to get a better and realistic understanding of Precision's consumer preferences, behavior and perceptions in order to help developing a more realistic quantitative research, as a way to quantify the data and generalize the results from the sample to the population of interest. It could be done an homogeneous Focus Group with 8-12 Precision's customers from different ages, in different relationships stages with the company (sample with clients since 1 year; 2-4 years and more than 5 years), in a relaxed atmosphere and having a duration of 1hour. This qualitative research would allow customers to interact and help us to have a greater insight into why certain opinions are held; to help defining a problem more precisely, generate hypothesis helpful in structuring quantitative survey, and also to help generating new ideas.

Also the quantitative method utilized (telephone survey) has some disadvantages such as inability to employ visual or complex options to answer, it could not be longer than 5-10 minutes or customers get bored or gave up, and also people might be more focused when they read rather than they listen. Therefore, sending an email or having surveys in Precisions center could be a good idea.

Concerning the aim of this research it should have been analyzed reasons why customers who use Facebook would not want to be Fans of Precision's Facebook page. Also to get a better understanding of Precision and competitors' health, it should have been analyzed more precisely some metrics such as brand awareness, market share of each competitor and its revenues. However, it was not impossible to get more information from Precision neither competitors.

Before developing a social media strategy, organizations have to identify and quantify the risks associated with these social platforms. Therefore, a future research could highlight the risks that companies can face through social media. Not only public can damage company's reputation, but also employees with their insider knowledge and outlook. Furthermore, when hiring employees, organizations could check candidates' profiles on these social platforms and social media can also decrease employee productivity. Therefore, companies need to know what are

the risks implemented by a marketing strategy through social media and also develop the best strategy to overcome and protect from those.

For future research, it could be analyzed how to maximize social network media activities and how to measure these effects on business; what are the best practices in social media and how to get more customer interaction with social network media.

Furthermore, if Precision Ibéria chooses to enter on Facebook, a new research will be necessary to analyze how the content should be exposed to Fans in order to build relationships and managing their expectations, to resolve issues in a timely and also to measure impressions, activity, audience, engagement and monitor success by content label in order to understand what type of content is most effective.

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8. EXHIBITS

Exhibit 1 – Types of Social Network Sites for business. Source: 'www.socialprofitformula.com;



Exhibit 2 – Time line of Social Network Sites. Source: Boyd and Ellison, 2008;

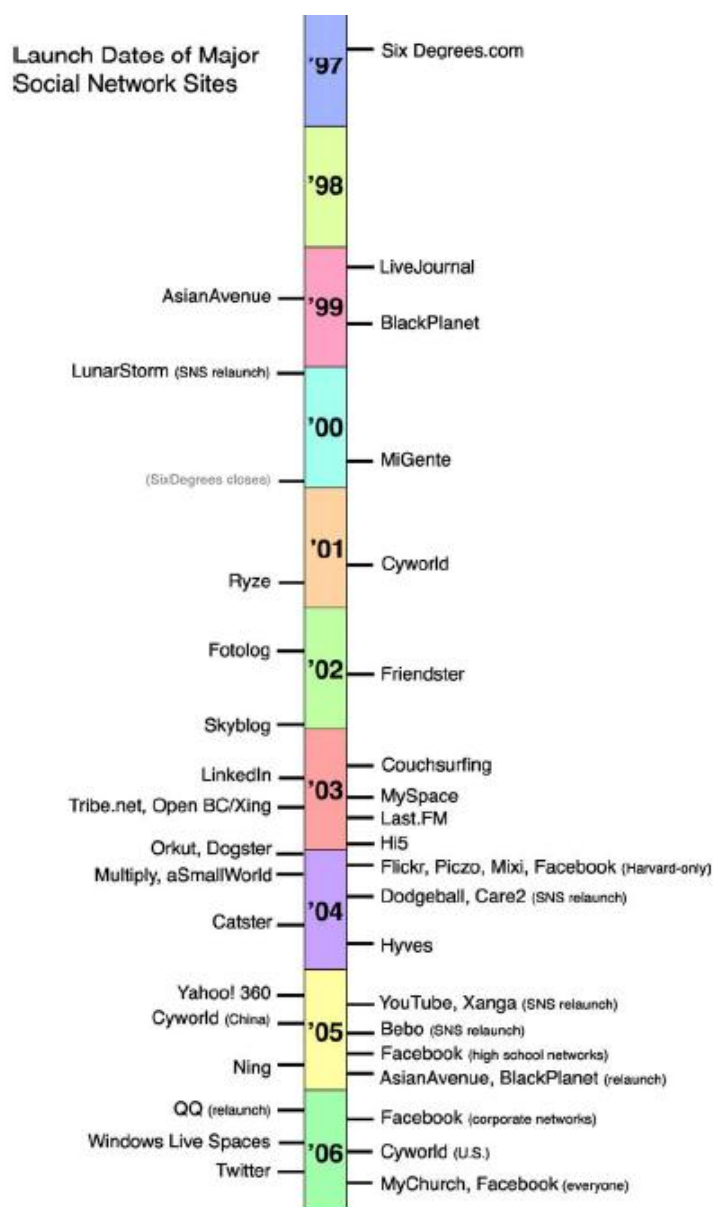


Exhibit 3 - Evolution of active users on Facebook, since its beginning, in Millions. Source: Facebook;

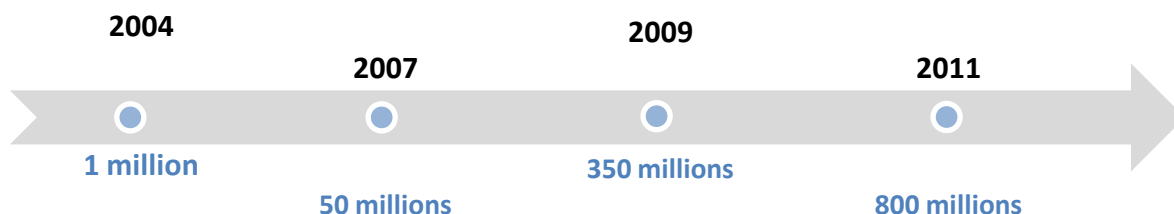


Exhibit 4A - Some Facebook statistics. Source: Facebook, 2011;

- Each day, there are more than 50% of active users logged on;
- On average, each user has 130 friends;
- Users interacted with more than 900 million objects (pages, events or community pages);
- On average, user is connected to 80 community pages, groups and events;
- Each day, more than 2 billion posts are commented and liked;
- There are more than 70 languages available and more than 300 000 users helped to translate the site throughout the translations application;
- Over 75% of users are outside US;
- On average, people install apps more than 20 million times each day;
- Every month, more than 500 million people use an app on Facebook or experience Facebook Platform on other websites;
- More than 7 million apps and websites are integrated with Facebook;
- Over 350 million active users access Facebook through their mobile;
- More than 475 mobile operators globally are working to organize and promote Facebook on their product's offers.

Exhibit 4B - Number of Active Users in the World, in September 2011. Source: Socialbakers;

1. United States	155 746 780
2. Indonesia	40 420 180
3. India	36 421 720
7. Brazil	27 938 860
9. France	23 052 340
19. Australia	10 628 600
33. Portugal	4 043 880

Exhibit 5 - Brands on Facebook with more Fans, in September 2011. Source: Socialbakers



Exhibit 6 - Brands on Facebook with more Fans, in Portugal, in September 2011. Source: Socialbakers;



Exhibit 7 – Passenger cars’ sales in Europe and in Portugal – Jan-Oct, since 2000. Source: ANECRA;

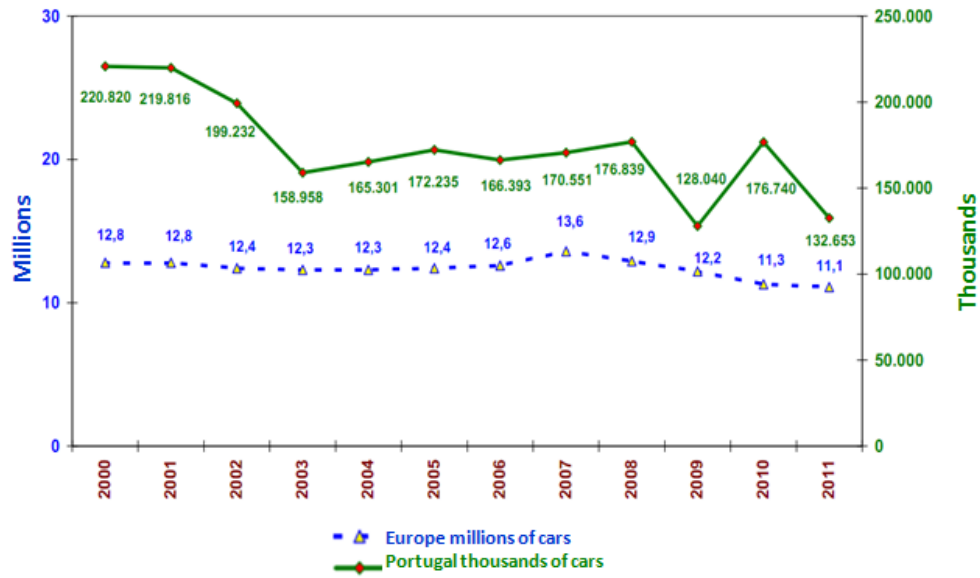


Exhibit 8 – Automobile Aftermarket segments;



*Note: Here Independent Repairs/Roadside assistance gathers Multibrand, Independent Repair and the New Repair sectors while Authorized dealers & Repairs gathers only Dealer Car Repair.

Exhibit 9 – Europe Automotive Aftermarket Sector by value and volume, since 2006. Source: DataMonitor;

	Value		Volume	
	€ Billion	% Growth	Thousand outlets	% Growth
2006	104.9	2,4	513.8	-1,1
2007	107.4	0,2	508.1	-0,8
2008	107.6	-3,5	504.2	-0,7
2009	103.8	-0,1	500.6	-0,6

Exhibit 10 – Europe Automotive Aftermarket sector segmentation, % by value in 2009. Source: Datamonitor;

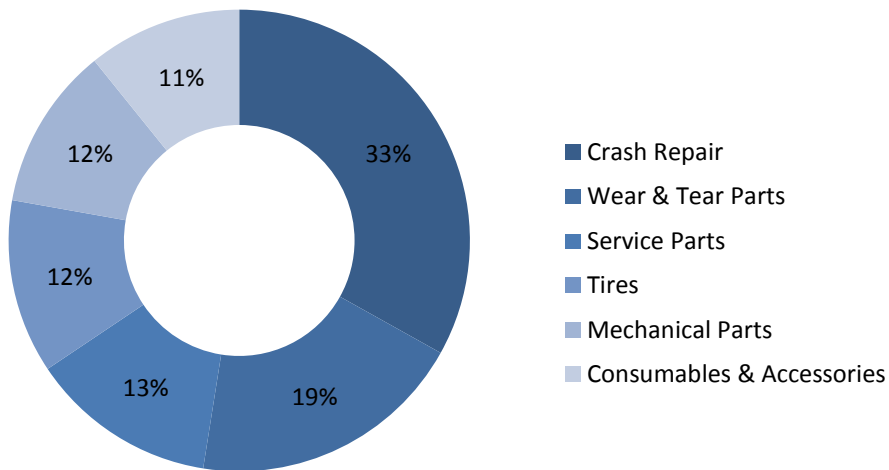


Exhibit 11 – Europe Automotive Aftermarket sector segmentation by Country, % by value, 2009. Source: Datamonitor;

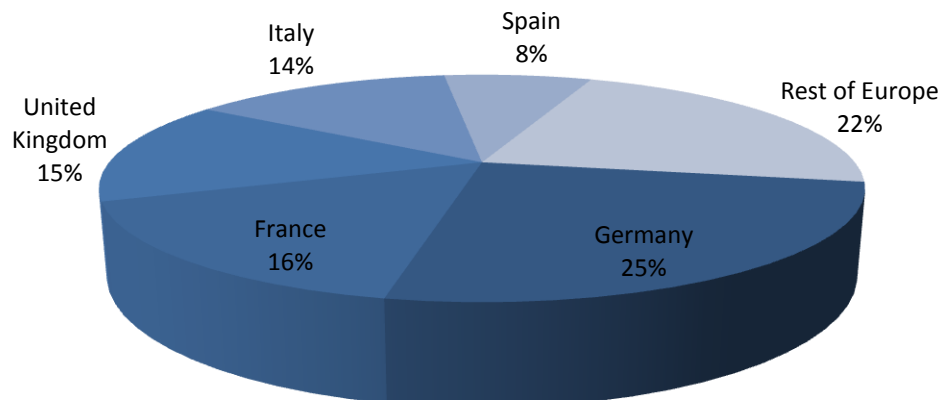


Exhibit 12 – European Car Park in 2008. Source: ACAP;

	Park (million)	Passenger cars per 1.000 habitants
1. Germany	41.321	504
2. Italy	36.105	601
3. France	30.850	495
4. United Kingdom	30.309	492
5. Spain	22.145	480
6. Poland	16.080	413
11. PORTUGAL	4.408	415
Total EU	223.590	470

Exhibit 13 – Evolution of Portuguese Car Park, since 2006. Source: ACAP;

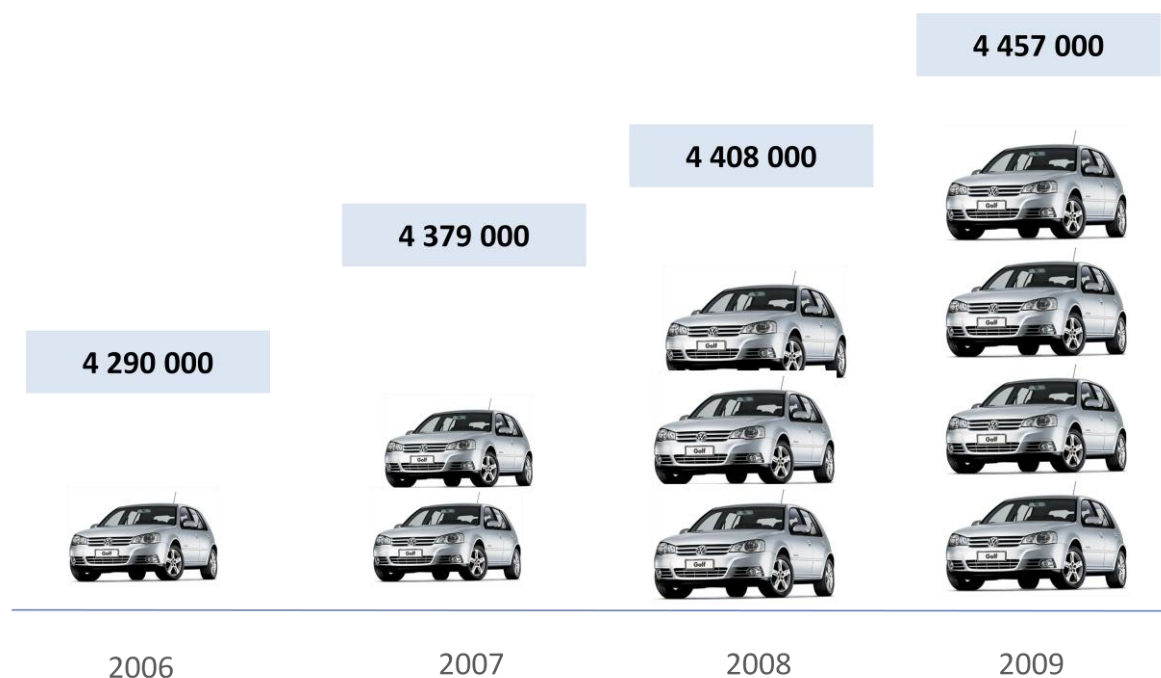


Exhibit 14 – Portuguese Car Park by age in 2009. Source: ACAP;

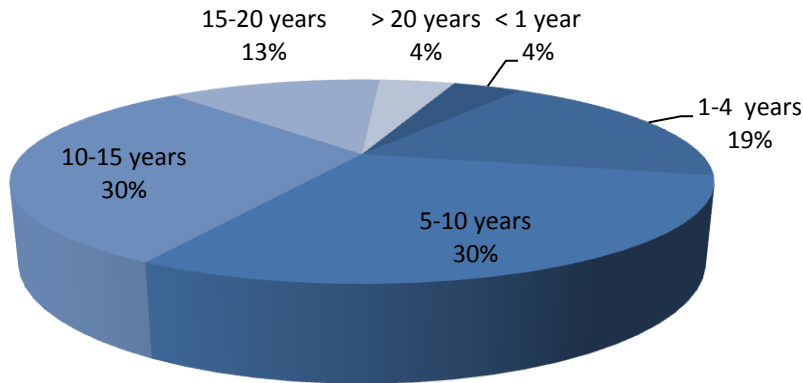


Exhibit 15 – Brief profile of Precision’s standard centre organization chart. Source: Precision Ibéria;

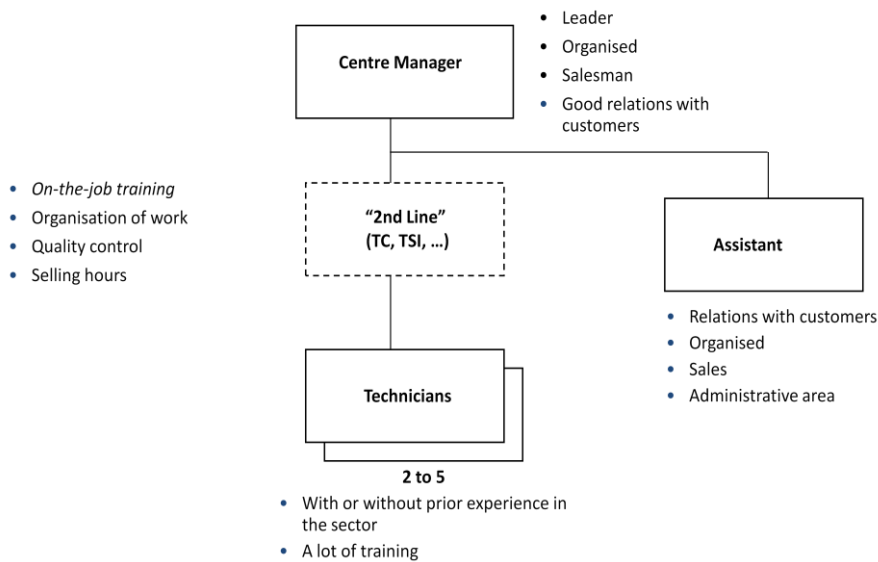


Exhibit 16 – Number of Precision Iberia’s active clients, per year. Source: Precision Ibéria;

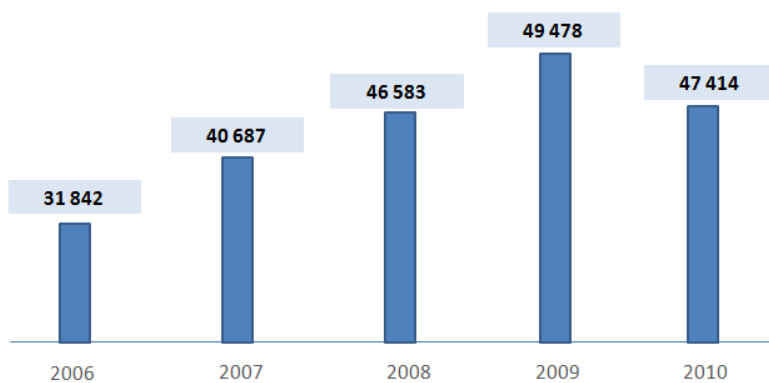


Exhibit 17 – Number of cars that entered in Precision’s centers, per year. Source: Precision Ibéria;

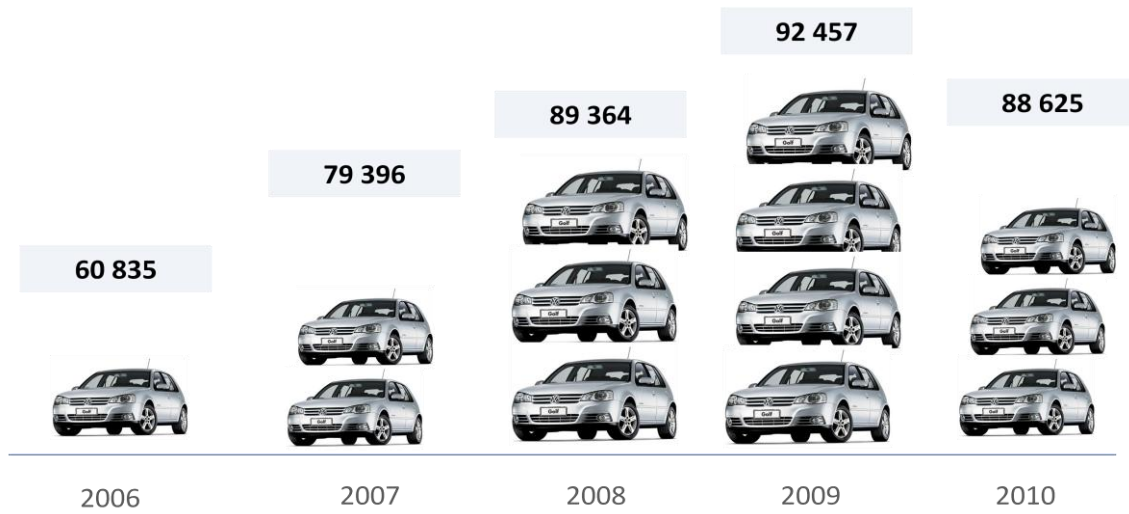


Exhibit 18 – Precision’s volume of sales, per year. Source: Precision Ibéria;

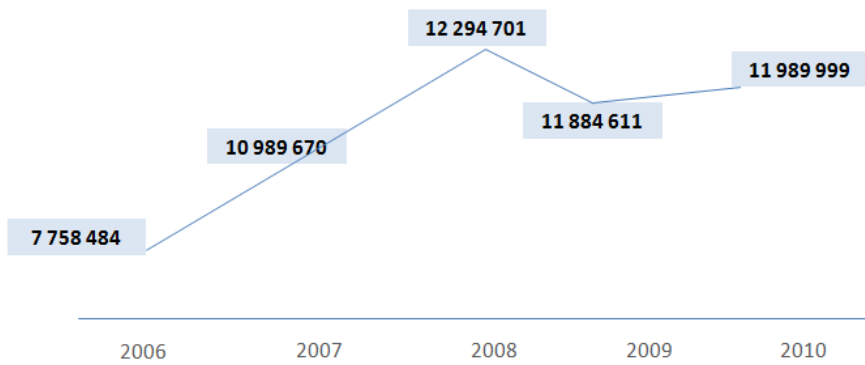


Exhibit 19 – Roady’s Facebook page. Source: Facebook;

facebook Search

Roady - Centro Auto

Local Business

Vê as nossas **Promoções.** Ganha um **Carocha!**

Wall Roady - Centro Auto · Everyone (Most Recent) ▾

Share: Post Photo Link Video

Write something...

Sandra Alves
 O meu primeiro amigo de viagens foi o Citroen AX , branco divinal lindo! Comprei-o solteira ,casei engravidei e nasceu a Francisca . Tudo isto se passou na companhia do meu amigo, depois a família cresceu veio a Maria João e ele teve que partir para outro lar mais quenino! Adeus amigo e até sempre, um dia havemos de nos encontrar!
 Like · Comment · 14 hours ago ·

Roady - Centro Auto Sandra, adoramos ler essas memórias. Participa com a tua história e uma fotografia carregada de emoção em <http://apps.facebook.com/omeuprimeirocarro/>
 14 hours ago · Like

Write a comment...

Roady - Centro Auto
 Para te sentares ao volante de um Carocha só tens de partilhar connosco uma memória. Não é o "Carocha do Amor" mas é o Carocha do Roady. Quem quiser entrar... faça like!
 Like · Comment · Translate · Share · Tuesday at 12:17pm ·

57 people like this.
 View all 8 comments View all 21 shares

Roady - Centro Auto Carlos Montero, o Carocha que temos para oferecer é exactamente aquele que aparece nas nossas imagens. Amarelinho. Está em Beja, no Centro Roady, mas pelos vistos tem um primo vermelho na mesma cidade! ;)
 Yesterday at 12:21pm · Like

Fernando Rocha bom dia, para responder ao Carlos Cunha, indico um clube nacional, o Vw Ar Clube Portugal - www.vwarcp.com e para peças, creio que encontra quase tudo, o amigo júlio Monteiro da MONTYPARTS - www.montyparts.com. nada como filiados num clube.
 3 hours ago · Like

Write a comment...

Wall
 Info
 Friend Activity
 Roady 13º Aniversário
 Photos
 Links
 Videos
 Calendário Roady

Exhibit 20 – Norauto’s Facebook page. Source: Facebook;

facebook Search

Norauto
Uma loja e uma oficina
www.norauto.pt

REVISÃO OFICIAL
A GARANTIA DO CONSTRUTOR PRESERVADA
REVISÃO OFICIAL A UM PREÇO BASTANTE BAIXO

PNEUS
Preços baixos todo o ano!!!

Norauto Portugal - Oficial -
Product/Service

Wall

Norauto Portugal - Oficial -
Recrutamos Mecânicos para o centro de Odivelas. Saiba mais em <http://njobpt-norauto.pictime.fr/index.php>

Wall Photos

Like · Comment · Translate · Share · October 4 at 6:34pm · 4 people like this. View 1 share

Jorge Rodrigues ja tem data de abertura ?
Tuesday at 4:47pm · Like

Norauto Portugal - Oficial - Olá Jorge, está previsto para o próximo mês de Dezembro
Tuesday at 10:03pm · Like

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Desenvolvemos um novo site de Recursos Humanos da Norauto a pensar em si... Visite-nos e conheça as nossas oportunidades de emprego e muito mais em...

Exhibit 21 – Release of the brand. Source: Precision Ibéria;



Exhibit 22 – Communication to new clients. Source: Precision Ibéria;



Exhibit 23 – POS. Source: Precision Ibéria;



Exhibit 24 – Current Customers. Source: Precision Ibéria;



Exhibit 25 – Festival Days. Source: Precision Ibéria;

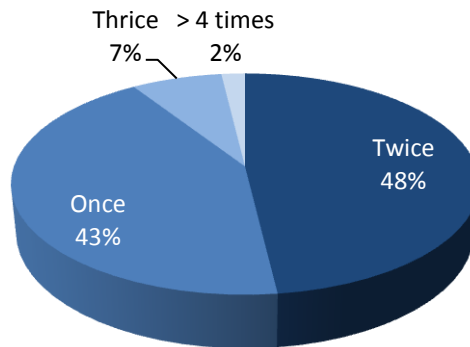


Exhibit 26 – Positioning relating to the centers. Source: Precision Ibéria;



Exhibit 27 – Demographic Profile of the sample;

On average, how many times do you go to Precision, per year?



Will you recommend Precision's services?

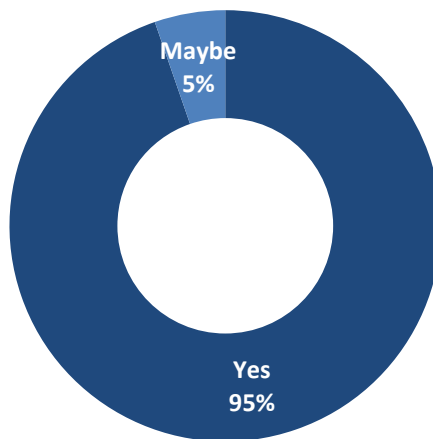
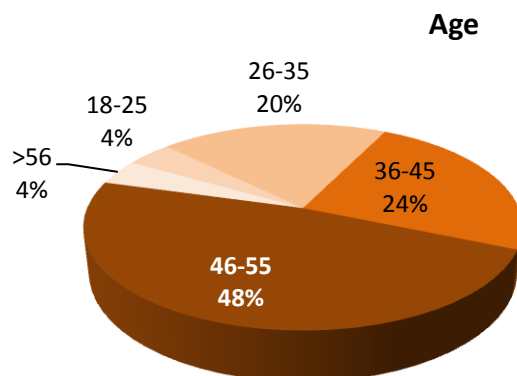
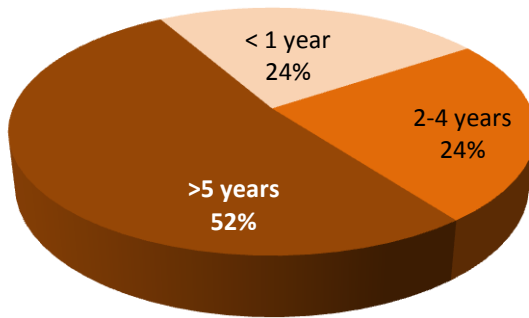


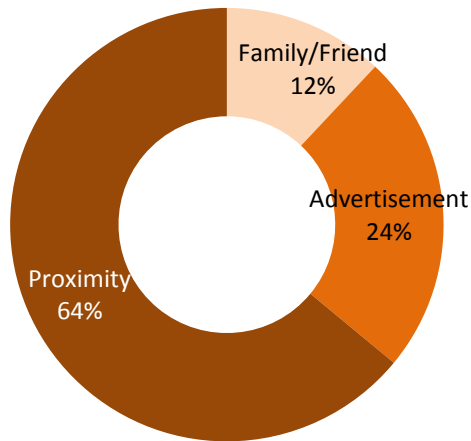
Exhibit 28 – Anti-Facebook Segment;



How long are you client?



How did you know about Precision?



How satisfied are you with Precision's services?

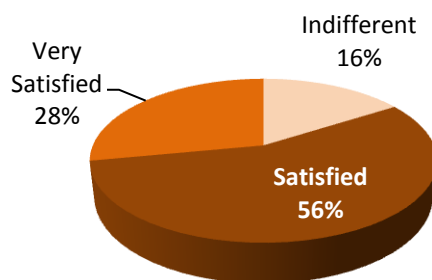


Exhibit 29– ANOVA test for Age;

Descriptives

How likely would you be to be Fan on Precision’s Facebook page?

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Min	Max
					Lower Bound	Upper Bound		
18-25	6	3,83	,408	,167	3,40	4,26	3	4
26-35	65	4,05	,694	,086	3,87	4,22	1	5
36-45	65	4,06	,768	,095	3,87	4,25	1	5
46-55	32	3,28	1,373	,243	2,79	3,78	1	5
>56	3	3,33	1,155	,667	,46	6,20	2	4
Total	171	3,89	,930	,071	3,75	4,03	1	5

ANOVA

How likely would you be to be Fan on Precision’s Facebook page?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	16,305	4	4,076	5,182	,001
Within Groups	130,584	166	,787		
Total	146,889	170			

Exhibit 30 – ANOVA test for how long people are Precision’s customers

Descriptives

How likely would you be to be Fan on Precision’s Facebook page?

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1 year	40	3,93	,917	,145	3,63	4,22	1	5
2-4 years	67	4,09	,811	,099	3,89	4,29	1	5
5 years	64	3,66	1,011	,126	3,40	3,91	1	5
Total	171	3,89	,930	,071	3,75	4,03	1	5

ANOVA

How likely would you be to be Fan on Precision’s Facebook page?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6,214	2	3,107	3,710	,026
Within Groups	140,675	168	,837		
Total	146,889	170			

Exhibit 31 – ANOVA test for clients’ satisfaction

Descriptives

How likely would you be to be Fan on Precision’s Facebook page?

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Indifferent	5	2,60	1,140	,510	1,18	4,02	1	4
Satisfy	98	3,80	,873	,088	3,62	3,97	1	5
Very Satisfied	68	4,12	,907	,110	3,90	4,34	1	5
Total	171	3,89	,930	,071	3,75	4,03	1	5

ANOVA

How likely would you be to be Fan on Precision’s Facebook page?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	12,712	2	6,356	7,958	,000
Within Groups	134,177	168	,799		
Total	146,889	170			

Exhibit 32 – Crosstabulation

Give my opinion regarding my relationship with Precision * How satisfied are you with Precision?
Crosstabulation

		How satisfied are you with Precision?			Total	
		Indifferent	Satisfied	Very Satisfied		
Give my opinion regarding my relationship with Precision	Totally Disagree	Count	0	15	7	22
		% within Give my opinion regarding my relationship with Precision	.0%	68.2%	31.8%	100.0%
	Disagree	Count	1	43	41	85
		% Give my opinion regarding my relationship with Precision	1.2%	50.6%	48.2%	100.0%
	Indifferent	Count	3	4	2	9
		% Give my opinion regarding my relationship with Precision	33.3%	44.4%	22.2%	100.0%
Agree	Count	0	32	10	42	
	% Give my opinion regarding my relationship with Precision	.0%	76.2%	23.8%	100.0%	
Totally Agree	Count	1	4	8	13	
	% Give my opinion regarding my relationship with Precision	7.7%	30.8%	61.5%	100.0%	
Total		Count	5	98	68	171
		% Give my opinion regarding my relationship with Precision	2.9%	57.3%	39.8%	100.0%

Exhibit 33 – Regression

Descriptive Statistics

	Mean	Std. Deviation	N
Interest in being Fan	.8538	.35434	171
Be updated with promotions and new launches	4.23	.935	171
Know what Precision is doing in the market, such as news or events	3.85	.817	171
Get feedback from other customers	2.70	1.242	171
Give my feedback about Precision	2.64	1.201	171
Give advices about how Precision could improve its services/portfolio	2.66	1.218	171
Improve my relationship with the company	2.50	1.140	171
Have a game area	1.18	.581	171
Know the localization and Schedule of Precision's center	1.77	1.041	171
Have short videos explaining easy repair stuff	4.08	1.111	171

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.740 ^a	.548	.522	.24487	.548	21.664	9	161	.000	1.951

- a. Predictors: (Constant), Have short videos explaining easy repair stuff; Know the localization and Schedule of Precision's centers; Have a game area; Improve my relationship with the company ; Give advices about how Precision could improve its services/portfolio; Give advices about how Precision could improve its services/portfolio; Give my feedback about Precision; Get feedback from other customers; Know what Precision is doing in the market, such as news or events; Be updated with promotions and new launches.

Dependent Variable: Interest in being Fan

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.691	9	1.299	21.664	.000 ^a
	Residual	9.654	161	.060		
	Total	21.345	170			

- b. Predictors: (Constant), Have short videos explaining easy repair stuff; Know the localization and Schedule of Precision's centers; Have a game area; Improve my relationship with the company ; Give advices about how Precision could improve its services/portfoli; Give advices about how Precision could improve its services/portfolio; Give my feedback about Precision; Get feedback from other customers; Know what Precision is doing in the market, such as news or events; Be updated with promotions and new launches.

Dependent Variable: Interest in being Fan

Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.198	.118		-1670	.097
Be updated with promotions and new launches	.107	.034	.283	3.111	.002
Know what Precision is doing in the market, such as news or events	.035	.039	.080	.897	.371
Get feedback from other customers	-.063	.070	-.220	-.899	.370
Give my feedback about Precision	-.004	.119	-.014	-.035	.972
Give advices about how Precision could improve its services/portfolio	.056	.120	.192	.462	.644
Improve my relationship with the company	.009	.026	.030	.359	.720
Have a game area	-.057	.039	-.094	-1.487	.139
Know the localization and Schedule of Precision's centers	-.019	.024	-.057	-.812	.418
Have short videos explaining easy repair stuff	.141	.021	.443	6.617	.000

a. Dependent Variable: Interest in being Fan

Exhibit 34 – Independent sample T-Test

Group Statistics

	How long are you a Precision customer?	N	Mean	Std. Deviation	Std. Error Mean
Be updated with promotions and new launches	1 year	40	4.30	.791	.125
	2-4 years	67	4.33	.877	.107
Know what Precision is doing in the market, such as news or events	1 year	40	3.98	.733	.116
	2-4 years	67	3.88	.729	.089
Get feedback from other customers	1 year	40	3.63	1.030	.163
	2-4 years	67	2.58	1.170	.143
Give my feedback about Precision	1 year	40	3.50	1.086	.172
	2-4 years	67	2.54	1.105	.135
Give advices about how Precision could improve its services/portfolio	1 year	40	3.53	1.086	.172
	2-4 years	67	2.54	1.105	.135
Improve my relationship with the company	1 year	40	3.40	1.105	.175
	2-4 years	67	2.34	.993	.121
Have a game area	1 year	40	1.15	.700	.111
	2-4 years	67	1.19	.584	.071
Know the localization and Schedule of Precision's centers	1 year	40	2.10	1.215	.192
	2-4 years	67	1.85	1.062	.130
Have short videos explaining easy repair stuff	1 year	40	4.20	1.181	.187
	2-4 years	67	4.15	.957	.117

Independent Samples Test

				Levene's Test for Equality of Variances		t-test for Equality of Means						
		Equal variances assumed	not assumed	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
											Lower	Upper
Be updated with promotions and new launches	Equal variances assumed			.368	.545	-.168	105	.867	-.028	.169	-.364	.307
	Equal variances not assumed					-.172	88.953	.864	-.028	.165	-.356	.299
Know what Precision is doing in the market, such as news or events	Equal variances assumed			.148	.701	.647	105	.519	.094	.146	-.195	.384
	Equal variances not assumed					.646	81.743	.520	.094	.146	-.196	.385
Get feedback from other customers	Equal variances assumed			1.661	.200	4.661	105	.000	1.043	.224	.599	1.487
	Equal variances not assumed					4.814	90.479	.000	1.043	.217	.613	1.473
Give my feedback about Precision	Equal variances assumed			.003	.960	4.387	105	.000	.963	.219	.528	1.398
	Equal variances not assumed					4.407	83.330	.000	.963	.218	.528	1.397
Give advices about how Precision could improve its services/portfolio	Equal variances assumed			.000	.989	4.501	105	.000	.988	.219	.553	1.423
	Equal variances not assumed					4.522	83.348	.000	.988	.218	.553	1.422
Improve my relationship with the company	Equal variances assumed			1.743	.190	5.105	105	.000	1.057	.207	.646	1.467
	Equal variances not assumed					4.968	75.350	.000	1.057	.213	.633	1.480
Have a game area	Equal variances assumed			.277	.600	-.350	105	.727	-.044	.126	-.293	.205
	Equal variances not assumed					-.334	70.885	.739	-.044	.132	-.307	.218
Know the localization and Schedule of Precision's centers	Equal variances assumed			1.442	.233	1.112	105	.269	.249	.224	-.195	.694
	Equal variances not assumed					1.075	73.652	.286	.249	.232	-.213	.711
Have short videos explaining easy repair stuff	Equal variances assumed			3.422	.067	.243	105	.809	.051	.209	-.364	.465
	Equal variances not assumed					.230	69.306	.819	.051	.220	-.389	.490

Exhibit 35 – Independent sample T-Test

Group Statistics

	How long are you a Precision customer?	N	Mean	Std. Deviation	Std. Error Mean
Be updated with promotions and new launches	1 year	40	4.30	.791	.125
	5 years	64	4.09	1.065	.133
Know what Precision is doing in the market, such as news or events	1 year	40	3.98	.733	.116
	5 year	64	3.75	.943	.118
Get feedback from other customers	1 year	40	3.63	1.030	.163
	5 years	64	2.23	1.137	.142
Give my feedback about Precision	1 year	40	3.50	1.086	.172
	5 years	64	2.22	1.105	.138
Give advices about how Precision could improve its services/portfolio	1 year	40	3.53	1.086	.172
	5 years	64	2.25	1.155	.144
Improve my relationship with the company	1 year	40	3.40	1.105	.175
	5 years	64	2.11	1.010	.126
Have a game area	1 year	40	1.15	.700	.111
	5 years	64	1.19	.500	.063
Know the localization and Schedule of Precision's centers	1 year	40	2.10	1.215	.192
	5 years	64	1.48	.816	.102
Have short videos explaining easy repair stuff	1 year	40	4.20	1.181	.187
	5 years	64	3.92	1.212	.152

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
									Lower	Upper	
Be updated with promotions and new launches	Equal variances assumed	.647	.423	1.056	102	.294	.206	.195	-.181	.594	
	Equal variances not assumed			1.129	98.866	.262	.206	.183	-.156	.569	
Know what Precision is doing in the market, such as news or events	Equal variances assumed	4.465	.037	1.285	102	.202	.225	.175	-.122	.572	
	Equal variances not assumed			1.361	97.068	.177	.225	.165	-.103	.553	
Get feedback from other customers	Equal variances assumed	.060	.808	6.287	102	.000	1.391	.221	.952	1.829	
	Equal variances not assumed			6.433	89.065	.000	1.391	.216	.961	1.820	
Give my feedback about Precision	Equal variances assumed	.462	.498	5.790	102	.000	1.281	.221	.842	1.720	
	Equal variances not assumed			5.814	84.025	.000	1.281	.220	.843	1.720	
Give advices about how Precision could improve its services/portfolio	Equal variances assumed	.065	.799	5.604	102	.000	1.275	.228	.824	1.726	
	Equal variances not assumed			5.685	86.782	.000	1.275	.224	.829	1.721	
Improve my relationship with the company	Equal variances assumed	2.851	.094	6.115	102	.000	1.291	.211	.872	1.709	
	Equal variances not assumed			5.989	77.310	.000	1.291	.216	.862	1.720	
Have a game area	Equal variances assumed	.140	.709	-.318	102	.751	-.038	.118	-.271	.196	
	Equal variances not assumed			-.295	63.833	.769	-.038	.127	-.291	.216	
Know the localization and Schedule of Precision's centers	Equal variances assumed	6.469	.012	3.091	102	.003	.616	.199	.221	1.011	
	Equal variances not assumed			2.830	61.091	.006	.616	.218	.181	1.051	
Have short videos explaining easy repair stuff	Equal variances assumed	.081	.777	1.149	102	.253	.278	.242	-.202	.758	
	Equal variances not assumed			1.156	84.580	.251	.278	.241	-.200	.756	

Exhibit 36 – Independent sample T-Test

Group Statistics

	Age	N	Mean	Std. Deviation	Std. Error Mean
Be updated with promotions and new launches	26-35	65	4.31	.789	.098
	46-55	32	3.69	1.378	.244
Know what Precision is doing in the market, such as news or events	26-35	65	3.97	.749	.093
	46-55	32	3.44	1.190	.210
Get feedback from other customers	26-35	65	2.68	1.382	.171
	46-55	32	2.25	1.016	.180
Give my feedback about Precision	26-35	65	2.58	1.345	.167
	46-55	32	2.22	.941	.166
Give advices about how Precision could improve its services/portfolio	26-35	65	2.62	1.366	.169
	46-55	32	2.25	1.016	.180
Improve my relationship with the company	26-35	65	2.48	1.264	.157
	46-55	32	2.03	.861	.152
Have a game area	26-35	65	1.17	.698	.087
	46-55	32	1.22	.420	.074
Know the localization and Schedule of Precision's centers	26-35	65	1.78	1.008	.125
	46-55	32	1.50	.672	.119
Have short videos explaining easy repair stuff	26-35	65	4.12	1.008	.125
	46-55	32	3.38	1.561	.276

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Be updated with promotions and new launches	Equal variances assumed	17.909	.000	2.817	95	.006	.620	.220	.183	1.057
	Equal variances not assumed			2.362	41.293	.023	.620	.263	.090	1.150
Know what Precision is doing in the market, such as news or events	Equal variances assumed	21.893	.000	2.686	95	.009	.532	.198	.139	.925
	Equal variances not assumed			2.313	43.489	.026	.532	.230	.068	.995
Get feedback from other customers	Equal variances assumed	16.900	.000	1.552	95	.124	.427	.275	-.119	.973
	Equal variances not assumed			1.720	80.740	.089	.427	.248	-.067	.921
Give my feedback about Precision	Equal variances assumed	14.533	.000	1.380	95	.171	.366	.265	-.161	.892
	Equal variances not assumed			1.553	83.686	.124	.366	.236	-.103	.834
Give advices about how Precision could improve its services/portfolio	Equal variances assumed	13.819	.000	1.340	95	.183	.365	.273	-.176	.907
	Equal variances not assumed			1.480	80.017	.143	.365	.247	-.126	.857
Improve my relationship with the company	Equal variances assumed	20.620	.000	1.798	95	.075	.446	.248	-.046	.938
	Equal variances not assumed			2.040	85.220	.044	.446	.218	.011	.880
Have a game area	Equal variances assumed	.045	.832	-.369	95	.713	-.050	.134	-.316	.217
	Equal variances not assumed			-.434	91.038	.665	-.050	.114	-.276	.177
Know the localization and Schedule of Precision's centers	Equal variances assumed	2.169	.144	1.445	95	.152	.285	.197	-.106	.676
	Equal variances not assumed			1.651	86.358	.102	.285	.172	-.058	.627
Have short videos explaining easy repair stuff	Equal variances assumed	25.513	.000	2.848	95	.005	.748	.263	.227	1.269
	Equal variances not assumed			2.470	44.137	.017	.748	.303	.138	1.358

Exhibit 37 – Telephone Survey

Bom dia Sr./Sra _____,

Fala Cátia Gomes, das Oficinas Precision, como está?

Gostaria de saber se ficou satisfeito/a com a visita com a visita que fez à nossa Oficina_____ no passado dia____?

Gostaria também de aproveitar para saber se tem disponibilidade para me responder a um brevíssimo questionário sobre Redes Sociais?

Desde já agradeço a sua disponibilidade

I. O Meu Papel no Facebook

1. Utiliza Redes Sociais?

- Sim
- Não (seguir para pergunta: IV Questões Pessoais)

2. Selecciona a Rede Social que usa mais frequentemente:

- Facebook
- Twitter
- LinkedIn
- Outra: _____

3. Com que frequência acede à sua conta do Facebook?

- Não tenho conta (seguir para pergunta: IV Questões Pessoais)
- Menos de 1 vez por semana
- Várias vezes por semana
- 1x por dia
- Várias vezes ao dia

4. Qual o seu grau de concordância, relativamente aos **motivos que o levam a utilizar o Facebook:** (colocar um X em cada linha)

	Discordo Totalmente	Discordo	Indiferente	Concordo	Concordo Totalmente
Estar actualizado sobre o que as marcas andam a fazer, novos lançamentos, promoções...					
Conhecer novas marcas, sítios novos...					
Conversar com os meus “Amigos” e/ou saber o que eles andam a fazer					
Expor as minhas ideias, fotos, vídeos para que todos vejam					

o que ando a fazer					
Jogar (ex. Farmville)					

II. O papel das Marcas no Facebook

5. Qual o seu grau de concordância, relativamente às **razões que levam as marcas a estarem presentes no Facebook**: (colocar um X em cada linha)

	Discordo Totalmente	Discordo	Indiferente	Concordo	Concordo Totalmente
Comunicarem mais facilmente com os consumidores					
Conhecerem melhor os seus consumidores (as suas opiniões, desejos)					
Informarem os consumidores sobre os serviços e promoções					
“Só estão porque agora está na moda”					

6. Conhece alguma marca de Oficinas Automóvel que esteja presente no Facebook?

- Midas
- FeuVert
- Roady
- Norauto
- Outra_____
- Não

III. A Precision no Facebook

7. Antes de adquirir um serviço de reparação automóvel: (selecione a opção principal)

- Peço opinião a familiares, amigos ou colegas
- Procuo opinião de especialistas na área
- Pesquisa na internet mais informação, nomeadamente sobre empresas no ramo
- Vou a sites de empresas
- Não procuro informação adicional
- Outro: _____

8. Das seguintes afirmações diga qual o seu grau de concordância, relativamente aos motivos que o levariam a ser “Amigo/Fan” da **Oficina Precision no Facebook**: (colocar um X em cada linha)

	Discordo Totalmente	Discordo	Indiferente	Concordo	Concordo Totalmente
Acompanhar regularmente as promoções, novos produtos/serviços					
“Saber o que a Precision anda a fazer no mercado” – notícias, eventos					
Saber o que as outras pessoas dizem sobre a Precision					
Dar a minha opinião sobre a minha relação com a Precision					
Dar a minha opinião sobre como a Precision poderia melhorar o serviço/produtos					
Melhorar a relação que tenho com a marca					
Ter uma zona de jogos					
Saber qual a localização e horário dos centros mais próximos de mim					
Ter uma zona de vídeos curtos, como por exemplo, manual de instruções para mudar 1 pneu					

9. O quão interessado estaria em ser “Amigo/Fan” da Precision no Facebook?

- Nada interessado
- Pouco interessado
- Indiferente
- Interessado
- Muito interessado

IV. Questões Pessoais

10. Sexo

- Feminino
- Masculino

11. Idade

- 18-25
- 26-35
- 36-45
- 46-55
- >56

12. Quantas vezes por ano vai às Oficinas Precision?

- 1 vez
- 2vezes
- 3 vezes
- + 4vezes

13. Há quanto tempo é cliente Precision?

- < 1 ano
- 2-4 anos
- + 5 anos

14. Como teve conhecimento pela 1ªvez das Oficinas Precision?

- Através de um conhecido (familiar, amigo, colega)
- Publicidade
- A oficina fica perto da minha área de residência/local de trabalho
- Outro _____

15. Indique o seu grau de satisfação relativamente à Oficina Precision?

- Nada satisfeito
- Pouco satisfeito
- Indiferente
- Satisfeito
- Muito satisfeito

16. Recomendaria a Oficina Precision aos seus amigos?

- Sim
- Talvez
- Não

Terminámos o nosso questionário, gostaria de saber se tem alguma dúvida/sugestão que queira dar. Mais uma vez agradeço a sua disponibilidade. Desejo-lhe a continuação de um excelente dia.