

Research Report

Topic: “How can Enviu turn its connected Facebook community into an engaged Facebook community?”

Author: Christina Rasche

Program: International Communication

Student number: 381759

Date of submission: 2nd June 2014

Assigning organization: Enviu

Company supervisor: Monique Bradley

SCMI Graduation supervisor: Vladimir Bartelds

SCMI Second reader: Melissa Oudshoorn-Fuller

Confidential: no

Word Count: 17.480

Foreword

The present research report is a bachelor thesis, written as the final assignment of my four year bachelor program International Communication at the Hanze University of Applied Sciences in Groningen.

The assigning organization Enviu develops and accelerates social enterprises, which aim to solve societal and environmental problems in a sustainable way. I am very happy and grateful for the possibility to support an impact driven organization that aims to make a real difference. I would like to thank Enviu's Marketing Communication Manager Monique Bradley, who supported me during the whole process. She always took the time to answer my questions, helped me to identify directions, in which the research should go and gave me the space to work on my thesis. In addition I appreciate that she showed a real interest in my research and its outcomes.

Next to her I would like to thank my graduation supervisor from the Hanze University Groningen, Vladimir Bartelds. He took his time for several Skype sessions, really thought about the issues that I brought up and patiently advised me. He was a great support.

Finally I would like to thank my interview partners, who took the time for answering my questions, even though they all have a busy schedule.

Executive summary

The impact driven organization Enviu, which depends on an active community on all communication channels, considers it as a problem that people, who know the organization and are connected to it in some way, are not active enough. Within the frame of this research it is concentrated on the group of people, which is connected to Enviu on Facebook. The identified problem is that these people do not engage with Enviu's posts to a satisfying extent and that only a small amount of them is exposed to Enviu's Facebook content. Therefore it is investigated how Enviu can turn its connected Facebook community into an engaged community. It revealed from the theoretical concepts that Facebook engagement is influenced by the variables Facebook's News Feed algorithm, the nature of textual content of posts, communication capabilities (pictures, video and sound) that are included in posts and factors that motivate users to engage (engagement factors). In the following it was investigated theoretically and empirically how the identified variables influence user engagement on Facebook.

The objective of the research was: "The objective is to give Enviu recommendations on its engagement strategy with a focus on turning the connected Facebook community into an engaged community **by** inventorying opinions of social media experts and analyzing engaging Facebook posts on reasons why people become engaged on Facebook especially in relation to engaging communication content and engaging communication capabilities."

Theoretical knowledge supports the conduction and analysis of qualitative interviews with social media experts. In addition outcomes of theory and interviews provide criteria for the analysis of posts of the commercial organizations Coca Cola and Starbucks as well as the non-profit organizations Greenpeace and the Bill & Melinda Gates foundation, which all successfully engage their Facebook communities and possess attributes of Enviu's form of organization. Outcomes of the post analysis are compared with outcomes of qualitative interviews. Afterwards these are compared with theory. The incorporation and comparison of all theoretical and empirical results ensure credibility and validity. From the results it revealed that only a small amount of Enviu's Facebook community is exposed to its posts because the community is not active enough. This is due to the News Feed algorithm of Facebook that determines which content is shown in users' News Feeds based on regular interaction of users with posts of an organization, the kind of interaction (e.g. shares are ranked higher than likes) and within which time frame users engage with posts. Thus it is recommended to Enviu to identify at which times their posts experience the most engagement and to identify which content engages their users the most by looking at posts from the past and testing new kinds of content. In addition it revealed that there is a need for organizations to identify goals for the use of Facebook. Enviu should ask itself: "Who are we and how do we want to be perceived?", "Which content do we want to share with users and why?" and "Which reaction do we want from users?" The answers should aim to be concrete like "We want users to sign up for the newsletter of our project..." or "we want users to share our post because it is funny and can make their friends smile". The first example also relates to the need for a cross media approach. Enviu can lead their users to channels and content that they want users to see. In general the answers to above questions have to be translated to textual content and communication capabilities. Moreover it turned out that there is a need for consistent messages and a consistent tone of voice and clear communication so that users get

to know the organizations, know what kind of content to expect and get to trust Enviu. Therefore it is also important that Enviu's identity is the red line for all posts in order to be authentic. It can be a key part to transfer informational textual content into actionable content where users know what to do with or feel the need to comment on. In addition it revealed that simple, short content, which raises emotions and is illustrated by a simple communication capability that does not overwhelm, seems to be most successful on Facebook. It can be highlighted that people are seeking to interact with organizations and to share knowledge and information.

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1. The project context

The impact driven organization Enviu sees it as a problem that their organization is not known to enough people nationally and internationally and that people, who do know Enviu and are connected to it in some way, are not active enough. (Appendix, transcript 1, 1) The group, who is connected to Enviu in some way, concerns people, who participate in challenges that are conducted by Enviu, people, who participate in projects of Enviu, people, who worked for Enviu and people, who are connected to Enviu via social media channels. (Appendix, Transcript 2, 2) These groups of people are considered as belonging to Enviu's community. (Appendix, transcript 1) The problem with the mentioned groups is that Enviu knows only a little about them and does not know how to activate them. (Appendix, transcript 2; 1) (Appendix, transcript 1; 3) (Appendix, transcript 1; 14)

According to interviewee 2 there is a need to investigate how to engage the people, who are connected with Enviu via social media as a first step of investigating how to activate its community as described above. (Appendix, transcript 1, 12; transcript 2, 3) In addition it is desired to start with investigating how to engage people who like Enviu on Facebook as a first social media channel to be analyzed. (Appendix, transcript 2; 3) Currently the people, who like Enviu on Facebook, are rather inactive. This means that they do not like, share or comment on posts of Enviu to a satisfying extent. (Appendix, transcript 1; 12) In addition it is not clear why only a small amount of these people is exposed to Enviu's posts. Another problem is that Enviu does not know how these people got to know about Enviu, why they connected to Enviu on Facebook, what their expectations are and what characterizes them.

2. The organizational context

Enviu is an organization based in Rotterdam in the Netherlands and consists of the Enviu Foundation (AMBI) and the Enviu Holding BV. Enviu starts social enterprises, which aim to solve social and environmental problems in a sustainable way. It believes in the "economy of the crowd" as economy of the future, which means to aim for change and value creation next to the generation of financial profit. The organization has the vision of maintaining the quality of life, ending poverty and restoring the planets eco-systems at the same time. (Enviu, n.d.)

Within the Enviu Foundation social enterprises are developed that match Enviu's mission. Within the Enviu Holding BV challenges are conducted that aim to develop business concepts by applying the concept of co-creation. Within co-creation the crowd, who consists of people from all over the world, is called for participating in challenges and developing business ideas together. Challenges are also conducted for external clients. (See Appendix, How Enviu works, for detailed description)

Enviu works to a great extent together with volunteers and interns and makes use of social media and other online channels as main means of communication. As described above the community is involved in co-creation challenges, projects and as volunteers and interns. Since Enviu depends on its community very much it is crucial to maintain a strong relationship with it. In addition it is desired that the members have the feeling that they are part of Enviu and the change movement. Therefore it is very important for Enviu that it can

effectively communicate with and mobilize its community via its communication channels. (Appendix, Enviu's background for campaigns, 1.1)

3. The theoretical framework

According to Doorewaard and Verschuren (2010, p. 17) the theoretical framework forms the research perspective from which the research objective will be studied. The theoretical concepts related to the project context are defined and will support the further research.

Why people connect to organizations online

An online relationship can be anchored through institutions, residence, or mutual friends. (Zhao, 2008) It is called an "anchored online relationship" and the author claims that individuals may know or may not know each other offline. Zhao (2008) relates the behaviour to the construction of identity. Next to that Aierdi et al. (2008) mention Cerezo's argument that the ability to establish valuable relations and connections forms the interest of social networks. The theoretical concept can help to understand why people connect to Enviu online and support the process of understanding what kind of actions from Enviu on Facebook can satisfy users.

The concept of engagement

As Enviu aims for a committed and active community on Facebook, there is a need to define the concept of organizational engagement in relation to online social media.

As stated by Lo and Waters (2012) "providing an outlet for communication is a far cry from engagement". O'Brien and Toms (2008) also state that successful technologies must engage users instead of being solely usable. The authors refer to former research outcomes which suggest that engagement includes users' attitudes and activities and that it manifests itself in the form of attention, intrinsic interest, curiosity, and motivation. Burnett (2009) proposed information dissemination, disclosure and interaction as key factors of organizational behaviour on online social media networks. Lo and Waters (2012) elaborate that interaction is needed in order to develop a relationship.

Communication messages

As described in the project context Enviu wants to activate its Facebook community, which means to share, like or comment on content. Botha and Reyneke (2013) also stated that content plays a role in the forwarding of messages on Facebook. Moreover Finkbeiner (2013) states that social presence is increased by adding pictures, videos and sound to any virtual conversation adding up to user generated content. What is social presence? Biocca (2013) refers to Fommer who describes social presence as the degree to which individuals feel connected to others in online communities or other types of online communications. Apparently communication media afford varying degrees of social presence. Norman et al. (2013) claim that an examination of media from the media capability perspective can provide substantive advice for computer-mediated communication.

Where Facebook stories appear

In order to understand why Enviu's Facebook community is rather inactive, a closer look needs to be taken on Facebook's News Feed and the algorithm, which apparently controls which stories appear in the News Feed of users. As Newman (2011) defined the News Feed, it is an aggregate collection of contributions of someone's network. According to Ellison (2014) these stories are visible traces of users commenting, liking and sharing content. The News Feed is a consistently updating list of stories from people and pages that someone follows on Facebook. (How News Feed works, n.d.) It includes photos, status updates, videos, links, app activity and links. The stories are called edges, which Applum (n.d.) defines as "everything that is happening on Facebook", which means status updates, likes, shares and comments. An average of 1500 stories could apparently be shown to every user during every visit to its News Feed. According to Applum (n.d.), who developed the edge rank checker, the elaborate News Feed algorithm edgerank was developed by Facebook to select the content which is displayed in a user's News Feed and how high in the list. Thus, the edgerank is influencing the amount of stories, which appear in the News Feed of users.

Users apparently automatically follow their Facebook friends; which means to see public updates of others on Facebook. Users, who do not want to see status updates of certain friends or pages in their News Feed, can unfollow them. (How do I unfollow someone, n.d.)

4. The research objective

As defined by Doorewaard and Verschuren (2010, p. 16) the research objective includes the goal of the research, the key concepts about which data will be collected and the sources from where data will be collected.

Anderson and Kotler (2008) argue that "the internet use in daily life is a too vast field to be researched as a whole. This is why research should consider the patterns of usage of the various applications or services that the Internet has to offer". This confirms Enviu's desire to start the research on the engagement of Enviu's target group with focussing on the engagement of Enviu's community on Facebook. Referring to the project context and initial interviews the problem of Enviu in this context is that the people, who like Enviu on Facebook, are not active. In addition it is not clear why the people are inactive. Therefore background and reasons for inactivity and possibilities of engaging a Facebook community need to be diagnosed before a possible design for a Facebook strategy can be developed. Finkbeiner (2013) argued that "not every communication via social interaction fostering media can be considered the same". According to the author the interaction depends on the motives of the target audience concerning the use of the tools. Moreover it revealed from the theoretical framework that communication capabilities, communication content and Facebook features seem to influence the engagement of users on Facebook. Based on the interests of the client and the theoretical framework, the following research objective can be put forward:

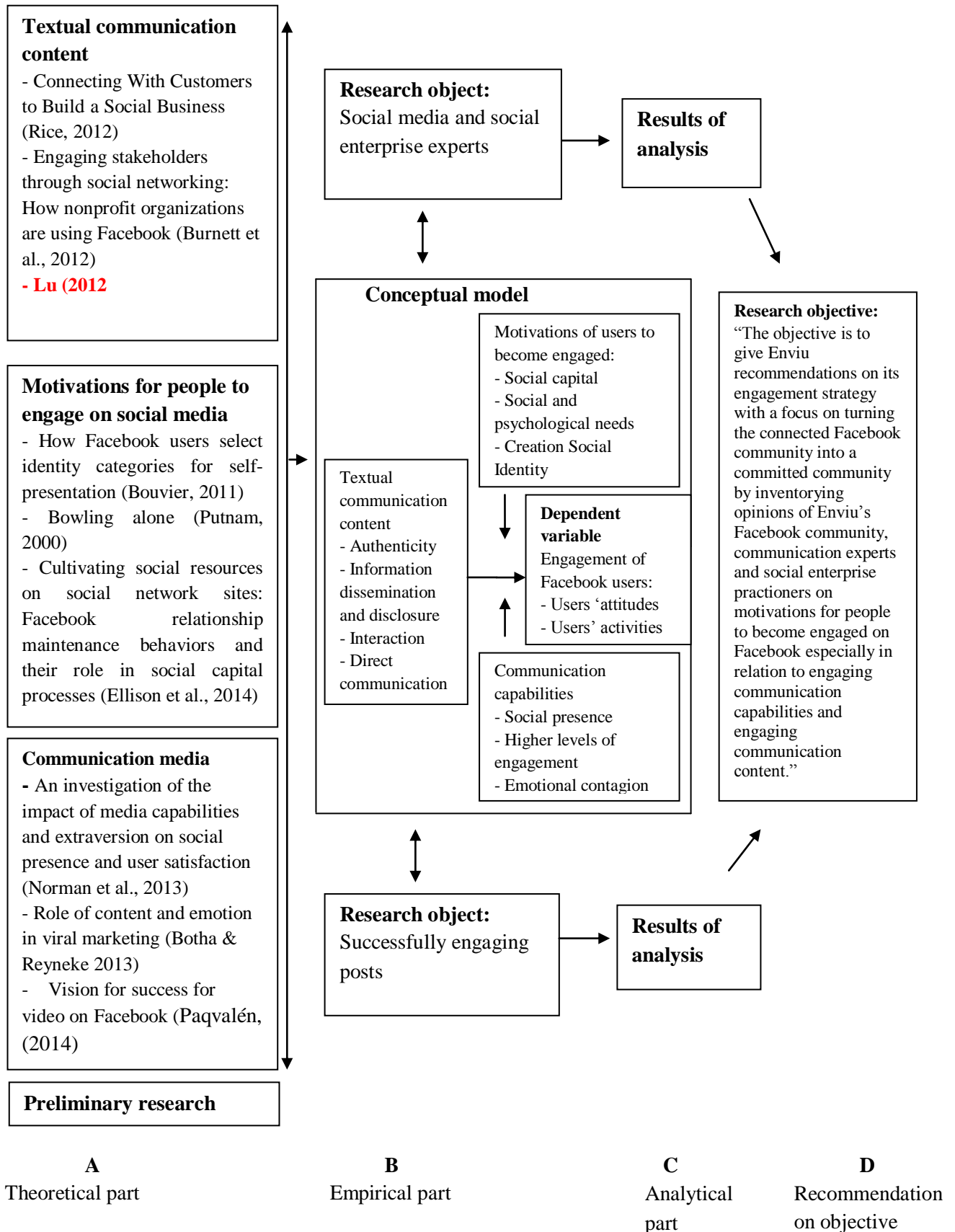
“The objective is to give Envia recommendations on its engagement strategy with a focus on turning the connected Facebook community into an engaged community

by

inventorying opinions of social media experts and analyzing engaging Facebook posts on reasons why people become engaged on Facebook especially in relation to engaging communication content and engaging communication capabilities.”

5. The research framework

The research framework is a presentation of research activities that will lead to the fulfilment of the research objective. (Doorewaard & Verschuren, 2010)



6. The research questions

The research questions will provide the knowledge that is needed during the particular research phases in order to meet the research objective.

Main question: How can Enviu turn its connected Facebook community into an engaged community?

1. Theoretical question: What influences user engagement on Facebook?

- 1.1 How do Facebook features influence user engagement?
- 1.2 Why do Facebook users engage?
- 1.3 What are features of engaging content from organizations on Facebook?
- 1.4 Which role do communication capabilities play?

2. Empirical question: What do social media experts and successful Facebook posts reveal about engagement factors on Facebook that were identified in the theory?

- 2.1 Which Facebook features and user behaviour influence engagement?
- 2.2 To what extent does an organization need to apply a strategic approach in order to successfully engage its community?
- 2.3 What kind of content positively and negatively influences user engagement on Facebook?
- 2.4 What is Enviu's Facebook strategy?
- 2.5 What are characteristics of engaging content of organizations on Facebook?

3. Analytical question: What can be learned from social media expert interviews and characteristics of successful Facebook posts?

- 3.1 What can be learned by comparing statements of social media experts and attributes of successful Facebook posts in relation to engaging textual content?
- 3.2 What can be learned by comparing statements of social media experts and attributes of successful Facebook posts in relation to engaging communication capabilities?
- 3.3 What can be learned by comparing statements of social media experts and attributes of successful Facebook posts in relation to engagement factors?

7. Research strategy and methodology

The research methods that are used for the collection of data needed for achieving the research objective, the research objects and research strategy are described in this section.

During the initial phase of the research, preliminary desk research and initial unstructured interviews were conducted. Based on these activities a need for diagnostic research was identified, which aims to analyze the background and causes of a problem. (Doorewaard & Verschuren, 2010, p. 52) Due to the problem being identified, but the reasons explaining it

being missing, this stage of the intervention cycle was chosen. (See Appendix, research intervention cycle) The research will produce descriptive and explanatory knowledge; which means that background and causes of the problem will be described and partly explained. This will result in recommendations for actions to Enviu.

A pragmatic approach

A pragmatic approach is adopted as research philosophy for several reasons. First of all, a pragmatic approach allows mixed methods within one study and gives the freedom to investigate what is interesting and of value to a researcher. (Saunders, p.109) Especially in the conduction of research for an external client this flexibility seems highly appropriate in order to provide the client with what is of real value to him. For instance when it comes to ontology, a multiple and external view is chosen in order to ensure best answering of the research questions. Another important point is that observable phenomena as well as subjective meanings are able to provide acceptable knowledge. Saunders even recommends the integration of different perspectives for applied research. Furthermore the pragmatic approach allows researchers to adopt objective and subjective points of view in the interpretation of results. (Saunders, p. 119)

Applying the pragmatic philosophy a mix of a deductive and inductive approach is chosen. To start with relevant theory is identified in order to firstly gain a theoretical understanding of the background of the problem and secondly to support the preparation of qualitative interviews based on this understanding. As described by Saunders (p.127) a deductive approach enables an understanding of causal relationships between variables. Within the scope of this study the variables of textual communication content, communication capabilities and motivations of users to engage on Facebook are studied in relation to engagement on Facebook.

Applying these relations to the research object of social media experts, non-standardized, one to one, semi-structured interviews will be conducted. The interviews are partly serving to test the chosen theory (deductive), but are also needed in order to understand opinions of experts and practioners, who apply theory and are considered as having relevant knowledge with respect to which theory applies in practice. By comparing theoretical and practical knowledge credibility and validity of results will be ensured. Qualitative interviews form the inductive approach of this research and will provide a comprehensive understanding of the research context.

The present research is a case study because it is concerned with the empirical investigation of a current phenomenon. The phenomenon occurs in a real life context and is studied by looking at its context. In addition a case study allows a mixed method of data collection. (Saunders, p. 145 f.) Next to the collection of theoretical knowledge and semi-structured interviews, successfully engaging posts on external Facebook pages will be analyzed; but first of all there is a need to elaborate on the strategy for the qualitative interviews. As Saunders states it (p.320) the order of questions can be kept open in semi-structured interviews to consider the flow of a conversation. In addition they offer room to ask additional questions or omit questions. (Saunders, p. 320) This freedom seems to be needed in order to ensure flexibility depending on what kinds of information an interviewee reveals in which order, how the atmosphere is and whether unpredicted, relevant topics come up. These are also the reasons for employees being interviewed in the form of semi-structured interviews. The

qualitative interviews provide primary knowledge. In addition the inductive approach allows less concern to generalize outcomes. (Saunders, 2009, p. 68)

Four experts will be interviewed within this research project. One interviewee is an expert, who advises companies regarding online communication channels and worked as social media manager for a micro loan organization and Enviu. He was chosen because of its expert knowledge on social media, his work for a social enterprise (micro loans) and his connection to Enviu. Two other interviewees were chosen because they are social media experts and successful trend watchers in the Netherlands. Since Facebook can be seen as continuously changing platform, it seemed to be important to involve trend watchers, who are familiar with the current use of the platform. One of them does also have a connection with Enviu. The second one is a successful entrepreneur, who is occupied with topics like entrepreneurship and innovation, which are important topics also for Enviu. The 4th interviewee is chosen because of his expertise on Facebook. He published a book on Facebook and is considered as being a professional in the subject.

All employees of Enviu, who were interviewed have a relation to Facebook because they have been responsible for Enviu's Facebook page or are it at the moment.

In order to analyze the outcomes of semi-structured interviews, the interviews will be transcribed and commented. As a preparation of the analysis of interviews a list of codes will be developed. Codes that are based on theoretical results (deductive) will be developed and new insights, which will reveal from interviews and not coincide with theoretical insights, will be presented and also assigned with codes (inductive). This makes sure that all theoretical and purely empirical insights are considered. (Appendix, Section 8)

Next to this, statements within the single transcripts will be grouped under headings (topics), which also occur in the coding system. Some statements are assigned to more than one topic because they are applicable to several topics. The grouping provides a better overview of topics that are discussed and facilitates the assigning of codes. In the following codes are assigned to all statements in all transcripts. The codes serve two reasons. Firstly, the codes facilitate the recognition of similar statements in different transcripts and secondly, the coding does already give an indication of which statements overlap with theory, which will be analyzed later. By comparing the assigned codes in the transcripts and identifying similar and differing statements of interviewees, the empirical answers to questions 2.1 to 2.3 will be provided. 2.4 is based on analysis of interviews with employees.

It was initially planned to develop a questionnaire based on theory and qualitative interview results in order to conduct a survey in the form of a self-selection sample on Facebook. Yet it revealed from qualitative results that a survey on Facebook would not deliver the desired results under the given circumstances. (Transcript 4, 4; Transcript 5, 19/29) Even though the conduction of a survey was already prepared, the strategy was evaluated and consultation with the company supervisor and school supervisor took place after three experts advised against a survey. The intention of the change in strategy is to conduct a practical approach that aims to provide real value for the client organization and which can result in practical advice that is useful.

Therefore, following the advice of interviewees, posts of other organizations, which successfully engage users, will be investigated. The analysis of posts will be based on theoretical research results and the analysis of results of qualitative interviews in order to develop a credible and valid list of assessment criteria. Criteria for textual content,

communication capabilities, engaging factors and general page performance are included. All theoretical insights and outcomes of qualitative interviews are incorporated in the assessment criteria. (Appendix, section 9)

Posts of four organizations, which are successfully engaging the people, who are connected to them on Facebook, are chosen to be analyzed. Unfortunately it was not possible to identify organizations which are directly comparable with Enviu. (See limitations) This is why organizations were chosen, that possess features that can be found at Enviu. As it was described by interviewee 3 Enviu is a hybrid organization, being a commercial organization as well as a foundation. (Transcript 3, 1) Thus the two commercial organizations Coca Cola and Starbucks (fair trade=fit with Enviu) and the two non-profit organizations (Greenpeace=environmental topics fit with Enviu) and the Bill & Melinda Gates Foundation are chosen to be analyzed. The organizations were chosen because they form a mix of attributes that Enviu possesses, they do successfully engage their users on Facebook and they do represent differing aspects that revealed from qualitative results and theory.

By including theoretical and empirical insights in the form of desk research, semi-structured interviews with experts, semi-structured interviews with employees and a content analysis of secondary data, triangulation is ensured. According to Saunders (p.146) triangulation of data means the use of different data collection techniques in order to ensure “that the data are telling you what they are telling you”.

8. Research results

1. Theoretical results

1.1 How do Facebook features influence user engagement?

As explained by Lo and Waters (2012) status updates, which mean the dissemination of messages, appear on the wall of a Facebook user or page. Lo and Waters (2012) claims that this wall is a dialogic platform for organizations on which they can involve their fans and build a committed community especially considering that Facebook thrives on interaction. As stated above (see theoretical framework) the Facebook algorithm is selecting the content, which appears in the News Feed of users. It raises the questions on which variables the selection is based. According to Applum (n.d.), edgerank does apparently rank every edge connected to a user based on its importance to the user. As claimed by Crager et al. (p.11) users need to interact regularly with status updates of business pages in order to see their updates.

As explained by Applum (n.d.) the three determinants affinity, weight and time decay underlie edgerank. *Affinity* refers to the relationship between a user and an organization. It is built by repeating interactions between a user and an organization. Interactions are commenting, liking, sharing, clicking and messaging. It is a one-way relationship. *Weight* refers to values that Facebook assigns to edges. Apparently, edges that take more time to be accomplished, weigh more. In the following some examples of values are shown:

- Comments of mutual friends have a high value
- Commenting has a higher value than liking
- Sharing has a higher value than liking
- Pictures have a high value

- Status has a low value

Time decay means the age of an edge - the older an edge, the smaller the value. On average a post decays after three hours, but people can make use of story bumping, which belongs to organic ranking. Today, most announcements of changes in the algorithm seem to be variations of the original components. In addition the sort of device people are using seems to play a role. Browsing with a mobile device could mean that users do not have much time to engage with links or videos. (Applum, n.d.)

As stated by Ellison (2014) most users will likely not see all their friends' updates under this algorithm. Independently of users being aware of the edgerank mechanism or not, they do train it by interacting with specific content because these interactions determine what is presented in their News Feed.

Facebook answers the question how one can ensure that everyone sees his posts in the News Feed that the best way to have posts appearing in the News Feed is to post things the audience will like, comment on or share with their friends or to boost posts, which "increases the chance they will reach a larger number of people and their friends, assumed they interact with the post". It can be concluded that the content organizations publish on their Facebook page, has to engage people in order to ensure that many people are exposed to their posts.

It could be assumed that Facebook applies a rather elaborate News Feed algorithm in order to achieve that organizations pay for advertisements (=boost posts). According to Chapman (2013) Facebook denied accusations to reduce the reach of organic posts in order to drive monetization. Chapman displays Facebook claims that they rather want to drive user experience and engagement rates. As stated by Facebook for Business (2013) Facebook recommends businesses a joined strategy of engaging page posts and advertising.

As a conclusion it can be summarized that Facebook's News Feed algorithm automatically decreases the number of people, who are exposed to organization's posts if the company does not manage to engage its connected users and does not pay. However, it cannot be said to what extent the payment aspect influences desired results of companies. In addition Facebook offers the possibility to users to unfollow people or organizations. (How do I unfollow someone, n.d.) This means that they are not longer exposed to their posts.

1.2 Why do Facebook users engage?

The question of what influences user engagement on Facebook seems closely related to the question of what users' conscious or unconscious motivations are of joining online social networks and connecting to others. Several studies relate the theory of social capital to the use of online social networks. (e.g. Putnam, 2000; D'Angelo, 2013; Ellison, 2014) Finkbeiner (2013) refers to Coleman who claimed that a person's social capital means their relationships with others, which can serve as a source of benefits for that person. Lin (2001) describes social capital as resources included in social relationships and interactions within networks. It can be distinguished between bonding and bridging social capital. Bonding social capital occurs between individuals in emotionally close relationships and involves emotional support and provision of scarce resources. (Putnam, 2000) In contrary bridging social capital can be found among users that are connected by weak ties like loose social connections without emotional attachment. Back et al. (2010) explain that Facebook is in the first place used to maintain established connections, but Facebook friends also consist of a mix of contacts

ranging from old school friends, relatives, friends and people users randomly met. The weak ties which apparently connect these people do provide exposure to novel ideas and innovations and can be augmented by the use of online social networks. (Putnam, 2000) In addition Ellison (2014) refers to Granovetter, who proved that weak ties are more likely to provide employment information. Ellison (2014) also states that Facebook may be suited for accruing bridging social capital such as broadened worldviews. Ellison defines bridging social capital as someone's ability to access useful information sources. The author relates this to someone's network's composition and its position within a network. Bridging ties means to create information pathways that bring together two otherwise unconnected groups. (Ellison, 2014) This can probably be related to someone's action of liking a page and further engagement. Westlund (2006, p.8) defines social capital as "social, non-formalized networks which are created, maintained and used by actors to distribute norms, values, preferences and other attributes and characteristics".

Next to the theory of social capital there are other approaches to motivations of users.

D'Angelo (2013) describes that audience members select communication vehicles like content to satisfy their social and psychological needs, desires or interests. For instance Allenby and Yang (2003) stated that "people live in a world in which they are interconnected, information is shared, recommendations are made and social acceptance is important" (p. 291). Considering that participants in a study conducted by Botha and Reyneke (2013) (see 1.4) forwarded content to friends because they assumed a positive reaction, social acceptance seems to play a role for people in forwarding content in online social networks.

D'Angelo's assumption of social and psychological needs can maybe also be related to users' behaviour to create a social identity on Facebook, which refers to their roles and responsibilities (Ellis, 2010). Mead (1925) argues that social behaviour affects the formation of personal identity. In general self identity can be seen as an individual's perception of what kind of person someone is, self assessment and continuous evaluation. (Bouvier, 2012) Thus, users might also change their perceptions of who they are and consequently what they display on social networking sites.

Facebook users seem to select their social identity on Facebook from the series of group membership and social categories available. Many people on Facebook are seemingly involved in an online performance determined by as whom and how they want to be perceived. (Bouvier, 2012) While Back et al. (2010) argue that people use online social networks to communicate their real life personality, Sunden (2003, p.109) states that the displayed identity on Facebook may have only little correspondence with real identities. Independently of the identity being a real or desired one the International Communication Association (2011) describes that several authors proved the existence of impression management and self presentation in online networks.

Bouvier (2012) presents the concept of the lifestyle identity construct, which refers to people, who express their identity through their lifestyle, for instance their consumption and consumer goods. Lifestyle does apparently provide a person with rules, roles, relationship criteria and aims in someone's life.

Back et al. (2010) support his view that users present their real life identities, with the statement that friends provide accountability and feedback on user profiles. Independently of whether displayed identities indicate a real or desired self-identity it can be concluded that users present certain identities on Facebook.

Next to the question what induces users to share content, it is interesting to know the reasons that hinder people from engagement. O'Brien and Toms (2008) found that content of an application, which overwhelms or fails to interest users; can be a reason for people not to engage. Other reasons for non-engagement were found to be abundance of information to pursue, complicated access and poor usability of applications.

1.3 What are features of engaging content from organizations on Facebook?

Aierdi et al. (2013) describe that recommendations and links published by friends of a user in social networks are "increasingly becoming the starting point in the internet", rather than search engines. Therefore, it is interesting to know what kind of content users share with their friends by engaging with the content of an organization.

Facebook does seemingly provide an environment that facilitates engagement and dialogue in ways that are not possible on websites. This is maybe because individuals in general do apparently prefer it online to communicate and interact with like-minded people. (Lu, 2012) Yet the communication with like-minded people does not necessarily have to be limited to private contacts. For instance Ingenhoff and Koeling (2009) state that web technologies make it possible for non-profit organizations to have strategic communication with interested publics like donors, supporters, the media and clients. Apparently non-profits do reach people on Facebook. Rice (2012) describes that organizations like Target, Amnesty International and Sugru provide attraction by having organizational leaders, who find their purpose, are committed to a project and turn it outward to the public. Social media do apparently facilitate leaders in showing their authentic self. This suggests that authenticity is an important feature of effective content.

As stated above (theoretical framework) information dissemination, disclosure and interaction are key factors of online behaviour. It raises the question in which way information should be disseminated and disclosed. Lu (2012) found that this is related to cultural backgrounds. Within low context cultures such as the Dutch one, communication is directly and explicitly disseminated and disclosed voluntarily. It revealed by an investigation of Lu (2012) that non profit organizations try to engage users by providing a calendar of upcoming events, volunteer opportunities; opportunities to donate and to purchase items from a shop hosted by Facebook. Next to that internet users do apparently more and more want to participate in the form of action, collaboration and information sharing. Moreover recognition is an important point. Thus, Facebook content should respond and make use of these desires.

O'Brien and Toms (2008) found that content of an application, which overwhelms or fails to interest users; can be a reason for people not to engage.

Next to the presented insights Facebook's recommendations for effective content are interesting to mention. Facebook Public (n.d.) recommends causes and nonprofits to tell stories in their unique way of communicating, to include pictures, videos and links that make content rich, to create a dialogue, to ask questions, to increase impact by having supporters and followers, who share content, to use Facebook insights to measure and increase messages, to know goals like what kind of a relationships they want to have with users and how much time you are willing to spend on it, to understand what kind of content is important to their audience and to understand who they are. In addition it is recommended to include cover photos and profile pictures that show the cause and mission of organizations.

1.4 Which role do communication capabilities play?

However Norman et al. (2013) claims that it are capabilities of the media, not the media type, that result in different effects of media use. In addition social presence, which means the extent to which people feel connected to others, is increased by adding pictures, videos and sound to any virtual conversation adding up to user generated content

Yet successful video experiences must be relevant and non-intrusive for users. (Paqvalén, 2014) According to Paqvalén (2014) videos and pictures demonstrate higher levels of engagement on Facebook.

Botha and Reyneke (2013) investigated users' emotional reaction to viral videos and their sharing behaviour. The author found that the emotional reaction of people makes them share videos with their social network, which consequently also experiences an emotional reaction. According to the decision tree model the presence of an emotional reaction is essential in the forwarding of videos. Based on her findings Botha and Reyneke argue for the existence of emotional contagion in viral marketing.

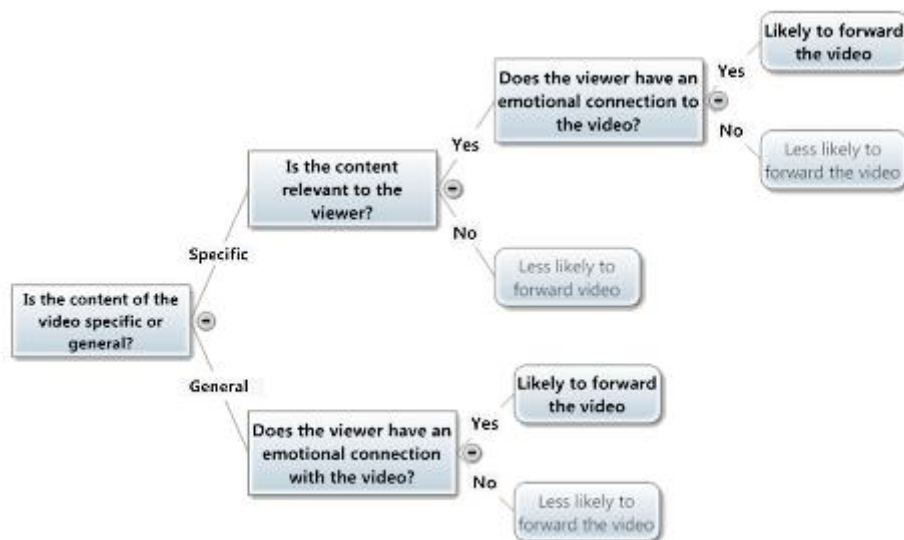


Figure 1 A decision tree of the interplay between content and affect in viral marketing

2. Empirical results

2.1 Which Facebook features and user behaviour influence engagement?

Facebook features

Interviewees 4 and 7 state that users need to regularly interact with posts of an organization in order to be exposed to their posts. Interviewee 4 formulates it as follows: “when people don’t engage on Facebook, the posts don’t appear in the News Feed of the users” and “Facebook punishes you when you do not have engaging content”. Interviewee 7 also states “the more interaction you have, the bigger the chance that you show up in the timeline of people”. Thus interactions of users with posts of organizations seem to determine whether a post appears in the News Feed of users.

In addition, users can apparently determine to which posts they are exposed. Interviewee 4 explains that users can “unfollow posts”, which means that the posts do not longer appear in the users’ News Feed. This does not mean that the users unlike a page. (Coding transcript 4, 7; Facebook features) Moreover, people on Facebook can chose from which pages they want to receive alerts. Yet the interviewee doubts that users are aware of this function (Transcript 7, 34) and recommends telling users about the possibility.

Next to this, Interviewee 4 claims that Facebook “wants people to pay”. Yet interviewee 7 states that advertisements can help a little, but that Enviu should only pay for posts from which they know that they are engaging (because users already engaged with the post). This means that the action has to be worth the result. Interviewee 4 indicates that Facebook assigned values to shares, comments and likes in the presented order. Interviewee 7 confirms that “shares are really important” because people, who are not connected to Enviu, will see the shared posts and the community might grows. (Transcript 4, 7; Facebook features)

User behaviour on Facebook

Concerning the role of Facebook interviewee 7 states that “Facebook is getting more and more important”. It must be considered that the interviewee wrote a book about Facebook and probably has biases. Interviewee 4 indicates that Facebook can be good and very useful, but indicates that good content is required for this. (Transcript 4, Facebook features) It raises the question how users use Facebook in order to understand what kind of content they like to see on Facebook.

Interviewee 5, 6 and 7 describe that Facebook has a hybrid role in being “a personal and professional platform to the same time” and that people use Facebook for “all kinds of stuff”. On the one hand interviewee 5 indicates that Facebook means a very personal way of communicating compared to other channels. (Coding Transcript 5, 6, 7; Role of Facebook) On the other hand interviewee 5 states that people are performing hybrid roles, sometimes being it a private one and sometimes being it a professional one where they include organizations in their networks – “boundaries are blurring”. (Coding Transcript 5, Role of Facebook) Interviewee 6 also claims that people constantly switch between roles, “hardly separating between commercial stuff and private stuff, private time and working time”. He also states that content can be understand and used in a private as well as in a professional way. (Coding Transcript 6, Role of Facebook) However, citing interviewee 4 and 6, users do aggregate content from “lots of other stuff like websites and Twitter” and “Facebook is not a solution to everything”. In addition people do apparently use Facebook for distraction and look for things that make them laugh. As a last point a statement of interviewee 4 can be highlighted, saying that “an organization has to decide on its goals for Facebook prior to being able to gauge how important the channel is for it. (Coding Transcript 4, 6; Role of Facebook)

2.2 To what extent does an organization need to apply a strategic approach in order to successfully engage its community?

A need for goals

Interestingly interviewees 4, 6 and 7 independently started emphasizing the role of goals on Facebook after asking about Enviu’s definitions on this. After looking at Enviu’s Facebook

page Interviewee 7 indicated that he is not sure whether there is a focus or strategy on the kind of information Enviu wants to share. Interviewee 4 and 6 also indicated that Enviu should define a goal for the use of Facebook that goes beyond engagement because “shares, likes and comments mean nothing – how do you translate that to actual goals?” Interviewee 4, 6 and 7 recommend considering “what you really want with Facebook; what you want to tell people and what you want people to give back; do you want them to share information with you or to ask questions? What is the abundance of Enviu that you can share?” and to answer “who are we as an organization and what can we share with our community?” Interviewee 7 stated that Enviu should answer these questions and translate that to content. Next to that interviewee 4 proposes that the generation of traffic to the website is “what it comes down to” and asked whether this is Enviu’s goal. (Coding of transcripts 4, 6 and 7, role of goals)

The point of defining a goal seems to be related to the recommended form of communication. When interviewee 7 was told that final goals of Enviu are to attract volunteers or to indirectly motivate people to participate in projects or challenges he indicated that this is not visible on the Facebook page and emphasized the need for a more direct form of communication. This means that Enviu is recommended to directly formulate possibilities of participation. Interviewee 4 also claimed that links to vacancies should be placed if a goal was to attract volunteers. This can also be translated to other goals like participation of people in projects or challenges. Next to this interviewee 7 claims that a community is usually not active if it does not have a clear playground and some form of leadership. In this case people do not know what to do and this is why they do nothing.

Next to the proposition of general goals, interviewee 4 claims that the results have to be clear before an organization decides to produce a video or to pay for advertisements on Facebook. Interviewee number 3, who is an employee of Enviu, states that Facebook can be a powerful tool if there are results. (Interviewee 3, 11) From the statements above and one direct indication it became clear that in the expert’s opinion goals need to be defined by Enviu and that the start has to come from them (see section 2.3: “give rather than take” and “creation of playing field”). To finish it can be highlighted that interviewee 6 does not give clear implications of what exactly can be accomplished on Facebook, because “if you narrow it down too much, it will not work”. (Transcript 3, Coding of transcripts 4, 6, 7)

Need to know the Facebook community?

It raises the question whether Enviu does have to know the characteristics of people, who connect to Enviu’s Facebook page, before they can define goals. Interviewee 4 stated that Enviu should rather define what it wants to do with Facebook and test content. Interviewee 5 answered the question with the indication that users switch between roles and that identities are “becoming hybrid”, which is similar to what interviewee 6 stated, who also said that “putting people into boxes is an old marketing strategy”. In addition interviewee 4 and 7 added for consideration that the chance that people see a survey at the moment is very small. Moreover interviewee 4 and 7 stated that “the best thing you can do is to try on error”. Interviewee 7 also claimed that the analysis of posts that worked in the past on Enviu’s page and an analysis of successful posts of other pages “can give you the key” (Coding transcript 4, 5, 6, 7)

Cross media

Interestingly several interviewees pointed out to other social networking sites that could be interesting for Enviu when they were asked about the importance of Facebook. Interviewee 4 says that “Facebook is useful, but so are other social networks” and elaborated that “Facebook has to be part of a bigger structure”. Interviewee 6 goes further by stating “Do not think in channels too much, use Facebook completely in a multi channel way. Cross post on Facebook and Twitter, present your content everywhere, various times on the week”. He elaborates the importance that people must be capable of finding the content everywhere. The interviewee explained that Enviu has to make it visible and increase its audience. In addition he suggests posting content in environments relating to Enviu and making the audience larger by even calling other platforms. (Coding of transcripts 4, 6; Cross channel approach) For Facebook itself Enviu interviewee 8 emphasizes the importance of quality rather than quantity on Facebook. In his opinion it is better to attract a smaller group which really has a connection with Enviu and is probably interested in contributing than a bigger group, which solely likes posts on Facebook. This might indicate a desire for rather purposeful communication on the channels of Enviu. However, expert statements do not necessarily oppose this. The need for a direct way of communication, which was described under 2.2, can be related to this. It was described that an organization should make direct formulations when it desires to attract people for certain purposes like participation in projects. Information that is published on Facebook can be linked in a targeted way to information on other channels. For instance it was stated above that the actual goal is always attraction to a website. (2.2) Yet it cannot be said whether people, who follow Enviu, approach the website or the Facebook page of Enviu first. Even though interviewee 3 assumes that the people, who look at Enviu’s Facebook page, do already know Enviu from the website and belong to the “core community”, but there is no proof for this. (Interviewee 3, 9) In addition Enviu interviewee 8 thinks that people, who connect to them on Facebook, are already connected to Enviu somehow, but does propose that Enviu should be careful in assuming certain knowledge like abbreviations in their posts about project updates. (Transcript interview 8, 17, 21) However, other interviewees do not see a problem in posting status updates of projects because links to the website will lead to further information.

2.3 What kind of content positively and negatively influences user engagement on Facebook?

Why users engage

In order to answer the question of how content influences user engagement, motivations of users to engage are presented first. First of all interviewee 5 stated that Facebook users are very aware of the consequences of their engagement on Facebook and consciously decide about whether they engage or not. The interviewee elaborates that people, who for instance “like” content of Enviu, do want to share the post. In addition the interviewee states that people sometimes want to support something or contribute to something. They also want their network “to be shown updates about something they endorse and show to others that they are supportive of this organization”, for instance because they match with the philosophy (Coding transcript 5, Why people connect to organizations; Interviewee 3, 4).

Next to this people might react out of social reasons; aiming to show that they noticed a post and care. (Interviewee 3, 3)

Sometimes people engage with a post in order to conduct personal branding and show to the people in their network what kind of person they are. (Interviewee 3, 3) Interviewee 5 states the same the context of why people connect to organizations on Facebook; “some organizations are part of the identity of user, so they want to stress the person they are”.

(Coding transcript 5, Why people connect to organizations)

Interviewee 5 states that engagement can be a moral appeal, societal content or a reaction to an appeal to action. Furthermore interviewee 5 indicates that people sometimes want to share things “where you can laugh about to have fun”. Interviewee 4 also stated that people engage because “something is funny or moves you to a certain extent or is interesting to share”. This means that funny things probably have attraction and emotions might be involved in people’s decisions.

However, in the first place interviewee 4 states that nothing happens inside a person before he/she decides to engage. This can probably be understood as engagement being a very quick, maybe intuitive decision. Interviewee 3 also indicated that the barrier to connect to organizations is quite low. (Interviewee 3, 4)

However, interviewee 6 claims that there is not “one set thing to activate a community” and interviewee 7 stated that organizations have to figure out what kind of content works. The interviewee elaborates that it can be useful to analyze what kind of content has been successful on the Facebook page of Enviu – by this Enviu can find out “what kind of content is most interesting for their likers”. This implies that likers of organizations on Facebook probably engage with different content and have consequently maybe different motivations to engage.

Engaging content

However, all interviewees indicated what is important about content to be engaging for users. Interviewee 6 emphasizes that an organization has to offer a “clear playground” and “show identity” on Facebook (see 2.2). Interviewee 5 also states that users need a context. He elaborates that the mission statement of an organization can be the context and “an umbrella for all the things you are doing on Facebook”. In addition the communication should be holistic and part of a bigger message. Interviewee 5 also explains that the identity should be communicated over a long period of time so that a relationship with users can be built.

Interviewee 6 made similar statements and emphasized the importance of consistency and a certain tone of voice. This apparently helps people to get to know an organization, to trust the organization and to get an authentic impression. Interviewee 9 finds honesty important in the messages of organizations so that users trust them. (Transcript interview 9, 9) Interviewee 4 also said that the content has to fit the context of what Enviu is doing. Enviu interviewee 3 suggested that Enviu could provide people with content that fits the topics, which Enviu covers in general and within its projects. Thus authenticity seems to be an important point. Yet the interviewee indicated that the topics should not be too specific, but be related to social enterprises, which are Enviu’s working field. The statement of interviewee 5 that Enviu’s communication should be part of a bigger message also relates to this.

In addition Enviu interviewee 3, 4 and 6 claim that Enviu should “give the organization a face on Facebook” or “become a person with feelings, show pictures of people on their birthday

and express feelings” or “make people feel like it is an open house”. Connected statements are “involve people by asking them questions”, “involve users if you got a tough question to solve”. According to interviewee 4, this can help to build a relationship with users because it shows that an organization listens to its likers. Interviewee 6 formulates it differently and emphasizes that an organization has to start giving and “share stories, share knowledge, share best practices” so that users get to know and get to trust an organization. Coming back to the aspect of asking questions interviewees 5 and 7 emphasize this and explain that questions are a possibility to increase the reach when people answer. This can also be related to statements of interviewee 5 and 7 that actionable content is effective, which means to directly ask users for an action like signing a petition.

In general several interviewees emphasized the need for revealing information and direct communication. As interviewee 4 and 7 formulate it “show how things are created and what you are working on, tell stories about the company, and share the abundance you may have to give”. Next to this interviewee 4 stated that Enviu should change the tone of voice because of the effectiveness of teasing messages and that the text should be very short. Interviewee 9 indicated “the simpler the post, the more people like it”. Thus, communication and visuals should be clear and not overwhelm. (Interviewee 9, 5) As stated above for instance interviewee 7 advocated that an organization should directly communicate in order to reach indirect goals like triggering volunteers or involving people in projects. Another stance, which was shared by several interviewees are to involve people Enviu worked with or is working with. Interviewee 7 stated that “it can help to look for people Enviu is connected with in the real world to share their examples, projects and questions on Facebook because they are probably more prepared to do so”. Enviu interviewee 9 also indicated that it helps to share the work of your partners because they and their fans will also share the content. In addition interviewee 6 argued that Enviu should “give people a voice” and make a video of someone from within the organization.

According to Enviu interviewee 9 and interviewee 4 quotes and bold, provoking statements also engage people. Another interesting suggestion of Enviu interviewee 3 was to share tools that are interesting for entrepreneurs like links to a text about cheap marketing.

What almost all interviewees mentioned was that funny content, content that raises emotions and actionable content works.

Communication capabilities

Several interviewees emphasized the importance of communication capabilities. As interviewee 4 and 6 state it “It is got to be visual, that’s for sure; pictures and videos” and “pictures, videos, text – you got to present all there is”. In addition he relates it to textual content, which has to be short and engaging. Especially referring to the kinds of pictures that work, interviewee 7 claims “if you want people to share pictures they have to be very well made or very personal”. Furthermore “info graphics and cartoons are working well”.

Concerning videos interviewee 6 thinks that it makes not much difference whether they are professional or not. The interviewee also suggests giving people a voice by making videos of the people involved with the organization. This and “selfies” do apparently show authenticity by displaying who people really are. As in other statement the interviewee emphasizes the need for an organization to show who it is. One probably important point is the statement of

interviewee 7 that an organization cannot really make big mistakes and just “try on error”. (Coding of transcripts 4, 6, 7; Communication capabilities)

Disengaging content

As claimed by interviewee 4 formal communication content does not work on Facebook because that is just “copy pasting press releases”. In his opinion people want content on Facebook that is informal and different to content on the website. Interviewee 7 states something similar when saying that sole information sharing is not effective because it is probably “nice to know, but not nice to share; not tempting”. Next to this content that fails to make clear why people should engage with something and fails to make clear what users should do, does according to interviewee 7 not work. Furthermore interviewee 4 stated that content that does not make clear how it is interesting for the user, fails. This can be content that asks too much.

2.4 What is Enviu’s Facebook strategy?

According to interviewee 8 the goal is to start a conversation with the people on Facebook, to inspire and entertain people and to “give” rather than “take”. The interviewee elaborates that 80 percent of Facebook activity is defined as giving and 20 percent of the activity is defined as taking. In addition there is one post published every day. Interviewee 1 also claims that it is the goal to activate people on Facebook. The interviewee elaborates to be very happy about an engaged community on Facebook at the moment. In the end, it is hoped to reach a big amount of people in order to increase the chance to reach the target group. Then it is hoped that the people get interested in Enviu, wanting to work for it, wanting to contribute to co-creation challenges or wanting to participate in projects, but this is not a direct goal. (Transcript interview 10)

Concerning the content Enviu aims to inspire people by presenting external projects that happen in the world, presenting quotes in the form of the “Early morning inspiration”, providing links to vacancies on the website and links to blog texts on the website of Enviu. In addition links to project updates are given, which are apparently followed by many people. However, the interviewee states that it is not the idea of Facebook to trigger people to the website. (Transcript 8, section 1) Interviewee 3 states that the goal of Facebook is not really clear. (Transcript 3, section 7)

Concerning the kind of people, who connect to Enviu on Facebook, interviewee 3 and 8 think that the people do already know Enviu somehow and work on similar projects. Interviewee 8 reasons this with the fact that almost nobody knows Enviu and that people interact with concrete project updates. In addition he indicates that most project managers do not provide newsletters or emails to people, who are interested in the projects and that they get their information on Facebook. (Transcript 8, section 3; transcript 3, section 5) However interviewee 3 thinks that people approach the website first. (Transcript 3, section 9) It can be concluded that it is not clear which channels people approach first and which ones they approach in order to receive information.

Interviewee 3 also indicates why people generally connect to Enviu. In the interviewee’s opinion people see Enviu as an inspiring organization and a place where they can do

something themselves and contribute to doing something good to the society and the world.
(Transcript 3, section, 4)

2.5 What are characteristics of engaging content of organizations on Facebook?

First of all it can be stated that Coca Cola, Starbucks, Greenpeace and the Bill & Melinda Gates Foundation have a consistent and distinct tone of voice and consistent messages throughout their posts. In addition the identities of the single organizations can be recognized throughout the posts on their Facebook pages and diverse textual content and communication capabilities are used. (Facebook Analysis of posts, Analysis of pages) All 4 pages are distinguishable by their kind of posts and authentic in the topics they write about.

Coca Cola

Throughout the posts of Coca-Cola emotions, sharing of enthusiasm, teasing text, an informal tone of voice, authenticity and direct appeals for action can be found. For instance Coca Cola uses the soccer world cup in Brazil in order to raise emotions, start a dialogue and build a relationship with soccer fans. By making use of the world cup, Coca Cola calls on proud, enthusiasm and tolerance of fans by displaying fans that experience discrimination because of their origin, gender or religion. The well made, relevant pictures of happy fans, which trigger emotional reactions of users, seem to support the textual content “It’s everyone’s world cup”, which implies that everyone is accepted and tolerated. Noticeable about these posts is also that Coca Cola included links to another Facebook page of Coca Cola that is related to the post. (Posts 10.03.2014 and 16.12.2013) Next to the use of a current event, which means a lot to many people in the world, Coca Cola makes use of informal, simple textual content that entertains people or activates them by using direct, clear communication like “Write yes if you see the mistake in the picture” (Post 25.04.2014). In addition it makes use of bold, teasing, simple texts like “What’s cooler than being cool?”; commenting a picture of a can of coke lying on ice and communicating its identity. (Post 29.04.2014) Cola’s strong focus on content that raises emotions can also be found in quotes of Nelson Mandela after his death. Quotes like “The purpose of freedom is to create it for others” raise emotions and present values to people, who might relate these values to the brand. (Post 13.12.2013) In case of the incident of Nelson Mandela’s death, these emotions are probably even stronger than at a different time. Coca Cola uses a current incident that is discussed in the news and important to many people. The background of the quotes is not a picture, but the red colour of Coca Cola. Another example of Coca Cola is to communicate an uncommon, surprising story of a free style soccer player told by a rapper in form of a rap song. (Post 16.12.2013) This kind of content makes people curious, surprises them and teases them. However, the post did not get as much engagement as much simple quotes, where the process of consuming the content and engaging with it can be a very quick action. When it comes to actionable content the brand posted one call for participation in a survey of the United Nations and formulated in a very direct way of communication that it “needs” “all your voices” in order to “align for greatest priorities for changing the world.” (Post 10.06.2013) Next to the direct call “tell us your vision”, Coca Cola also communicates why people should participate. When it comes to communication capabilities Coca Cola uses sometimes strong pictures like emotion raising soccer fans, but often simply works with the red colour, which is typical for

the brand, when the quotes itself seem very strong. An interesting aspect of Coca Cola's posts is that a list of people is tagged in the textual content.

Starbucks

Many Starbucks' posts are characterized by an informal tone of voice, short and simple text, authenticity and well made product pictures. For instance a picture of an iced coffee plus the text "Happy. Happy. Happy. # iced coffee # coffee" received 69.901 likes. (Post 22.05.2014) The content seems very simple and engaged a great amount of Facebook users. In addition the included hash tags can be a chance that even more people, who look at the pages #iced coffee and #coffee see the posts of Starbucks, which normally would not have seen them. Another example is a picture of a cup of tea with the text "Time moves a little slower when it's time for tea". (Post 03.05.2014) It can be observed that quotes, which are illustrated by a picture, have high engagement rates. Starbucks posted one picture showing a hand creating a flower arrangement including the text "'Plant your own garden and decorate your own soul, instead of waiting for someone to bring you flowers.'" which received 56.122 likes. (Post 14.04.2014) The quotes have in common that they are positive. Considering Starbucks' mission of uplifting the life of customers for a moment, the Facebook posts seem to correspond with its mission. (Starbucks, n.d.) It can be assumed that it is easy for users to identify with the content. Another post consists of pictures in black & white of moms or parents with children, friends who lost their moms and stepmoms, including individual texts and the album heading "To be a mum". The content tells emotional stories and considers people, who might do not feel well on Mother's day. Interestingly, the simple posts with quotes receive more likes than stories about Starbucks' aims to have positive impact. For instance a post about a partnership with Oprah Winfrey received 13.000 likes, but also very critical comments. However the content of the post is focussed on excitement about the partnership and an achievement, which users probably like to share. (Post 19.03.2014)

Starbucks uses either simple pictures of their products or pictures of people, which raise emotions. All pictures are well made.

Greenpeace

Throughout the posts of Greenpeace the organization focuses on calls on action, showing what it is working on, moral content, distribution of values and creating emotions.

One post shows activists demonstrating on an oil rig including the slogan "Save bear island - because there is no planet b". This does already show the user that it's about an action of Greenpeace that is related to saving bear island and that it's about protecting the planet and that it is likely that they can contribute to this. (Post 27.05.2014) This implies that a slogan with an illustrating picture is probably enough to let the user know the most important things after which he can decide to read on or not. Then the added text informs users about the background of the action and what Greenpeace is working on. In the end, the user is getting informed that a certain government can solve the situation, but that it needs to be told this by the users. Thus Greenpeace uses the post in order to communicate several things: it combines showing what they are working on, communicating its identity and is activating users. In another picture Greenpeace shows a hatching turtle including the text "Hello world! It's turtle day!" and the heading "Hey world, today is Turtle Day!!" It is a cute picture of a hatching animal and likely raises emotions or makes people smile. Greenpeace makes use of the

positive feelings people have when they are looking at the picture and asks them to help these creatures by supporting ocean sanctuaries. The obstacle for people to support turtles by a small action might be low at the moment they see the picture of the small turtle. (Post 23.05.2014) Greenpeace also made one post including a picture of a stadium with a big unfolded banner of Greenpeace and a slogan. It revealed from the reactions to one post of Greenpeace that users did not read the beginning of the article, which was shown under the picture and explained that the banner could not be unfolded. Thus users are apparently attracted by visuals and do not always read all given information. From this it can also be learned that an action of engagement can be a very quick decision. (Post 24.05.2014) One other post shows a picture of breaking ice floes and includes the slogan "It's not an investment if it's destroying the planet" plus text asking to join a movement to save the arctic. The short text in combination with the picture informs about something that cannot be accepted, calls on moral of people, teases and asks for action. To the same time the picture does already show what Greenpeace wants to avoid and to what people could contribute. (21.05.2014) Greenpeace works to a great extent with well made pictures that either show actions of the organization or illustrate a quote or a situation and are therefore relevant. In addition Greenpeace works to a great extent with links to external sites like petitions.

Bill & Melinda Gates Foundation

The content of the Bill & Melinda Gates Foundation is characterized by sharing of field information and knowledge, links to external articles, showing who the organization is and authenticity. One post contains the text "A few reasons why menstruation hygiene matters" and a picture of a young woman studying outside, next to her a boy and articles of daily use in developing countries plus a link to an article in The Guardian. The text informs about the content of the article in form of a short heading. The content itself means sharing of knowledge and information which is interesting for followers of the foundation. (Post 28.05.2014) Another link to a video from The Guardian shows a close up of Melinda Gates with slogan "Melinda Gates on the global family planning revolution" and text "Women in seven countries now have access to more contraception options, where there just wasn't access before." The post shows what the foundation is working on and gives information to the user. It also seems like the founder of the organization would talk to people personally via Facebook. This makes the foundation very personal by showing what the founder has to say on topics. To the same time achievements are communicated and it is shown that the media reports about them. This seems to decrease distance between the user and the organization. (Post 27.05.2014) Another post shows a picture of a smiling, happy baby linking to a news site including the slogan "fewer babies are dying around the world than ever before" and heading "Great News. Via Bill Gates." The text is short and very simple and communicates positive news connected to a cute picture that raises emotions. By sharing external links, the news site might shares the Facebook post as well so that a greater amount of people is exposed to it. (Post 22.05.2014) In addition the foundation shows a graphic illustrating the current and future situation of health care with the text "The right health investments today can virtually eliminate global health inequality within a generation. Here's how: <http://gates.ly/1jFpWNt>" The foundation provides with this post positive news and valuable knowledge and communicates that their organization knows how to eliminate the health inequality. In addition it provides a link to its website where the user can find more

information. (Post 22.02.2014) When it comes to communication capabilities the organization includes many links to news sites that report about the work of the foundation and shows Melinda Gates. Next to that it makes use of graphics and also emotional pictures of babies. A comprehensive analysis of all investigated posts can be found in the appendix.

3. Analytical results

3.1 What can be learned by comparing statements of social media experts and attributes of successful Facebook posts in relation to engaging textual content?

As described under section 2.3 interviewees stated that Facebook users need a clear playground and context on Facebook and that organizations therefore need to communicate their identity/mission throughout their posts, which serves as an umbrella for all the things an organization is doing on Facebook. As it revealed from successful Facebook pages (section 2.5) the identities of the respective organizations can be recognized throughout their posts. Next to that the analyzed pages can be distinguished by their consistent, individual tone of voice, which fits the identity of the respective organizations. The importance of a consistent tone of voice was also emphasized by interviewees. For instance interviewee 6 stated that this helps users to get to know an organization and to develop trust. In this context interviewees emphasized the need for honesty so that users can get an authentic impression. The posts of the successful organizations on Facebook made indeed an authentic impression and seemed to match the respective organizations' identities, even though the extent of honesty could not be examined. In addition it revealed from interviews that authenticity can be shown by offering information or knowledge that corresponds to what an organization is doing. Within the post analysis the Bill & Melinda Gates foundation was found to offer external information in form of a link to an article of The Guardian explaining why menstruation hygiene matters. The chosen presented knowledge seems to fit what the foundation is working on. This importance was stated by interviewees. Yet it revealed from qualitative outcomes that content which is interesting to know but not nice to share fails to engage users. However, the Bill & Melinda Gates Foundation does provide content that is interesting to know, which is shared. Attributes are that the menstruation hygiene article is shared by the organization (instead of an own post). Another post that presents the MacGyver cure for cancer is presented as a quote of the inventor, a teasing picture and a link to a newspaper article.

The foundation also applies another point that revealed from qualitative interviews, which is to give an organization a face and make it a person with feelings. The foundation includes several links to external articles about Melinda Gates' work and her feelings. As described under section 2.5 these actions show a very personal way of communication. Yet interviewees stated that the communication of simple achievements does not work and has to be presented with enthusiasm. The Bill & Melinda Gates Foundation introduces achievements with an emotional quote concerning the founders' motivation to work on an issue and a link to an article that tells the story. Thus, the foundation lets sometimes others talk about their achievements or the founders themselves present them. This is also an aspect of giving an organization a face.

Next to this it revealed from interviews that organizations should involve Facebook users by asking questions. In the post analysis Coca Cola can be identified as a good example for this.

It asks direct questions like “What does the world cup mean to you?” The emotions of users connected to the world cup seem to make the question even stronger. In addition interviewees suggested involving users in solving “tough” questions an organization is facing and to ask users for concrete actions. Even though there are no examples in the post analysis for organizations sharing tough questions, there are many examples for asking for action. Greenpeace does this frequently by presenting the case that needs support and communicating what users could change and providing a link where they can become active. In the case of Greenpeace the “tough questions” might belong to what they are doing. The interviewee seemed to refer to tough internal questions of organizations. By presenting actions and asking for contribution, Greenpeace also presents what it is working on. According to interviewees this can give people the feeling that an organization is an open house and that it shares the abundance it has to give. The Bill & Melinda Gates foundation also shares what it is working on by communicating the solution that they found to certain problems. This seems to be a strategically smart way of sharing knowledge.

Furthermore interviews revealed that the textual content of posts should be short, teasing and simple. Starbucks can be mentioned as a good example for successfully applying these features by presenting short and simple quotes like “Time moves a little slower when it’s time for tea” and “Happy. Happy. Happy. # iced coffee # coffee”. Coca Cola offers a teasing text stating “What’s cooler than being cool?” All posts are simple and very successful on Facebook.

Another statement of interviewees is that organizations should involve people to whom they are connected from within and from without. All analyzed organizations apply this recommendation; Coca Cola by involving a rapper telling an uncommon story, Starbucks by communicating the partnership with Oprah Winfrey, Greenpeace by displaying activists and the Bill & Melinda Gates foundation by letting the founders themselves speak. They all give people a voice as it was claimed by interviewees.

Another claim that was made by all interviewees was that funny, emotional and actionable content works. Examples for actionable content were presented earlier. All organizations raise emotions of people in their unique ways. For instance Coca Cola obviously uses current incidents like the world cup and the death of Nelson Mandela and Starbucks presents pictures of Moms on Mothers’ Day. Starbucks presents nice quotes and Coca Cola presents little riddles that are fun and nice to share.

Next to all similarities there is also a difference. The interviewees did not particularly state the concept of norms and values, but many analyzed posts call on norms and values like Greenpeace wanting to protect animals and Coca Cola wanting to tolerate all people to be equal.

3.2 What can be learned by comparing statements of social media experts and attributes of successful Facebook posts in relation to engaging communication capabilities?

According to qualitative research outcomes visuals like videos, pictures, info graphics and cartoons should be presented by organizations on Facebook. (Section 2.3) “It’s got to be visual”, interviewee 4 claimed. All organizations that are investigated on Facebook do make use of visual content; but in different ways and with differing focuses. In addition it can be highlighted that textual content is always presented in combination with visual content.

The analyzed posts of Coca Cola include well made pictures of soccer fans that raise emotions. Results from interviews also revealed the need for picture to be well made or very personal.

However, there are also other factors. Interviewees stated that content, which is uncommon or surprising works very well. Coca Cola's picture of its vault containing the secret formula of Cola was shared many times.

In addition Coca Cola makes use of graphics and illustrations as also suggested by interviewees. The illustrations are often very simple like the shape of a man uniting people. An included quote gives meaning to it. In some occasions the background of a quote is simply coloured in red – the colour of Coca Cola. Even though the illustrations or graphics are very simple they are very successful. In this case the interviewees' statements that successful content is often simple in nature can also be related to features of pictures. It also revealed from interviews that an organization has to show "who it is". Using the colour of the brand also seems to be one way of showing it. The style of the post with the simple colour can easily be recognized and connected to the brand.

Starbucks uses simple pictures of their products and includes its product also in some of black and white close-ups of people that interact with each other in different situations. It can be seen that a cup of Starbucks is almost always included. The black and white pictures of people in interaction fulfil a requirement stated by interviewees: personal content is shared.

The meaning of sole product pictures can be understood by reading the textual content. Sometimes a picture illustrates or supports the meaning of text included in the picture. For instance Starbucks presents a picture of flowers and includes the quote "Plant your own garden and decorate your own soul, instead of waiting for someone to bring you flowers." Picture and text seem to support each other.

Pictures of Greenpeace show activists entering an oil rig, cute animals that need help or arctic ice that melts. The pictures fit topics, which are important to Greenpeace and illustrate bad things that happen or animals that have to be protected. This also seems to fit interviewees' claim that organizations have to show who they are. Greenpeace likely does this in a different way than Coca Cola and Starbucks because it has a different identity.

The Bill & Melinda Gates foundation chooses pictures that show the founders themselves in action, graphics that illustrate a problem and a solution to it and pictures from newspaper articles of which links are included.

All analyzed pictures are well made and seem to be relevant when considering the textual content and what they should illustrate.

When it comes to videos one video lets Melinda Gates speak about the global family planning revolution. This corresponds with interviewees, who stated that organizations should give people a voice by making videos of them. One interviewee stated that videos do not necessarily have to be professional. Looking at the videos of the presented organizations, videos are often professional and elaborate in the case of Coca Cola, but in the case of Starbucks they are simple and quickly made, but in good quality. It can be noticed that the elaborate videos of Coca Cola did not experience much engagement.

Next to this interviewees suggested to make selfies in order to show who people really are. Yet selfies could not be found among the posts of the analyzed organizations.

It can be concluded that the different organizations do apply factors of engaging communication capabilities in their unique ways that fit their individual identities. This was

not explicitly stated by interviewees about communication capabilities, but regarding content on Facebook in general.

3.3 What can be learned by comparing statements of social media experts and attributes of successful Facebook posts in relation to engagement factors?

Interviewees state that engagement is a conscious reaction of people. By solely looking at the posts of other organizations this can neither be confirmed nor be invalidated. However, considering engagement factors that are presented in the literature (1.2) it can be assumed that interviewees are right. (See conclusion)

One claim of interviewees is that people want to support something by engaging with content. Looking at Greenpeace' posts presenting activists and calling for action of Facebook users, it can be assumed that users, who engage with the content, want to support Greenpeace and/or the cause. In addition engagement with Coca Cola's post to contribute to the survey of the United Nations can also be related to a desire for supporting it. Yet interviewees relate the concept of support also to the desire to share updates of supported content with someone's network, which also has to do with the creation of identity. For instance posts of Coca Cola including quotes of Nelson Mandela, which represent norms and values and a post of the Bill & Melinda Gates Foundation informing about women's access to contraception options, are probably shared because users want to show what is important to them and that they match with certain philosophies or ideas. Thus statements of interviewees and reality seem to match. Furthermore interviewees stated that engagement can simply be a reaction to an appeal for action. Considering that most of the analyzed organizations provided actionable content like described earlier, this seems a logical explanation.

Qualitative interviews also revealed that users engage because they find something funny or are moved by content. As noticed earlier many of the investigated posts intend to raise emotions for instance by telling emotional stories of moms on Mothers' day or showing that an organization has solutions for huge social problems.

However, as claimed by one interviewee the barrier to engage on Facebook is quite low and a quick decision. As explained in section 2.5 users on the site of Greenpeace reacted to content without reading all information. This seems to confirm the assumptions of the interviewee. Purely looking at the analyzed posts on Facebook social acceptance, shared interests, the distribution of preferences, also seem to play a role.

9. Conclusion

Within this section theoretical results are compared with the analysis of empirical results, similarities and differences are ascertained and most significant results are highlighted.

First of all theoretical and empirical insights on Facebook features are compared, which are considered as influencing the engagement of users. As it was stated under 1.1 Facebook thrives on interaction. Looking at 2.1, the empirical results confirm that users have to interact regularly with posts of an organization in order to be exposed to them in their News Feeds. In

addition it is described under 1.1 that the Facebook algorithm determines to which posts users are exposed.

Theoretical and empirical results on the determinant weight overlap, which means that Facebook ranks certain actions on Facebook higher than others. It revealed that the order is shares, comments like, meaning that shares value the most. In the empirical results it is highlighted that shares are of importance to organizations because people, who are not connected to organizations, will be exposed to their posts via their friends, who shared content of them. Interviewees do also confirm the determinants affinity, which means the more interactions of users with content, the more likely that the posts appear in their News Feed. The determinants time decay can be confirmed by interviewee 8, who states that he has the impression that posts, which reach high engagement within a short time frame, have a higher chance of appearing in people's News Feed. (Transcript 8, section 5)

Next to the algorithm empirical results propose that Facebook wants people to pay.

Considering section 1.1 it was recommended by Facebook to businesses to create engaging posts and boost posts (pay for advertisements). However, empirical outcomes suggest applying boosting only with posts that are proven to raise engagement and when the goals of the boosts are clear like to promote a vacancy on Facebook.

Looking at 2.2 the role of Facebook is described, which is of solely empirical nature, because it only revealed within qualitative interviews. It can be emphasized that Facebook is a hybrid organization, being a personal and professional platform at the same time. Even though one interviewee stated that it is still mainly used for personal communication, he and others state that people are including organizations in their networks. Interestingly it was also stated that people can perceive messages either in a personal or a professional way and that they constantly switch between private and professional roles. This means that professional organizations have the chance of approaching people on a channel that they mainly use for private networking. Maybe this could be an explanation why organizations use emotional content in order to communicate with its connected users.

Even though empirical results about the target group definition on Facebook are not illustrated in the theoretical section, interviews revealed interesting outcomes. It can be highlighted that it was stated that organizations should rather define what they want to do with Facebook and test what kind of content works and analyze what kind of posts on Facebook pages of other organizations work.

Next to the role of Facebook, empirical results, which revealed within expert interviews, show a need for clearly defined goals as it can be read under 2.2. Interviewees stated that they cannot make out a strategy for the kind of information that Enviu wants to share on Facebook. As described under 2.4 Enviu wants to engage users on Facebook, inspire and entertain them. However it revealed that there is a need for goals that go beyond engagement. It is recommended by interviewees to "translate that to actual goals" and to define what kind of information to share and which reaction of people is desired. (E.g. sharing of information or asking of questions) "Who are we as an organization" seems an important question to answer. As indicated under 2.4 Enviu hopes to attract people for several actions in the end. As stated by interviewees certain goals have to be directly communicated. For instance if an organization wants people to participate in projects, it should directly communicate this on Facebook and provide links.

The definition of goals is clearly connected with defining what kind of content should be disseminated. It revealed from expert interviews and successful posts on Facebook that organizations should communicate their identity throughout consistent messages and a consistent tone of voice. It was explained in theory that organizational leaders should present their authentic self and tell their unique stories. This corresponds with empirical outcomes to use the organizational mission as a red line, where people can rely on. In the empirical results it was clear that the presentation of the mission serves to show an authentic identity. In addition the dissemination of information was stated in the theory. This can be related to empirical results which claim to offer information and knowledge that fits the organization. Users do apparently want to be active in the sharing of information. The analysis of empirical results also provided evidence on the importance of sharing information concerning what an organization is working on. This corresponds with the theoretical concept of voluntary disclosure of information

Empirical results provided also evidence on organizations providing actionable content, which can also be found in the theory. The provision of employment information or voluntary options was not found in the analyzed posts of organizations on Facebook, but theoretical and empirical interview results emphasize this possibility. In addition overlaps in the concepts of involving people that are connected to the organization and the use of direct communication could be found. However, there are important concepts like to give an organization a face or to provide short and simple textual content, which only revealed from empirical results. One point that does also appear in the literature is the concept of including pictures, videos and links that make content rich. As it was described in the literature the extent to which individuals feel connected to others online can be increased by adding communication capabilities to virtual conversations. Empirical results confirm the importance of visual content and successful posts on Facebook are characterized by added visual content like picture, graphics, illustrations and videos. However, the literature states that especially videos have to be relevant and non-intrusive to the users. It revealed from the analysis of empirical outcomes that successful pictures or illustrations are often simple as could be seen by posts of Starbucks. This corresponds with theoretical outcomes that content, which overwhelms users or contains abundance of information, fails. This can be stated about communication capabilities.

Another thing that can be learned from the posts of Starbucks is that communication capability and textual content support each other. The picture often illustrates the content of the quote. Even though these aspects are not specifically mentioned in the literature, it does confirm the theoretical concept of communication capabilities to be enriching content.

Another concept which is described in the literature is emotional contagion, stating that users, who have an emotional reaction when watching a video, share it with their network in order to unleash an emotional reaction in the minds of the members of their networks. This seems also to be true for sharing pictures. Especially pictures or illustrations that illustrate a quote, which raises an emotional reaction, get many shares on Facebook (e.g. from Starbucks). The same appeals for uncommon content which is interesting for many people (Coca Cola's vault picture).

Another aspect, which was originally presented in the literature relating to textual content relates to the need for organizations to show their authentic self. As it revealed from qualitative interviews organizations need to present their identity as a red line on Facebook

and give the organization a face. Greenpeace and the Bill & Melinda Gates Foundation seem to apply this by presenting relevant pictures of activists and founders of the foundations. Coca Cola shows pictures of happy soccer fans and using red and white background colours in order to present an image. All organizations apply the theoretical and empirical concepts in their unique ways that fit their respective identities.

All organizations do also apply different ways of cross channel approaches. The concept of a multimedia approach is within this research project of empirical nature. Qualitative interview outcomes reveal a need for a multi media approach Next to users, who must be able to find content of organizations “everywhere” (on all popular channels and platforms that fit an organization) it is proposed that Facebook should always be part of a bigger structure.

Successful organizations on Facebook apply interesting strategies. For instance Coca Cola uses its Facebook page to trigger users to Facebook pages that are about certain actions of the brand, to trigger users to pages of partners in combination with an action that users have to do there and tags certain people within its posts. It seems that the brand mainly engages people on Facebook. Starbucks does seemingly apply the same strategy by including hash tags in their posts so that their post reach can be increased. In contrary Greenpeace triggers users to its different websites for certain actions and the Bill & Melinda Gates Foundation triggers users to news articles about their projects, their achievements and the solutions they have in mind. That external news sites tell their stories seems to increase their credibility and authenticity. It can be concluded that all organizations apply different cross media strategies and it seems that all approaches are well thought through and have certain goals in mind.

It remains the question what users have in mind when they engage with a post. As described under section 3 it is assumed that users engage with calls for actions/support of Greenpeace and Coca Cola’s call to vote in a survey of the United Nations, because of the desire to support the causes or organizations, to build their social identity, to distribute norms and values and to show what is important to them. This can clearly be related to the theoretical concepts of identity formation concerning as whom and how they want to be perceived and to the concept of social capital with respect to the distribution of norms and values. The distribution of norms and values can also be related to the sharing of meaningful quotes, which are very successful on Facebook. Yet this can also be related to psychological needs like impression management and self presentation. As stated in the literature people are continuously assessing and evaluating themselves and seeking for social acceptance. Quotes that distribute broadly accepted and appreciated values seem to be a good way of impressing others. Next to this it was elaborated that posts of the Bill & Melinda Gates Foundation concerning information on positive developments experience many shares. This can probably be related to the theoretical concept of bridging social capital that refers to information paths where innovations, useful information and broadened worldviews are shared. In addition the theory claims that people nowadays want to share information and knowledge. Other theoretical concepts like bridging social capital in relation to sharing of employment information, relationship engagement because of it being a source of benefits, exposure to novel ideas and sharing of aims in someone’s life can probably not specifically be related to empirical results, but still seem to be of relevance.

10. Advice

To start with it was stated in the project context that only a small amount of people, who like Enviu on Facebook, is exposed to their posts and that the people, who do see the posts, do not engage with them to a satisfying extent. As it can be stated now the aspect of low exposure is due to several reasons. A main reason to this is the News Feed algorithm of Facebook, which determines that people need to interact regularly with posts of an organization, within a short time after publication and preferably by sharing them in order to have the biggest chance to be seen by many people. Firstly it can be recommended to Enviu to identify at which time of the day posts of their site have the best engagement rates and to find out the times where Facebook business pages are generally proven to reach high engagement rates (Interviewee 7: between 1 and 3 pm) in order to make use of the algorithm determinant Time Decay. Next to this it can be recommended to Enviu to publish shareable content that trigger users to engage regularly with its posts in order to make optimal use of the algorithm determinants Weight and Affinity. (Section 1.1) In the long term Enviu can consider boosting posts. Yet the payment for advertising on Facebook can only be recommended in relation with clear goals and posts that have proven to be able to raise engagement. Therefore, this is not recommended at the moment.

It raises the question how Enviu can trigger engagement in order to naturally increase exposure of its posts and to build a relationship with users. Before it will be elaborated on that, it is highlighted that Enviu should be aware of Facebook's hybrid nature; especially of the fact that people do apparently use Facebook for private communication, but are constantly switching between private and professional roles like being a friend at one moment and an investor, family member or consumer at another moment. This means that a narrow definition of a target group on Facebook cannot be advised; also considering that users, who are exposed to Enviu's posts, likely change from time to time depending on their engagement with Enviu's posts. Considering this and empirical outcomes that "it has to come from the organization", it can be advised to rather define goals for the use of Facebook and to find out with what kind of content engages the people, who are connected to Enviu on Facebook.

It was described under section 2.4 that Enviu has the goal to increase user engagement on Facebook, inspire people and entertain people. Referring to the conclusion of research outcomes it can be recommended to Enviu to refine its goals in order to successfully engage users. As a first step Enviu should define which identity it wants to communicate throughout its posts on Facebook. In order to prepare this Enviu can answer the questions "Who are we as an organization?" and "How do we want to be perceived?" As stated above interviewee 3 indicated that people should see Enviu as sustainable accelerator of other social enterprises and that it is successful in this. This could be a possible communicated identity, which has to be visible throughout Enviu's posts on the Facebook page. As it could be read in the conclusion successful organizations on Facebook also seem to have a very clear strategy on what kind of content they publish. Therefore Enviu should ask itself "What kind of content do we want to share?" This is closely related to what Enviu wants to accomplish on Facebook and which reactions it hopes to get from users. It should be defined whether Enviu wants people to share what they are working on, or whether it wants people to get informed about vacancies or whether it is something else. Concrete goals like making people aware of

vacancies and making them participate in projects should be formulated directly on Facebook. Users need clear communication and a form of leadership. As one interview stated it “If they cannot see what to do, they do nothing”. As belonging to the process of defining goals Enviu should test what kind of content works on its Facebook page. Even though organizations can seemingly manipulate users by the way they formulate and present content (see conclusion and section 3), it was made clear earlier that users of every page behave differently and can engage with different kinds of content and tones of voice. Facebook insights can help Enviu in observing with what kind of content users engage and in which ways.

Next to this Enviu should be honest and authentic in the content that it presents and make use of a consistent tone of voice and messages that fit the organization. Concrete advice in relation to effective content is to voluntarily disclose what Enviu is working on, to share knowledge and information out of the social enterprise field and content that fits Enviu’s projects and how they are working (e.g. knowledge concerning how to co-create businesses or how to do marketing in a cheap way). Furthermore it revealed that Enviu provides content “which is nice to know, but not nice to share”. Actionable content could be the key factor for Enviu in order to activate its community. Analyzed organizations did successfully activate people by asking them to vote or sign something in order to support a certain cause or to simply finish a sentence like: “Today is the perfect weather for...” In general it can be recommended to provide simple content, where users can interact with quickly. Features are simple and short textual content with an easy message. It could be observed that simple content is very engaging when it raises emotions like to publish quotes from Nelson Mandela after his death. It can generally be advised to work more with emotions. Analysis has shown that emotions can be either obviously raised by using emotional quotes or telling emotional stories of people, or by for instance communicating major achievements, which are of interest to many people, by showing authentic emotions that people, who are involved, have. In addition the involvement of people from within the organizations or who are connected to Enviu somehow, can also be recommended. This can be in the form of sharing stories of partner organizations or asking people to present their stories also on the Enviu Facebook page. When presenting content of external people, these people might also engage with the content so that the reach can be increased. As presented in section 9 the Bill & Melinda Gates Foundation successfully presents its founders and their achievements and related emotions, which gives the organization a face and decreases distance. Translating this to Enviu, it could present Stef van Dongen and his story on Facebook from his perspective. Another example is to report about Enviu’s work in emerging countries in combination with strong pictures and an emotional or very enthusiastic approach. In addition achievements of project managers can also be presented from their perspective by letting them talk about their connected emotions and what the achievements mean for the world. People, who should get to know certain news, can directly be tagged like Coca Cola applied it. In addition it can be recommended to try out hash tags in order to increase the reach of posts.

Another advice is to apply a cross channel approach in a purposeful way. Building on section 9 it can be recommended to Enviu to spread content on all channels, which are most important at the moment like Facebook, Twitter, LinkedIn and Pinterest if Enviu has relevant pictures to present. The requirement is to define beforehand what the goals for the provision of content on several channels are and what Enviu wants to accomplish and get back. In addition empirical outcomes suggest to present content on specialized platforms, which fit the topics of

Enviu. When such platforms and online news pages report about Enviu, links can be incorporated in content on Facebook.

Research outcomes also found that textual content and communication capabilities go hand in hand. It can be advised to Enviu to choose capabilities, which support the textual content and the other way around. When looking at examples of successful combinations a short text is often even incorporated in the picture (e.g. quotes). In this case the whole message comes across very quickly and is directly clear. Moreover pictures, graphics and illustrations should also be simple and not overwhelm the users by abundance of information. Based on the outcomes of the research it cannot be recommended to produce elaborate videos, because these did not reach very high engagement rates on for the rest successful pages. However, simple, short videos in good quality may be recommended.

As a last point it can be stated that Enviu should keep the motivations of users to engage with content good in mind. As it revealed within this research users do continuously build their social identity concerning how and as whom they want to be perceived. Next to that users want to distribute norms and values and to the same time engage in impression management be socially accepted and share emotions. Therefore Enviu should provide content that communicates norms or values, let users easily identify with and raise emotions. As it was also mentioned before there is no secret to success. Even though many recommendation can be made like to trigger emotions, Enviu has to try and find out, in which ways it can successfully apply the advices in its own way and build its unique identity on Facebook. To conclude it can be highlighted that it was stated in the literature that people are seeking to communicate with like-minded people. Therefore Enviu can only be encouraged to offer a clear playground for people to interact with Enviu and with each other.

11. Limitations

First of all limitations occur in the conduction of qualitative interviews. As described by Saunders interviewees' motivations to think answers through can play a role. It can be noticed that two expert interviewees were a bit in a hurry during the interviews. However, it seemed that they thought their answers though and concentrated on the interview. Yet more results would probably have revealed if the interviewees have had more time.

In addition Saunders states that interviewers might impose their own believe through the questions they ask and that interpretation of results is not always free of biases. (Saunders, p.326) It might be the case that the interpretation of empirical results is influenced by prior theoretical knowledge to a certain extent.

Since Enviu can hardly be compared with common forms of organizations it was not possible to find literature on similar organizations and their Facebook strategies. This problem also concerns the identification of comparable organizations for the post analysis on Facebook.

Ashoka, which is a comparable organization, is not very successful on Facebook when it comes to user engagement. Other organizations that are comparable or social enterprises, which are accelerated by Enviu, and not very successful on Facebook are The DO School, TOM's shoes, Tony's Chocolonely, Ben & Jerry's, Young Entrepreneurs and Sustainability Education, Centre for Sustainability Leadership and InnoCentive Open Innovation Network. All mentioned organizations have relatively big communities, which are rather inactive. What

can be learned is that other organizations have similar problems and that there seems to be a need for advice.

In addition it has to be noted that the analysis of posts concerned only a few purposefully selected organizations. Next to that only a limited number of posts were analyzed. Of course it cannot be assumed that these organizations' practices are representative. Yet it was tried to include representative posts in the analysis and it was the intention to learn from successful posts, rather than to make generalizations.

Furthermore the restricted time of the research project limited the extent to which the researcher could investigate the whole context. Therefore some aspects that are left out now are recommended for further research in the following section.

12. Recommendations for future research

Within the frame of this research engagement is defined and investigated as sharing, commenting on and liking content. Nevertheless it emerged that sharing content is of the most importance in relation to increasing exposure. Thus it can be recommended to specifically investigate how to trigger people to share content on Facebook.

In addition it turned out that the formulation of textual content seems to play an important role. Future investigations could examine characteristics of teasing textual content, where users engage with. This could also be related to certain reactions of users. For instance it could be observed that users on successful pages also comment on content, which is not actionable and does not involve questions. It raises the question what users motivated to that.

However, successful content seems to be always a combination of textual content and a communication capability; both do apparently support each other. It can be investigated how organizations can make full use of this and apply it successfully.

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Appendix

1. Terminology

Communication capability: as described under section 1.3 communication capabilities refer to pictures, videos and sound added to virtual conversations.

Communication messages: what the textual content and communication capability say

Textual content: within this research textual content means the textual part of a Facebook post; thus not the communication capability

Connected community: within the frame of this research the connected community means all users, who like Enviu on Facebook

Content: within the frame of this research content means posts on Facebook; referring to textual as well as visual or audio content

Engagement: within the frame of this research engagement refers to how users interact with posts on Facebook, thus to share, like or comment on content

Engaging Facebook posts: within the frame of this research it means posts that trigger engagement on Facebook (see engagement)

Engagement factors: within the frame of this research it means conscious and unconscious motivations of users to engage on Facebook

Successful Facebook content: within the frame of this research this refers to content that has high user engagement (see engagement) compared to the amount of people, who like the respective site on Facebook

2. Preliminary interviews

Interview 1

Interview file number: 1

Main topic: Community of Enviu

Date: 17.02. – 14.03.2014

Duration: Answers were gathered during several meetings as part of a problem defining process

Primary research question: What is the current problem with the community of Enviu?

Place: Rotterdam

Name of interviewer(s): Christina Rasche

Name of interviewee: Interviewee 1

Role of interviewee: Providing her opinion on the current problem of Enviu

Subtopics: Inactivity of the community, target group of Enviu

Reason for interviewing: Orientation interviews, identifying the problem and a possible research objective

Description: summary of transcript and comments

1. Enviu is not known to enough people at a national and international level
2. There is not enough information about the actual target group
3. The community of Enviu is not active enough
4. Participants of co-creation challenges seem to be not motivated enough because they are not involved to a satisfying extent
5. Former interns and volunteers are not active anymore
6. Enviu's connected community, which means people who liked Enviu on Facebook, or receive the newsletter, are not active. This means that they seemingly not spread the word about Enviu.
7. There is a need to make people, who are aware of Enviu, active
8. There are little likes and shares of posts from Enviu on Facebook
9. It is not known why people are inactive on Facebook.
10. It is not clear what kind of content the Facebook community likes
11. The network of the connected community is not reached or we do not know about it
12. The connected Facebook community must be activated as a first step of activating the community and increasing the network of Enviu. Activation means to make them like or share content, participate in discussions and spreading the word about Enviu
13. There is not significant increase of the community
14. We need to know more about the target group
15. Enviu does not proactively work with the press
16. It is not clear how to motivate people on a new co-creation platform for active participation
17. It is not clear whether community members, who participate in challenges or people, who simply like Enviu, use the same communication channels of Enviu
18. Enviu did not really actively approach the press, but this is just a matter of starting. I know how to activate the press
19. We do not know how important Facebook is. The target group of Enviu might does not use Facebook a lot. It would also be good to know how important Facebook is compared to our other communication channels. Which role does it play?
20. We have to be more there, instead of mainly in a secluded B2B environment. We have to talk about Enviu, give workshops and approach the press in order to reach the crowd, which also contains potential community members

Interview 2

Interview file number: 2

Main topic: Community of Enviu

Date: 14.03.2014

Duration: 30 minutes

Primary research question: What is the current problem with the community of Enviu?

Place: Rotterdam

Name of interviewer(s): Christina Rasche

Name of interviewee: Interviewee 2

Role of interviewee: Providing his opinion on the current problem of Enviu

Subtopics: Inactivity of the community, target group of Enviu

Reason for interviewing: Orientation interviews, identifying the problem and a possible research objective

Description: summary of transcript and comments:

1. It is not clear how to make the people, who are connected to Enviu, engaged
2. The scope of the problem concerns people, who participate in co-creation challenges, people, who participate in projects and people, who are connected to Enviu through social media
3. Within this research project it can be started with Facebook
4. It is interesting to get to know how big the role of Facebook is since we spend much time on the maintenance of the site
5. It is interesting to know how important Facebook is compared to other sites of Enviu
6. It would be nice to know how the community engagement on Facebook is different to other channels
7. We want to know to what extent the outcomes of the research can be transferred to other channels of Enviu

3. How Enviu works

For Enviu co-creation and business development are the two main concepts of starting impact-driven companies.

Co-creation means to create business concepts, which aim to solve environmental or social problems, together with the crowd. The crowd consists of people from all over the world, who can be creative thinkers, entrepreneurs or innovators. Once an environmental or social problem is identified and a question for a challenge is formulated, the challenge is launched online. During a challenge, the crowd is asked to participate with their ideas for business concepts that aim to solve the problem. The conduction of a challenge always works in cooperation with relevant stakeholders like companies, foundations or governmental institutions. During a challenge people upload ideas and comment on each other's proposals. By doing this, business concepts are enriched and improved by the community. After several online and offline phases the winner is chosen and the concept can be further developed into an investor ready impact-driven company by Enviu or a challenge partner.

The business development activities of Enviu start with a business concept. The business concepts can be results of co-creation challenges or proposals from entrepreneurs, who contact Enviu. In the beginning of the business development Enviu finds an entrepreneur, which can either be the winner of a challenge or someone else. Enviu then acts as a partner; validates a business concept in the market and makes it investor-ready.

Enviu consists of the Enviu foundation and the Enviu holding BV. The Enviu foundation is funded through partnerships, grants, sponsorships and profits made by Enviu BV and Enviu

Participations BV. Development of start-ups and communication activities happen in the Enviu foundation. All commercial activities like Enviu BV, Enviu Participations BV and Outside Ins. BV are included in the Enviu Holding BV.

4. Enviu's background for campaigns

1. Enviu's background for campaigns

According to *Enviu Communication and PR plan 2012_v2*, the ambition for Enviu is to be an international recognizable brand. The go-to company for impact driven entrepreneurship and the pioneer of the economy of the crowd paradigm/philosophy.

Enviu claims an expert position on the following topics:

- economy of the crowd
- impact driven entrepreneurship
- innovation process from idea to start-up

The values on which we communicate to our community are:

- inspire
- co-create
- and make it happen.

1.1 Campaign outcomes & expected achievements

One of the predicted outcomes after the execution of the campaign is to create and maintain the attractiveness of the brand and to provide our community with a highly appreciated value.

Enviu depends on its community very much; therefore it is absolutely necessary to maintain a strong relationship with them. We want our community to gain feeling that they are part of the movement and part of us, that we are doing the change together (economy of crowd) and for each other.

We want our community not only to like us, but to do something that is fun, has impact, and also something that Enviu could use for higher purpose. We know that we are a big facilitator, but we want them to realize that they can do something themselves.

The campaign will be enabling to invite more people due to fun and purposeful factors.

1.2 Target audience

We want to reach new people, attract them due to our values match, attractiveness and coolness of our work (WOW projects). At the same time we aim activate our existing community, so that they feel more engaged and can anticipate more.

The primary focus of the campaign will be on young professionals, because it's the biggest potential network that Enviu needs for the future development and potential growth.

Characteristics of Young professionals:

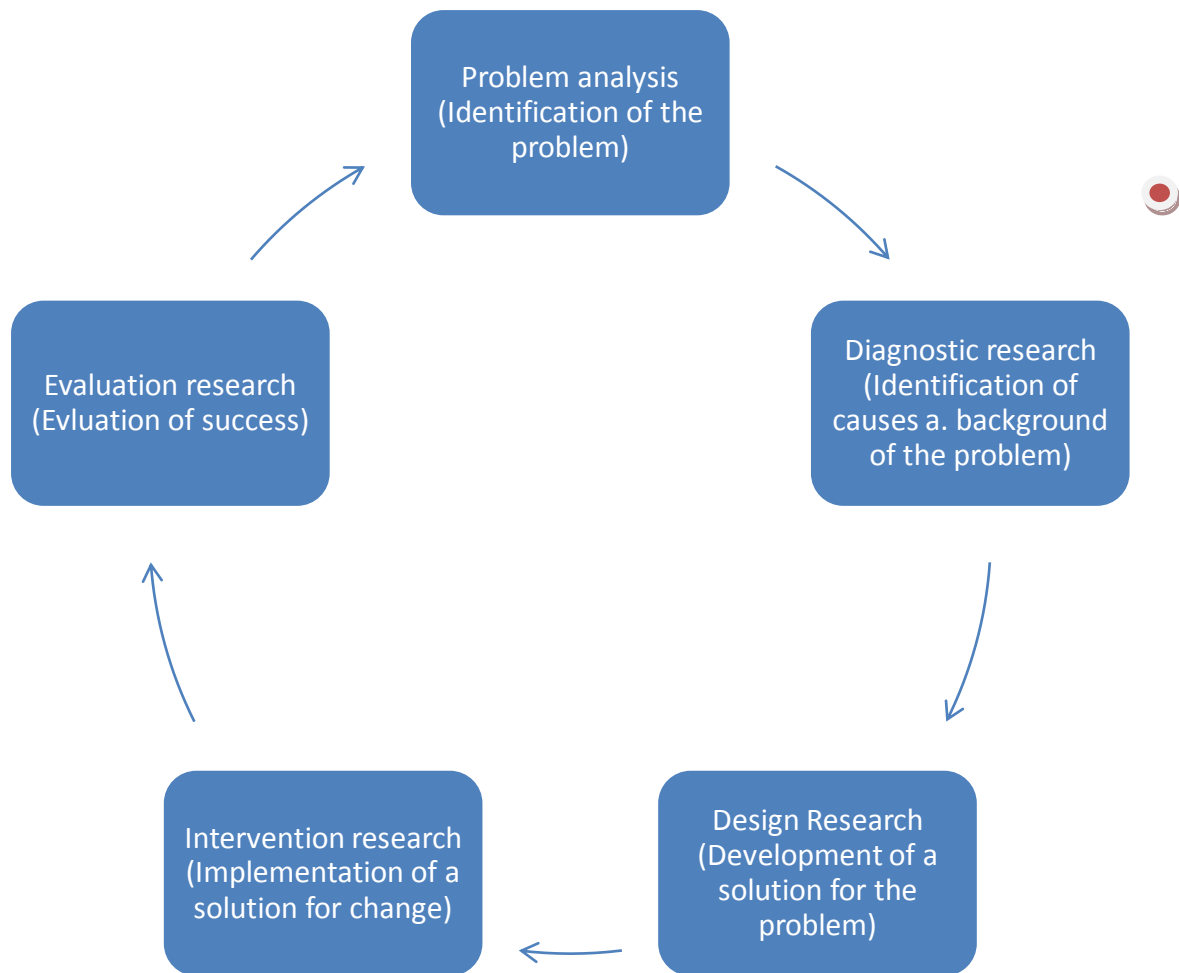
- 25-35 years old
- well educated
- having first/second job
- also might want to start their own company

- want to make positive impact within their company or outside
- interested in sustainability, sustainability and impact
- have entrepreneurial spirit
- want to do something, be part of a change, be part of some projects, contribute somehow (easily and effectively), they want to do they part
- like what Enviu does, that Enviu does things in a different way, that Enviu does interesting projects that attract people
- want to be inspired

What needs to be researched:

- What are they interested in?
- What do they read?
- What are their favourite websites?
- What could engage them?
- What are their inner needs?
- How to trigger their motivation and excitement?
- How to serve them what they want?

5. Research intervention cycle



For the conduction of a research project the researcher must choose the appropriate phase of the research intervention cycle, which fits the situation of the client. Within the scope of this research, diagnostic research is conducted as preparation for the design phase.

6. Follow-up interviews with employees of Enviu

Interview 3

Interview file number: 3

Main topic: Community of Enviu

Date: 24.04.2014

Duration: 45 minutes

Primary research question: What is the current problem with the community of Enviu?

Place: Rotterdam

Name of interviewer(s): Christina Rasche

Name of interviewee: Interviewee 3

Role of interviewee: Providing her opinion on Facebook strategy

Subtopics: Inactivity of the community, target group of Enviu

Reason for interviewing: Orientation interviews, identifying the problem and a possible research objective

1. What kind of organization is Enviu?

2. It's difficult to put Enviu in a box because it is a hybrid organization.
3. Enviu is a foundation, but also a commercial organization. We are a social enterprise ourselves, but we also stimulate social enterprises. We are a bit of a mix. Enviu is a new kind of organization.

2. How does the general community perceive Enviu?

7. They perceive us a facilitator or accelerator of social enterprises.
8. They probably see us as a social enterprise as well, but it depends on whom you ask. If you ask a commercial person, he sees us as NGO I am afraid, which does something good and nice. And someone from a NGO sometimes finds us to commercial again.
9. I think the younger generation understands better that there is an organization, which can operate as a mix of NGO and enterprise.
10. For Enviu it is important that we are seen as and that we are an accelerator of other social enterprises; that we are confident in this and that we do this in a sustainable way.

3. Why do people like posts on Facebook? What are their motivations?

11. I think Facebook is really about your image in your network and I think a lot of people think about that. What kind of person do I want to be? It's a bit personal branding.
12. Or it is really social; you want to show that you have seen it and that you care.
13. Enviu needs to become more personal to trigger the emotional part. You have to become a person with feelings. It's so distant now, just blue with white letters; it's not about us, not about emotions. I think we get the most likes on pictures of the team, like someone with a cake celebrating it. Also showing what we do at Enviu; what happens in the office and day-to-day stuff.

4. Why do people connect with Enviu on Facebook?

14. I am not sure why on Facebook; but I think their main motivation to connect to Enviu that they see Enviu as an inspiring organization and a place where they can do something themselves and do something good for the world and contribute to the society in a way.
15. In addition the barrier is quite low. They match with our philosophy I think. People say they follow Enviu already for years (People, who want a job or want to do an internship say this), but they do not relate it to certain channels, but probably on the website.

5. What kinds of people are connected to Enviu on Facebook?

16. Facebook is a communication tool to approach people, who are already connected to Enviu – the core community. People who are interested in us and want to follow us.

17. I think they would like to get updates and would like to see what's happening. They might want to participate in Enviu, not only in voluntary positions, but also paid positions.

6. What hinders people from engagement on Facebook?

18. I think that people do not find the content interesting or that the people, who liked us, do not really like us.

7. What is Enviu's goal by using Facebook?

19. The goal of Facebook is not really clear, but I don't know. In the beginning it was a good way to update the community about our developments in another way than just sending emails – about projects, about positions, etc. and then Facebook itself became more a tool to inspire.

20. Roy said that people do not want to be asked so much on Facebook.

21. We should think of who is our main target group that we can reach through Facebook and that we are reaching on Facebook.

8. What kind of relationship do people, who like Enviu on Facebook, have with Enviu?

22. I think the most people, who like us on Facebook, know us pretty well, but this is maybe based on assumptions, for instance on how I use Facebook myself.

9. Which Enviu channel is the first one that people approach?

23. I don't know, but I think that most people, who are fan of our Facebook page or come to our Facebook page come through our website. I think they approach the website first. I think they already know Enviu. I think there are not so many people that come to our Facebook page first. I don't know but I think the majority already knows Enviu.

10. Did anyone analyze Facebook before?

24. There were surveys, which were conducted among our fan base, but not specifically in relation to Facebook. It would be good to do that.

11. How important is Facebook for an organization like Enviu?

25. At the moment I think that Facebook can be a powerful tool if we use it in the right way, but there must be results. We have to see how much time we spend on it.

12. What can the role of Facebook be?

26. It would be good to look at other successful Facebook pages. For us Facebook could also be a way to increase our community. But now the community is not really growing.

27. And the more people, who are connected to us, are hopefully inspired to do something in social entrepreneurship, but also to become active with us in a project or in a challenge. But for this you should be able to lead them to where you want them to become active.

28. Facebook can also be used to strengthen the relationship with the community. For instance Renault does this very well and it is amazing how people react to that. They do more than just selling cars; they are able to develop a stronger connection with the brand.
29. There should be three goals: Strengthen relationship with fan base. Make them active as entrepreneur, in challenges or as volunteers. Enlarge community.
30. It's also interesting to look at trends and how Facebook will develop.

13. To what extent should Facebook be integrated in the use of other channels?

31. This depends on the choice you make about what kind of goals you want to reach with Facebook. Be careful with it, because people might find it annoying to receive links to website content or something.

14. To what extent can Facebook be used to make people active or to form their attitudes towards Enviu?

32. Of course it is fine when people form positive attitudes based on the Facebook content, but the problem is that we as an organization don't get to know that. Somehow you should try to find something that they can do for you and they do not even have to talk, they just have to like something or say "I want to win this". It is not really profound.

15. To what extent are people, who follow Enviu's messages on Facebook, informed about the projects of Enviu?

33. I don't know, but I think that most people, who are fan of our Facebook page or come to our Facebook page come through our website. I think they approach the website first.
34. I think they already know Enviu. I think there are not so many people that come to our Facebook page first. I don't know but I think the majority already knows Enviu, but there are also links to project information in the updates on Facebook.

16. What kind of content should be on Enviu's Facebook page?

35. What is missing concerning inspiration, and what we did before more, is what is happening in our field. What do we see? - A new cool start-up that just got a big crowd funding or something like that; things that we find interesting to share with them. Sharing content of others. A cool initiative that is inspiring.
36. I would limit it to content, which matches our field of work – social enterprises. Don't be too specific in the topics; be careful with that. It should be more general. When you communicate about Enviu's projects you should be careful with that; that it is not only about Micro Pensions for instance.
37. We were also thinking about Facebook as providing tools and things that entrepreneurs can use, for example Gijsbert sent Monique and me an article about how organizations can do marketing on a very cheap level. That is interesting information for people like Gijsbert. This is interesting information that we could share on Facebook. If you can do that in a regular way so that people get used to it. There was a Facebook page where people share recipes; this was very successful. We should share those things and also stimulate the community to post.

38. It is interesting to know what kind of information the community would like on Facebook of cause.

Analysis of results

To conclude it can be said that information, inspiration and a personal approach are important on Facebook for the interviewee.

In addition it is interesting to see that there is not really a goal and target group defined for Facebook. This gives implications to check in the literature or with experts whether this definition should be based on the current target group or on what Enviu wants from Facebook. It revealed from the interview again that the knowledge about the Facebook community is limited to the statistics of Facebook because not further research was conducted. "Knowledge" about Facebook community is based on assumptions.

In addition it is crucial to find out more about how Facebook works and why limited amount of people are exposed to posts of Enviu.

Interview 8

Interview file number: 8

Date: 06.05.2014

Time: 10.00

Duration: 45 minutes

Main topic: Engagement of Enviu's Facebook community

Primary research question: How can Enviu's Facebook community be activated?

Place: Enviu, Rotterdam

Name of interviewer(s): Christina Rasche

Name of interviewee: interviewee number 8

Role of interviewee: provide insights on his opinions about the topics

Subtopics: goal of Facebook use, the Facebook community of Enviu, effective content

Reason for interviewing: to find out from someone, who is currently responsible for Facebook, how Enviu uses Facebook, his experience about effective content, interviewee's experience with Facebook community

Description: summary of transcript and comments

1 What was told you as goal in the use of Facebook?

1. We post one time a day each day. Opposed to Twitter we use Facebook mainly to inspire and entertain. On Twitter we try to raise awareness for our projects. On Facebook we do this to a much smaller extent.
2. On Facebook we want to show other good projects that happen in the world to inspire people.
3. The only thing that we do on Facebook to attract people to the Enviu website is to tell about new blog texts, new projects or new articles concerning the projects.
4. The actual idea of Facebook is not really to trigger people to the website, but to activate them on Facebook, to start a talk with them so that people feel more connected to Enviu via Facebook and not via the website.

5. On the website people do also not really place comments. People do this more on Facebook, but at the moment there does not really happen a lot.
6. We do not sell anything on the website.
7. We think that the people, who like Enviu on Facebook, do already know quite well what Enviu does.
8. What do we have on the website what people on Facebook have to see? We do not change content so much on the website as we do on Facebook.
9. Sometimes we add vacancies on the website and post about it on Facebook.
10. You cannot say “find more information on the website”, while there is nothing new to find.
11. We do see relatively many clicks on the links to project updates that lead to the website, not likes. This shows that people are interested in what Enviu does and not necessarily always in what inspires us.
12. I do not think that it is our goal to attract people to the website. When we want this to be the goal we need to make changes on the website, so at the moment this should not be our goal.
13. 80 percent giving, 20 percent asking is done on Facebook

2. To what extent is Facebook used in a cross medial way?

14. The only thing that we do on Facebook to attract people to the Enviu website is to tell about new blog texts, new projects or new articles concerning the projects.
15. Sometimes we add vacancies on the website and post about it on Facebook.
16. We do see relatively many clicks on the links to project updates that lead to the website, not likes.

3 Who are the people, who like Enviu on Facebook?

17. I have the idea that a big amount of the people, who like Enviu on Facebook, is connected to Enviu somehow, for instance via projects; this does not have to be a direct connection, but maybe the people live somewhere, where a project of Enviu takes place or they work on a project that can be compared with a project of Enviu. But I cannot prove this.
18. Actually almost nobody in the Netherlands knows Enviu. This is also why I think that people, who like Enviu on Facebook, have had contact with Enviu.
19. It is hard for Enviu to reach people on Facebook.
20. I think that people, who react on project updates on Facebook, are people, who know that Enviu is occupied with this.
21. Maybe the reason why we do not get many likes on project updates is that we assume that people already have certain knowledge. And for instance if we use the abbreviation YGTP for Youth Got The Power I think that many people do not know what this means. So we have to be careful with this.
22. People, who like the content about projects, really find it interesting. They might join the announced event or participated in the project.
23. And since we do not really inform the people by mail or something I think that people get to know certain news about projects first hand on Facebook.

24. In the most projects they have no person for communication, but some times interested people get mailings from project managers or see updates on the project page.

4 How important is Facebook?

25. I think Facebook is important.
26. Stef would like to have as many likes as possible. I think it is better to have quality above quantity.
27. Then you might attract a smaller target group, but you are dealing with people, who are probably also interested in donating, buying products of Discovered, or to come to an event; people who really want to do something instead of simply liking something or following a link or commenting, but commenting does actually almost never happen.
28. We have to approach people, who really have a connection with Enviu.
29. Let us activate them with posts, questions about their opinion on projects, quizzes; involve this people. Facebook itself is actually a good platform for this, but we do have a sleepy community. But till now I did also not really try this kind of posts.
30. What is possible without paying is to select people, who should be exposed to particular posts like men or women, level of education, and more. But at the moment this does not make sense for Enviu. In addition some people do not indicate things like to which school they went.

5 What kind of content is effective on Facebook?

31. Did you see the big package that we received? We could have made a post and asked the community about how many books are in the package? The winner could have got a book. And all people, who did not win and wanted a book could have bought it and donated to Discovered.
32. I do not think that so much is happening in the office, but Stef is continuously on the move and also other people, for instance Fennie is in Ghana at the moment. Why do we not post about this? But this does not fall into place. We have to activate the people to take pictures and make short movies, because they are also busy people. We have to ask for it.
33. Films are working well on Facebook and get many clicks.
34. The early morning inspiration does work well most of the times.
35. The skeleton post worked well because it looked strange and was interesting. It triggered people.
36. It is difficult to stand out on Facebook.
37. Some posts out of the past were inspiring, but maybe not interesting enough for Facebook users. If I were a Facebook user I would not like to see project updates, I would like to see crazy 9gag movies for instance.
38. But it is still strange that we have so many people who like Enviu on Facebook, but so little people who are exposed to the posts.
39. My impression is that whenever many people engage with a post within a short time frame, the chance is higher that the posts will appear in the News Feed of people.
40. But I do actually have the impression that Facebook wants companies to boost their posts and pay. I do not think that Enviu should do that. I think if we have really

engaging posts, more people will see the posts. If this does not work, I would say that Facebook does not work for Enviu.

41. We did announce some events on Facebook, but we do not have many open events.

42. I looked into whether certain days are good for posts, but I do not think that there is a pattern. It is also difficult to say with our small amount of engagement. I think it does only make sense to look into Facebook insights when we have more engagement.

Interview 9

Interview file number: 9

Date: 05.05.2014

Time: 16.00

Duration: 20 minutes

Main topic: Engagement of Enviu's Facebook community

Primary research question:

How can Enviu's Facebook community be activated?

Place: Rotterdam

Name of interviewer(s): Christina Rasche

Name of interviewee: interviewee number 0

Role of interviewee: provide insights on his opinions about the topics

Subtopics: effective content

Reason for interviewing: to find out how Enviu used Facebook in the past, experience about effective content

Description: summary of transcript and comments

What was done with Facebook?

1. An intern was responsible for Facebook and came up with a list weekly about what he wants to post about.

What was the goal in the use of Facebook?

2. Goal was engagement. I do not know if we set a real target.

How did you get members on Facebook?

3. We just got members very slowly. After events there were always a bit more people. I think the people might also told their friends about it.

4. During my time my mind was full of other things. There was not really time to also focus on this.

What is effective content?

5. A friend of mine, who is a social media expert and she told me "the simpler the things you post, the more response you get" (for instance pictures of cute babies)

6. Some things that I notice on my own website. I always work with different photographers. I always try to work with different people as much as I can. Of course they are proud when their work is on their website. They tag each other and this leads to extra likes.

7. I always post about new pictures, but the photographers also share it. If the photographer is really good, it always helps. For instance I worked with a popular photographer, who took pictures of a popular person. This helps a lot. People will share that.
8. I noticed on Facebook that really shocking posts are shared a lot.
9. The Kony campaign also had a downside - it was too beautiful. People found out that the people, who made the movie, earned money with this. This seemed not honest. When you do this with such a sensitive topic as child soldiers, people will not trust you any longer.
10. I am a fan of Enviu, but I do not think that I always see the posts. I also noticed in my own project that only a small part of the people, who like you, see the posts.

Interview 10

Interview file number: 1

Date: 14.05.2014

Time: 10.00

Duration: 10 minutes

Main topic: Goals of Enviu's use in Facebook

Primary research question: What is the goal of the use of Facebook?

Place: Enviu, Rotterdam

Name of interviewer(s): Christina Rasche

Name of interviewee: interviewee number 1

Role of interviewee: provide insights on his opinions about the topics

Subtopics: goal of Facebook use

Reason for interviewing: follow-up interview after experts elaborated on the importance of defining goals for the Facebook use

Description: summary of transcript and comments

What is Enviu's goal in the use of Facebook?

1. The goal is to activate the community on Facebook
2. In the end we hope that we can reach many people. This also increases the chance that we reach our target group; that people get interested in us and that people want to work for Enviu, want to participate in co-creation challenges or in projects
3. At the moment; when you can increase the engagement of the users on Facebook that makes me really happy

7. Transcripts of expert interviews

Interview 4

Interview file number: 4

Date: 29.04.2014

Time: 11.00 am

Duration: 1 hour, 20 minutes

Main topic: Engagement of Enviu's Facebook community

Primary research question:

How can Enviu's Facebook community be activated?

Place: Rotterdam

Name of interviewer(s): Christina Rasche

Name of interviewee: interviewee number 4

Role of interviewee: provide insights on his opinions about the topics

Key themes that interviewee talked about: Facebook algorithm, goals, shape of the message, visuals

Reason for interviewing: to understand why limited amount of Facebook followers is exposed to posts and learn how Enviu can expose more users and engage its community

Description: summary of transcript and comments (*italic*)

1 Why is only a small amount of people exposed to the posts of Facebook? (*The following answers were given within a conversation about technical Facebook features*)

1. When people don't engage on Facebook, the posts don't appear in the News Feed of the users.
2. Facebook punishes you when you don't have engaging content
3. They don't want users to be bored and pressure companies to create better content and pay for it to be seen
4. It's very clear that Facebook wants you to pay, but it's still good to make content research
5. It's tough to make everyone see your posts
6. Engagement is pretty important. I think that shares are best, followed by comments and likes (answering the question about how Facebook values certain actions of engagement)
7. People can "unfollow" posts. This does not mean that they "unlike" you.
8. The algorithm of Facebook is made to make your job difficult
9. If you do your content well, then more people will see it. If you do not do that, not everybody will see it

2 How important is Facebook for an organization like Enviu? What can Facebook be?

10. Facebook is not a solution to everything
11. Actually it can be very useful, but so are other social networks. If you do your content well, then more people will see it

3 To what extent is there a relation between what people generally expect from an organization and what they want to see on Facebook? *(Even though this question was asked the interviewees answers were all related to setting goals. This is why these answers can be grouped as statements to goals)*

12. Social media are social, so what you want to see is a different form of communication than the formal communication; otherwise you just copy paste press releases and so on
13. Many campaigns are focused on driving traffic and creating interaction, but it is also tough to choose what your focus should be, if you do not know what your success factors are, like what you want to achieve with a network. Is it traffic or is it new users? You have to get straight what you expect from a channel. How is it a good add on what we do in other fields?
14. Sharing, liking or commenting on content does not mean anything. How do you translate that to actual goals? *(interviewee seemed shocked about what Enviu defines as goals of the Facebook use and it seems that he does not accept these as real goals)*
15. It is really important to set the targets right. Do you want more people to see the posts? Or do you want more people to like Enviu? *(made me think about what the actual goal of Enviu is with Facebook at the moment)*
16. Make posts more engaging is a content wise goal, but what is the actual goal? Do you want to generate more traffic to the website? This is what it comes down to. More exposure is a pretty soft target.
17. Facebook, Twitter or Pinterest are different tastes of the same company. You can see the company from different perspectives. That's interesting to see. Open up the conversation to take people along a little bit instead of giving them just the official documents. Make them feel like it is an open house. Copy paste does not work
18. If you have a goal like triggering volunteers you should provide links to vacancies on the website.
19. When you wonder whether you should produce a video, you must know the goal beforehand.
20. If you want to know how important Facebook is compared to other channels, you need to define goals first
21. I would recommend you to investigate what type of feeling you want to create for all people. I believe it should be an informal, inspiring feeling.
22. Facebook is more random. Enviu should define what they want to do with Facebook.
23. And eventually you have to spend money if you want to push posts, but it's only worth the money if the results are clear. For instance to drive interns you do make sure that the right people see the posts. But if you spend money to simply get more likes it does not mean anything

4 Content that does not work

24. So many companies keep talking what they achieved and what you should do with it; well that's not really engaging
25. What a lot of people do is that they post a video and the attached text explains the content of the video. That is not teasing at all.
26. Social media are social, so what you want to see is a different form of communication than the formal communication; otherwise you just copy paste press releases and so on

27. But content does not only have to be funny
28. Open up the conversation to take people along a little bit instead of giving them just the official documents. Make them feel like it is an open house. Copy paste does not work
29. If you tell the people exactly what will be in a room, they will be bored
30. Voting for Discovered is important for Enviu, but how is it interesting for me that Discovered gets on stage? It's traditional push marketing. Switch that to the enthusiasm that they are going on stage and a small link
31. Second part of book is coming. This means "Buy my product".

5 How can Enviu create engaging content?

32. You should show more of your process; how things are created plus where your inspiration is coming from
33. So many companies keep talking what they achieved and what you should do with it; well that's not really engaging
34. It's much more engaging to share what you're working on or to share ideas or questions you have and have people involved with that
35. People that follow you on Facebook want to be informed on an informal level. They want to know what is happening insight the company. There is a major important thing happening in the field of one of our projects, you can show that and give information with it.
36. You are like a person, you also ask your friends what they are up to
37. One thing that really works is to have a good visual and short text. On Facebook we are just browsing for things that we like, that make us laugh or distract us. The text should be engaging.
38. You have to tease. What a lot of people do is that they post a video and the attached text explains the content of the video. That is not teasing at all.
39. People want to be mostly entertained. It is got to be visual, that's for sure. Pictures and videos.
40. But content does not only have to be funny
41. You can chase likes and still not have traffic to the website. So the content got to be in context with what you are doing. If you have a goal like triggering volunteers you should provide links to vacancies on the website. You can also use Google Analytics to control that. Any link on Facebook can be tagged. You can see how much traffic you are driving to the website from specific posts
42. What it comes down to is the question "how do you communicate"? You can have a message which is not engaging at all or you have a message or a video where everybody replies to. It is so much about the shape of the message.
43. It's important that it is visual, short and engaging.
44. It should create an emotion. It has to attract your attention. It has to trigger something.
45. If you tell the people exactly what will be in a room, they will be bored, but if you tell them that they will find their heart, it is teasing.
46. I think everything has to do with the way the content is created.
47. When you wonder whether you should produce a video, you must know the goal beforehand. Then you can estimate whether the outcome is worth the effort.

- 48. Social media are social, so what you want to see is a different form of communication than the formal communication
- 49. Facebook, Twitter or Pinterest are different tastes of the same company. You can see the company from different perspectives. That's interesting to see. Open up the conversation to take people along a little bit instead of giving them just the official documents. Make them feel like it is an open house. Copy paste does not work
- 50. Surprising content works very well
- 51. Go to pull marketing. Let the user see something that is important for them
- 52. Quotes work well
- 53. If you have a tough question inside the company for instance related to a project, you can share that with users. Involve them and ask them for help

6 What happens in the mind of the Facebook fan before he engages?

- 54. They don't have anything in mind.
- 55. It's probably funny or it moves you to a certain extent or it is interesting to share.

7 What do you think about the posts of Enviu?

- 56. Simple achievements do not surprise, but it does not mean that users do not like it
- 57. Skeleton post: it is surprising content and that works very well
- 58. Voting for Discovered is important for Enviu, but how is it interesting for me that Discovered gets on stage? It's traditional push marketing. Switch that to the enthusiasm that they are going on stage and a small link. Explain why the conference is important. Go to pull marketing. Let the user see something that is important for them.
- 59. Quotes work well.
- 60. It's better to try different content than asking people what kind of content they want.
- 61. The visuals are good. The picture of the ant with strawberries surprises me. I want to know what this is about. "Do you believe in the power of collaboration? Join us" This post is triggering me, this is good.
- 62. Second part of book is coming. This means "Buy my product". You could put it different and write down an interesting quote from the review and a link
- 63. The video of people working is really boring
- 64. Check Guy Kawasaki's posts, he is doing really good posts. When you read his posts you never know exactly what it is about, but you want to know more.
- 65. On Facebook reviews from people should be answered and liked by you.
- 66. As for the description it should fit in the window on the Enviu page and you should include a link to the website.

8 How can organizations like Enviu build a strong relationship with their community on Facebook?

- 67. You can definitely build a strong relationship on Facebook, but you got to have interesting content for your user and not just for your benefit. You should think about what is interesting for me as a company, but also for the user.
- 68. It's also interesting to share what happens inside the company.

69. If you have a tough question inside the company for instance related to a project, you can share that with users. Involve them and ask them for help. Or for example, if you have a sketch up of a new side, ask users what they think about the colours. This shows the users that you involve them and listen to them. By doing this you can create a relationship.
70. Look at key people, who have been involved in Enviu. Look at what they are doing and share their things. Develop a relationship.

9 How important is it to know what kind of people are fans of Enviu on Facebook?

71. It is tough to filter Facebook and find out which target group is following you there
72. I would recommend you to investigate what type of feeling you want to create for all people. I believe it should be an informal, inspiring feeling. It does not matter whether it is an investor or ex-employee, it could be the same person.
73. Facebook is more random. Enviu should define what they want to do with Facebook.

10 How important is Facebook as a channel?

74. If you want to know how important Facebook is compared to other channels, you need to define goals first.
75. It's tough to answer with channel is most important. It also has to fit with you in your community, the style and the internal possibilities of creating content
76. Facebook has to be part of a bigger structure.
77. The tone of voice, the communication style on Enviu's Facebook page should be improved.
78. You will achieve most by changing the tone of voice and monitoring the effects. The text must be teasing and you must have a good balance between fun and serious stuff, but this is already happening.
79. And eventually you have to spend money if you want to push posts, but it's only worth the money if the results are clear. For instance to drive interns you do make sure that the right people see the posts. But if you spend money to simply get more likes it does not mean anything

11 The role of pictures and videos

80. One thing that really works is to have a good visual and short text.
81. It is got to be visual, that's for sure; pictures and videos.
82. It's important that it is visual, short and engaging

Key points

Technical features

First of all the interviewee confirms that Facebook's algorithm is an important reason for a small amount of people being exposed to Enviu's posts and that people need to engage in order to change this.

Setting of goals

According to the interviewee the setting of goals is most important in the considerations of how to use channels. In his opinion Facebook engagement, more exposure or more likes of a

page are soft targets. He recommends setting goals behind that like generating more traffic to the website. What do you want to achieve with a network? What do you expect from the channel?

The interviewee strongly emphasized the need for goals. He unleashed a process of reconsidering Enviu's goals. Subsequently I asked the communication manager once again about the goal for Facebook.

Shape of the message

He mentions several times that the "shape of the message" or "the tone of voice" or "the way the content is created" are important.

Visuals

The interviewee mentions several times the importance of visuals.

Interview 5

Interview file number: 5

Date: 30 April

Time: 14.00

Duration: 25 minutes

Main topic: Engagement of Enviu's Facebook community

Primary research question: How can Enviu's Facebook community be activated?

Place: Rotterdam

Name of interviewer(s): Christina Rasche

Name of interviewee: interviewee number 5

Role of interviewee: provides insights on his opinions about the topics

Key themes that interviewee talked about: Facebook as personal platform, hybrid system, hybrid users, funny and actionable content, holistic communication, mission statement as red line

Reason for interviewing: to learn how people use Facebook and how Enviu can engage its community

Description: summary of transcript and comments (*italic*)

1 What are current trends in people's use of Facebook?

1. Compared to other social media websites Facebook is a very personal way of communicating, so one of the challenges for organizations is that you are engaging on a platform, which is mostly perceived as a personal communication tool, where you have to try to squeeze in.
2. LinkedIn and Twitter are much more professionally used.
3. Facebook is a hybrid system of on the one hand a professional platform where you would like to approach organizations and on the other hand personal behaviour of people.
4. It is always a challenge to use the platform if you are an organization because Facebook is primarily seen as a personal platform. So there is tension for organizations to be active on Facebook because it is a very personal and private platform.

5. There are still examples of organizations successfully using Facebook because mostly the people do not divide their time anymore, where they say now I am a consumer, now a participant, now an entrepreneur, now I am investor. We have all these roles at the same time. Our identities are also becoming more hybrid.
6. Facebook can be used by you, or by other social entrepreneurs to connect these people, who are part of the identity and who are intrinsically motivated to work on this. But it is important to stress the tension of Facebook being used as personal platform.

2 How important is it to know what kind of people are fans of Enviu on Facebook? –

Target group

7. People switch between roles on Facebook much more than other platforms like Twitter and LinkedIn, where the role that you have as a participant is much clearer.
8. For instance LinkedIn is a very professional platform where you are looking for jobs, communicating with other people, with colleagues, etc. and on Twitter you are really much more communicating with the world than with your community like on Facebook.
9. There are still examples of organizations successfully using Facebook because mostly the people do not divide their time anymore, where they say now I am a consumer, now a participant, now an entrepreneur, now I am investor. We have all these roles at the same time. Our identities are also becoming more hybrid

3 Why do people connect to organizations on Facebook?

10. I think partly because some organizations are part of their identity and for stressing the person they are, also to other members of the community, they are connected to – and I think they want their community to be involved in the activities of something they endorse, so like Enviu this is an organization I am supportive of, I want more people to know about this organization – not on a daily basis; but if you like something your community is getting updated about it.
11. People are aware of these actions on Facebook and that these actions have consequences. They want to share the ideas of Enviu by liking something they saw and opening it up to the broader community they are part of. I think people are very aware of this and are therefore doing it or doing it not.

4 What happens in the mind of the Facebook fan before he engages? What do people want from organizations when they like it?

12. People are aware of these actions on Facebook and that these actions have consequences. They want to share the ideas of Enviu by liking something they saw and opening it up to the broader community they are part of. I think people are very aware of this and are therefore doing it or doing it not.
13. Sometimes they just want to have fun, so they are sharing things where you can laugh about, which are entertaining. One of the most shared things are pretty funny things like the cat movies or something more content based and more societal as long as the package is very appealing.
14. Sometimes it is a moral appeal, like when you are interested in sustainability you want to make people aware of something that is going on.

15. When it is an action like to support something or contribute to something; everything which is actionable; either very funny (entertainment) or actionable. I think those are two categories, which people like to share.
16. An action could be signing a petition, to share something because it is important or to open up networks because something is important. Actionable means when something is framed in a post so that people are asked to do something active with it.

5 How can Enviu trigger engagement? What is engaging content?

17. Everything which is actionable; either very funny (entertainment) or actionable. I think those are two categories, which people like to share. An action could be signing a petition, to share something because it is important or to open up networks because something is important. Actionable means when something is framed in a post so that people are asked to do something active with it.
18. A media company has the benefit of sharing the content they have. It is easy for them to play with different content they have.
19. One important thing for Enviu is to get access or find a partner or do it yourself; being creative with the content you choose. I think people can most easily be activated when you use the media mix that Facebook can offer like videos, sharing events, content, quotes, Twitter updates of other people. It is a very diverse strategy that you see in the very successful examples.
20. With context I mean your mission statement. This can be an umbrella for all the things that you are doing on Facebook. The umbrella is a red line, where people can always rely on. It is easier for them to be engaged over a longer period of time.
21. So your communication should become holistic and become part of a bigger message, where your initiatives and ideas fit in.

6 What do you think of conducting a survey?

22. I think I would go for trying to engage with some of them and try to find out how they behave on Facebook and get private insights. That tells you more than a questionnaire.
23. Then you can understand how they use Facebook and think of how you could fit in.

7 How can Enviu build a strong relationship with its Facebook community?

24. You can see it as a narrative. You can build a narrative around your own Facebook behaviour around Enviu. With a narrative I mean there are strategies, there are projects, there are things going on. So your communication should become holistic and become part of a bigger message, where your initiatives and ideas fit in.
25. The information brackets that you are giving on Facebook should fit in a general story that you are trying to tell. It is hard for organizations to offer the users on Facebook a context. The context is not clear.
26. With context I mean your mission statement. This can be an umbrella for all the things that you are doing on Facebook. The umbrella is a red line, where people can always rely on. It is easier for them to be engaged over a longer period of time.
27. Sometimes organizations launch this, then they launch that. For a long-term sustainable engagement I think it helps if you give yourself a longer period of time for the context that you are communicating.

8 What different kinds of Facebook - users are there?

28. You see it in generations, for instance teenagers are checking out, Facebook is aging and becoming an adult platform. Users younger than 20 are moving to other platforms like Instagram.
29. But I think there are two kinds of people in how they use Facebook. Most people use it for very private reasons, the second group, which is very large, is more ok with mixing it, like their lifestyle, including organizations in their networks. There are still examples of organizations successfully using Facebook because mostly the people do not divide their time anymore, where they say now I am a consumer, now a participant, now an entrepreneur, now I am investor. We have all these roles at the same time. Our identities are also becoming more hybrid

9 What are future trends in the use of Facebook?

30. In the end you will see that social media will become a layer in the Internet. So while we are surfing, social media is a frame that filters information.
31. For instance if you visit the CNN website the information will be filtered based on you LinkedIn or Twitter profile; on things you liked. The Internet will become smarter in what you will see and what you will not see. It is important to understand social media behaviour and to build a community now.

Key points

Facebook as personal platform

The interviewee emphasizes that Facebook is a rather personal platform, but admits that people are playing diverse roles and that they are switching between the roles on Facebook

Interview 6

Interview file number: 6

Date: 8 May

Time: 17.30

Duration: 30 minutes

Main topic: Engagement of Enviu's Facebook community

Primary research question: How can Enviu's Facebook community be activated?

Place: Rotterdam

Name of interviewer(s): Christina Rasche

Name of interviewee: interviewee number 6

Role of interviewee: provides insights on his opinions about the topics

Key themes that interviewee talked about: Clear goals, clear playground, share stories, giving, consistence, multi-channel approach

Reason for interviewing: to learn how people use Facebook and how Enviu can engage its community

Description: summary of transcript and comments (*italic*)

1 What could be reasons for the community for not being active? (Goals)

1. There are not many activities of the community, so what is the purpose of the community? Do not think of the purpose of Enviu. (*His answer after I told him the goal of Enviu for Facebook*)
2. Usually, when a community is not active and does not have a clear playground and not some kind of leadership where the community is going, then people do not know what to do, so they do not do anything
3. You can come up with all kinds of stuff, but it begins where it begins, that is how it is. (*From what he said later I think he meant that Enviu has to make the start*)
4. When you want to engage people, people must know why they should engage and with what they engage themselves with. This is for any community, any network of people.
5. You can get more out of it! If an organization wants engagement they have to start first: you cannot take without giving. This is where companies go wrong because they realize people are not waiting for us. Who are we as an organization? What do we want to achieve? What can we share with our community? What is our abundance?

2 Reasons for people to engage

6. At a certain point from an emotional point of view you can generate some likes on Facebook
7. They are sympathetic with the purpose of an organization and then they say “like”. It’s like “you are doing good things. Keep on doing it. Bye!”
8. you cannot take without giving (*People want to take*)
9. They are sympathetic with the purpose of an organization and then they say “like”. It’s like “you are doing good things. Keep on doing it. Bye

3 How can Enviu engage its community? Content that works.

10. When you want to engage people, people must know why they should engage and with what they engage themselves with. This is for any community, any network of people.
11. The company needs to go out and engage people by telling them stories about the company and create interest, answer questions and help people, share the abundance a company may have to give. If you do those things then you may have the opportunity that people start to talk back to you. This is where the dialogue with the community is starting.
12. It is often underestimated how these things work. At a certain point from an emotional point of view you can generate some likes on Facebook. You get a like and that is it. (*He mentions the new point of view that a like does not mean anything*)
13. They are sympathetic with the purpose of an organization and then they say “like”. It’s like “you are doing good things. Keep on doing it. Bye!”
14. You can get more out of it! If an organization wants engagement they have to start first: you cannot take without giving. This is where companies go wrong because they

- realize people are not waiting for us. Who are we as an organization? What do we want to achieve? What can we share with our community? What is our abundance?
15. You have to start giving. This is where you start a dialogue and learn what people are looking for, but if people are not willing to talk to you cannot ask them the right questions.
 16. There is not one set thing to activate a community
 17. This is why you have to create a playing field. You can only do that by showing who you are, sharing stories
 18. So an organization has to think what they can share first
 19. An organization has to show identity, has to show why they are in this world, what their purpose is, an organization has to start sharing. Share stories, share knowledge, share best practices. Then people start to talk back and then you have a dialogue.
 20. You must be very consistent in the messages and the tone of voice you are sending across. So people are starting to get to know you. Be authentic. So it is a combination of sharing stories, sharing events, you have to share
 21. Certain people react to videos, certain people react to text; certain people react to pictures. So you have to present all there is.
 22. It does not make much difference whether it is a professional video. I do not know what kind of content you have, but it does not all have to be professional stuff.
 23. Give people a voice. You can start interviewing people that are involved with the organization. A short video of 2 minutes max. If you make a video of someone from the organization it shows authenticity; it shows who people really are. And even make selfies, that is the real thing; "I couldn't care less". Show to the world who the organization is. It is part of your identity.
 24. There is no secret to success. Be approachable as an organization and give the organization a face.
 25. If people get enthusiastic when you talk to them personally, the way you are telling it, makes people enthusiastic; it means that people are listening to you. This means that you are already able to make conversations with people. You are capable of generating enthusiasm and that people react positively. This is also what I mean by sharing. But it needs 25 or 100 of you before something is happening.
 26. But no I would rather make sure that the community members know so much about the organization that they start sharing stories themselves.
 27. You must be very consistent in the messages and the tone of voice you are sending across.

4 How can an organization start a dialogue on Facebook?

28. You have to start giving. This is where you start a dialogue and learn what people are looking for, but if people are not willing to talk to you cannot ask them the right questions.
29. An organization has to show identity, has to show why they are in this world, what their purpose is, an organization has to start sharing. Share stories, share knowledge, share best practices. Then people start to talk back and then you have a dialogue.
30. And if you have a couple of dialogues it goes automatically. It will appear what people are looking for. They listen to your organization.

31. People are looking for a lot of things but they do not relate it as coming from your organization. People are very active on Facebook, but why should they be active within the hemisphere of your organization? They do not know what they should do there. This is why you have to create a playing field. You can only do that by showing who you are, sharing stories. People will get to know you, get to trust you. They will see on which fields you are active and at that moment you will establish a kind of playground. Once you have done that you start sharing stuff.
32. So an organization has to think what they can share first; so this means stories, knowledge; help. Then people will react and that is where you have your dialogue. Then you know what they are looking for in the relation to your company.
33. Most people are not active in a community because the organization wants them. An organization is leading in the activities, but they are not the boss. Why should people engage there? "I couldn't care less what's happening with Enviu". Millions of Facebook users are doing their own thing.
34. If the people, who are connected to Enviu on Facebook, do already know the organization present them how the future will look like. Ask them: how can we collaborate? You could do it this way.

5 Content that goes wrong/Reasons why people not engage

35. They are sympathetic with the purpose of an organization and then they say "like". It's like "you are doing good things. Keep on doing it. Bye!" *(So in this case the organization might did not do enough to get more out of it)*
36. Usually, when a community is not active and does not have a clear playground and not some kind of leadership where the community is going, then people do not know what to do, so they do not do anything
37. When you want to engage people, people must know why they should engage and with what they engage themselves with. This is for any community, any network of people. *(So in contrary, if this is not clear for people, they do not engage)*
38. Most people are not active in a community because the organization wants them. An organization is leading in the activities, but they are not the boss. Why should people engage there? "I couldn't care less what's happening with Enviu". Millions of Facebook users are doing their own thing.
39. You have to start giving. *(He also means that it goes wrong when organizations ask too much)*
40. If people are not active on your Facebook group, you have to ask yourself "Who are we as a company?" But social media is not like a machine, where you just have to push the right button. It all has to do with who are you as an organization and are people willing to connect?

6 What kind of role can Facebook play? Role of other channels

41. It is not only Facebook. You have to combine that with your Twitter account. You must be very consistent in the messages and the tone of voice you are sending across. So people are starting to get to know you. Be authentic. So it is a combination of sharing stories, sharing events, you have to share. I do not know what Enviu has to share.

- 42. I would use Facebook completely in a multi channel way. Throw it out in the air; present it everywhere and various times of the week.
- 43. Do not think in channels too much. It is one big blur of stories that you have to present to your community. You got to have a goal for the organization itself.
- 44. The majority of people are active on Facebook, LinkedIn and Twitter. People must be capable of finding your stories everywhere.
- 45. And we use Facebook mainly as a kind of billboard and we aggregate a lot of other stuff from other websites, twitter and so on. Show your content everywhere and people may react on Facebook, or on Twitter. It is one world, one machine.

7 For what are people using Facebook? Different kinds of users.

- 46. For everything. There is no rule for it.
- 47. A lot of people share private stuff and lots of people share company stuff. For a lot of people boundaries are blurring.
- 48. For instance the first 10 seconds of a message is presented as professionalism and when they show emotions, then all of the sudden it becomes a personal message.
- 49. I know some people, who have strict rules and say that Facebook is only for private stuff, but when I look at myself and most of other people there is hardly a separation between commercial stuff, private stuff, private time and working time.

8 What do you think about the need of knowing the community on Facebook?

- 50. I do not know what any community is. As far as I am concerned, a Facebook group is just a group of connected people; they do not serve the same purpose.
- 51. If people are not active on your Facebook group, you have to ask yourself “Who are we as a company?” But social media is not like a machine, where you just have to push the right button. It all has to do with who are you as an organization and are people willing to connect?

9 What do you think about the problem that only a little amount of Enviu’s Facebook likers is exposed to their posts?

- 52. You have to cross-post messages on Twitter or other specialized blogs.
- 53. It is not only Facebook; there are more groups out there.
- 54. Make your audience larger. You have to increase the group around your organization. You could even start calling other platforms and tell your stories.

10 What can Facebook be for an organization?

- 55. I do not have an answer for what can be accomplished on Facebook, and what cannot. It is not that simple. You cannot see it separately from the rest of your activities.
- 56. If you narrow it down too much, I am sure you will not be successful.
- 57. Try 1000 things and be active on all kinds of platforms. Post in environments relating to Enviu. Make yourself visible as an organization.

11 To what extent are people, who are interested in social enterprises behave in a different way?

58. That depends, but if you try to put people into boxes it is an old fashioned approach. People might act from the one angle at a certain point and the next moment from another.
59. Putting people into boxes is an old marketing technique.

12 The role of pictures and videos

60. Certain people react to videos, certain people react to text, certain people react to pictures. So you have to present all there is.
61. It does not make much difference whether it is a professional video. I do not know what kind of content you have, but it does not all have to be professional stuff.
62. Give people a voice. You can start interviewing people that are involved with the organization. A short video of 2 minutes max. If you make a video of someone from the organization it shows authenticity; it shows who people really are. And even make selfies, that is the real thing; "I couldn't care less". Show to the world who the organization is. It is part of your identity.

Key points

Giving rather than taking

"Start giving"; "you cannot take without giving"; "why is the content interesting for the user?"

Share stories

"Organizations have to think what they can share first"; "start sharing"; "share knowledge, help"; "share stories"; "Throw it out in the air"; "I do not know what Enviu has to give"

Importance of a cross channel approach

"You have to cross-post messages on Twitter or other specialized blogs"; "it is not only about Facebook"; "you have to be consistent in the messages you are sending across the channels"; "I would use Facebook completely in a multi channel way"

Interview 7

Interview file number: 7

Date: 16 May

Time: 09:30

Duration: 30 minutes

Main topic: Engagement of Enviu's Facebook community

Primary research question: How can Enviu's Facebook community be activated?

Place: Rotterdam

Name of interviewer(s): Christina Rasche

Name of interviewee: interviewee number 7

Role of interviewee: provides insights on his opinions about the topics

Key themes that interviewee talked about: informational rather than triggering content, goals, involve people, ask questions

Reason for interviewing: to learn how people use Facebook and how Enviu can engage its community

Description: summary of transcript and comments (*italic*)

1 At which times are posts most successful?

1. You have 4.000 likes, which is a nice basis.
2. My experience is that updates between 1 and 3 pm are seen the best. Especially updates from organizations and not private ones. When you update during that time you have professionals and people who follow things because of personal interest

2 What do you think of Enviu's current Facebook page?

3. You share a lot of information, but you do not always ask questions.
4. It might work to try to get replies by asking questions or having bold statements which force people to react.
5. It is not only nice to see things. Many posts are interesting, but not tempting or engaging for users.
6. Your content is nice to know, but not nice to share.
7. Look into what kind of your earlier posts had a lot of likes. What did work? Those are probably for your likers the most interesting things. What is the strong point in these posts? Is it the question we asked, is it a really beautiful photograph. Then you can develop an idea of our 4000 likers especially like this and this.
8. Probably posts with pictures and videos are more likeable.
9. I am not sure if you have a focus or strategy in the kind of information you want to share. What is the goal with the page?

3 The role of goals

10. I am not sure if you have a focus or strategy in the kind of information you want to share. What is the goal with the page?
11. When your indirect goal with Facebook is that people participate in projects or share their ideas; I cannot really see this in the content on Facebook. (*was said when goal of Enviu was explained*)
12. As an organization you have to look into what do you really want people to do on your page; what do you want to tell them or what do you want to get back from them and that you try to concentrate on the page to reach those effects. That people share information with you or ask questions.

4 Content that goes wrong

13. You share a lot of information, but you do not always ask questions (*so on Facebook sole share of information does not work*)
14. It is not only nice to see things. Many posts are interesting, but not tempting or engaging for users (*Posts that are not tempting or engaging go wrong*)
15. Your content is nice to know, but not nice to share. (*Content that is only nice to know does not get shared*)
16. Now it looks like a more static page (*Page should not be static*)
17. A Facebook page is not a website. It is about the goal you want to reach. What do you want from the people who like this page and what do you want to tell them? What do

you want to hear from them? Ask yourself these questions and look for content that supports this goal.

18. Ask people, you know from real life, to ask their questions and share their projects on your page. *(Missed chance if not done)*
19. And also ask people within your organization to share content and like things. This can be a start. That is the hardest part *(Missed chance if not done)*
20. People can chose from which pages they want to have alerts.

5 How can Enviu engage its community? Content.

21. It is really important to get shares. Then the reach of your page will grow very big and you will also get more likers, because other people, who are not connected to you, will share your content.
22. You really have to figure out what content people like.
23. When your indirect goal with Facebook is that people participate in projects or share their ideas; I cannot really see this in the content on Facebook. *(was said when goal of Enviu was explained)*
24. As an organization you have to look into what do you really want people to do on your page; what do you want to tell them or what do you want to get back from them and that you try to concentrate on the page to reach those effects. That people share information with you or ask questions.
25. Or sometimes it can help to look for people in the real world that you have contact with and ask them to ask their questions or share their example also on your Facebook page. People you know from real life are probably more prepared to do so. And at the same time, when people see that content on your page they might think “hey this is a really great idea” or “I have more ideas myself; lets share that” . Now it looks like a more static page, where you publish interesting information, but what is the real special thing about your page?
26. A Facebook page is not a website. It is about the goal you want to reach. What do you want from the people who like this page and what do you want to tell them? What do you want to hear from them? Ask yourself these questions and look for content that supports this goal.
27. So if you want to engage people, you could say “we have a really great example of this and this”, add a picture and ask people “do you have examples yourself?” If you do that the engagement will grow automatically.
28. You have to talk with each other at Enviu and ask yourself “What do we want from this page?”
29. Ask people, you know from real life, to ask their questions and share their projects on your page.
30. And also ask people within your organization to share content and like things. This can be a start. That is the hardest part.
31. The basics are, have shareable content, challenge people to react, engage people outside Facebook to engage with the page and try to focus.
32. If you have every day a really, really nice post, then the chance that people put you in their attention box, is good.

33. And people can manage themselves from which organizations they can get alerts from. But you have to be interesting.
34. People can chose from which pages they want to have alerts. Once in two weeks, give people a tip to choose for getting notifications of your page. I do not think that a lot of people know about this possibility
35. It might work to try to get replies by asking questions or having bold statements which force people to react.
36. Look for things that really engage people. Ask people “what can we do with this” “What would you do with this and this problem?”
37. There are two basic things of content. One is things people really like to share because they are funny or they have not seen it before, like “Ah, you should see this thing, I have never seen this before”. People like to share such things.
38. The second thing is to ask questions. Then you really ask people to reply or to react. These two things can strengthen the reach you have.
39. Look into what kind of your earlier posts had a lot of likes. What did work? Those are probably for your likers the most interesting things. What is the strong point in these posts? Is it the question we asked, is it a really beautiful photograph. Then you can develop an idea of our 4000 likers especially like this and this.
40. The main purpose for people to connect to organizations is probably to look for something that shares their personal interest and which relates to their private life. So when you relate to their private life or to their private goals in life, it might be better than it is for technical or distant.
41. Advertisement can help a little, but just do it with content of which you already know that it works. Do not promote updates that have no likes and else. It makes no sense to promote these. You have to start with things that really work.

6 To what extent is it important to know what kind of people like Enviu on Facebook?

42. To know people? Of cause it is always better to know what kind of people do like your page. You could look into the profiles of the people and what their backgrounds are. You could also do a short survey, but at the moment, the chance, that people even see your survey, is low.
43. So at the moment the first step is to make people share and like your content.
44. What you could do is to ask the people what they would like to see on your page. Sometimes communicating is very easy. Your question is “what shall we do with this page?” Maybe you have to ask the people, who follow your page. Sometimes this works, sometimes it doesn’t. And it is strength in itself if you show people that you want to experiment, it strengthens the idea that you want to innovate. It is a good combination with what you are doing right away.
45. But you cannot really make big mistakes. It is always try on error.

7 Why do people connect to organizations on Facebook?

46. I think many are combining their private and professional life on Facebook.
47. The main purpose for people to connect to organizations is probably to look for something that shares their personal interest and which relates to their private life. So

when you relate to their private life or to their private goals in life, it might be better than it is for technical or distant.

48. And it is also about try and error.

8 How can Enviu make the best use of the way Facebook's News Feed work?

49. It is actually the same thing. The more interaction you have, the bigger the chance that you show up in the timeline of people. It is all about interaction.

50. Advertisement can help a little, but just do it with content of which you already know that it works. Do not promote updates that have no likes and else. It makes no sense to promote these. You have to start with things that really work.

9 How important is Facebook?

51. I think it is getting more and more important. Google+ could also be an interesting platform for your kind of organization. Twitter, Google+ and Facebook are the most important at the moment, but for an organization like yours Instagram or Pinit can also be interesting, if you use a lot of photos.

52. There are many organizations in the field of sustainability and innovation: of what you do. So my advice is to look into these and which are really successful on Facebook. What do they do? This can give you a key.

10 What are shareable pictures and videos?

53. I think that pictures have to be very well made before people want to share or they have to be very personal.

54. Cartoons and info graphics are working very well. So if you are able to illustrate simple problems or things in info graphics this would be good.

55. And I think videos of cool inventions are also working well.

8. Coding of expert interviews

Codes for analysis of qualitative interviews

Remark: Codes without further marks are based on a deductive approach. Codes based on an inductive approach start with the letters ID

| Theory | Assigned code |
|---|----------------------|
| Reasons, why people <u>engage</u> | |
| Social capital= relationship is source of benefits | EngSCbenefits |
| Social capital= resources included in social relationships and interactions within networks | EngSCresources |
| Social capital= distribute norms and values | EngSCvalues |
| Social capital= distribute preferences and | EngSCpreferences |

| | |
|---|-------------------------------|
| other attributes and characteristics | |
| Bonding social capital= emotional support | EngBSCemotions |
| Bonding social capital= provision of scarce resources | EngBSCscarce resources |
| Bridging social capital= exposure to novel ideas | EngBRSCnovel ideas |
| Bridging social capital= exposure to innovations | EngBRSCinnovations |
| Bridging social capital= exposure to employment information | EngBRSCemployment |
| Bridging social capital= broadened worldviews | EngBRSCworldviews |
| Bridging social capital= useful information sources | EngBRSCusefulinformation |
| Satisfy social needs | EngSatisfySocial |
| Satisfy psychological needs | EngSatisfyPsychological |
| Satisfy desires | EngSatisfyDesires |
| Satisfy interests | EngSatisfyInterests |
| Making of recommendations (is hoped for positive reaction) | EngMakeRecommendations |
| Sharing of information (is hoped for positive reaction) | EngShareInformation |
| Social acceptance (is hoped for positive reaction) | EngSocialAcceptance |
| Creation of self identity= as whom and how they want to be perceived | EngCreateIdentityPerceive |
| Creation of self identity= impression management | EngCreateIdentityImpression |
| Creation of self identity= lifestyle, consumption | EngCreateIdentityconsumption |
| Creation of self identity= lifestyle, relationship criteria | EngCreateIdentityRelationship |
| Creation of self identity= lifestyle, aims in life | EngCreateIdentityAimsLife |
| Contagion of emotion | EngEmotion |
| Inductive: people are aware of consequences of their engagement actions | IDEngAware |
| People want to support something | IDEngSupport |
| Engaging <u>content</u> | |
| Commitment to a project | ConCommitment |
| Authenticity | ConAuthenticity |
| Directly and explicitly disseminated information | ConDirectCommive |

| | |
|---|-----------------------|
| Voluntarily disclosure of information | ConDisInfo |
| Upcoming events | ConEvents |
| Volunteer opportunities | ConVolunteer |
| Appeals to action | ConAction |
| Appeals to collaboration | ConCollaboration |
| Appeals to information sharing | ConInfoSharing |
| Recognition | ConRecog |
| Inductive: Show how things are created, what you are working on | IDConWorkingOn |
| Inductive: involve people and ask questions how they would solve something | IDConQuestionsInvolve |
| Inductive: Short text | IDConText |
| Inductive: Things that make people laugh | IDConFun |
| Inductive: Things that people like | IDConEmotion |
| Inductive: shape of message=teasing content, surprising also? | IDConTease |
| Inductive: got to be visual | IDConVisual |
| Give rather than take | IDConGive |
| Quotes work well. | IDConQuotes |
| you must have a good balance between fun and serious stuff | IDConBalance |
| Boost posts | IDConPay |
| Messages can be hybrid also, can be perceived personal first and then used for something professional | IDConHybrid |
| Facebook is random, There is not one set thing to activate a community | IDConRandom |
| <u>Disengaging content</u> | |
| Overwhelms users, is unclear | DisOverwhelms |
| Fails to interest users | DisNoInterest |
| Abundance of information to pursue | DisAbundance |
| Complicated access | DisComplicated |
| Poor usability | DisUsability |
| Inductive: Talk too much about achievements | IDDisAchieve |
| Inductive: Formal communication | IDDisFormal |
| Inductive: Explain content of video | IDDisExplain |
| Inductive: Important for organization, push-marketing | IDDisPush |
| Role of communication <u>capabilities</u> | |
| People feel more connected to others by | CapConnected |

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| adding pictures, videos and sound to any virtual conversation | |
| Videos must be relevant | CapRelevant |
| Videos must be non-intrusive | CapNonintrusive |
| Videos and pictures result in more engagement | CapEngagement |
| Videos must raise emotional reaction | CapEmotion |
| Use visuals and videos | IDCapUse |
| Video must have 2 minutes max. | IDCapShort |
| Does not have to be professional | IDCapNotProf |
| Why people <u>connect</u> to organizations | |
| Construction of identity | ConIdentity |
| Establish valuable connection | ConValuableCon |
| Inductive: show that they support the organization | IDConSupport |
| Share interests | IDConInterest |
| Can a <u>relationship</u> be developed? | |
| Committed community can be build | RelCommitCommunity |
| Wall is a dialogic platform | RelDialogue |
| Fans can be involved | CapInvolvement |
| Inductive: Look at key people, who have been involved in Enviu. Look at what they are doing and share their things. | IDRelPeopleInvolved |
| If you share stories and dialogue starts you will see what people are interested in | IDRelAppear |
| Facebook's News Feed <u>algorithm</u> | |
| News Feed are traces of users commenting, sharing, liking content | AlgTraces |
| Algorithm controls which stories appear in users' News Feed | AlgControlStories |
| Users need to interact regularly with status updates from someone in order to see them | AlgRegularInteract |
| People can unfollow posts | AlgUnfollow |
| Facebook values all edges | AlgValues |
| Inductive: Facebook wants payment | IDAlgPayment |
| Inductive: Role of Facebook (asked by Enviu)/how people use it | |
| Can be very useful, but so are other OSN, content must be good (also use other sites) | IDRolGoodbutContentwell |
| Facebook is not a solution to everything | IDRolNotSolutionAll |

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| People want to get distracted by things they like or that make them laugh | IDRolDistract |
| Facebook is a personal medium | IDRolPersonal |
| Facebook is hybrid form, personally and professionally used | IDRolHybrid |
| Putting people in boxes is old approach | IDRolBox |
| Facebook is important | IDRoleImportant |
| Inductive: Goals (<i>revealed in several talks</i>) | |
| Sharing, liking, commenting means nothing, actual goals? What do we want? | IDGoaGoalBehind |
| Tough to choose focus | IDGoaFocustough |
| More traffic to website is what it comes down to | IDGoaTrafficWebsite |
| Producing a video; advertisement? Know goal beforehand | IDGoaWorthResult |
| You have a concrete goal like triggering volunteers, provide link to vacancy (<i>act according to it, communicate directly</i>) | IDGoaAct |
| Enviu defines what do with Facebook (<i>no one else</i>) | IDGoaEnviuDefines |
| Need for some kind of leadership, clear playground, context, mission, consistency | IDGoaPlayground |
| Inductive: Cross media approach (<i>revealed in several talks</i>) | |
| Trigger volunteers? Post link to website | IDCroLink |
| Facebook one part of bigger structure, multi channel approach | IDCroPartof |
| Cross-post messages | ISCroPost |
| General: try (content, channels, capabilities) | IDTry |

Coding Transcript 4

| Topic | Code |
|--|-------------------------|
| Facebook features | |
| When people don't engage on Facebook, the posts don't appear in the News Feed of the users | AlgRegularInteract |
| Facebook punishes you when you don't have engaging content. The algorithm of Facebook is made to make your job difficult | |
| They don't want users to be bored and pressure companies to create better content and pay for it to be seen | AlgPayment |
| It's tough to make everyone see your posts. Engagement is pretty important. | AlgRegularInteract |
| I think that shares are best, followed by comments and likes (answering the question about how Facebook values certain actions of engagement) | AlgValues |
| People can "unfollow" posts. This does not mean that they "unlike" you. | AlgUnfollow |
| Role of Facebook/How people use it | |
| can be very useful, but so are other social networks, If you do your content well then more people will see it (don't overestimate it) | IDRoIGoodbutContentwell |
| Facebook is not a solution to everything (don't overestimate it, there are all kinds of channels) | IDRoINotSolutionAll |
| People want to get distracted by things they like or that make them laugh | IDRoIDistract |
| If you want to know how important Facebook is compared to other channels, you need to define goals first. | IDGoaGoalBehind |
| The role of goals | |
| Sharing, liking or commenting on content does not mean anything. How do you translate that to actual goals? | IDGoaGoalBehind |
| Make posts more engaging is a content wise goal, but what is the actual goal? Do you want to generate more traffic to the website? This is what it comes down to | IDGoaTrafficWebsite |
| Produce a video, you must know the goal beforehand | IDGoaWorthResult |
| Tough to choose focus | IDGoaFocustough |
| If you have a goal like triggering volunteers you | IDGoaAct |

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| should provide links to vacancies on the website. | ConDirectComm |
| Enviu should define what they want to do with Facebook. | IDGoaEnviuDefines |
| but it's only worth the money if the results are clear | IDGoaWorthResult |
| if you spend money to simply get more likes it does not mean anything | IDGoaGoalBehind |
| Content that does not work | |
| Keep talking about achievements | IDDisAchieve |
| Formal communication, copy paste press releases | IDDisFormal |
| Explain content of video | IDDisExplain |
| Voting for Discovered is important for Enviu, but how is it interesting for me that Discovered gets on stage? | IDDisPush |
| Content that does work | |
| Show how things are created, what you are working on | IDConWorkingOn, |
| Show what inspires you | IDConWorkingOn |
| share ideas or questions you have and have people involved with that | IDConQuestionsInvolve ConAction |
| Give information about major things that happen in the field of Enviu's projects | ConDirectComm ConAuthenticity ConCommitmentPro |
| You are like a person, ask what people are up to | ConQuestionsInvolve |
| Have a good visual and short text | IDConText |
| People look for things they like or can laugh about | IDConEmotion IDConFun |
| Text should be engaging | IDConTease |
| the content got to be in context with what you are doing | ConAuthenticity |
| "how do you communicate"? It's about the shape of the message | IDConTease |
| It should create an emotion. | IDConEmotion |
| It has to attract your attention | IDConTease |
| Open up the conversation to take people along a little bit, make them feel like it's an open house | ConDisInfo IDConWorkingOn |
| Surprising content works very well | IDConTease |
| Let the user see something that is important for them | IDConGive ConDisInfo |
| If you have a tough question inside the company for instance related to a project, you can share that with users, ask for help | ConCollaboration IDConQuestionsInvolve ConAction |
| Quotes work well. | IDConQuotes |

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| you must have a good balance between fun and serious stuff | IDConBalance |
| And eventually you have to spend money if you want to push posts, but only if results are clear | IDConPay IDGoaWorthResult |
| Facebook is more random | IDConRandom |
| Relationship building | |
| You can definitely build a strong relationship on Facebook, but you got to have interesting content for your user and not just for your benefit | RelCommitCommunity IDConGive |
| If you have a tough question inside the company for instance related to a project, you can share that with users. This shows the users that you involve them and listen to them. By doing this you can create a relationship. | IDConQuestionsInvolve |
| Look at key people, who have been involved in Enviu. Look at what they are doing and share their things. | IDRelPeopleInvolved |
| Inductive: Need to know likers on Facebook | |
| Inductive: Enviu should define what they want to do with Facebook and test what works | IDGoaEnviuDefines |
| Inductive: Cross channel approach | |
| Facebook has to be part of a bigger structure | IDCroPartof |
| It also has to fit with you in your community, the style and the internal possibilities | ConAuthenticity |
| Role of communication capabilities | |
| It is got to be visual, that's for sure; pictures and videos. | IDCapUse |
| It's important that it is visual, short and engaging (teasing) | IDConTease IDConText |
| Why people engage | |
| I think absolutely nothing is happening in the mind of the Facebook user before he engages | |
| It's probably funny or it moves you to a certain extent or it is interesting to share | EngEmotion EngSatisfySocial |

Coding transcript 5

| Topic | Code |
|---|------|
| Role of Facebook/how people use it | |

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| Compared to other social media websites Facebook is a very personal way of communicating, one of the challenges for organizations is that you are engaging on a platform, which is mostly perceived as a personal communication tool, | IDRolPersonal |
| Facebook is a hybrid system of on the one hand a professional platform where you would like to approach organizations and on the other hand personal behaviour of people. | IDRolHybrid |
| But I think there are two kinds of people in how they use Facebook. Most people use it for very private reasons, the second group, which is very large, is more ok with mixing it, like their lifestyle, including organizations in their networks | IDRolHybrid |
| Engaging content | |
| Funny things | IDConFun |
| Actionable content like signing a petition, questions to do something | ConAction IDConQuestionsInvolve |
| Play with different content like a media company | IDConBalance |
| use the media mix that Facebook can offer like videos, sharing events, content, quotes, twitter updates of other people | IDConBalance IDCapUse |
| mission statement can be an umbrella for all the things that you are doing on Facebook, like a red line where people can rely on | ConAuthenticity IDGoaPlayground |
| communication should become holistic and become part of a bigger message, where your initiatives and ideas fit in | ConAuthenticity IDCroPartof |
| Relationship building | |
| It is hard for organizations to offer the users on Facebook a context. The context is not clear. With context I mean your mission statement. Do this in a longer period of time | ConAuthenticity IDGoaPlayground |
| Need to know likers on Facebook | |
| Mostly the people do not divide their time anymore, where they say now I am a consumer, now a participant, now an | IDRolHybrid |

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| entrepreneur, now I am investor. We have all these roles at the same time. Our identities are also becoming more hybrid | |
| Why people connect to organizations | |
| I think partly because some organizations are part of their identity and for stressing the person they are, also to other members of the community, they are connected to | ConIdentity EngSatisfyPsychological EngCreateIdentityPerceive |
| and I think they want their community to be involved in the activities of something they endorse, so like Enviu this is an organization I am supportive of, I want more people to know about this organization – not on a daily basis; but if you like something your community is getting updated about it. | IDConSupport EngSCvalues |
| Why people engage | |
| People are aware of these actions on Facebook and that these actions have consequences. They want to share the ideas of Enviu by liking something they saw and opening it up to the broader community they are part of. I think people are very aware of this and are therefore doing it or doing it not. | IDEngAware EngShareInformation IDEngSupport |
| Sometimes they just want to have fun, so they are sharing things where you can laugh about, which are entertaining. One of the most shared things are pretty funny things like the cat movies | EngSatisfySocial Maybe EngSocialAcceptance EngEmotion |
| movies or something more content based and more societal as long as the package is very appealing | EngShareInformation |
| Sometimes it is a moral appeal | EngSCvalues |
| When it is an action like to support something or contribute to something | IDConSupport EngSCpreferences |

Coding Transcript 6

| Topic | Code |
|--------------------------|------|
| Facebook features | |
| | |

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|---|--|
| Role of Facebook/How people use it | |
| Do not think in channels too much. It is one big blur of stories that you have to present to your community | IDRolNotSolutionAll |
| People use Facebook <i>for all kinds of stuff</i> , there is no rule for it | IDRolHybrid |
| A lot of people share private stuff and lots of people share company stuff. For a lot of people boundaries are blurring. | IDRolHybrid |
| For instance the first 10 seconds of a message is presented as professionalism and when they show emotions, then all of the sudden it becomes a personal message. | IDConHybrid |
| And we use Facebook mainly as a kind of billboard and we aggregate a lot of other stuff from other websites, twitter and so on | IDRolNotSolutionAll |
| I know some people, who have strict rules and say that Facebook is only for private stuff, but when I look at myself and most of other people there is hardly a separation between commercial stuff, private stuff, private time and working time | IDRolHybrid IDConHybrid |
| At a certain point from an emotional point of view you can generate some likes on Facebook. You get a like and that is it. | |
| The role of goals | |
| Usually, when a community is not active and does not have a clear playground and not some kind of leadership where the community is going, then people do not know what to do | IDGoaPlayground |
| You can come up with all kinds of stuff, but it begins where it begins, that is how it is | IDGoaEnviuDefines |
| When you want to engage people, people must know why they should engage and with what they engage themselves with. This is for any community, any network of people. | IDGoaPlayground IDGoaAct ConDirectComm |
| If an organization wants engagement they have to start first: you cannot take without giving | IDConGive |
| This is where companies go wrong because they realize people are not waiting for us. | IDGoaGoalBehind |

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|--|--|
| Who are we as an organization? What do we want to achieve? What can we share with our community? What is our abundance? | |
| Content that does not work | |
| Usually, when a community is not active and does not have a clear playground and not some kind of leadership where the community is going, then people do not know what to do, so they do not do anything | DisOverwhelms |
| People must know why they should engage and with what they engage themselves with. | DisOverwhelms |
| Why should people engage there? “I couldn’t care less what’s happening with Enviu”. Millions of Facebook users are doing their own thing. You have to start giving. | DisOverwhelms IDDisPush |
| It all has to do with who are you as an organization and are people willing to connect? | DisOverwhelms DisNoInterest maybe |
| Content that engages | |
| When you want to engage people, people must know why they should engage and with what they engage themselves with | ConDirectCommive |
| The company needs to go out and engage people by telling them stories about the company and create interest, answer questions and help people, share the abundance a company may has to give. This is where the dialogue with the community is starting. | ConAuthenticity ConDisInfo IDConGive |
| At a certain point from an emotional point of view you can generate some likes on Facebook. You get a like and that is it. | IDConEmotion IDGoaGoalBehind |
| If an organization wants engagement they have to start first: you cannot take without giving. | IDConGive |
| There is not one set thing to activate a community | IDConRandom |
| So an organization has to think what they can share first | IDGoaEnviuDefines IDConGive |
| An organization has to show identity, has to show why they are in this world, what their purpose is, | IDGoaPlayground |

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| An organization has to start sharing. Share stories, share knowledge, share best practices. Then people start to talk back and then you have a dialogue | ConDisInfo IDConWorkingOn EngBRSCusefulinformation RelDialogue |
| You must be very consistent in the messages and the tone of voice you are sending across. So people are starting to get to know you. Be authentic. | IDGoaPlayground ConAuthenticity |
| sharing stories, sharing events, you have to share | ConDisInfo ConEvents |
| Certain people react to videos, certain people react to text; certain people react to pictures. So you have to present all there is. | IDConBalance ConDisInfo |
| Give people a voice. You can start interviewing people that are involved with the organization. A short video of 2 minutes max. If you make a video of someone from the organization it shows authenticity; it shows who people really are. And even make selfies, that is the real thing; "I couldn't care less". Show to the world who the organization is. It is part of your identity. | ConDisInfo ConAuthenticity IDGoaPlayground |
| Be approachable as an organization and give the organization a face. | ConCollaboration ConRecog (in the sense of seeing the people) |
| Make sure that the community members know so much about the organization that they start sharing stories themselves. | ConDisInfo ConCommitment |
| If the people, who are connected to Enviu on Facebook, do already know the organization present them how the future will look like. Ask them: how can we collaborate? | ConCollaboration ConDisInfo |
| Relationship building | |
| You have to start giving. This is where you start a dialogue and learn what people are looking for, but if people are not willing to talk to you cannot ask them the right questions. | IDConGive RelDialogue IDConQuestionsInvolve |
| Share stories, share knowledge, share best practices. Then people start to talk back and then you have a dialogue. | RelDialogue |
| And if you have a couple of dialogues it goes automatically. It will appear what people are looking for. | IDRelAppear |

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| <p>People are looking for a lot of things but they do not relate it as coming from your organization. why should they be active within the hemisphere of your organization? They do not know what they should do there. This is why you have to create a playing field. You can only do that by showing who you are, sharing stories. People will get to know you, get to trust you. They will see on which fields you are active and at that moment you will establish a kind of playground. Once you have done that you start sharing stuff.</p> | <p>IDConGive IDRelAppear IDGoaPlayground ConDisInfo</p> |
| <p>Need to know community on Facebook</p> | |
| <p>I do not know what any community is. As far as I am concerned, a Facebook group is just a group of connected people; they do not serve the same purpose.</p> | <p>IDRolHybrid</p> |
| <p>When I look at myself and most of other people there is hardly a separation between commercial stuff, private stuff, private time and working time.</p> | <p>IDRolHybrid</p> |
| <p>If you try to put people into boxes it is an old fashioned approach. People might act from the one angle at a certain point and the next moment from another.</p> | <p>IDRolBox IDRolHybrid</p> |
| <p>Putting people into boxes is an old marketing technique.</p> | <p>IDRolBox</p> |
| <p>Inductive: Cross channel approach</p> | |
| <p>I do not have an answer for what can be accomplished on Facebook and what not. If you narrow it down too much, I am sure you will not be successful. It is not that simple. You cannot see it separately from the rest of your activities.</p> | <p>IDCroPartof</p> |
| <p>I would use Facebook completely in a multi channel way. Throw it out in the air; present it everywhere and various times of the week.</p> | <p>IDCroPartof</p> |
| <p>People must be capable of finding your stories everywhere. You must be very consistent in the messages and the tone of</p> | <p>IDCroPartof IDGoaPlayground</p> |

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| voice you are sending across. | |
| Try 1000 things and be active on all kinds of platforms. Post in environments relating to Enviu. Make yourself visible as an organization. | IDTry |
| You have to cross-post messages on Twitter or other specialized blogs. | ISCroPost |
| It is not only Facebook; there are more groups out there. | IDRolGoodbutContentwell |
| Make your audience larger. You have to increase the group around your organization. You could even start calling other platforms and tell your stories. | IDTry |
| Role of communication capabilities | |
| Certain people react to videos, certain people react to text, certain people react to pictures. So you have to present all there is. | IDCapUse |
| It does not make much difference whether it is a professional video. I do not know what kind of content you have, but it does not all have to be professional stuff. | IDCapNotProf |
| Give people a voice. You can start interviewing people that are involved with the organization. A short video of 2 minutes max. If you make a video of someone from the organization it shows authenticity; it shows who people really are. And even make selfies, that is the real thing; "I couldn't care less". Show to the world who the organization is. It is part of your identity. | IDCapShort ConAuthenticity IDGoaPlayground IDCapNotProf |

Coding Transcript 7

| Topic | Code |
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| Facebook features | |
| The more interaction you have, the bigger the chance that you show up in the timeline of people. It is all about interaction. | AlgRegularInteract |
| Advertisement can help a little, but just do it with content of which you already know that it works. Do not promote updates that have | IDGoaWorthResult |

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| no likes and else. It makes no sense to promote these. You have to start with things that really work. | |
| People can chose from which pages they want to have alerts | |
| It is really important to get shares. Then the reach of your page will grow very big and you will also get more likers, because other people, who are not connected to you, will share your content. | |
| Role of Facebook/How people use it | |
| My experience is that updates between 1 and 3 pm are seen the best. Especially updates from organizations and not private ones | |
| I think Facebook is getting more and more important. | IDRoleImportant |
| Google+ could also be an interesting platform for your kind of organization. Twitter, Google+ and Facebook are the most important at the moment, but for an organization like yours Instagram or Pinit can also be interesting, if you use a lot of photos. | IDRolGoodbutContentwell |
| The role of goals | |
| I am not sure if you have a focus or strategy in the kind of information you want to share. What is the goal with the page? | IDGoaGoalBehind |
| When your indirect goal with Facebook is that people participate in projects or share their ideas; I cannot really see this in the content on Facebook | IDGoaGoalBehind IDGoaAct |
| As an organization you have to look into what do you really want people to do on your page; what do you want to tell them or what do you want to get back from them and that you try to concentrate on the page to reach those effects. That people share information with you or ask questions. | IDGoaAct ConDirectCommive |
| What is the real special thing about your page? | IDGoaAct IDGoaPlayground |
| A Facebook page is not a website. It is about the goal you want to reach. What do you | IDGoaAct ConDirectCommive |

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| want from the people who like this page and what do you want to tell them? What do you want to hear from them? Ask yourself these questions and look for content that supports this goal. | |
| Content that does not work | |
| You share a lot of information, but you do not always ask questions | DisAbundance |
| Many posts are interesting, but not tempting or engaging for users | IDConTease |
| Your content is nice to know, but not nice to share | |
| Content that does work | |
| Ask people, you know from real life, to ask their questions and share their projects on your page. | IDConQuestionsInvolve (but people you know) |
| And also ask people within your organization to share content and like things. This can be a start. That is the hardest part | IDConQuestionsInvolve (but people you know) |
| You really have to figure out what content people like | |
| When your indirect goal with Facebook is that people participate in projects or share their ideas; I cannot really see this in the content on Facebook | ConDirectCommive IDGoaAct |
| Or sometimes it can help to look for people in the real world that you have contact with and ask them to ask their questions or share their example also on your Facebook page. People you know from real life are probably more prepared to do so. And at the same time, when people see that content on your page they might think “hey this is a really great idea” or “I have more ideas myself; lets share that” . Now it looks like a more static page, where you publish interesting information, but what is the real special thing about your page? | IDConQuestionsInvolve (but people you know) IDGoaPlayground ConInfoSharing |
| So if you want to engage people, you could say “we have a really great example of this and this”, add a picture and ask people “do | ConAction ConInfoSharing |

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| you have examples yourself?” If you do that the engagement will grow automatically. | |
| The basics are, have shareable content, challenge people to react, engage people outside Facebook to engage with the page and try to focus. | |
| It might work to try to get replies by asking questions or having bold statements which force people to react. | IDConQuestionsInvolve IDConTease |
| Look for things that really engage people. Ask people “what can we do with this” “What would you do with this and this problem?” | IDConQuestionsInvolve ConAction ConCollaboration |
| There are two basic things of content. One is things people really like to share because they are funny or they have not seen it before, like “Ah, you should see this thing, I have never seen this before”. People like to share such things. | IDConFun EngSatisfySocial EngSocialAcceptance |
| The second thing is to ask questions. Then you really ask people to reply or to react. These two things can strengthen the reach you have. | IDConQuestionsInvolve ConAction |
| Look into what kind of your earlier posts had a lot of likes. What did work? Those are probably for your likers the most interesting things. | |
| Relationship building | |
| Inductive: Need to know likers on Facebook | |
| To know people? Of course it is always better to know what kind of people do like your page. You could look into the profiles of the people and what their backgrounds are. You could also do a short survey, but at the moment, the chance, that people even see your survey, is low. | |
| Inductive: Cross channel approach | |
| Role of communication capabilities | |

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| I think that pictures have to be very well made before people want to share or they have to be very personal | |
| Cartoons and info graphics are working very well. So if you are able to illustrate simple problems or things in info graphics this would be good | |
| And I think videos of cool inventions are also working well | |
| General | |
| And it is also about try and error. | |
| But you cannot really make big mistakes. It is always try on error | |
| Why people connect to organizations | |
| The main purpose for people to connect to organizations is probably to look for something that shares their personal interest and which relates to their private life. So when you relate to their private life or to their private goals in life, it might be better than it is for technical or distant. | IDConInterest EngCreateIdentityAimsLife EngSatisfyInterests |
| Why people engage | |

9. Assessment criteria for successfully engaging Facebook posts and assessment

| Assessment criteria textual content | Interviewee | Theory part and theory | Assessm. criteria page | Interviewee | Theory | Extent to which content is responsive to engagement factors | Interviewee | Theory part and theory |
|--|-------------|-----------------------------|---|-------------|--------|---|-------------|--|
| Short and simple | 4, 9 | | Focus is clear/Ident ity as red line/clear playgroun d | 4, 5, 6, 7 | | 1. Source of benefit | | 1.2, Social Capital |
| Authentic | 3, 4, 9 | 1.3 Authenticity | Cross- channel approach | 4, 5, 6 | | 2. Exposure to novel ideas | | 1.2, Bridging social capital |
| Engaging/Teasing text | 4, 7, 9 | | Diverse posts and media | 5 | | 3. Employment information | | 1..2, Bridging social capital |
| Informal | 4 | | Consistenc y in messages | 6 | | 4. Broadened worldviews | | 1.2, Bridging social capital |
| Creates emotion | 4, 6 | 1.4 Contagion of emotion | Consistenc y in tone of voice | 6 | | 5. Useful information source | | 1.2, Bridging social capital |
| Surpr./Uncommon content | 4 | | | | | 6. Distribution of norms and values | 5 | 1.2, Bridging social capital |

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| "Don't know what it is about, but want to know more" feeling "do not describe the content of a video, but give a teasing text with it | 4 | | | | | 7. Distribution of preferences | 7 | 1.2, Bridging social capital |
| Social | 4 | 1.2 Social acceptance | | | | 8. Social acceptance | 3 | 1.2, Social acceptance |
| Open house: | 4 | 1.3 Information sharing | | | | 9. Creation of social identity by sharing: as whom people want to be perceived, consumption, aims in life, impression management, rules and roles/social and psychological needs | 5, 7 (aims), 3 (impression) | 1.2, Social identity creation |
| Direct/clear communication | 4, 5, 6, 7 | 1.3 Information dissemination | | | | 10. Expression of support that is shared with network | 3,4,5 | |
| Show how things are created/what you are working on, show who you are | 4, 6 | | | | | 11. Match with philosophy/shared interest | 3 | |
| Involve by asking questions (for instance about though questions in the | 4, 7 | 1.3 Participation | | | | 12. Reaction to appeal to action | 5 | |

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| company) | | | | | | | | |
| Share field information | 4 | 1.3 Information sharing | | | | 13. Low barrier | 9,3 | |
| Funny | 4, 5 | | | | | | | |
| Quotes | 4 | | | | | | | |
| Pull marketing | 4 | | | | | | | |
| Moral content/Values | 5 | 1.2 | | | | | | |
| Actionable content | 5 | 1.1 Interaction, 1.3 Participation, collaboration | | | | | | |
| Giving | 5, 6 | | | | | | | |
| Interview employees and people who are connected, Provide content from people you know | 6, 7 | | | | | | | |
| Share enthusiasm | 4, 6 | | | | | | | |
| Share knowledge | 6 | 1.3 Dissemination of information | | | | | | |
| Bold statement | 7 | | | | | | | |
| Many shares | 4, 7 | 1.1 Values | | | | | | |
| Assessment capabilities | | | | | | | | |

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|---------------------------------------|------|-----------------------------------|--|--|--|--|--|--|
| Pictures have to be well made | 7 | | | | | | | |
| Videos do not have to be professional | 4, 6 | | | | | | | |
| Includes picture or video | 7 | 1.4 Communication capabilities | | | | | | |
| Visual (pictures and videos) | 4 | | | | | | | |
| Video selfies | 6 | | | | | | | |
| Emotional reaction | | 1.4 Communication capabilities | | | | | | |
| Must be relevant | | 1.4 Communication capabilities | | | | | | |
| Cross channel | 6 | | | | | | | |
| Graphics | 7 | | | | | | | |

| Organization and description of post | Eng. 27 May | Assessment textual content | Assessment communication capability | Assessment engaging factor include this in comparison with theory - part 3 | Comment | What can be learned from it | Translation for Enviu |
|--|---------------------------------------|--|--|--|---|--|---|
| <u>For-profit Coca-cola,</u> Description of posts follow | | | | | | | |
| Cover picture shows happy soccer fans with slogan "Fans, are you ready?" | n.a. | 6a creates emotion 22a Share enthusiasm 5a informal 2a short and simple | 27b pictures are well made | 9g Creation of social identity 8g Distribution of preferences | strongly emotional, responds to proud of fans, enthusiasm | uses sponsorship to create enthusiasm and connect with fans | |
| 10.03. 2014 picture shows laughing teenage boys from Nicaragua with the text "Richard Berrios, Luis Catro, Gener Almanza and Yorling Tenorio. Nicaragua. It's their cup. It's Everyone's Cup. What does The World Cup mean to you?" plus a link to another | 2.944 likes, 634 comments, 111 shares | 6a creates emotion 22a Share enthusiasm 3a authentic 4a teasing 8a do not understand, want to know more 5a informal | 27b pictures are well made 32a emotional reaction | 9g Creation of social identity: as whom you want to be perceived, social needs | strongly emotional, Cola uses soccer world cup | pictures of people raise emotions, events like the world cup can be used to connect to people and start a dialogue | use current events to connect with people |

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| action page of Cola on Facebook | | | | | | | |
| 16.12.2013 picture shows laughing women in soccer dress, one with headscarf and text ""Football makes me free; it gives me freedom." - Meet Nevin Alkolyb from Palestine. It's their cup. It's Everyone's Cup. What does The World Cup mean to you?" | 6018 likes, 1155 comments, 289 shares | 6a creates emotion 3a authentic 4a teasing 8a want to know more 5a informal | 27b pictures are well made 32a emotional reaction | 9g Creation of social identity: as whom you want to be perceived, social needs | shows a picture of people that you not connect with soccer: women with a headscarf, women from Palestine Content "gives me freedom" hints to political situation, emotions of people, indirectly calls for tolerance | see above plus that it is very effective to call on people's sense of freedom, tolerance and justice | appeal on people's sense of justice, freedom and tolerance, raise emotions |
| 21.05.2014 Picture of someone's' hand purring out cola to someone with text "Today is the perfect weather for ... and a glass of cold cola" | 555 likes, 84 comments, 15 shares | 13a involve by asking 2a short and simple 3a authentic 5a informal 19a actionable | 27b pictures are well made 3a relevant | 7. Distribution of preferences | people read it and start thinking about what they would like to do, they might want to share this for social reasons/friends might react | very simple text and a simple picture can activate people, make people think about what they would like to do, distract them from what they do | activate people, appeal on simple needs (spend leisure time, enjoy weather in this case), distract people |

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| 25.04.2014 Picture of similar looking sun glasses with text "Write yes if you see the mistake" | 1129 likes, 3467 comments, 57 shares | 5a informal 15a funny/entertainment 11a direct communication 19a actionable 13a involve by asking | 27b pictures are well made | | People want to find the mistake, picture is probably tricky, so people start discussing it | distract people, give them a concrete task, appeal on their willingness to accomplish tasks | easy appeals on action work, give people concrete tasks, call on their ambition |
| 29.04.2014 Picture of can of coke cooled with ice text "What's cooler than being cool?" | 564 likes, 45 comments, 16 shares | 5a informal 15a funny/entertainment 11a direct communication 3a authentic 24a bold 7a surprising content 2a short and simple | 27b pictures are well made | 8g social acceptance 9g social identity/social needs | People identify with "feeling cool", Cola shows its identity | identity is communicated, teasing and bold, simple | communicate identity with simple bold, teasing and short text plus a simple, good quality picture |

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| 16.12.2013 video plus text "Did you know that the best free style soccer player of the world lives in Rotterdam? His name is Soufiane Touzani and he has an impressive background. Rapper Winne wrote a song about it." Video with song is included. | 1000 likes, 47 comments, 87 shares | 4a teasing 8a Want to know more 7a uncommon content 20a giving 21a involve people you know | 29a includes video | 9g social identity/social needs | Interestingly people tag friends in the comments so that certain persons will see the posts | use events to tell related stories that are interesting for many people, use uncommon content, involves a rapper Cola knows to tell an uncommon story | use events/partners hips to tell related stories that are interesting for many people, use uncommon content (for instance use events that are known by many people and relate to Enviu's identity or one of its projects) involve people you know, give them a voice |
| 15.12.2013 red colour background and text "I would like it to be said that here lies a man who has done his duty on earth. That is all" plus text of cola "his words. Forever remembered" | 6410 likes, 627 comments, 338 shares | 6a creates emotion 16a quote 18a values | | 6a Distribution norms/values | strongly emotional, cola uses event of Mandela's death maybe also to strengthen its own identity | uses instance, which means something to many people in order to raise emotions and communicate identity and values | instances can also be of the nature than death, for instance important political events or use something that is in the media at that |

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| | | | | | | | moment, but should somehow match Enviu's identity |
| 13.12.2013 graphic showing shape of one man and other people in a row holding hands with text "The purpose of freedom is to create it for others" background red colour, statement of Mandela | 7529 likes, 552 comments, 408 shares | 6a creates emotion 16a quote 18a values | | 6a Distribution norms/values | very emotional, appeal to action, cola tries to show values | see above plus communication of values that mean a lot to many people | see above plus communication of values that mean a lot to many people |
| 10.06.2013 red colour background with bubbles and bottle of coke plus logo "My world. The United Nations global survey for a better world." plus text "We need all your voices to align on the greatest priorities for changing the world. Tell us your vision for the world by visiting http://www.cokeurl.com/MyWorld2015 and casting your votes! — with GD Hottrade DG Fiore and 47 others." | 5780 likes, 1553 comments, 457 shares | 6a creates emotion 11a direct communication 18a moral 19a actionable | | 12g reaction to appeal to action 10g expression of support 13g low barrier | "We need" makes it a personal message, "need you" makes user important | Cola uses the growing importance of corporate social responsibility and communicates in a smart way that it cares for a better world plus it is a direct appeal for action, clearly communicated and asks people for their opinion, implies that users' opinions | make direct, clearly communicated appeals for action, communicate the need for help and that opinion of the people is important |

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| | | | | | | are important | |
| 8.12.2011 picture of impressive vault plus text "For the first time in history, the vault containing the secret formula will be visible to the public in a permanent exhibit titled The Vault of the Secret Formula, opening today at the World of Coca-Cola" | 4471 likes, 697 comments, 2398 shares | 12a show how things are created 10a open house 8a do not know what it is | 27a Pictures have to be well made 33a relevant | 9g social needs 8g social acceptance | cola reveals secret, impressive picture | Cola is transparent and reveals a vault that has to do with their secret formula of coke (everyone knows about the formula being secret), gives users the feeling that important internal information is shared | make yourself important |

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| Analysis of page: Cola successfully manages it to create a dialogue with ist users and connect with them 2d identity is communicated throughout the posts, playground for users is created 5d, 6d consistency in tone of voice and kind of messages 4d diverse posts, but interestingly not very diverse media, but pictures that are used are in good quality and relevant and strong in the combination with text plus Cola tags people in posts, which shows the posts to people | This means for Enviu: good, relevant pictures are important and must be combined with engaging textual content, be consistent, make clear what users can expect of the page by being consistent in kind of messages and tone of voice, communicate clearly what users should do when appealing on action | | | | | | |
| <u>For-profit Starbucks,</u> description of posts follow | | | | | | | |

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|---|---|--|---|---|---|---|--|
| 22.05.2014 Picture of iced coffee in plastic cup plus text "Happy.Happy.Happy. #iced #coffee" | 69.901 likes, 772 comments, 1933 shares | 2a short and simple 5a informal 22a share enthusiasm | 27a Pictures have to be well made 33a relevant | 13 g low barrier 7g distribution of preferences | very simple picture and text raise high engagement, people might simply like to drink iced coffee and like that Starbucks offers it or talks about it | Starbucks uses hash tags in order for its post to appear under #iced and #coffee | try out hash tags on Facebook, use simple content where many people can easily identify with |
| 17.05.2014 14 seconds video of book pages being flipped and a cup of tea standing next to it plus text "Just one more chapter" | 5612 likes, 86 comments, 165 shares | 2a short and simple 3a authentic 5a informal | 28a video not very professional 33a relevant | 7g distribution of preferences 11g shared interest 8g social acceptance | simple content, calls on desire of people to read, drink a good tea and forget the time, communicate mission | communicate their mission and what it stands for, to provide heart balm | What does Enviu stand for? |
| 16.05.2014 picture=pillar with portraits in Starbucks shop with text "This pillar in our Makati City, Philippines store features portraits celebrating our baristas and customers." | 26.191 likes, 199 comments, 349 shares | 3a authentic 9a social 10a open house | 27a Pictures have to be well made 33a relevant | 13g low barrier | Starbucks shows that it values employees and customers | generate a positive image, show people that you value them and people will thank you and be proud and feel connected to company | Whom does Enviu value? |

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| 11.05.2014 pictures in black & white of moms or parents with children, friends who lost their moms, stepmoms and so on plus individual texts and album heading "To be a mum" some people on pictures have a Starbucks product in their hands | 8594 likes, 74 comments, 86 shares | 6a creates emotions 3a authentic 9a social 18a values 20a giving | 27a Pictures have to be well made 33a relevant | 6g distribution of norms/values 9g creation social identity: roles, social/psychological needs | Starbucks uses Mother's Day to raise emotions and connect people to the brand, it includes not only moms, but also people who might feel sad because they lost their moms or do not have own children | emotions and communication of values work very well, plus personal pictures that show emotions of people in combination with emotional stories, people even start to share their own pictures without being asked | Enviu could use events to tell stories of people involved in projects or positively affected by sustainable projects |
| 03.05.2014 picture of a cup of tea nicely arranged plus text "Time moves a little slower when it's time for tea" | 20.641 likes, 209 comments, 412 shares | 2a short and simple 3a authentic | 27a Pictures have to be well made 33a relevant | 13g low barrier 11g shared philosophy/interest 8g social acceptance | Here also Starbucks communicates its mission to do people good with some tea, people can easily identify with the statement | simple content is used where people can easily identify with and might share it with friends of whom they know that they have the same feeling about tea plus picture illustrates statement | try to use simple content where people can easily identify with and choose a picture that illustrates it |

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| 14.04.2014 pictures of hands making a flower arrangement, Starbucks cub next to it plus text "Plant your own garden and decorate your own soul, instead of waiting for someone to bring you flowers." | 56.122 likes, 383 comments, 2377 shares | 2a short and simple 16a quote | 27a Pictures have to be well made 33a relevant | 9g social identity: psychological needs 11g match with philosophy 4g broadened worldviews | Starbucks uses inspiring comment to connect to its users | quotes are engaging, inspires people for their own behaviour | engagement rate of quotes can be increased by combining it with an illustrating picture |
| 19.03.2014 picture of happy Oprah Winfrey on stage with a man plus text "We're so excited to announce a new partnership with Oprah Winfrey which will bring you Teavana Oprah Chai, a marvelous, spicy blend personally crafted by Oprah herself. Oprah shares our commitment to giving back, and all purchases of her new tea benefit youth education. Available at Starbucks and Teavana stores in time for Mother's Day. http://sbux.co/1nyt1kB #giveback" | 13.061 likes, 753 comments, 1026 shares | 3a authentic 10a open house 12a show what you work on 22a share enthusiasm | 27a Pictures have to be well made 33a relevant | | Starbucks shares enthusiasm, announces a partnership with a Oprah Winfrey and announces a new flavour. Even though the post is quite long, it is valuable content | Share enthusiasm instead of communicating partnerships as achievements, try to make a communication message reach in content | Share enthusiasm instead of communicating partnerships as achievements, try to make a communication message reach in content |

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| <p>Analysis of page:</p> <p>2d part of the mission (heart balm for people) are communicated throughout the posts, impact factor is not often communicated and got in cas of post with Oprah Winfrey critical comments</p> <p>4a posts and communication capabilities are diverse (pictures and video), but many posts including harmless posts with pictures of coffee and are very engaging</p> <p>6d applies consistent tone of voice and sort of messages</p> <p>Note: from April to May 2014 Starbucks seemingly changed its strategy from long posts including stories (4 rows) including links to the website to short posts with simple content (1-2 rows) including hash tags=led to boom in engagement!</p> | <p>This means for Enviu:</p> <p>try out simple, short content, which is interesting for a great amount of people and where people can easily identify with, posts generate positive emotions, mission should be red line</p> | | | | | | |
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| <u>Non-profit Greenpeace,</u> Descriptions of posts follow | | | | | | | |
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| 27.05.2014 pictures of activists demonstrating on Statoil's oil rig plus text "ACTION! Greenpeace activists have now been protesting for over 14 hours on Statoil's oil rig to stop it drilling near the Bear Island Arctic nature reserve. Join them - help protect Bear Island >>> http://grnpc.org/Ig0w4 " | 4661 likes, 70 comments, 655 shares | 11a clear communication 19a actionable 12a show what you are working on 6a creates emotion 3a authentic | 27a Pictures have to be well made 33a relevant | 5g information source 6g distribution norms/values 9g creation social identity: rules, roles 10g expression of support 12g reaction to appeal to action | Greenpeace demonstrates action and communicates what it stands for and wants to activate people because this is an important goal for them | show your actions in form of pictures, offer relevant content which is expected from you | Enviu could show how they work on projects in emerging countries, maybe define what kind of work or actions different projects have in common and communicate about such actions |

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| <p>27.05.2014 picture of activists entering an oil rig including the logo "Save bear island - because there is no planet b" and text "BREAKING: Statoil is granted permission to drill near Bear Island.</p> <p>Greenpeace activists have scaled Statoil's rig to prevent oil drilling in the most northernmost well in the Norwegian Arctic, near the Bear Island nature reserve.</p> <p>The Norwegian government can stop Statoil's reckless drilling. Tell them now >> http://grnpc.org/Ig0w7"</p> | <p>5397 likes, 95 comments, 1538 shares</p> | <p>11a clear communication 19a actionable 12a show what you are working on 6a creates emotion 3a authentic 6a creates emotion 4a teasing text</p> | <p>27a Pictures have to be well made 33a relevant</p> | <p>5g information source 6g distribution norms/values 9g creation social identity: rules, roles 10g expression of support 12g reaction to appeal to action</p> | <p>picture in combination with logo lets the user directly notice that it's about an action, that it's about saving bear island, that it's about protecting the planet and that it is likely that the are asked to do something</p> | <p>think exactly about what you want to communicate and try to express the whole message in a picture, probably people look at picture first and are then motivated to read text, Greenpeace clearly communicates what it wants people to do</p> | <p>think exactly about what you want to communicate and try to express the whole message in a picture, probably people look at picture first and are then motivated to read text, Greenpeace clearly communicates what it wants people to do</p> |
| <p>23.05.2014 picture of a hatching turtle including text "Hello world! It's turtle day!" and text "Hey world, today is Turtle Day!!! http://grnpc.org/Ig0pX</p> <p>Let's give these amazing creatures a hand by</p> | <p>22.028 likes, 406 comments, 6410 shares</p> | <p>2a short 6a creates emotion 15a funny 19a actionable</p> | <p>27a Pictures have to be well made 33a relevant</p> | <p>13g low barrier 12g reaction to appeal to action 8g social acceptance 10g support</p> | <p>simple cute picture is very effective, protection of cute little animals is effective, easy action for users to support ocean sanctuaries</p> | <p>cute pictures and stories from animals work, simple content works</p> | <p>keep it simple, include cute pictures</p> |

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| supporting ocean sanctuaries: http://grnpc.org/Ig0pe " | | | | | | | |
| 22.05.2014 picture of ape including text "8.74 millions species live on earth - happy world biodiversity day to every single one!" plus text "Share this image to celebrate the magic of our planet!" | 8917 likes, 73 comments, 4301 shares | 11a direct communication 19a actionable content 22a share enthusiasm | 27a Pictures have to be well made 33a relevant 32a emotional reaction | 13g low barrier 12g reaction to appeal to action 8g social acceptance 11g match philosophy/interest | it's very easy for users to support biodiversity by simply sharing a picture | it is effective to appeal on people's desire to become active for a good reason, especially if they have to do so little for it | What would people be willing to share that matches Enviu? Must be something where they have the feeling they support something or do good |
| 24.05.2014 picture of stadium terrace and unfolded banner of Greenpeace stating "Gazprom: Don't fool the arctic" plus text "10 Greenpeace UK activists went to the Champions League football final tonight to give Gazprom a red card", with a link to an article. Under the picture beginning of the article was shown stating that activists wanted to unfurl | 8026 likes, 103 comments, 1045 shares | 12a show what you are working on 3a authentic 18a moral content/values | 33a relevant | 9g creation of social identity 10g expression of support | users, who comment on the action praise it and did seemingly not read the beginning of the article stating that the action could not be conducted | Users are attracted by visuals and do not always read all given information, from this it can also be learned that an action of engagement can be a very quick decision without properly reading all information | Enviu should consider what is given under "what can be learned from it" |

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| a banner, but were arrested before. | | | | | | | |
| 21.05.2014 picture of arctic ice including slogan "It's not an investment if it's destroying the planet" plus text "Join the global movement to #SaveTheArctic and start making history: http://act.gp/1o4OaCx " | 8510 likes, 53 comments, 3187 shares | 18a moral content/values 2a short | 27a Pictures have to be well made 33a relevant 4a teasing 8a do not exactly understand, but want to know more | 6g distribution of norms/values 9g creation social identity: roles, social/psychological needs | moral appeal that communicates a problem in a simplified way, picture illustrates statement, "join the global movement and start making history" is a tempting invitation | pictures that illustrate included slogans are strong simplified content that calls on moral works, formulation is teasing | pictures that illustrate included slogans are strong simplified content that calls on moral works teasing formulations, where the user does not directly know what it is about, work |

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| Analysis of page 2d Greenpeace clearly communicates its identity and offers a playground with clear instructions what users shall do 5 and 6d Greenpeace is consistent in its tone of voice and relatively consistent in messages 4d posts and media are diverse: pictures, videos, links | This means for Enviu: Enviu can try to strengthen reach of quotes by illustrating the meaning with a picture, could try to call on moral of people and offer them a simple expression of support by clear call for action like sharing, could try cute pictures and other things that Greenpeace does (generally has to define what kind of similar posts could fit Enviu and which ones not) | | | | | | |
| <u>Bill & Melinda Gates Foundation</u> , Descriptions of posts follow | | | | | | | |
| 28.05.2014 picture of a young women studying outsides, next to her a boy and articles of daily use in developing countries plus text "A few reasons why menstruation hygiene matters." and a link to article in guardian about the topic | 741 likes, 27 comments, 148 shares | 2a short 14a share field information 23a share knowledge 20a giving | 33a relevant 34a cross channel | 5a useful information 11g match philosophy/shared interest 6g distribution norms and values | Foundation gives field information concerning a topic which is important to them | share information which is interesting for your users | share information which is interesting for your users |

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| 27.05.2014 video with slogan "Melinda Gates on the global family planning revolution" with text ""Women in seven countries now have access to more contraception options, where there just wasn't access before." Melinda Gates shares concrete progress happening in the global family planning movement. via The Guardian" | 1250 likes, 57 comments, 115 shares | 3a authentic 12a show what you are working on 10a give organization face 21a show people involved in organization 23a share knowledge | 33a relevant 34a cross channel 30a includes video | 10g support 9g creation of social identity: as whom they want to be perceived, impression management 5a useful information 6g distribution of norms and values | it seems like founder of organization talks to people personally via Facebook, makes the foundation very personal by showing what the founder has to say on topics, to the same time it shows that media reports about them and achievements are communicated | Communicate on Facebook when the press talks about you, give your organization a face, decrease distance between users and founder/organization, communicate achievements by letting someone from the organization talk about it | Communicate on Facebook when the press talks about you, give your organization a face, decrease distance between users and founder/organization for instance by taking picture or making short video from Stef talking about e.g. achievements |
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| 22.05.2014 graphic illustrating that health inequality gap can be almost eliminated by 2035 with text "The right health investments today can virtually eliminate global health inequality within a generation. Here's how: http://gates.ly/1jFpWNt " | 862 likes, 30 comments, 140 shares | 3a authentic field information 12a show who you are 22a share enthusiasm 6a creates emotion | 34a cross channel 30a includes link 35a graphic | 9g creation of social identity: impression management 6g distribution of norms and values 8g social acceptance | Foundation shows that it knows the solution to health inequality, include link to content of own website, offer their target group content it wants to see about how to solve problems, positive way of communicating, users want to share positive news, where emotions are connected to | even though the post does not obviously raise emotions, the message does, achievements are shown in a subtle way, website is included | give concrete examples of how Enviu can solve problems by giving the solution first and then communicating that it is you who has it integrate website |
| 22.05.2014 picture of a smiling, happy baby with link to a news site stating "fewer babies are dying around the world than ever before" plus text "Great News. Via Bill Gates" | 1826 likes, 62 comments, 190 shares | 6a creates emotion 2a short and simple 3a authentic 14a share field information 21a involve people you are | 30a includes link 33a relevant | 9g creation of social identity: impression management 6g distribution of norms and values 8g social acceptance | foundation uses a simple pictures with a simple text in order to spread positive news that people like, by sharing link to news item, the news page will probably | use a simple post with positive news that raises emotion to reach many people, this is even increased by including a news item from an external page | use a simple post with positive news that raises emotion to reach many people, this is even increased by including a news item from an |

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| | | connected with | | | also share the foundation's post on Facebook | | external page |
| Analysis of page 2d identity clearly communicated throughout the posts 3d cross channel approach is used 5d and 6d consistency in messages and tone of voice The foundation manages it very well to communicate its identity and people engage without being asked for it, they do spontaneously share posts and comment on them, probably because they just find the content so worth knowing that they want to share it with their network; next to this the foundation manages it to communicate its achievements, to give the organization a face and to decrease distance between at least Melinda Gates and the users | This means for Enviu: Enviu can learn from it that the distribution of information and knowledge can also be engaging when the news are really important to people and the people might also be emotionally attached to it or share the same values; in addition Enviu should involve people they are connected to, offer field information and link to its website content | | | | | | |

