Customer Engagement & Loyalty Cultivation Through Social Media:  
A Small Business Perspective

Bachelor Thesis within Business Administration

Author:  
Kristin Magnusson  
Marilyn Starkenberg  
Jacob Åman

Tutor:  
Naveed Akhter

Jönköping  
December 2013
Acknowledgements

We would like to express our gratitude to several people who made this thesis possible.

First, we would like to thank Naveed Akhter, our advisor for this thesis, for the invaluable feedback he provided during the writing process.

Next, we owe a huge thank you to Angela Hafström and Katarina Wadsby from Mormor Magda’s Därproducerade Glass. They shared much of their time and thoughts with us, and we feel fortunate to have been able to work with them in our research.

And last, but certainly not least, we would like to thank one person who helped us along the way: Tomas Müllern took time to help us when we needed it the most, and for that we are grateful.

Kristin Magnusson, Marilyn Starkenberg, and Jacob Åman

Jönköping International Business School
November 2013
# Bachelor’s Thesis in Business Administration

<table>
<thead>
<tr>
<th><strong>Title:</strong></th>
<th>Engagement &amp; Loyalty Cultivation Through Social Media</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Authors:</strong></td>
<td>Kristin Magnusson, Marilyn Starkenberg, and Jacob Åman</td>
</tr>
<tr>
<td><strong>Tutor:</strong></td>
<td>Naveed Akhter</td>
</tr>
<tr>
<td><strong>Date:</strong></td>
<td>2013-12-09</td>
</tr>
<tr>
<td><strong>Subject terms:</strong></td>
<td>Social Media, Customer Engagement, Customer Loyalty, Mormor Magda’s Därproducerade Glass, Social Media Marketing, Small Business.</td>
</tr>
</tbody>
</table>

## Abstract

**Background**

Social media is a constantly growing medium for communication that enables companies to interact with current and potential customers. It is of utmost importance that companies learn how to use social media in order to engage their customers, which will lead to greater customer loyalty. There is a large amount of literature on social media and customer loyalty separately, but not on how these subjects relate and interact. Therefore, the case study performed involving Mormor Magda’s Därproducerade Glass will put focus on the activities that engage customers, which can lead to loyal customers.

**Purpose**

The purpose of this thesis is to develop a better understanding of how small firms increase customer engagement through social media, leading to the creation of greater customer loyalty.

**Method**

A qualitative approach to the research has been chosen which consists of a single case study that will allow for a deeper analysis of the subject. Data collection was performed through two interviews with the owners of the case study company and several observations of the company’s social media uses.

**Conclusion**

By following the model provided in this thesis, more effective uses of social media for a small business are demonstrated, which will engage customers and enhance the company’s image, leading to greater customer loyalty. This model will also give a business a simplified picture of social media uses and how to use them properly. The case study shows a business the types of posts that are effective in engaging customers: frequent updates, prompt responses to all queries, and a focus on the specific social media platforms that are the most fruitful for each particular business’s needs.
# Table of Contents

## 1 INTRODUCTION

1.1 BACKGROUND  
1.2 PROBLEM  
1.3 PURPOSE  
1.4 RESEARCH QUESTIONS  
1.5 DEFINITIONS  
1.6 CONTRIBUTION  
1.7 DELIMITATIONS  
1.8 DISPOSITION  

## 2 THEORETICAL FRAMEWORK

2.1 SOCIAL MEDIA  
2.2 CUSTOMER ENGAGEMENT  
2.3 CUSTOMER LOYALTY  

## 3 METHOD & DATA

3.1 METHODOLOGY  
3.1.1 RESEARCH PHILOSOPHY  
3.1.2 RESEARCH APPROACH  
3.2 METHOD  
3.2.1 RESEARCH STRATEGY  
3.2.1.1 Case Study Strategy  
3.2.2 DATA COLLECTION  
3.2.2.1 Interviews  
3.2.2.2 Observations  
3.2.3 DATA ANALYZATION  
3.3 THE CONTEXT OF THE STUDY  
3.4 TRUSTWORTHINESS  
3.4.1 ETHICS OF STUDY  

## 4 EMPIRICAL FINDINGS

4.1 CASE STUDY  
4.1.1 COMPANY DESCRIPTION  
4.1.2 INTERVIEWS  
4.1.2.1 Interview Summary 1  
4.1.2.2 Interview Summary 2  
4.1.3 OBSERVATIONS  
4.1.3.1 Twitter Observations  
4.1.3.2 YouTube Observations  
4.1.3.3 Facebook Observations  
4.1.3.4 Instagram Observations
Guide to figures and tables

Figures

FIGURE 1 DISPOSITION OF THE THESIS 5
FIGURE 2 SOCIAL MEDIA HONEYCOMB 7
FIGURE 3 CUSTOMER ENGAGEMENT CYCLE 9
FIGURE 4 ABDUCTION RESEARCH APPROACH 14
FIGURE 5 METHOD 15
FIGURE 6 MODEL FOR CUSTOMER ENGAGEMENT AND LOYALTY GROWTH THROUGH SOCIAL MEDIA 31

Tables

TABLE 1 INTERVIEWS PERFORMED WITH THE BUSINESS OWNERS 18
TABLE 2 OBSERVATIONS PERFORMED 19
1 Introduction

In this section, a general introduction and background to the topic will be given, to establish a foundation for the research. Following this will be an explanation of the problem identified and the importance of this research. Also included in this section will be research questions, important definitions, delimitations, contributions, and disposition of the thesis, to give a complete picture of the research undertaken and the reasons for doing so.

‘I don’t think we would exist if it wasn’t for social media.’

-A. Hafström, Owner, Mormor Magda’s Därproducerade Glass, (personal communication, 2013-10-31)

1.1 Background

Social media is a globally pervasive medium for communicating with customers and potential customers in today’s business world (e.g. Kaplan & Haenlein, 2010; Harris, Rae, & Misner, 2012; Hanna, Rohm, & Crittenden, 2011; & Baird & Parasnis, 2011). With the world becoming perpetually more connected and more users than ever on social networking sites, it is of utmost importance that a business learn how to harness these most valuable tools (e.g. Ellison & Boyd, 2008; Hanna et. al, 2011). Through social networking sites, companies are given the tools needed to reach more people than ever before, and this is a phenomenon that can be of utmost importance for smaller, resource-constrained businesses.

This will be an investigation involving a case study, examining how a small business can increase customer engagement and loyalty through social media. The different actions that can be performed within social media marketing will be analyzed in order to understand how engagement leads to customer loyalty. According to Dick & Basu (1994), customer loyalty is based on two components: customer attitude and repeat purchases. It is also stated by Sashi (2012, p. 264) that ‘both customer loyalty and customer delight are necessary for customer engagement.’ How social media can influence a customer to have a positive attitude about the company, and how to encourage repeat customer purchases will be examined, in order to show the importance of a business engaging its customers and encouraging ongoing communication with them.

In addition to theories on loyalty and social media, a study of a local small business will be used to understand how they are attempting to engage their customers through social media communications. The chosen company is Mormor Magda’s Därproducerade Glass, an ice cream manufacturer with a factory located in Taberg, Sweden.

Mormor Magda’s is a small business using Facebook, Twitter, Instagram, YouTube, and a company blog to connect with their consumers. By investigating Mormor Magda’s use
of social media, a deeper understanding can be grasped of the uses of social media to cultivate loyal customers.

1.2 Problem
Social media is a growing phenomenon with a daily high frequency of usage, with millions of people logging in on social media sites each day. On Facebook, there are 665 million users active on a daily basis (Facebook, 2013; Protalinski, 2013); Twitter has over 230 million active monthly users (Twitter, 2013; Protalinski, 2013); and Instagram has 100 million users active monthly (Instagram, 2013; Smith, 2013).

Although social media is a newer phenomenon, there is already a wealth of publications existing on the various social networking sites, who is on each site, and what the uses of each site are (e.g. Baird & Parasnis, 2011; Hanna et. al., 2011; Harris et. al., 2012; Kahar, Yamimi, Buhari, & Nabil, 2012; Kaplan & Haenlein, 2010; Kietzmann, Hermkens, McCarthy, & Silvestre, 2011; & Mangold & Faulds, 2009). There is also a large amount of literature that can be found on customer loyalty, such as what kind of people are a loyal customer, or at what stage a customer becomes loyal to a company (e.g. Dick & Basu, 1994; Kumar & Shah, 2004; Oliver, 1999; & Zins, 2001). It is delighted customers who, according to Sashi, (2012, p. 265) are more active and engaged to spread knowledge about ‘their positive experiences with a product, brand, or company.’ Grönroos (2007) supports this by claiming that it is only the very satisfied customer that has a high repurchasing rate and a tendency to engage in word-of-mouth with fellow consumers. Therefore, a focus will be on the activities that will engage customers, which may be vital to a small business. Besides repurchasing and the spread of word-of-mouth, loyal customers are also connected to economic factors like cost savings and revenue growth (Grönroos, 2007).

What is not yet investigated is how social media can impact customer loyalty. It is important to study this since it is full of possibilities for companies who would like to cultivate loyal customers, and so many consumers are now existing online, with that number steadily increasing (The World Bank, 2013). It is therefore of great importance that companies can reach out and strengthen relationships with customers via social media (Lewis, 2013). With a good relationship established and high level of customer satisfaction, it is more likely that the customer will spread the word and experience to other potential customers (Sashi, 2012), so there are a number of benefits involved. Despite all the recognized advantages of establishing a relationship with customers, it is still not known how companies can reach out to current and potential customers who are active on social media, in an attempt to actively engage them and turn them into loyal customers.

Because there is a need for further research, this thesis will investigate the link between social media and engagement in the cultivation of loyal customers. Companies must understand that the phenomenon of social media will continue to grow, and all the opportunities that come with it will do so as well. Creating a guide or framework for a company
to follow in endeavoring to increase engagement through social media would be a useful tool for creating loyal customers. Studies show that newspaper reading is decreasing, especially among youths since they do not want to pay for newspapers, and would rather use the Internet to gather the same information (Bergström & Wadbring, 2008), so the use of more traditional channels used for reaching customers must be reconsidered. The average usage of the Internet worldwide was over 75% in 2010 (Farrell & Petersen, 2010). Therefore, with the decrease of these more traditional channels, the study of these popular social media channels and what they can do for a small business is of utmost importance.

1.3 Purpose
The purpose of this thesis is to develop a better understanding of how small firms increase customer engagement through social media, leading to the creation of greater customer loyalty.

1.4 Research Questions
The research questions that will function as a base and guide during this thesis are the following:

Research Question 1:
How does a small business use social media to create customer engagement, and how does this influence customer loyalty?

Research Question 1a:
Why create customer loyalty through social media, and not through other, more traditional means?

1.5 Definitions
Customer engagement: Customer engagement is, according to Sashi, (2012, p. 256) ‘an intimate long-term relationship with the customer.’ Customer engagement is also how companies can build interactions with customers in the purpose of making them deeper, more meaningful, and sustainable. It is based on experiences and is a process of making a relationship (EIU, 2007b).
**Word-of-mouth:** WOM is a consumer-dominated channel of marketing communication where the sender is independent of the market. It is therefore perceived to be more reliable, credible, and trustworthy by consumers compared to firm-initiated communications (Schiffman & Kanuk, 1995; Arndt, 1967).

**Social media:** 'A group of internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of User-Generated Content.' (Kaplan & Haenlein, 2010, p. 61).

**Customer loyalty:** Customer loyalty is defined by Kumar & Shah (2004, p. 318) as ‘a behavioral measure’ including different ways of measuring purchases. It is also customers’ willingness to strengthen relationship through making an investment or personal sacrifice (Reichheld, 2003).

**Social networking sites:** ‘Social networking sites are applications that enable users to connect by creating personal information profiles, inviting friends and colleagues to have access to those profiles, and sending e-mails and instant messages between each other’ (Kaplan & Haenlein, 2010, p. 63).

## 1.6 Contribution

This is, in our opinion, one of the first explorations into a small business creating customer loyalty by engaging people through social media tools. There is very little research at all that links these ideas together, though much recent research has been done on social media (e.g. Baird & Parasnis, 2011; Hanna et. al., 2011; Harris et. al., 2012; Kahar et. al., 2012; Kaplan & Haenlein, 2010; Kietzmann et. al., 2011; & Mangold & Faulds, 2009), customer loyalty (e.g. Dick & Basu, 1994; Kumar & Shah, 2004; Oliver, 1999; & Zins, 2001), as well as on customer engagement (e.g. Sashi, 2012: EIU, 2007b), as separately researched subjects. In our research, we find that a clear link can be made from a small business’s social media behavior to engaging their customers. How a business behaves online can greatly affect how their customers feel about them, if they will purchase again from the company, and can also be a deciding factor for potential customers.

One finding of our thesis is that a business can participate in behavior via social media that will in turn engage customers, which will result in greater customer loyalty. In addition to this, we have found through a case study that choosing a social media site appropriate to a particular business, updating the social media frequently, and responding to all customer queries will encourage customer engagement, which in turn encourages customer loyalty.

This thesis contributes in two ways, both to existing literature and in practical application. Academically, the research contributes to social media literature by providing a framework of theories which have been combined with supporting empirical evidence to guide
a small business through the process of using social media to engage customers and increase customer loyalty. The application of the case study contributes to important aspects of the model and demonstrates how it is used in a real-life setting. It is a connection not yet made substantially in academia and contributes with a unique context from this particular case study.

The understanding of how different aspects of social media, customer engagement, and customer loyalty interact is expanded. Practically, this assists small businesses by providing a guide to follow in fostering customer loyalty through the business’s social media activity.

1.7 Delimitations

This thesis will focus on social media; not on social media as a phenomenon, but rather, on social media as a tool to engage a business’s customers. The thesis will not concentrate on how companies in general use social media. Instead, an investigation will be conducted on how small businesses can use social media tools in order to engage their customers.

The results of our findings will not be measured in profitability or any other economic terms, since engagement is more relevant to be presented in metrics such as number of replies or other activities on the case company’s social media sites.

It should be noted that a specific, defined type of company, such as an SME or micro-business, will not be used. A specific definition of a firm based on annual turnover and number of employees would be misleading for our case, since it involves a startup business with a constantly changing structure.

1.8 Disposition

This thesis is structured in the following way: first the background of the topic was given, to give an understanding of the context. Next, the theoretical background of the concepts used in the research will be given, to understand the roots of these different aspects, as well as to explore the ideas and theories of previous literature on the subject and build on existing theories from the empirical findings of the case study. The method used will be discussed in order to give an understanding of how this research was conducted, followed by a description of empirical results from the chosen case study. Finally, these results will be analyzed in conjunction with the previous literature and established theories, and conclusions will be drawn from this discussion.
2 Theoretical Framework

This chapter provides an overview of previous research on the subjects being investigated, as well as offering an illustration of theories considered fundamental for analysis of the data. It is a review and discussion of previous relevant literature and concepts.

2.1 Social media

The importance of social media has been well-documented. Kaplan & Haenlein (2010, p. 67) succinctly express, ‘Everything is about social media.’ Furthermore, Hanna et. al. (2011, p. 265) feel that in the era of Web 2.0, ‘consumers are dictating the nature, extent, and content of marketing exchanges.’ The same authors also discuss the importance of a social media-driven business model. Not only that, but other social media-driven activities such as networking ‘allow a business to gain access to resources that might otherwise not be available to them’ (Harris et. al., 2012, p. 337).

Hanna et. al. (2011, p. 267) also state, ’It is clear that the interactive digital media platforms are changing the marketing landscape, and the nature and sources of information and connectivity are vast, in effect creating a 24/7 collaborative world.’ This creates empowered consumers (Hanna et. al., 2011), who need businesses that can keep up with the technological changes and new opportunities and demands they bring.

Kahar et. al. (2012, p. 564) state, ‘In business, social media have been used widely in many aspects, such as for social networking, promoting products, and getting new customers.’ Baird & Parasnis (2011, p. 30) agree that these are useful aspects of social media use for a business, and add more specifics, saying: ‘Social media holds enormous potential for companies to get closer to customers and, by doing so, facilitate increased revenue, cost reduction and efficiencies. Kaplan & Haenlein (2010) add blogs and content communities to this list as opportunities for businesses in utilizing social media. Mangold & Faulds (2009) agree, saying that social media can provide networking platforms, to use blogs as a social media tool to engage customers, as a promotional tool, and also to provide information. As Sashi (2012, p. 268) states, ‘User-generated content can greatly enhance customer satisfaction, loyalty, and/or delight, especially as customer needs change over time,’ making social media where users contribute content vital to businesses trying to cultivate customer engagement and loyalty.

It is critical for a company to understand how social media sites work and the process of customer engagement in order to determine which social media vehicles are appropriate for each company in cultivating loyal customers. To this end, Kietzmann et. al. (2011) have developed a model made of seven functional building blocks that make sense of the social media ecology, to understand which sites will help a small business’s objectives and how to engage customers via each site, because ‘Engaged customers are likely to
recommend products to others, e.g. by word-of-mouth, blogs, social networking, comments on web sites, etc., and even add value by providing user-generated content’ (Sashi, 2012, p. 258).

Kietzmann et. al’s (2011) model shows that social media sites are made up of combinations of seven different functional building blocks. This allows examination of what each site is able to do for a small business. Then, the implications of each block can also be considered.

These functional building blocks are as follows (Kietzmann et. al., 2011):

- **Identity**, which describes how much of their identity users disclose online. The implications for companies wanting to engage in social media for this are privacy-related, about how much information is revealed about a person, and if businesses use the personal information they have access to in ways the users are comfortable with.

- **Conversations** is users talking to other users. The implication of this is to track the direction of conversations, which companies can shape or begin.

- **Sharing** represents the extent to which users share content with each other. The implications here are to find out what users can have in common with each other, and to determine what else they would be interested in based on these commonalities.

- **Presence**, which represents the function of knowing where other users are in the virtual and/or real world. The implication for businesses is to be able to know when people are available, and where they are.
- **Relationships** demonstrates the association users have with one another. From this, a company can determine who the influencers are in social media sites that may be useful to connect with, and the connections they have with others who they might have an impact on.

- **Reputation** can denote different things on the various social media sites, but shows how much users know the standing of other users in the online community. The implication of this functionality is that firms need to choose an effective metric to measure their reputation and the reputation of their users.

- **Groups** is the last functional building block of social media, and this shows the degree to which users can be associated together. Users will group their contacts according to whatever metric is best for their uses of the site, and they are able to join groups online as well. A firm may do well to study how groupings are made on each individual social media site and how this would affect their goals and objectives in the company social media plan.

Kaplan & Haenlein (2010) give a set of guidelines to follow in social media to ensure these tools are used properly. If not used properly, customer won’t be engaged and interact with your company, and customer loyalty will then be difficult to cultivate in social media. To this end, Kaplan & Haenlein (2010, p. 66) admonish companies to remember these five points:

- **Be active.** Social media is about sharing and interaction, so ensure that your content is always fresh and that you engage in discussions with your customers.

- **Be interesting.** If you would like your customers to engage with you, you need to give them a reason for doing so. The first step is to listen to your customers: find out what they would like to hear; what they would like to talk about; what they might find interesting, enjoyable, and valuable. Then, develop and post content that fits those expectations.

- **Be humble.** Never forget that social media existed before you decided to engage in them. Before you enter any application, first take some time to discover it and to learn about its history and basic rules.

- **Be unprofessional.** Firms would be wise to avoid overly-professional content offerings. Instead, try to blend in with other users and don’t be afraid to make mistakes.

- **Be honest.** And respect the rules of the game. Some social media may not allow companies to be involved--such as Wikipedia--so do not try to force your way in.
2.2 Customer Engagement

Social media can cultivate customer loyalty through engaging customers in several ways. ‘Social media with its ability to facilitate relationships may help realize the promise of the marketing concept, market orientation, and relationship marketing by providing the tools to better satisfy customers and build customer engagement’ (Sashi, 2012, p. 255). Furthermore, Sashi adds that ‘Engaged customers become partners who collaborate with sellers in the value adding process to better satisfy their needs as well as the needs of other customers. The interactivity of social media greatly facilitates the process of establishing enduring intimate relationships with trust and commitment between sellers and buyers’ (Sashi, 2012, p. 260). Sashi has made customer engagement into a cyclical process:

![Customer engagement cycle by Sashi (2012, p. 261)](image)

The cycle starts with a connection. Because of the prevalence and popularity of social media, connecting with a wide audience and a variety of people is simpler than ever. A potential customer could seek out services, or the connection could be made with the company suggesting their solutions to a customer. This connection leads to interaction. There are many social media forms which will be discussed that a company and its customers or potential customers can interact within. Sashi (2012) also expresses that these interactions can keep companies abreast of changes in customer’s needs and how to satisfy them. If these interactions result in customer satisfaction, it leads to retention of that
customer, and they become loyal to the company. The customer then goes to the commitment stage. Sashi (2012) explains that this can be a purely calculative commitment on the customer’s part, for example in order to cut costs, where the customer would remain loyal to the company for monetary reasons, or it can be a stronger commitment with emotional bonds, which is what happens when the customer is delighted by the company and their offering (Sashi, 2012). These delighted customers participate in advocacy on behalf of the company, and participate in word-of-mouth about the company (Sashi, 2012). When they share this with others, they become engaged with the company. Sashi (2012) says that both customer delight and customer loyalty are necessary elements in engaged customers. In order to cultivate loyal customers through engagement, then, it is not enough that they repeatedly purchase from your company, but an emotional bond must be created through these social media tools (Sashi, 2012).

2.3 Customer Loyalty

Loyalty is about recommendations and relations (Reichheld, 2003) but it has also been described as being about power and control (Kumar & Shah, 2004). It is commonly defined with different proportions of purchase and includes probability of purchase (Farley, 1964; Massey, Montgomery, & Morrison, 1970), probability of product repurchase (Lipstein, 1959; Kuehn, 1962), purchase frequency (Brody & Cunningham, 1968), repeat purchase behavior (Brown, 1952), purchase sequence (Kahn, Kalwani, & Morrison, 1986), and multiple aspects of purchase behavior (Ehrenberg, 1988; DuWors & Haines, 1990). Another view of loyalty focuses on personal sacrifices and investments, made in the purpose of strengthening relationships (Reichheld, 2003). Even with many different definitions of loyalty, there is a common denominator: commitment to a company. Oliver (1999) claims that there are four phases of loyalty: cognitive, affective, conative, and action.

Cognitive Loyalty: This phase is based on the customer’s belief in and experience with the brand. The customer has a superficial relationship to the company or the brand, and only cares for performance. In this phase, satisfaction is not processed, and if the customer does processes satisfaction, then they are beginning to shift to the affective phase (Oliver, 1999).

Affective Loyalty: In this phase, the customer’s attitude and brand loyalty become stronger with the number of satisfying usage occasions. The brand loyalty is the degree of liking/commitment to the brand. In the first phase, the customer had only cognitive commitment, but in this phase it is further developed to cognitive and affective commitments. Customers are now loyal, but not sufficiently loyal to not switch brands if they are dissatisfied (Oliver, 1999).
**Conative Loyalty:** This phase is about good experiences that strengthen the brand loyalty and the willingness to repurchase. In this stage, the customer is in a state of mind where he or she is loyal and deeply committed to the brand. However, repurchasing is more about good intentions and desire, rather than actions (Oliver, 1999).

**Action Loyalty:** In this last phase, good intentions (conative loyalty) are converted into action. The customer wants to buy from the company, and therefore tries to reduce obstacles which might prevent them from buying. If the engagement level is high, then the probability of repurchasing is greater (Oliver, 1999).

These four phases represent the development of loyalty, and indicate that there are different degrees of loyalty and engagement in all four phases. Briefly, **Cognitive Loyalty** is about the brand and its performance. **Affective Loyalty** is the degree the brand is liked, **Conative Loyalty** is when the customer has the intention to buy but does not, and **Action Loyalty** is when the customer buys and makes repurchases (Oliver, 1999).

To be able understand how customer loyalty can be built and maintained, Kumar & Shah (2004) have discussed three main steps in cultivating profitable loyal customers: through customer behaviors, through customer attitudes, and by linking loyalty to profitability.

**Building and enhancing behavioral loyalty:** Kumar and Shah (2004) state that there two types of loyalty: **behavioral**, which focuses on the customer’s value of the brand, and **attitudinal**, which focuses on the customer’s attitude to the brand. Behavioral loyalty is similar to Oliver’s (1999) action loyalty, and is more valuable since this type of loyalty generates profit for a company. However, behavioral loyalty will not sustain profitability for companies if it’s not combined with attitudinal loyalty. It is also important for companies to know which products customers are purchasing since all purchase moments are not equally profitable. Ordinary loyalty programs are not preferred, but some type of program that stores customer habits and frequencies is needed (Kumar & Shah, 2004).

**Cultivating attitudinal loyalty:** Having a positive attitude towards a brand or company does not mean a customer will purchase. This is because the customer might feel even more positive towards and/or loyal to another brand or company (Dick and Basu, 1994). To make a customer buy, the positive attitude needs to be complemented with other factors. Dick and Basu (1994) suggest that companies should try to solicit customers who have a high attitude differentiation. They also claim that customers with high relative attitude and high repeat patronage lead to true loyalty (Dick & Basu, 1994). The opposite, fake loyalty, is if the relative attitude is low and repeat patronage is high (Zins, 2001). High attitudinal loyalty makes it more difficult for customers to leave the company, since attitudinal loyalty builds invisible exit barriers (Shapiro & Vivian, 2000). To succeed in building attitudinal loyalty, companies have to know more about the customers themselves than their purchase history, and they need to be aware of their customers’ profiles (Kumar and Shah, 2004).
Linking loyalty to profitability: The purpose of having loyal customers is to create sustainable profitability in the company. All investments made to have loyal customer should be returned, perhaps not always directly, but in the end it should result in profitability for the company. To invest in customer loyalty is, therefore, a long-term investment (Kumar and Shah, 2004).

According to Reichheld (2003), customer loyalty is linked to growth and engagement. To make customer loyalty profitable, companies must have true loyalty among customers, which might be challenging to implement without losing profitability (Kumar and Shah, 2004). Reichheld (2003) also claims that profitability and growth is proof of having loyal customers. Loyalty is therefore about more than purchase and repurchase; it is about relationships, service, and sacrifices. Customers who are willing to make an effort and sacrifice in terms of recommending a product or company to someone else and spreading positive word-of-mouth are the customers all companies should endeavor to have. To be able to spread word-of-mouth, the customers must have experiences to share and recommend the company to others (Reichheld, 2003). These customers are not found by measuring satisfaction, but are customers with engagement and good experiences (Reichheld, 2003).
3 Method & Data

In this chapter, the methodology discusses the motivation behind the selected research philosophy, purpose, and approach. Additionally, this chapter covers the method that was used in defining, collecting, and analyzing data. First is a description of the philosophical understanding, which is then followed by an explanation of the method used.

3.1 Methodology

Methodology implies what type of theory and philosophy a research is based on. It gives suggestions on different methods appropriate for a study

-Saunders, Lewis, & Thornhill, 2009

3.1.1 Research Philosophy

According to Saunders et. al. (2009), the philosophy of a research can take one of four philosophical approaches: positivism, realism, interpretivism, or pragmatism. The research philosophy undertaken in this research was that of interpretivism. Saunders et. al. (2009, p. 116) state that ‘Interpretivism advocates that it is necessary for the researcher to understand differences between humans in our role as social actors. This emphasises the difference between conducting research among people rather than objects such as trucks and computers’ and that ‘we interpret our everyday social roles in accordance with the meaning we give those roles.’

In addition, the social roles of others are interpreted in accordance with our own set of meanings (Saunders et. al., 2009). Due to the purpose of this thesis, an interpretivist view was selected as the research philosophy in order to interpret the behavior of the business owners in the case study, and why the owners make the decisions they do or act in the ways they do in social media behaviors, as well as a study of what factors can help them to this end.

Saunders et. al. (2009, p. 116) add that ‘Crucial to the interpretivist philosophy is that the researcher has to adopt an empathetic stance.’ The stance adopted in this thesis demonstrated an understanding of the view of the business owners in the case study, as well as attempting to help them in their endeavors. Additionally, Saunders et. al. (2009) suggest applying an interpretive philosophy to a case study with a small sample and a qualitative, in-depth investigation.

3.1.2 Research Approach

Saunders et. al. (2009) state that research can take either a qualitative approach, where the focus is on non-numerical data; a quantitative approach, which will focus on data that can be turned into numbers; or, that a researcher can combine the two approaches. This
thesis will be qualitative, which ‘enables researchers to study social and cultural phenomena,’ (Myers, 2009, p.8), of which the proliferation of social media would seem appropriate. Qualitative is involved with data collection techniques and data analysis that results in non-numerical data (Saunders et. al., 2009). This thesis attempts to explain behavior, both of customers and of business owners, making it qualitative in nature.

If research is aiming to understand and explain the meaning of nature or a phenomenon, and doesn’t result in numerical measures, a qualitative research is preferably chosen (Strauss and Corbin, 1998). This thesis will center on the social media phenomenon within the context of engagement and customer loyalty.

Research has traditionally been said to take one of two approaches: inductive or deductive. Deduction involves hypothesis formulation and testing and uses quantitative data (Saunders et. al., 2009), whereas induction is concerned with ‘the context in which such events are taking place’ (Saunders et. al., 2009, p.126) and involves ‘the formulation of theory’ (Saunders et. al., 2009, p. 126). However, a third school of research has emerged which combines both inductive and deductive approaches: the abductive approach. This approach ‘consists of assembling or discovering, on the basis of an interpretation of collected data, such combinations of features for which there is no appropriate explanation or rule in the store of knowledge that already exists’ (Reichertz, 2009, p. 214). The abductive approach will be used in this thesis.

Dubois & Gradde (2002) explain that in abduction, the chosen theories can change based on the resulting empirical findings, allowing for an interplay between the two. Further, ‘An abductive approach is fruitful if the researcher’s objective is to discover new things—other variables and other relationships’ (Dubois & Gradde, 2002, p. 559). This research seeks to establish a model that can be used in establishing a connection between use of social media and customer loyalty. Dubois & Gradde (2002) stress that the result is theory development, not theory generation—that ‘systematic combining builds more on refinement of existing theories than on inventing new ones’ (Dubois & Gradde, 2002, p. 559). This is shown in a figure made by Dubois & Gradde (2002) as a process with interplay between each of the elements:

![Abduction research approach by Gradde & Dubois (2002, p. 555)](image-url)
The theory developed in this thesis is from existing prior research and the empirical results of this study, and allowed for theories to be discarded or added to the process as the empirical results evolved, demonstrating the use of abduction well: ‘In studies relying on abduction, the original framework is successively modified, partly as a result of unanticipated empirical findings, but also of theoretical insights gained during the process’ (Gradde & Dubois, 2002, p. 559).

3.2 Method

Method is the techniques and procedures undertaken to gather and analyze data through the vision founded in methodology (Strauss and Corbin, 1998).

The research design is shown as a process in the figure to the right. It has not been a linear process from top to bottom; rather, it has been an ongoing process with several aspects active and interacting simultaneously.

When the process started, the literature review was done to gain information and knowledge about the subject. Thereafter, we performed a company review containing a case study, interviews, and observations. Transcriptions were made from the interviews and the most important information was summarized. Subsequently, the analysis, conclusion, and discussion were made based on the theoretical framework and the empirical findings based on the case study.

3.2.1 Research Strategy

Several different strategies can be chosen in performing research, such as experiments, surveys, case studies, and action research (Saunders et. al., 2009). The chosen strategy should be based upon the study’s objectives and meet the purpose of the research (Saunders et. al., 2009).

3.2.1.1 Case Study Strategy

The case study strategy has the ability to answer the questions of how, what, and why, according to Saunders et. al. (2009). Two forms of case study strategy exist: single-case and multiple-case study (Saunders et. al., 2009). For this research, a single case study will be chosen. This is ‘often used where it represents a critical case, or, alternatively, an extreme or unique case’ (Saunders et. al., 2009, p. 146). The chosen case study is a unique case, as it was challenging to find a small, local business that also uses several forms of
social media to further their business interests, providing strong justification for the choice. In addition, an in-depth, single case study will allow for a deeper analysis of the company and more comprehensive discussion of the results in conjunction with existing theory.

An advantage of case study research for this thesis was that the phenomenon of social media combined with cultivating customer engagement and loyalty being relatively unknown, likely owing to social media’s relative newness. The case study methodology gives an opportunity to study these elements in a real-life context. Therefore, an opportunity arose to develop a theory on how social media can be used to increase customer loyalty.

In addition, because the chosen research questions are multi-faceted, the case study will help to answer them all, rather than isolating one particular type of question. Saunders et. al. (2009) also explain that case studies are most often used in explanatory and exploratory research, making them especially relevant to this study, which seeks to explain customer loyalty and engagement behavior as well as explore ways for a small business to increase customer engagement through social media. Furthermore, Saunders et. al. (2009) feel that a case study can be especially useful in exploring existing theory, further assisting with the literature search and review to find relevant theory as the empirical findings evolve. Eisenhardt (1989) also adds that case study research typically involves combining data collection methods, and can be used to accomplish various aims, both of which will be relevant in this thesis.

3.2.1.1 Case Selection
The selection of an appropriate case to study had several different requirements. According to Eisenhardt (1989), the case selected should be relevant to what is being studied. Therefore, no case should be randomly selected, but instead chosen deliberately because of its relation to the phenomenon being studied.

The chosen business for the case study will be Mormor Magda’s Därproducerade Glass, which is a small business manufacturing ice cream in Taberg, Sweden.

Several criteria were required in selection of the case to study. First, it had to be a smaller, local business, in order to increase accessibility and responsiveness. Secondly, the small business had to be active in more than one form of social media, in order to present more comprehensive, useful data. Several business were considered and then discarded because of their use of only one or no social media sites.

A third criterion was that the business needed to be interested in how they could be helped through the research conducted, so that they would be responsive to being involved in the research process. Therefore, a newer business was preferred, both for the reason of eagerness to assist in the research, as well as give an opportunity to follow the business’s
marketing progress at the ground-level, determine the importance of ongoing communication with customers, and investigate what value social media tools could have to this company.

The selected company was able to fit all criteria, assisting greatly in the data collection process.

### 3.2.2 Data Collection

To collect relevant and related empirical data, a multi-method approach was used (Denzin & Lincoln, 2011). The purpose of using multi-method approach is to establish a solid and reliable foundation. Additionally, both primary and secondary data collection were used to gather information.

Ghauri and Grønhaug (2005) state that primary data is used when there is a lack of secondary data to answer the research question. Primary data is original data collected by researchers to gain relevant information during the study (Ghauri & Grønhaug, 2005), and in this case consists of interviews and observations. Secondary data is information which is already collected by others for their own purposes, which is then used by others in their own research (Ghauri & Grønhaug, 2005). The secondary data used in this thesis is from a variety of peer-reviewed and scientific journals, in order to conduct a thorough review of the literature. Published books on the subjects of social media and customer loyalty were also used.

To find the literature, we have used the library at Jönköping University, Primo and DiVA, which are search engines available through the website at Jönköping University, Google Scholar, and SAGE Publications. We have chosen to collect secondary data via these sites and the library since they are reliable, relevant, and have given us a wealth of publications to choose from. Primary data was collected via interviews and observations, both in stores and at the case study company’s factory. A combination of primary and secondary data were used to provide a frame of reference to begin the case study research, and to get as many perspectives as possible about the company and its activities. All sources were carefully evaluated to collect reliable and trustworthy information.

#### 3.2.2.1 Interviews

The interviews were semi-structured and conducted with the owners of the case study company, Mormor Magda’s Därproducerade Glass. We conducted two face-to-face interviews, one with each of the owners. The interview type used was semi-structured, which are also referred to as ‘qualitative research interviews’ (King, 2004, cited in Saunders et. al., 2009, p. 320). Semi-structured interviews are flexible and have open-ended questions. This type of interview is conducted so that the interviewee can speak freely.
about the subject, with open-ended questions and answers that show the interviewee’s beliefs, attitudes, and actions (Smith, 1995). To help during the first interview, interview guidelines were used, which can be found in Appendix 1 (see p. 57). The purpose of using interviews was to gain supporting evidence of the theories presented.

The extensive interview process with the owners of the company was held in order to determine why the company has chosen to be active on the selected social media mediums, how they plan to use them to keep customers loyal, and how to build a new customer base from social media activity that has a positive association with the company and supports repeat purchases of their products.

The first interview was with owner Katarina Wadsby and was conducted at Jönköping International Business School at Jönköping University. It was also recorded in order to be able to transcribe it later. The second interview was with the other owner, Angela Hafström, and was conducted at the Mormor Magda’s factory located in Taberg, Sweden. Interviews by email were also used for additional follow-up questions. The table below gives an overview of the interviews.

Table 1 Interviews performed with the business owners

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>Interview type</th>
<th>Duration in minutes</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Katarina</td>
<td>Face-to-face</td>
<td>45</td>
<td>Jönköping University</td>
</tr>
<tr>
<td>Angela</td>
<td>Face-to-face</td>
<td>90</td>
<td>Factory, Taberg, Sweden</td>
</tr>
<tr>
<td>Angela</td>
<td>E-mail</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### 3.2.2.2 Observations

Observations are important and valuable to have in addition to other methods in business research, since they add richness to the collected data (Saunders et. al., 2009). Observations were made to obtain a deeper understanding of the social media tools Mormor Magda’s uses and to see customers’ activity and engagement patterns on different social medias. In-store observations and observations at the company factory were also conducted to gain information about the company’s marketing and the company environment. We found these observations important and useful since they gave an overview of what actually was happening in the observed environment, as recommended by Pauly (2010). All social media tools used by Mormor Magda’s were observed: Twitter, YouTube, Facebook, Instagram and Mormor Magda’s blog. The most traffic of these was found on Facebook. The table below shows an overview of conducted observations.
Observation type | Main activity | Name
---|---|---
Instagram | Pictures | @mormormagda
YouTube | Videos | MormorMagdas
Facebook | Posts | Mormor Magdas Därproducerade Glass
Twitter | Posts | @MormorMagda
Blog | Posts | www.darproducerat.se
Company factory | Production | Mormor Magdas Därproducerade Glass
In store | Sales | Mormor Magdas Därproducerade Glass

### 3.2.3 Data Analyzation

All data was collected prior to analyzing the findings, to give the most complete picture possible of the empirical evidence. Miles, Huberman, & Saldaña (2013) suggest a process of three steps to be followed when analyzing data: (1) data condensation, (2) data display, and (3) conclusion drawing/verification. The first step, data condensation, refers to the process of collecting the data and how to make it stronger by selection. Data display refers to what data is included in reporting, and the overabundance, or unnecessary information, is cut out. In the last step, conclusions are drawn, which might lead to decisions like having more data included before finishing the analysis and conclusions (Miles et. al., 2013).

Eisenhardt (1989) claims that analyzing the data from a case study is the hardest part of the process. However, Eisenhardt (1989) identifies some key elements to help in doing so. The first of these is ‘within-case analysis’ (Eisenhardt, 1989, p. 540), and this is how the data was prepared for analysis in this thesis. This involves detailed write-ups to cope with the large volume of data, and to become intimately familiar with the case (Eisenhardt, 1989). Other key steps involve multiple-case study and comparisons of those data (Eisenhardt, 1989).

The first interview was transcribed and recorded. The eight pages from the first interview were also translated from Swedish to English, to ensure proper data analysis. The second interview took a more open format without a recording and was in English, but notes were taken and transcribed for this interview as well.

The data analyzation was furthered by the chosen research approach of abduction, in order to further discover or discard theories which better suited or didn’t fit the empirical findings.
3.3 The Context of the Study

Social media is a newer phenomenon that has not yet been adopted by all small businesses (Kietzmann et al., 2011). Furthermore, customer loyalty isn’t an aspect often studied in the context of smaller, newer businesses, which may have more of a focus on daily operations than what could be seen as extraneous activities like social media. The chosen business is a family-owned firm located in the small town of Taberg, in Småland, Sweden. Sweden was chosen as the geographical location because the ease of finding a suitable case, establishing contact with the case study company, and because opportunities for conducting interviews and observations would be greater in the same location as the researchers.

The Jönköping area in general is an area ripe with entrepreneurial activity, likely due to the presence of Jönköping International Business School, which has a strong focus on entrepreneurship; for example, by encouraging students to start their own businesses while studying (Sjölundh & Wahlbin, 2008). As a result, the area has many new businesses, partially supported by Jönköping University and ideas spawned from there, such as the Science Park Jönköping (Sjölundh & Wahlbin, 2008) and so is a good location choice for selecting case studies on newer, smaller businesses.

This case was chosen because it gives a unique perspective due to the company’s smallness and newness, as well as their use of several social media sites which could be observed and analyzed, and it was agreed upon that a more appropriate case would hardly be found elsewhere in the world.

3.4 Trustworthiness

In performing research, ensuring that the data is trustworthy is of utmost importance. One effective way to do so, which was used in this thesis, is triangulation. According to Saunders et al. (2009, p. 146), triangulation ‘refers to the use of different data collection techniques within one study in order to ensure that the data are telling you what you think they are telling you.’ Saunders et al. (2009, p. 146) also add that ‘...if you are using a case study strategy, then you are likely to need to use and triangulate multiple sources of data.’ The use of this strategy, according to Hastings (2010, p. 2) ‘aligns multiple perspectives and leads to a more comprehensive understanding of the phenomenon of interest’ and states that it is often associated with qualitative studies, such as this one is.

Denzin (1978) identifies four different triangulation methods: first is data triangulation, which involves using multiple sources of data in an investigation. The second method is investigator triangulation, which involves using several evaluators to take part in observations or analyze the participant responses. The third triangulation method is theory
triangulation, which is where multiple theoretical perspectives are considered, either in conducting the research or in interpreting the data. The fourth is methodological triangulation, which engages multiple methods to study a single problem. This is also the most commonly used.

In this study, data triangulation was used by interviewing two people involved with the business, as well as observing in several ways. Investigator triangulation was used by having multiple evaluators present at the interviews with business owners. The third triangulation method, theory triangulation, was used in the theoretical framework in order to understand validity of past, related research. And finally, methodological triangulation was used in employing several methods, such as interviews and observations.

The benefits of utilizing these triangulation methods, according to Hastings (2010) are that biases are minimized, weaknesses in any one approach are lessened when employing several techniques, and credibility is increased.

However, there is no guarantee of decreased bias in using triangulation (Hastings, 2010). Data can be flawed from any source, or data can conflict, as well as that triangulation can be expensive and time-consuming (Hastings, 2010). In order to combat these disadvantages, the study is presented in the most transparent ways possible, with a full review of limitations in a later discussion. Tables showing method techniques are also presented to increase dependability, and the process is attempted to have been laid out in a way that is understandable and easy to follow.

The possibility of bias arises in any research. According to Saunders et. al. (2009), two different types of bias can occur in research: subject or participant bias, and observer bias. Subject or participant bias, according to Saunders et. al. (2009), can occur because the interviewee may be saying what they think they should say, or what someone else wants them to say, rather than their true thoughts. Observer bias can occur when there are multiple ways of interpreting the interviewee response. Through the use of various triangulation methods, it is hoped that concern of both types of bias can be dismissed, and the trustworthiness of this research greatly increased.

3.4.1 Ethics of Study

‘In the context of research, ethics refers to the appropriateness of your behaviors in relation to the rights of those who become the subject of your work, or are affected by it’ (Saunders et. al., 2009, p. 183-84). Lapan, Quartoli, & Riemer (2011) add that qualitative researchers, who are interacting with people and communities, are often confronted with ethical dilemmas.

The participants in the case study were in contact with the researchers at all times, in the event that they had something to add or change in the answers given during interviews.
Additionally, once the interviews were transcribed and summarized, they were given to the interviewees, to assure that the summaries were accurate reflections of what was discussed and that no interpretations were misconstrued in the recording or transcription processes. The participants were more than willing to be interviewed, and permission was obtained prior to the recording of the first recorded interview, whereas the second was not recorded. An open dialogue was kept with the case study business at all times.
4 Empirical Findings

This section introduces the business chosen for the case study and presents a summary of the empirical findings from the case study company.

4.1 Case Study

This section gives a company description and company history to give an understanding of the context of the findings.

4.1.1 Company Description

The idea for Mormor Magda’s Därproducerade Glass (hereafter referred to as Mormor Magda’s) came about in Spring 2010, when owner Angela Hafström decided to start her own business. She had no experience or ties to the ice cream-making industry, but soon found a factory available in Taberg, just south of Jönköping, where she lived. Along with her friends Katarina and Johan and Angela’s husband Michael, it took fifteen months to get the factory underway, but it opened to a large crowd on July 14, 2011 (K. Wadsby, personal communication, 2013-10-11).

Since then, Mormor Magda’s distribution has grown to a presence in 17 stores or kiosks in the Småland region of Sweden, in addition to 14 sellers in the Stockholm area (K. Wadsby, personal communication, 2013-10-11). The factory is open for visitors on certain days, and is also available for special events (K. Wadsby, personal communication, 2013-10-11).

They have a strong focus on being a small business using products that are local, and inform customers on where the ingredients used in their products are from (K. Wadsby, personal communication, 2013-10-11). The owners are very visible, with a presence in social media on Facebook, Twitter, Instagram, and YouTube, in addition to a blog that is written by one of the owners on the website.

4.1.2 Interviews

This section contains summaries of two interviews conducted with the two business owners of Mormor Magda’s Därproducerade Glass. The first is with owner Katarina Wadsby, conducted over one day on October 11, 2013. This interview was conducted at Jönköping International Business School, Jönköping, Sweden, using an interview guide for the questions, which can be found in Appendix 1 (see p. 57). The second interview is with owner Angela Hafström, conducted over one day on October 31, 2013, at the Mormor Magda’s factory in Taberg, Sweden, and followed a more open format, without an interview guide.
4.1.2.1 Interview Summary 1

An interview was held with Katarina Wadsby, one of the owners of Mormor Magda’s, to obtain information about the company and its social media and marketing efforts.

According to Katarina Wadsby, one of fellow owner Angela Hafström’s goals from the start was to build a strong brand around their company (personal communication, K. Wadsby, 2013-10-11). Before the factory opening on July 14, 2011, Angela had built up an interest around her new company through a blog. This blog was started in December 2010 and shared Angela’s thoughts and experiences about opening an ice cream manufacturing company. This spawned interest from other forms of media, with articles in the local papers, and resulted in a successful opening, with over 600 people attending the first day opening at the factory.

For Mormor Magda’s, it was an obvious choice to use social media as a communication tool (K. Wadsby, personal communication, 2013-10-11). At first, the company’s small budget and the economic perspective necessitated the use of social media as a communication tool, and it was felt to be effective enough as time went on (K. Wadsby, personal communication, 2013-10-11). The power of social media and ability to reach out to people through it negates the need to pay for advertising, according to Katarina (K. Wadsby, personal communication, 2013-10-11). Katarina also points out the enormous size of social media and that they are only using a small part of it by being active in Facebook, Twitter, Instagram and the company blog. Facebook is their primary choice of social media and it is where they spend the most time in all their social media participation. Twitter is used by Mormor Magda’s as a communications tool to interact with people and to create dialogues. Instagram is only used a couple of times a week to post pictures of the company and owners’ activities within the company (K. Wadsby, personal communication, 2013-10-11).

To stand out in the crowd on Facebook, Mormor Magda’s is currently creating a strategy of how they are going to work with this social media to benefit their business and increase their number of likes (K. Wadsby, personal communication, 2013-10-11). Until now, they have not had any plan or strategy, but have tried to make about five posts a week with different content, which is not targeted at any particular people or groups (K. Wadsby, personal communication, 2013-10-11). They have also started to do advertising on Facebook where they can make segmentations and send out short messages to the chosen segments or groups, and their last advertisement generated an increase of 10% more likes on Facebook (K. Wadsby, personal communication, 2013-10-11).

When it comes to loyal customers, Katarina from Mormor Magda’s believes that it is their personal engagement and their policy of always answering messages and comments that makes the customers return and stay loyal. She also claims that they have truly loyal customers, or ambassadors, as she describes them, that recommend their products to others and speak positively about the company (K. Wadsby, personal communication, 2013-
This is a result of their personal engagement with the customers (K. Wadsby, personal communication, 2013-10-11). Customers are personally engaged with the company as well; that is, customers send them pictures and personal messages about improvements via social media customers (K. Wadsby, personal communication, 2013-10-11). This also gives them constant input and a link to consumers, which is, in Katarina’s own words, ‘invaluable’ (K. Wadsby, personal communication, 2013-10-11). Katarina also thinks that it is difficult to find the right balance between communicating too much and too little via social media. If there is too much communication, people get bored and leave the company, Katarina states, but if it is too little communication, people do not know or have forgotten that your company exists. It is necessary to find a meaning and a reason for the customer to read the company’s posts; they must gain something from reading it customers (K. Wadsby, personal communication, 2013-10-11).

4.1.2.2 Interview Summary 2

A semi-structured interview was held with owner Angela Hafström at the Momor Magda's factory to learn more about the company, their use of social media, and the company's thoughts about and efforts in customer engagement and customer loyalty.

When it comes to using social media, Angela doesn’t feel it can be used to bring in customers to the factory location—that people don’t want to come to the relatively remote location of Taberg, Sweden. Instead, she feels that the company’s use of social media is more of a branding tool (A. Hafström, personal communication, 2013-10-31). While they do have people interacting with them via social media, it is more to get exposure for their name and product, specifically as to being a small company focusing on using local ingredients and no additives in their ice cream (A. Hafström, personal communication, 2013-10-31). Angela feels the company would perhaps not exist without social media, but that the return on the investment of time and money into social media marketing, and paying to advertise on facebook, is hard to measure, and so she is uncertain as to its true benefits (A. Hafström, personal communication, 2013-10-31).

Angela feels they do have loyal customers—that they have created a following of people who appreciate what the company stands for, and who buy their product for those reasons. She also states that currently, using local ingredients without additives has become quite popular, but that they retain an advantage for being one of the first, as well as having an advantage due to a greater presence on social media than many other companies (A. Hafström, personal communication, 2013-10-31).

The company also has an appreciation for socially responsible behavior. The business idea came to fruition when Angela was unemployed and had difficulty finding a job, and as such, she works with the Swedish employment agency to have teenagers and other unemployed people working with their company (A. Hafström, personal communication,
2013-10-31). In addition, she writes posts on social media against bullying that have garnered engagement from fellow social media users. The business also worked with the county of Jönköping to make a rainbow ice cream for a Gay Pride celebration that Angela feels made the company closer to many customers’ hearts, and is an issue she is emotionally involved in.

Angela writes a blog that is posted on the company website. However, she does not have a particular theme or regularity to the blog. She feels unsure what direction to take with the blog, and even questions whether she wants to remove it from the website entirely (A. Hafström, personal communication, 2013-10-31). Another ongoing website issue is that the domain name for the business is darproducerat.se, rather than the more well-known company name that is used, Mormor Magda’s. This is a change they are currently making, and hope that a more appropriate domain name for the website will increase traffic there. Angela also feels uncomfortable at times being the face of the business, but recognizes that some degree of exposure is necessary for a small business owner (A. Hafström, personal communication, 2013-10-31).

4.1.3 Observations

This section contains observations from Mormor Magda’s social media use, as well as observations conducted at the company factory and in stores selling the Mormor Magda’s products.

4.1.3.1 Twitter Observations

Mormor Magda’s, or @MormorMagda as they are known on Twitter, joined on December 14, 2011, and since then has had 1343 total tweets on Twitter. They have amassed 433 followers and themselves follow 467 people.

In examining customer interaction and engagement with the brand on Twitter, a few observations can be made. The first is that the feed isn’t as active as it once was: In September 2013, Mormor Magda’s tweeted 25 different posts, but the year previously in September 2012, there was 54. The use of Twitter, then, has dropped off significantly in the space of a year.

The majority of interactions with users on Twitter are people who want to comment about the product. Dozens of people have tweeted about Mormor Magda’s to say what a delicious product they make. Mormor Magda’s always replies with a thank you to acknowledge the tweet, but that is the end of the interaction.

Another topic that garnered a significant amount of attention on Twitter was two lectures given at Jönköping University by the company owners in the last year. Then, people who
attended the lecture, or who planned to, interacted with the company via Twitter to comment on that.

In one interesting turn, Mormor Magda’s ice cream was featured on a popular Swedish TV series, and the company received tweets based on this product being seen on TV. Mormor Magda’s also takes an active stance against bullying, posting about it on two separate occasions, resulting in interactions with their followers.

The Twitter feed has mostly been used in the last year to comment back to people who have enjoyed the product, to let customers know about opening hours of the factory and the sales there, and retweets of others’ posts. Their own posts have decreased in the last year.

4.1.3.2 YouTube Observations
Mormor Magda’s joined YouTube on January 17, 2013. They have posted two videos, with 1501 total views. One video shows the product being made, and the other is scene outtakes from the filming of the first. The main video is the one with the majority of views, having 1453.

This main video shows the owner of Mormor Magda’s receiving a shipment of Swedish products, then bringing them to a kitchen decorated in the Mormor Magda’s packaging theme. The chef mixes ingredients in a bowl by hand, then puts them into a machine to be finished. She fills the Mormor Magda’s cartons by hand, and then they are shown in a grocery store cooler with a family choosing to buy them. The last scene is of the family enjoying the product at home.

There is also a clip inviting viewers to like Mormor Magda’s Facebook page at the end of the video.

No additional activity, such as video comments, has happened on YouTube other than the uploading of these two videos.

4.1.3.3 Facebook Observations
Mormor Magda’s joined Facebook on December 2, 2010, and was the first social media platform that the company joined. Facebook is used in order to share information about the company and their products.

The page has a total of 1721 likes and 158 users are talking about the company, which is a metric that measures how many users interact with the company on Facebook (Facebook, 2013). On their page, the company offers a description of the company, contact information, and a description of awards they have won.
When the company first joined Facebook, there was a limited amount of interest on the page, but with the opening of the factory and the product being carried by more stores, interest started to increase and has done so steadily from that point on.

In looking at the Facebook activity from July 2013 onward, it can be seen that a steady stream of posts have been added to the page continuously, and the number of likes varies between 20 and 140 likes per post. The comments made on the posts reveal an increased interest in the ice cream. Many requests on where to get the ice cream outside the represented areas are made on the page.

The posts that engage their followers the most, having the most likes or comments, are posts that promote new releases of flavors, and you can see a clear increase in likes when these types of posts are added to their timeline. When a post includes a question to the public, they have an average amount of replies of 15, but there are some questions that have received as many as 45 replies, so this has also been an effective way to engage customers. Mormor Magda’s produces a non-additive ice cream and includes this in a number of posts, but there is not an increase in likes on these posts and people do not interact in any greater extent on this information.

Mormor Magda’s has, on some occasions, posted their interactions with celebrities, and these posts have garnered up to 150 likes. On the 29 of October in 2013, they posted an article with Jonas Gardell, a famous Swedish comedian and a pioneer within the gay society. In the article, he made positive remarks about Mormor Magda’s ice cream, and this article received more than 150 likes. It also fit well with the image of Mormor Magda’s that the company is trying to create, with being active supporters of the gay community and having an awareness of social issues. It is clear that Mormor Magda’s has taken a stand on issues such as homosexuality, and they have only received positive feedback in these efforts.

4.1.3.4 Instagram Observations

Mormor Magda’s joined Instagram in October 2012 under the name @mormormagda. Since the start, they have been very active, with an average of 4 posts a week.

The page has a total of 387 followers and each post receives between 20 and 50 likes. All their posts have a familiar feeling to them, and this creates an overall positive feeling of the page. They encourage people to add pictures with the Mormor Magda’s hashtag when they are eating Mormor Magda’s ice cream, and they also have occasional picture competitions in order to engage the customers.

Some of the pictures added are the same as what is posted on Facebook, but on Instagram, it isn’t the pictures of ice cream that are the most popular ones in terms of likes and comments; the pictures with people in them are the ones that garner the most attention.
4.1.3.5 Blog Observations
One of the company’s owners, Angela Hafström, writes a blog that can be found on the company website. There is also an option to like the blog posts through Facebook.

These blog posts are varied in topic from the owner finding local strawberries to use in making ice cream, to recipes that can be used to make ice cream, to a tribute entry about a friend of the company’s who passed away.

There is the possibility to comment on these blogs, but it does not give an option to view the comments made by others, although you can view the number of Facebook likes each post has collected.

The posts are not made with any regularity, with sixteen total blog posts written since December 2010.

4.1.3.6 Observations Conducted at the Company Factory
The company factory in Taberg, Sweden, is located in a nondescript building. There are hand painted small signs pointing the way, as the building itself has no identifying markers to indicate that the factory is located within.

The factory doubles as a retail space. When walking in, the first room contains several freezer units holding cartons of ice cream for sale, as well as a cooler from which customers can order individual scoops of ice cream. There is only three additional rooms in the factory--a kitchen where the product is made, a back office where the administrative work is performed, and additional room used for breaks.

The factory’s retail space feels quite small, and would not be able to fit many people in it. The kitchen space seems ample, whereas the back room where Angela, one of the owners, does her work from, is obviously the main control center of the business, stacked high with papers, cookbooks, and other office miscellany. There is a comfortable, welcoming, and easygoing feeling to the space.

4.1.3.7 In-store Observations
Mormor Magda’s ice cream is carried by a number of stores. It is harder to find their product within these stores than that of who they see as their main competitor, Ben & Jerry’s. In the stores, you can see tendencies of a greater promotion of the more famous brands, and Mormor Magda’s could be overlooked amongst the many brands.

Ben & Jerry’s ice cream is presented in more locations within each of the stores, and in some stores they even have special freezers just for their brand. This makes Mormor
Magda’s ice cream less visible, and you have to actively seek out their product in order to find it.

Another factor that plays a big role in the lack of visibility of their product is their choice of colors. Many of the other ice cream manufacturers use colors that get noticed without even trying. The colors that Mormor Magda’s uses are pale in comparison, and seem to easily disappear in the frosty freezers.

In some stores, the freezers are large, with the amount of Mormor Magda’s products on their shelf being very little when compared relatively with other brands on the same shelves. This further reduces the visibility of their products, almost making them feel hidden by other companies’ products.
5 Analysis

In this section, a model is presented for the growth of customer loyalty through using social media as an engagement tool. The model is based on empirical data, which is then analyzed through the theoretical framework, and demonstrates how the case study supports and influences the model. First an overview of the model is given, followed by the dissection of each element involved.

5.1 Model Description

The model created shows a framework representing the relationship of social media to customer loyalty. Social media is made up of seven different functional blocks, according to Kietzmann et. al. (2011). Marketers and managers can use these blocks to inspect various social media types to determine what their functionalities are. Once these functionalities are determined, the implications of each functionality can be highly useful to a business in determining not only how social media functions, but what sites might be most appropriate to use for their particular business.
These blocks make up social media, which can be used in order to engage customers. Several ways to engage customers will be examined in relation to the case study of Mormor Magda’s, and an investigation of how this engagement can lead to loyalty will be demonstrated.

### 5.1.1 The Seven Functional Building Blocks

*Kietzmann et. al. (2011)* developed seven functional building blocks that make up the functionalities of each social media site. Knowing these functionalities allows a company or user to examine how to use each site, and the implications of each functionality for a business, as will be shown with the case study.

Mormor Magda’s has already chosen the social media types the business participates in: a company blog, Facebook, Twitter, and Instagram, with an inactive presence on YouTube. These building blocks, then, while they may not be used in order to select social media vehicles since Mormor Magda’s has already done this, can be useful to the company in studying the implications and concerns of the blocks involved in their social media types.

As Kietzmann et. al. (2011, p. 241) remark, ‘the social media phenomenon...can now significantly impact a firm’s reputation, sales, and even survival.’ Their framework of seven functional building blocks defines social media and will ‘help managers make sense of the social media ecology, and to understand their audience and engagement needs’ (Kietzmann et. al., 2011, p. 242).

Mormor Magda’s can use these blocks to engage effectively in social media participation. With the changes in communication, Kietzmann et. al. (2011) note, firms are presented with new challenges in dealing with customers that ‘want firms to listen, appropriately engage, and respond’ (Kietzmann et. al., 2011, p. 250).

The first block, *Identity*, is about how much information users disclose about themselves online (Kietzmann et. al., 2011). Rather than just being demographics information, this can also reveal a user’s thoughts, feelings, likes, and dislikes. This information can be of much use to a firm in marketing products and knowing what will engage their customers at Mormor Magda’s. However, there are some other implications to this block. The first major implication is privacy. Although users will share information about themselves, according to Kietzmann et. al. (2011), this does not mean they do not care what happens to this information. A firm must be careful to not use this information in ways which may be considered unethical, or at the least questionable. ‘Striking a careful balance between sharing identities and protecting privacy is crucial in selecting social media tools,’ according to Kietzmann et. al. (2011, p. 244).

The second functional building block is *Conversations*, referring to the ability for users to talk to each other on a social media site (Kietzmann et. al., 2011). Perhaps the biggest
social media site using this as a main functionality is Twitter, where users like Mormor Magda’s micro-blog in tweets of 140 characters or less. Blogs, on the other hand, ‘are less about staying connected synchronously than about facilitating rich, often lengthy conversations that can be traced back on the blog itself’ (Kietzmann et. al., p. 244). Mormor Magda’s blog isn’t updated regularly or on a schedule, and the blog writer, owner Angela Hafström, expressed that she is often unsure of what to write about, although she enjoys it greatly. Remembering that this is to facilitate deeper thoughts and conversations than on their other social media sites can help the author, as well as making it richer and giving people a reason to read it rather than just staying in contact with the company on other social media sites.

Twitter conversations, with their real-time and often frequent updates, can often be hard to follow. ‘To make collective sense of the short, speedy, and numerous conversations hosted by sites such as Twitter, firms need tools and capabilities that allow them to connect the dots’ (Kietzmann et. al., p. 244). If Twitter is a tool used often to connect with a company, then it is of utmost importance that the company has a staff member who knows how to navigate the landscape of a social media site like Twitter, where changes are constant and like ‘pieces of a rapidly changing puzzle’ (Kietzmann et. al., p. 244). Owner Angela Hafström expressed concern with, commenting that she was unsure how to properly utilize and analyze the more complicated, less familiar social media of Twitter (A. Hafström, personal communication, 2013-10-31), and perhaps some investment into this or any other social media site the company is unaccustomed to.

Mormor Magda’s can also be cautioned in starting or manipulating conversations. Kietzmann et. al. (2011) wisely advise that there can be a negative backlash in addition to positive benefits for companies joining or manipulating conversations, and add that ‘Firms which know when to chime in--and, when not to--show their audience that they care, and are seen as a positive addition to the conversation; this is in contrast to firms which flood conversations that were not ‘theirs’ in the first place’ (Kietzmann et. al., p. 245).

Kaplan & Haenlein (2010) share a very important piece of advice with businesses about conversations, and that is that if the level of social presence is higher, the more likely that their conversations are influential. Mormor Magda’s may want to consider this in how active they are in their social presence, and that a higher presence can affect how many users are listening to them in a positive way, and will increase the level of involvement of these users in their conversations.

Sharing, the third building block, demonstrates whether users can share content (Kietzmann et. al., 2011). This is of interest to Mormor Magda’s in various ways. The most obvious is that a company would hope to have information shared about them by social media users. This helps to promote awareness and draw more customers. Another implication of this building block is ‘the need to evaluate what objects of sociality their users
have in common, or to identify new objects that can mediate their shared interests’ (Kietzmann et. al., 2011, p. 245). Seeing these connections between people could help a company with things like segmenting and targeting, and determining directions that subsequent social media posts, shares, or blogs should take in order to gain the attention of those interested in the same material.

The next building block is Presence. This means that you can know where someone is, either in the virtual world, or in the real world (Kietzmann et. al., 2011). This is personified in different ways depending on the social media site—for example, you can know where someone is in the real world if they are a user of FourSquare, which allows members to ‘check in’ at their physical location—such as a store or restaurant. In Facebook, presence can be such a check-in, but presence can also be demonstrated in another way via the Facebook chat, which shows you if a member is online and available to talk to. Mormor Magda’s could use this building block functionality by allowing customers to check-in at their factory, or at their kiosk in the summer—as this can create more awareness and word-of-mouth, by the user’s friends seeing such a check-in. Another implication of Presence, according to Kietzmann et. al. (2011, p. 246), is that ‘firms need to pay attention to the relative importance of user availability and user location.’ They can thus interact with people in real-time.

The fifth of the seven functional building blocks of social media is Relationships. This shows how you can link users to each other, or as Kietzmann et. al. (2011, p. 246) put it, ‘two or more users have some form of association that leads them to converse, share objects of sociality, meet up, or simply just list each other as a friend or fan.’ Mormor Magda’s company blog can be seen as a main way to develop relationships, both between the company and users, and between the users themselves. A substantial implication of this block is that ‘research shows that the denser and larger a user’s portfolio of relationships is, and the more central his or her position in the portfolio, the more likely that user is to be an influential member (‘influencer’) in their network.’ Identifying these influencers, then, could be advantageous to Mormor Magda’s. Relationships are of utmost importance when interacting online.

Knowing the value and depth of these relationships is paramount. ‘...firms seeking to engage with their users must understand how they can maintain or build relationships, or both. If the relationships need to be formal and regulated, then a process should be developed to validate authenticity of users’ (Kietzmann et. al., 2011, p. 246). Many social media sites have a built-in function for this, where a person must themselves have a profile on the site before asking another user’s permission to connect with them. For example, on Facebook, a user’s friend request is sent to another user and must be approved before there is a connection between the two users. Another point expressed by Kietzmann et. al. (2011, p. 246) about relationships is that ‘If the nature of the engagement among users is to grow their networks, then more information might need to be displayed to create meaningful relationships.’ If Mormor Magda’s seeks to accumulate more people who like their page on Facebook, users displaying more information will give them a platform to
connect with the user. However, Kietzmann et. al. (2011) warn, this can negatively interact user identity and privacy, as mentioned previously, so businesses must be careful not to violate these aspects in seeking or developing relationships.

The sixth functional building block that makes up social media is **Reputation**. This allows a business to see the social standing of other users on social media (Kietzmann et. al., 2011). ‘In most cases, reputation is a matter of trust’ (Kietzmann et. al., 2011, p. 247). Because trust is such a nebulous concept in an online context, the closest metric to determine trustworthiness is accepted to be how many people listen to the user. On Facebook, this is determined by the number of likes or friends. On Twitter, the number of followers. On YouTube, the number of views or comments on videos might be a metric that would be useful to determine the social standing of Mormor Magda’s.

Mormor Magda’s can analyze their reputation using the growing number of likes on Facebook, the number of followers, retweets, and responses on Twitter, likes on Instagram, comments on their blog, and views on YouTube. The view count on their first YouTube video has over 1000 views, which is a substantial number. Perhaps further videos are something to consider, if Mormor Magda’s feels that many of the fans of their company are YouTube users.

The implications of the reputation building block for a company to effectively engage in social media is that each company, Mormor Magda’s included, must determine an effective metric to measure reputation (Kietzmann et. al., 2011). Perhaps if Facebook is where they concentrate most of their time and energy in their social media involvement, then the number of likes, both on the company page and on each individual post, will be what they use to measure their reputation, and may decide that despite the YouTube views, they don’t feel it’s as effective and will not use the number of video views to determine their reputation. Each firm needs to choose a metric based on ‘the engagement needs of its community’ (Kietzmann et. al., 2011, p. 247) and this may be different for each business and tailored to their individual needs.

Once this metric is chosen, Mormor Magda’s can then track and measure their reputation. Kietzmann et. al. (2011, p.247) also make mention of a social media service site called Social Mention, which will ‘search and compile user-generated content from over 80 social media sites. It enables firms and individuals to monitor how many times they and others are mentioned, using a number of metrics’ and could be helpful, especially to Mormor Magda’s since they utilize several forms of social media, and all should have some kind of monitoring to track the firm’s progress.

The seventh and final functional building block of social media is **Groups**. This depicts the extent to which ‘users can form communities and sub-communities’ (Kietzmann et. al., 2011, p.247). The division of groups, according to Kietzmann et. al. (2011) in the social media world is twofold. First, you can sort your own contacts into different groups, for example on Facebook, by grouping them into acquaintances, friends, family, or self-
created lists. Secondly, groups created online can be open to anyone to join, closed and private where nobody can see who’s a member, or membership in the group can be via an invitation from another member. The implication of this groups functionality is the usefulness of having contacts sorted from the beginning of participation in social media will simplify further use as Mormor Magda’s gains more contacts, likes, or followers. Kietzmann et. al. (2011) advise that starting this process from the beginning means not having to sort out lengthy contact lists in the future.

This grouping can also differ depending on how Mormor Magda’s would use these lists. Kietzmann et. al. (2011) propose that simple user-generated contact lists are appropriate in order to manage followers, friends, and fans, but that if a group (in this case Mormor Magda’s) wants to grow membership, then ‘more formal group rules and functions would be required’ (Kietzmann et. al., p. 247).

A more indirect implication of groups, according to Kietzmann et. al. (2011) is that users can give different permissions for different groups. This means that Mormor Magda’s is able to control that only certain groups can see certain posts, pictures, or other social media communications. This ties in with other functional building blocks, such as presence—a user can be available to certain contacts and not others, or overlaps with identity in that only some could be allowed to see certain personal information. ‘...many social media platforms have chosen to offer a few categories of groups and a few combinations of permissions’ (Kietzmann et. al., 2011, p. 248), to try and simplify the seemingly-complicated process of groupings and permissions.

These seven functional building blocks make up social media and can help Mormor Magda’s to understand the functions of social media and how to use them properly. Put together, they compile an accurate snapshot of the social media landscape. Moving on to the next part of the model, it will now be examined how social media can be used to engage customers as the next step in the framework of creating loyal customers through social media.

5.1.2 Customer Engagement

This section will explain the customer engagement portion of the model. The concept of engagement will be explored through Sashi’s Engagement Cycle, presented in the Theoretical Framework, in conjunction with Mormor Magda’s customers, to determine where their customers are in the cycle and how to effectively move them further within the cycle.

Sashi’s (2012) engagement cycle demonstrates how to turn regular customers into Engaged Customers. These engaged customers, Sashi (2012, p. 260) states, ‘become partners who collaborate with sellers in the value adding process to better satisfy their needs as well as the needs of other customers. The interactivity of social media greatly facilitates the process of establishing enduring intimate relationships with trust and commitment
between sellers and buyers. Customer engagement is turning on customers by building emotional bonds in relational exchanges with them’ (Sashi, 2012, p. 260). Therefore, Mormor Magda’s can use social media tools in order to create customer engagement. Using Sashi’s (2012) engagement cycle as a guide, each part of the cycle will be examined to provide a guide.

The first stage, Connection, requires that Mormor Magda’s make a connection with their customers. ‘Social media greatly facilitate the establishment of connections with a large number and wide variety of individuals and firms’ (Sashi, 2012, p. 260). Mormor Magda’s has done this with their presence on a variety of social media sites, completing the first stage of customer engagement.

The second stage, Interaction, follows the initial connection. Sashi (2012) says this is easier than ever with the advent of Web 2.0—time and distance don’t limit the ability to connect, and it can be done in a variety of ways, faster and richer. Mormor Magda’s has this ability due to their social network presence and blog postings, applying the second stage of customer engagement. Additionally, Sashi (2012, p. 261) states, ‘Interactions among sellers and their customers can improve understanding of customer needs, especially changes in these needs over time, and facilitate modifications to existing products or the development of new products to better satisfy these needs.’ Customers are able to interact with Mormor Magda’s by posting on Facebook, Twitter, and Instagram, and by posting comments on their blog and on their YouTube videos. They key to Mormor Magda’s customers interacting with them is collaboration—‘Customer interaction allows customers to participate in the value adding process and collaborate with sellers in creating value’ (Sashi, 2012, p. 262). Mormor Magda’s collaborates with customers in asking for their opinions and thoughts on new products, which stores should carry their products, or in online contests.

The subsequent stage in the customer engagement cycle is Satisfaction. Sashi (2012, p. 262) cautions that this will only result if ‘interactions between a seller and a customer, or among the members of a community including seller and customers result in satisfaction will they stay connected and continue to interact with one another and progress towards engagement.’ Sashi (2012) has additional words of use to Mormor Magda’s, adding that exceeded customer expectations are what leads to a high level of satisfaction, which will lead to true customer engagement. Mormor Magda’s has done this in social media by making it a point to respond to each message they receive, and responding to comments, whether they are positive or negative, in hopes of increasing customer satisfaction. They even ask for input on what locations customers want to see their product in.

The fourth stage, Retention, is the result of either ‘overall satisfaction or highly positive emotions’ (Sashi, 2012, p. 262). This is characterized by a long-term relationship between Mormor Magda’s and their customers. Mormor Magda’s can retain their customers, who will engage in repeat purchases but also have positive feelings about the brand and prod-
ucts, by ensuring high levels of customer satisfaction. These positive feelings are furthered by Mormor Magda’s involvement in social issues, which will further create an emotional bond between the company and its customers, resulting in customer delight, which is one component of customer engagement, the other being customer loyalty.

The fifth stage in engaging customers is Commitment. There are two types of commitment: affective and calculative commitment. Affective is an emotional commitment involving trust, whereas calculative commitment is based on rationality, such as lack of choice or switching costs (Sashi, 2012). Customer loyalty, Sashi (2012) says, is more about a calculative commitment, and affective commitment comes from a customer being delighted by a company. Mormor Magda’s needs to pursue a strategy based on customer delight in order to form an ‘enduring relational exchange with strong bonds’ (Sashi, 2012, p. 263). Sashi (2012) states this customer delight results from having an emotional connection with the company. Mormor Magda’s succeeds in creating this bond with their customers by being involved in social issues that are close to customers’ hearts, and by expressing concern and care in customer opinions and ideas.

The following stage is Advocacy. This is where delighted customers engage in word-of-mouth to spread knowledge about ‘their positive experiences with a product, brand, or company’ (Sashi, 2012, p. 265). This Advocacy stage is simplified even more on social media, where a delighted customer can easily tell their social world about Mormor Magda’s and their unique offering with great customer satisfaction.

The last stage is Engagement, where a customer is not only loyal, but delighted with Mormor Magda’s offering. This customer becomes a value creator for the company, becoming an advocate for Mormor Magda’s who will stay with the company despite any ups and downs in the relationship, and an exchange between the customer and the company is created (Sashi, 2012).

There are some ways that Mormor Magda’s can further support stages in this engagement cycle, to complete it and ensure more customers become even more engaged. Sashi (2012, p. 260) determines that ‘customer engagement focuses on satisfying customers by providing superior value than competitors to build trust and commitment in long-term relationships.’ Mormor Magda’s can use social media tools in order to determine what will satisfy their customers. For example, a Facebook post asking for customer input on a new flavor or idea, or a tweet about a local issue—Mormor Magda’s must determine what engages the most customers using metrics previously discussed, to know what customers are interested in and want to hear about from them. Indeed, Sashi (2012, p. 259) adds, ‘by actively involving customers in generating intelligence on their changing needs and in helping the organization respond to those needs, market orientation contributes to customer engagement’ and that ‘By generating intelligence on the changing needs of customers and gearing the organization to respond to it, market orientation contributes to customer engagement’ (Sashi, 2012, p. 259). Social media simplifies this process for Mormor Magda’s or any other business hoping to build customer engagement and loyalty.
However, Sashi (2012, p. 258) cautions, ‘Retention over time leads to loyalty but not necessarily customer engagement. Only if loyal customers develop feelings of intimacy and emotional attachment and are ‘turned on’ and become fans of the product, brand, or company, does it result in customer engagement.’

Mormor Magda’s must have a focus, then, on both repeat purchases and on continuing to create an image of their business that will cultivate feelings of trust and intimacy with their customers. Satisfying customer needs should be the main function of social media, whether it is problem-solving or posts customers will be interested and invested in, resulting in customer engagement, when combined with forming emotional bonds that will result in customer delight.

By demonstrating how this engagement cycle can be completed, it can be of use to a company striving for customers that will create an exchange relationship, rather than one-way. This is desirable because ‘Engaged customers are likely to recommend products to others, e.g. by word-of-mouth, blogs, social networking, comments on web sites, etc., and even add value by providing user-generated content’ (Sashi, 2012, p. 258).

### 5.1.3 Kaplan's Five Points & Customer Engagement

In this section, Mormor Magda’s uses of social media will be analyzed with the structure of the five points about being social, presented by Kaplan & Haenlein (2010). By following these five guidelines, a well-functioning engagement structure can be developed, as demonstrated by the application of the case study.

**Be active:**

The first guideline states that social media is about sharing, and in order to have a working social media presence, a company needs to ensure that their publications are frequent, and that engaging in discussions with the customers is of utmost importance (Kaplan & Haenlein, 2010).

Mormor Magda’s are, in many ways, up-to-date and active in their social media uses, and the overall view of their social media shows that they are present on five social media platforms. When going deeper in the observations of their social media, one will see that the day-to-day activities of the company are concentrated to two platforms, Facebook and Instagram. These two communities are the only ones that are updated several times a week and receive the most attention and response from customers.

That Mormor Magda’s has concentrated on these two platforms fits very well into this specific guideline, since Instagram is a good network for sharing photos but, the interaction is not as easy on this site as it is on others. Facebook is an excellent tool for engaging your customers and the interaction on this site occurs effortlessly, and this requirement is fulfilled well in many ways by their use of Facebook and Instagram.
However, one point about being active that Kaplan & Haenlein (2010) make is also about ensuring content is fresh. Mormor Magda’s does re-post content on social media. While not necessarily word-for-word, it is a repetition of points previously made, and these duplicate posts, such as about their use of local or natural ingredients, does not capture customers’ attention as much as their fresher content.

**Be interesting:**

The second guideline states that in order to engage your customers you have to listen to them, to develop and post content that fits their expectations (Kaplan & Haenlein, 2010).

In this specific guideline, one can sense a lack of fulfillment in a certain way from Mormor Magda’s, because all their social media activities follow the same frame, rather than being tailored to each individual social media site and what the customers on each one might prefer to see. Mormor Magda’s does not follow this specific guideline and are posting without a precise goal. Several posts or pictures of ice cream gives a feeling of similarity between the posts.

No research has been done on what attracts their customers to following them on social media, and Mormor Magda’s is currently working without a well-defined social media purpose. Their posts, on all platforms, follow the same frame, which results in an ongoing publishing of similar posts that, in most cases, receive limited attention. The few times they step outside this frame, for example with the Jonas Gardell article posted on Facebook, where he mentioned their ice cream, they instantly received an increased amount of attention.

When looking through Mormor Magda’s Facebook page, one can see that the posts that receive the most attention are the ones that include a new release of an ice cream and interactions with Mormor Magda’s products and celebrities. With this information one could state that Mormor Magda’s Facebook use should concentrate more on these types of posts in order to stay interesting to their followers. The company’s Instagram page can be analyzed in the same way, but on this platform it is the pictures that include people which draw the most attention. Instagram seems to be the social media where the customers want to look behind the curtains of what happens at Mormor Magda’s, and Facebook is used more to spread facts about products and happenings with the company.

Furthermore, in interviews with the owners, it was stated that a social media strategy is currently being worked on by Mormor Magda’s, and this may include some kind of research on what types of posts work on which websites, which would be highly recommended.

**Be humble:**

‘Never forget that social media existed before you decided to engage in them,’ Kaplan & Haenlein (2010, p. 66) state. This third guideline explains the importance of understanding the different tools that are offered on the different platforms, and encourages taking time to learn how to harness these tools (Kaplan & Haenlein, 2010).
Engagement & Loyalty Cultivation Through Social Media

Angela expressed a problem with this when she spoke about their Twitter use. She felt like they didn’t use it to the fullest capacity because of their lack of knowledge about the platform’s functions, and more research in the area of how to use different social medias, specifically those that Mormor Magda’s is already using but feels unfamiliar with, could be highly useful.

Facebook offers an abundance of applications that can be useful to smaller businesses, but many of these functions cost money and are therefore not used. Instead, Mormor Magda’s has decided to use the free applications which are easier to work with, to save on costs and time. This seems to be adequate for the uses that Mormor Magda’s desires from social media, and an add-on by more applications could be too much for them to handle with their limited personnel and time that can be spent on social media.

Be unprofessional:
The fourth guideline states that companies should not be overly professional, and instead, try to blend in with other users, and not be afraid to make mistakes with their content offerings (Kaplan & Haenlein, 2010).

In this aspect, Mormor Magda’s has proven to be strong. Their familiar tone makes their profile easy to relate to and still has the components to communicate their facts. Kaplan & Haenlein (2010) elaborate that being unprofessional in this context means that users feel they can identify with you and your company. That mistakes might be made, and that the company is liked and understood by customers because they feel they can relate to the company, and Mormor Magda’s does a great job of this.

The fact that they have been involved in many forms of social media could be seen as a stepping stone towards the two main sites that they use today, Facebook and Instagram. Twitter is used on occasion, but as stated before, it is an application that they don’t really understand. The blog was used more frequently in the beginning but has been expressed to be time-consuming, which is proven by the decrease in blog posting frequencies.

The company has made some personal statements where they take a stance against bullying, and also show their support of the gay community with their rainbow ice cream. This could be seen as being unprofessional in that it’s relatable since it is their personal beliefs, but it also adds on to the already-established familiar atmosphere that surrounds the company.

Be honest:
The fifth and final guideline says that you should not try to force your way into a network (Kaplan & Haenlein, 2010). This relates more to fact-based webpages such as Wikipedia, and to respect the rules of the game, or the rules on each social media platform (Kaplan & Haenlein, 2010).

Mormor Magda’s is clearly effective within this guideline. They are honest in their publications and the platforms they use are easy accessible, with responses to all messages or
comments. Mormor Magda’s keeps an overall honest approach towards their followers and treat negative aspects such as complaints in the same way they treat the positive feedback.

### 5.1.4 Customer Loyalty

In this section, Mormor Magda’s will be discussed in conjunction with the customer loyalty theory presented previously to demonstrate how loyalty is affected by engagement, how these concepts are connected, and how Mormor Magda’s can achieve higher forms of customer loyalty, thereby strengthening customer engagement.

Customer loyalty is one of the two building blocks in customer engagement (Sashi, 2012, p. 264). Oliver (1999) discusses loyalty divided into four phases: cognitive, affective, conative, and action. Action loyalty is the preferred type of these, since it is there that the customer transforms their loyalty into action and repurchasing. Kumar & Shah (2004) have a similar theory about how to cultivate profitable customer. This is done through behaviors, attitudes, and linking loyalty to profitability (Oliver, 1999), which also can be connected to engagement multi-dimensionally by including a behavioral dimension and attitude through emotional engagement (Brodie, Ilic, Juric, & Hollebeek, 2011). They also agree with Oliver (1999) that action loyalty is valuable for companies but they describe it as the behavioral loyalty (Kumar & Shah, 2004). Attitudinal loyalty, which is Kumar & Shah’s (2004) second type of loyalty, is the attitude the customer has towards a brand is applicable to all of Oliver’s (1999) types of loyalty. Kumar & Shah (2004) claim that a positive attitude towards a company does not necessarily mean repeated purchases and loyalty.

Mormor Magda’s customers are in different degrees of liking/having commitment to the company and therefore have different attitudes towards it. Since they are using social media almost exclusively as a communication and information tool to reach customers, they also take a risk of having many customers or people who like or follow their social media pages that stay in the first phase of customer loyalty, cognitive loyalty. That is when they have followers on their various sites that do not really care for or are not concerned with the company’s activities, which means that it is easy for the customer to just scroll past the company’s updates on each social media site. The attitude might be positive but not loyal, and these customers have probably not tried the product, or only have once.

The customers who have affective loyalty towards Mormor Magda’s read their posts and see their pictures. They may not engage in activity with the company much, but like Momor Magda’s. These customers have most likely consumed Mormor Magda’s products and enjoyed them, but these customers are still sensitive and can easily change brands without feeling guilt; that is, the attitude is not strong enough or has not been complemented enough with other factors to turn into loyalty. Such a switch or complementing factors to this switch can, for example, be based on price, taste, or availability.
When customers become more active or repurchase more often, they are in the conative loyalty phase. This could mean communicating and engaging with the company via social media, such as liking and sharing Mormor Magda’s posts on Facebook. At this stage, the customers have probably tried many different varieties of ice cream and like them a lot. Some might even have a favorite. The attitude becomes stronger and customers feel more for Mormor Magda’s than for many other brands. The catch is that the customers do this with good intentions or desires and are therefore loyal, but not completely convinced that this is the best company to stick with.

When customers reduce obstacles to buy or be active with the company, the highest form of Oliver’s (1999) loyalty is reached: action loyalty. These customers are active and engaged followers and give responses to Mormor Magda’s activities on social media. They love Mormor Magda’s ice cream and give them advice about flavors, or might even defend the company if needed. They are also actively asking stores to carry Mormor Magda’s ice cream. At this stage, the customer’s attitude is complemented with other critical factors, which strengthens their loyalty.

During the interview with owner Katarina Wadsby from Mormor Magda’s, she claimed that they had customers who correspond to active loyalty (K. Wadsby, personal communication, 2013-10-11). She also told us that they do have many followers on social media sites but not that many active followers (K. Wadsby, personal communication, 2013-10-11), and this indicates that these customers are still in the first phase, where they only have a superficial relationship to Mormor Magda’s. The idea is that by use of the model, Mormor Magda’s will be able to move more of their customers into the higher stages of loyalty. Customers in the action loyalty stage with a strong attitude towards the brand are also customers who create sustainable profitability. It takes time and effort to move customers into the last phase of loyalty, and this must be seen as a long-term investment. Once there, customers result in profitability for the company. Mormor Magda’s felt that they were not as profitable as they thought they would be at this time, and one cause of this could be that their customers are not strongly attached to their brand, as in the action loyalty phase. This indicates that the greater loyalty customers have towards the company and its brand, the higher the engagement and effort customers put into the company.

Reichheld (2003) claims that engagement and growth are linked to customer loyalty, together with service and relationships. Therefore, engagement and growth are important factors in having profitable, loyal customers, who correspond to action loyalty and have strong attitudes. These customers are willing to make sacrifices for the company by recommending products or spreading the word about them (Reichheld, 2003). Linking this to the case of Mormor Magda’s, we can see that the small number of customers who are in the action loyalty stage will then also affect the company’s profitability, and that the customer engagement needs to be higher if the profitability should increase. In order to raise both engagement and profitability, Mormor Magda’s needs to include the second building block in customer engagement; customer delight (Sashi, 2012, p. 264). Delighted customers are, according to Sashi, (2012, p. 265) engaged in word-of-mouth to spread...
knowledge about ‘their positive experiences with a product, brand or company’. There are many customers who are delighted with Mormor Magda’s products but there needs to be more of them to achieve more word-of-mouth, because customers who are delighted need to be encouraged to engage with the company and spread their experiences. Mormor Magda’s is encouraging customers to spread their experience with the company’s products via Instagram using their hashtag #mormormagda, but since this is not their largest-used social media, they need to use other social media sites in such efforts as well. Facebook should be used in a greater extent for this purpose to encourage customers to share their experiences with Mormor Magda’s and their products. By having more customers sharing their experiences on Facebook, more potential customers would have access to this positive information and the number of people talking about or liking the company would increase. By continuing to be involved in social issues and sharing their concerns on social media, Mormor Magda’s will also be increasing the emotional bond their customers feel to them, resulting in more customer delight.

By cultivating loyal and delighted customers even more, Mormor Magda’s would be able to raise customer engagement, and thereby profitability.
6 Discussion

This section presents a general discussion of the outcomes of the study, followed by limitations to this thesis, implications of the findings, and suggestions for further research.

We feel strongly about the possibilities for a small business to become larger and more profitable through the use of various social media tools. Enhancing customer engagement is just one of the many things made possible through these free or low-cost, easy-to-use platforms.

Given this, it was surprising to find through our case study and theory exploration that social media doesn’t have much in the way of more specific studies on its many possibilities to grow customer loyalty and engagement, and that many small businesses aren’t concentrating as much as they could be on how to further their business through social media. In a small business, and especially in a newer one like our chosen case study, resources are limited. The staff is small, spread thinly, overworked, and often underpaid. These resource constraints mean that time is concentrated more on the business activities necessary to run day-to-day, and not on what are seen are more peripheral activities, like social media use.

However, we were pleasantly surprised to find a company like Mormor Magda’s that strives to be present on several websites and uses them accordingly. Their blog, we feel, is full of potential and can also be fully exploited to facilitate a deeper dialogue with more consumers and to garner more interest in their products. Their social media websites can also be used to create awareness and to shape their brand to have the image that they desire to achieve.

The case of Mormor Magda’s and their social media use also shows a business the types of posts that are effective in engaging customers: frequent updates, prompt responses to all queries, and a focus on the specific social media vehicles that are the most fruitful for each particular business’s needs, which in this case were Facebook and Instagram. The demonstration of their concern for issues close to customers’ hearts, we feel, will enhance the bond people feel towards the company, which will increase customer engagement.

We feel that the model developed in this research, which was a combination of several different researches, theories, and models which previously had not been studied together, as well as empirical evidence from the case study, can be used as a framework for a business to discover untapped prospects to cultivate loyalty and engagement, in both existing customers, and to pique the interest of more potential loyal customers. Our contribution combines the well-researched separate subjects of social media, loyalty, and engagement, and shows a clear link between how these interact with each other. The academic contribution of the framework developed also has a practical use, in
demonstrating its usefulness to a small business owner interested in engaging customers, which leads to increased customer loyalty. The analysis performed with each element of the model and how it relates to the Mormor Magda’s case study gives a practical demonstration of the application of the model.

There is hundreds, perhaps even thousands, of different possibilities for businesses in choices of social media websites that can serve their objectives. There really is something for everyone, fitting any business. In order to see social media use more prevalent in small, resource-constrained businesses, we feel that a fundamental change is needed in how social media is viewed by the small business owner. Rather than seeing it as yet another demand on their already-constrained time and energy, small business owners must see it as an investment whose benefits will be reaped in the future, something that will later contribute to their resources increasing, be it their customer’s loyalty or their company’s bottom line.

6.1 Limitations

The study was conducted with a single case study of a small, local family business. This has yielded a large amount of information about the business and their specific market, but it has also limited the study to these company owners’ opinions and experiences. The results concluded from this research are narrowed due to the use of a single case study, and would have been broader and more general with a multiple case study.

The investigated market of ice cream manufacturing is a small niche market. This specific market can be seen as a limitation in this study since there are different conditions, regulations, and legislation depending on which market and industry a company is active in, which will naturally affect any study conducted in those particular market conditions. There is also a difference in the types of customers in niche markets—companies in such markets tend to have specific target groups. Mormor Magda’s, who is active in the areas of Jönköping and Stockholm, have their largest target group of women in the age of 30 living in Stockholm. This target group reduces the amount and spread of customers, which is an additional limitation in the case study, as the results of the research will generally reflect this unique target group.

When doing the case study it was decided not to interview or observe any customers of the company, due to the focus of this research being from the business’s point of view. By doing so, direct and spontaneous feedback was not able to be collected from customers, and this information may have been valuable. The observations made with Mormor Magda’s various sites on social media and their customers’ response cannot replace directly given responses, since the customers have time to think through their post before they are uploaded on the social media, which may reduce honesty and not give data which could provide a fuller picture.
6.2 Implications

In this study, it is argued that our model acts as a guide for a small business hoping to grow their customer loyalty through engaging people with their social media activity. This model can help a business to understand the elements involved in social media, how to use social media as an engagement tool, and how this leads to increased customer loyalty. By increasing knowledge in this area, it is hoped that any small business can use the model in order to become more profitable, through having customers that have a positive attitude through the company, who feel very strongly about purchasing from them, and who share that satisfaction with others.

A specific implication of this research for Mormor Magda’s is that they are able to scrutinize which social media types are working for them and where to concentrate their energies on, in order to know which social media sites work best for them in reaching customers and building loyalty. The results of our findings give them a guideline that will lead them to greater customer loyalty, and through this hopefully to greater profitability.

This thesis expands the knowledge on social media uses for a small business and their use in developing greater customer loyalty through engaging customers via social media. The argument is that by unpacking the elements involved in various social media sites, it can be understood how and why various sites should be used to reach customers. Through these elements that make up social media, the sites can be used in order to reach and engage customers, leading to greater customer loyalty and customer delight. More studies are needed in order to build on knowledge of social media usages, specifically in cultivating customer loyalty.

6.3 Suggestions for Further Research

Since social media is a relatively new phenomenon, there are not many studies performed on it thus far when compared with other areas of study in business—only a scant decade-plus worth of research, since social media became so prevalent during that time period. There is almost none in the combination of social media and customer loyalty. Therefore, there is a need for further research to be done. Both social media and customer loyalty are constantly evolving, and the importance of companies understanding these perpetually changing concepts becomes greater as consumers continue to demand more from companies.

To get more comprehensive results, we would recommend to others who are doing research in the same area to do a multiple case study. By extending the amount of companies in the research, the resulting information would be more reliable, since it is collected from different sources. When comparing different companies’ activities, overlaps in findings are detected in a greater extent. Which activities are the most useful and profitable in social media activity would also be simpler to identify in a multiple case study.
Our research focus on Business to Consumer (B2C) customer engagement and loyalty in social media concentrates much on what the company does for their customers. In B2C businesses, customers need information to keep their interest in a company, and two-way communication occurs mostly from the initiative of the customer. By instead focusing on the Business to Business (B2B) market, the results of the research would be different, since B2B is more about building relationships and to have ongoing, open, two-way communication between businesses. Therefore, we recommend that research in this area is done with a focus on B2B companies as well, as the findings would differ greatly.

Since we performed a single case study, we were limited to certain social media used by the single chosen company, which also limits our results. Research could be performed with other types of social media than the main ones concentrated on in this thesis, since dozens exist that may not even have been mentioned here.

Additional research on this same subject could be conducted in other markets, rather than the small niche market of ice cream manufacturing, to compare findings in industries such as the service or retail sector. Within the same market, a larger company could be chosen for a case study, and doubtless the results would then be radically different.


7 Conclusion

This chapter presents the conclusions of this research, how the purpose was fulfilled by the findings, and draws conclusions from the analysis and discussion. Some final remarks will also be presented in order to summarize the key findings from the study.

In this thesis, the purpose has been to develop a better understanding of how small firms create customer engagement through social media, leading to greater customer loyalty. In order to achieve this purpose, a set of research questions that worked as a guideline for the thesis was identified. The context of the research consisted of a single case study of a small local business, Mormor Magda’s Därproducerade Glass, who have a presence on several social media platforms. The findings included primary data in form of observations and interviews, and the secondary data was collected from peer-reviewed and scientific journals, as well as from books on the subjects studied.

Furthermore, the interviews that were conducted formed a picture of the company and how they use the various forms of social media in order to engage their customers, and the observations gave further understanding of how their actual social media approach is perceived.

This thesis contributes to the academic field with a theoretical addition in form of the model that was established, which was made from a combination of previous research, theories and models, as well as findings from the empirical study. This model gives a business the potential to evaluate and format a plan of how to engage their customers. With the model as a foundation, we have analyzed Mormor Magda’s social media uses and how they can further be used in order to engage more customers. The case study shows a business the types of posts that are effective in engaging customers: frequent updates, prompt responses to all queries, and a focus on the specific social media platforms that are the most fruitful for each particular business’s needs, which in this case were Facebook and Instagram. Another important component to creating customer engagement involves customer delight, which Mormor Magda’s is working towards by being involved in and taking an active stance in social concerns, and expressing their own feelings of support for issues close to customers’ hearts.

By managing the overall use of their social media platforms, a small business can harness these valuable tools. Through following the model provided in this thesis, a more effective use of these platforms can be established in order to engage customers in a way that will enhance the company’s image and encourage customer loyalty, as well as give a business a simplified picture of social media uses and how to use them properly.

The prevalence and usefulness of social media is no longer a subject up for debate. As social media becomes more and more researched, the ways in which it can assist a small business are ever-increasing. The decrease of traditional media channels and the upsurge
of social media sites and users demonstrate to any small business the importance of actively fostering knowledge about social media.
8 Reflections on the Writing Process

In this section, a reflection on the writing process of this thesis is discussed, from the fruition of the idea, to arriving at the finished product.

Already in the initial phases of the writing process, we knew what we wanted to write about, and all of us were of the same mind in making social media the central theme of our thesis. Since we have different backgrounds and are involved in different programs, we were able to include topics that suited us all and were able to complement each other. Social media was agreed to be a main subject in the very early days of the thesis project. Due to the fast decision about our topic, we could start the writing and data collection at an early stage. It was only once the major research began that we started to see the many different sub-topics we could explore within social media, and deciding concretely on this took some time. Luckily, we all felt that having customers that were loyal to a business was something that all of us would be able to take something from and apply to any job, in any country.

We all agreed about having a single case study involved in the research due to the limit of time, and chose the company carefully. It didn’t take long to find the chosen case study business that we ended up using, but most of our other options didn’t meet our criteria, which made the selection process a challenge. The most important criteria were that it should be a local family business that used social media as a communication tool, and that they used more than one form of social media. The selected company of Mormor Magda’s Glass was a decision we all were comfortable and satisfied with.

The whole process has been structured and we have always had a plan of how to work throughout the process. Since all of us do not live in the same city, much of the work has been divided between us and done separately. However, we have had great communication during the writing process to avoid misunderstandings and to keep the thesis together, so we did not feel this was a disadvantage, and in fact suited each group member well. Working together was a relatively seamless process, with a lot of ongoing communication and a willingness to always help out the other group members. We have also had several meetings to discuss the thesis in being sure that everyone was of a similar mind, and had the same vision and goals, down to the most minute details of the thesis.

Due to the structured work, we were able to finish the bulk of the thesis relatively early, which has given us a good deal of time to add finishing touches, edit, and make sure a complete picture was presented to the reader. We all feel like we’ve been able to produce something that is highly useful in the business world, as well as to each of us as individuals. It has not been an easy process, but it has been educational and it is something we all will carry with us into the future.
9 References


Reichheld, F. (2003), The one number you need to grow. *Harvard business review, 81*(12), 47-54.


Sjölundh, T., & Wahlbin, C. (2008). Entrepreneurial students: The case of students starting up companies in parallel with their studies at Jönköping University, Sweden. *Industry and higher education, 22*(6) 441-452.


Interview Guideline for Interview 1, with Katarina Wadsby from Mormor Magda’s Glass

1. Please tell us about your company's history and background.
2. What does your company do for marketing?
3. How do you hope to create loyal customers?
4. How do you feel your marketing efforts relate to improving customer loyalty?
5. What kind of an online presence does your company have?
6. Why do you think online presence is important?
7. What types of social media do you use?
8. Why do you specifically use those you mentioned—any particular reasons?
9. What are your objectives or goals with the use of this social media?
10. What have you achieved so far by using social media?