

“Crisis Communication on Social Media: A content analysis of fast-fashion companies response to the Rana Plaza factory collapse and the subsequent reaction of stakeholders”

Master Thesis By Caroline Aaseby



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OF BENETTON.

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Executive summary

This research has set out to examine crisis communication on the social media platform Facebook, using the Rana Plaza factory collapse in 2013 as an example. Using the Social Set Visualizer, a big data visual analytics tool, information was gathered from the Facebook-pages of three companies; H&M, Mango and Benetton. The aim of the paper was to get a holistic view of the firms' crisis communication, and as such information was gathered on the social media engagement of the brands and their followers before, during and after the Rana Plaza factory collapse. The topic of CSR was also investigated, to get a better understanding of what initiatives the firms were involved in and how these were communicated to their followers.

The Situational Crisis Communication Theory was used to analyse communication regarding the Rana Plaza factory collapse, while theories on brand communities was used to get an understanding and basis for analysis of the everyday use of Facebook by the brands. An introduction to the main issues facing CSR-practices used by brands today was also provided, to aid in the understanding of how the Rana Plaza collapse could occur and who was to blame. To analyse and code the data, content analysis was used as a methodology. This was both quantitative and qualitative in nature, as coding of the data was used to understand how the brands used Facebook on an everyday basis, while a qualitative, more in-depth, content analysis was done for the communication during the crisis period.

The findings uncovered that the primary factor in engaging members in a social media based brand community is understanding what the members want out of the community and what motivates them to engage. The study also found that crisis rarely have a long-last impact on social media based brand communities, as engagement on the pages quickly went back to normal after the crisis. In terms of CSR, the study uncovered that this is not a large part of brand's focus on social media, however it is also not a large topic of discourse amongst followers. Additions were also made to current theory on crisis communication. The study theorises that a larger reputational damage will occur if a brand has a strong presence on social media and fail to actively communicate with followers during a crisis. Finally, practical recommendations for managers were provided.

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Introduction

On April 24th 2013, Rana Plaza, a clothing factory in Bangladesh collapsed killing over a thousand workers (Taplin, 2014). Several large Western brands admitted to having sourced from suppliers present in the factory. And while the focus was largely on these companies, the crisis also highlighted the issues surrounding the fast-fashion industry in general (Hoskins, 2013) and how Western brands were not doing enough to hold subcontractors responsible for poor working conditions (Taplin, 2014). As this crisis affected many large Western brands in the fast-fashion industry, the collapse serves as an ideal example to compare and assess how firms communicate to their stakeholders during crisis. Research has shown that firms often pick the wrong crisis communication strategy, and furthermore many firms fail to take use of social media platforms as Facebook during crisis (Ki and Nekmat, 2014). Few studies have also been conducted regarding crisis communication on social media (Ki and Nekmat, 2014). Therefore, this paper aims to research how H&M, Mango and Benetton communicated with stakeholders during the Rana Plaza-crisis. These companies were chosen, as they are all European fast-fashion companies with similar product offerings. Their communication on the social media platform Facebook will be researched during the crisis, but also before and after the crisis to gain an understanding of how they normally communicate with stakeholders, and how the crisis affected the brand. The paper will also investigate communication from the brands on other online platforms, such as their homepages, other social media pages or newspaper articles to gain a complete overview of how the brands handled the crisis. Additionally, the paper will cover the subject of CSR. An overview of what CSR-initiatives the firms are involved in, how these initiatives are communicated to stakeholders, and the issues surrounding these initiatives will be discussed.

Problem Formulation and Research Questions

The aim of the paper is to get a holistic image of the firms' communication before, during, and after a crisis. Why is this interesting to investigate? As mentioned, firms often chose the wrong crisis strategy and little research has been provided regarding crisis communication on social media (Ki and Nekmat, 2014). Second, to the authors knowledge research has not been conducted where firms CSR-initiatives and their daily social media communication has been included for a broader understanding of crisis communication. It should be noted, that crisis

communication is the main focus of the paper, and the topic of CSR is included to support the findings on crisis communication. CSR in the fast-fashion industry is a large and complex topic, and could be a thesis in its own regard. Yet the author found it important to incorporate to gain a better understanding of the Rana Plaza factory collapse and the brands crisis responsibility. Also, it would provide information regarding brands communication of CSR on social media, and if it is a topic of discourse among followers. Hence, the four research questions chosen for this study are:

RQ 1: How does the fast-fashion companies normally communicate with their stakeholders on Facebook, and what constitutes a successful Facebook-page?

RQ 2: What CSR-efforts is the focus of the fast-fashion companies, and how are they communicated to stakeholders on social media?

RQ 3: How does the fast-fashion companies communicate with stakeholders during crisis, and how does stakeholders respond to different crisis communication strategies on social media?

RQ 4: What effect did the Rana Plaza factory collapse have on the activity on the companies' Facebook-page after the crisis, both in terms of the brands themselves but also in terms of the followers? Was there any indication of a change in sentiments towards the companies after the crisis?

The outline of the paper is as follows: first, the background information on the Rana Plaza factory collapse and brands investigated will be provided. Second, the theory chapter will cover the Situational Crisis Communication Theory and research on the main issues CSR-initiatives are facing today. The methodology chapter will describe of how the big data visualization tool "Social Set Visualizer" was used to gather data, and how content analysis was used to analyse the data. The Results Chapter provides an overview of the data gathered, before the findings are discussed and research questions answered in the Analysis Chapter. Finally, concluding remarks are made including limitations, further research and personal reflections.

Background

The background chapter will give an overview of the Rana Plaza factory collapse and subsequent events in form of a timeline, as well as shortly explain the conditions for workers in the clothing manufacturing industry in Bangladesh. The chapter will also introduce the three companies analysed in this paper, their brand image, product range, company information, and involvement in the Rana Plaza factory collapse.

The Rana Plaza Factory Collapse

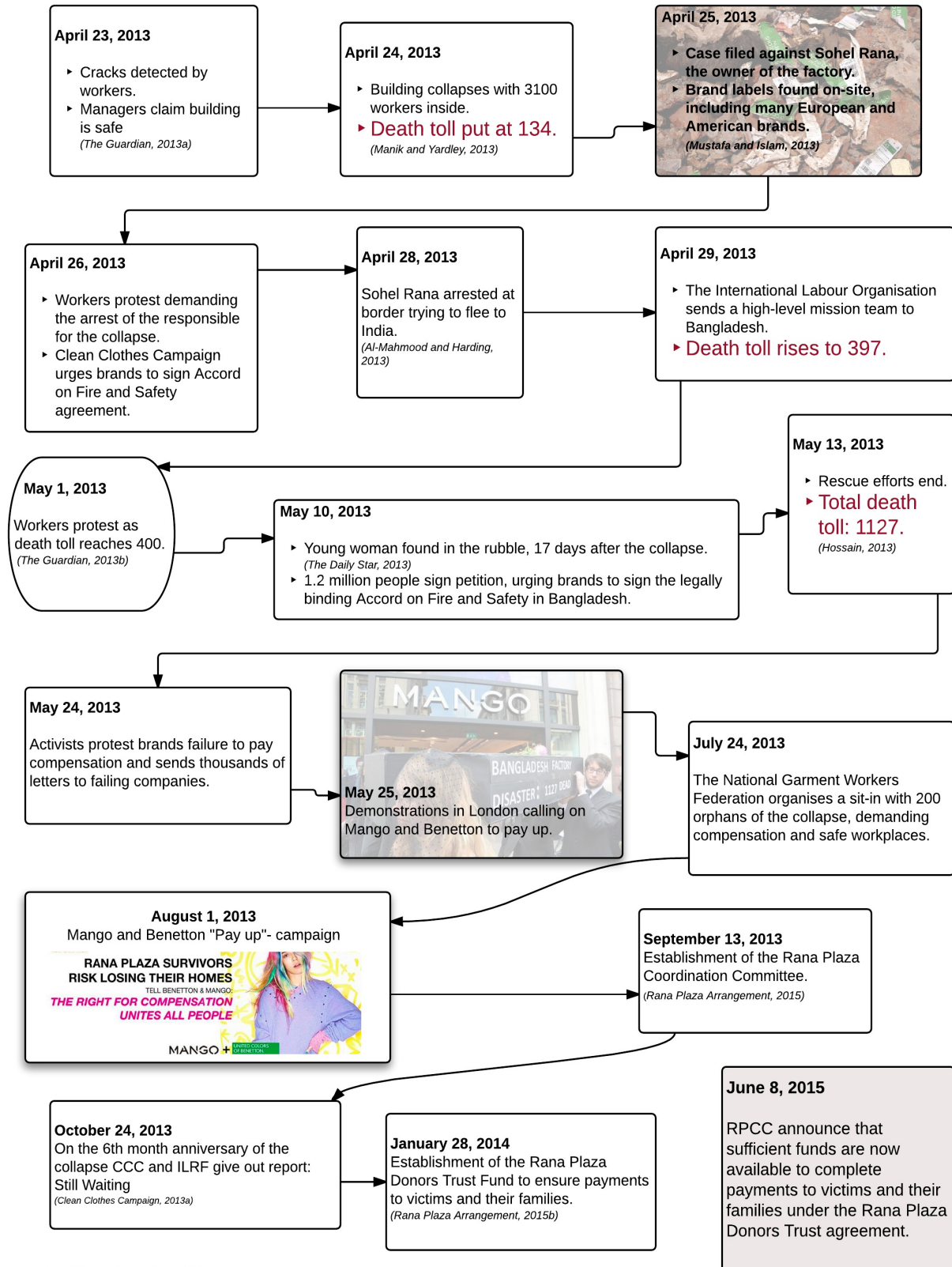
Bangladesh is well known for its garment industry, being the second largest exporter of ready-made garments only after China (Manik and Yardley, 2013). The industry constitutes one-fifth of the Bangladeshi economy and four-fifths of the country's exports (Bradsher, 2013), and has in large been the driver of the Bangladesh economy through the 1990s and 2000s (Kurpad, 2014). The initial growth of the trade was spurred on by capital inflows from abroad and large access to cheap labour; ideal conditions for a labour-intense industry such as the clothing manufacturing industry. Later, factors such as higher wages in China have spurred growth (Manik and Yardley, 2013), making Bangladesh even more reliant on the industry's income (Bradsher, 2013). There are also several other advantages that attract large international brands to Bangladesh. The products are of high quality and low price, workers are known to be efficient and quick learners, and favourable tax policies and incentives from the government have been put in place. Additionally, the ease of communicating in English is favourable compared to other Asian countries as for example China (Kurpad, 2014).

Despite its success, the industry is facing several grave issues (Manik and Yardley, 2013). While low wages is what has attracted a majority of the large Western clothing brands, workers are faced with surviving on the lowest minimum wage in the world, only \$37 per month. The low wages together with high inflation rates have made it almost impossible for workers to make ends meet, and many live under very difficult conditions (Kurpad, 2014). Because the country is heavily reliant on the industry, government officials are hesitant to implement changes that could increase costs, as for example higher wages. They worry initiatives like these may alienate the large brands and drive them to look for cheap labour elsewhere (Kurpad, 2014). As one third of parliament members have a stake in the garment

manufacturing industry it makes regulatory changes even more difficult (Tripathi, 2014). These issues also expand to the safety of the working spaces. To keep up with the high growth of the industry safety has often been neglected (Al-Mahmoud et al, 2013), and the working conditions are so atrocious that they have received attention from human rights organisations and labour rights organisations across the globe (Kurpad, 2014). Overall, the main problem as stated by Tripathi (2014) is that there has been “*a culture of acceptance of inadequate building safety*” (p. 2). In the decade between 2003 and 2013, an estimated 800 workers have died as a result from factory accidents (Al-Mahmoud, 2013). That is not counting Bangladesh’s worst industrial accident to date, the collapse of the Rana Plaza factory in April of 2013, where over 1,100 people were killed (Burke, 2013).

The Rana Plaza disaster highlights the many issues the clothing manufacturing industry faces in Bangladesh. Rana Plaza was a factory on the outskirts of Dhaka, the capital of Bangladesh. 3,500 people worked there daily making ready-made garments for Western brands (Burke, 2013). The building was overcrowded, with dozens of factories producing clothes for Western brands, and the well-being and safety of the employees was constantly overlooked by the factory owners in order to meet deadlines. Furthermore, building codes had been violated when the four upper floors had been constructed without permits (Tripathi, 2014). The day before the collapse the building had been inspected, and cracks in the structure had been uncovered. Despite this, workers were ordered to show up for work the following day by the factory owners (Manik and Yardley, 2013). Most employees were women, with little bargaining power over their male managers. Consequently, many workers feared that they would lose their jobs if they did not show up for work, despite the warnings and real risks of entering a faulty building. When the building collapsed 1,129 workers lost their lives and 2,500 were injured (Tripathi, 2014). A timeline from the day of the collapse, and the subsequent events can be viewed on the next page.

The Rana Plaza Disaster Timeline



Source: Clean Clothes Campaign, 2015a

As evident from the timeline, the owner of the factory was arrested while he was trying to flee to India (Al-Mahmoud and Harding, 2013). In June 2015 Mr. Rana together with 40 other people were charged with homicide. This was an unprecedented move from a country as Bangladesh, where no factory owner had ever been held accountable for building fires or collapses before Rana Plaza (Kazmin and Allchin, 2015). As highlighted by Hoskins (2013): *“To be clear: this tragedy was not an accident. Nor were the recent deaths at Tazreen Fashions, also in Dhaka, and Ali Enterprises in Karachi, Pakistan. Rather, these horrible events were fully preventable, the likes of which trade unions and NGOs have been loudly warning against for decades”*. (p.1). While 41 people were charged with homicide and held accountable for the disaster, the issue of blame is intricate and complex. After the accident, the finger was pointed at several key players in the fast-fashion supply chain, from the Bangladeshi government and local politicians, to the large Western brands and the fast-fashion consumers (Taplin, 2014).

The Bangladeshi government received criticism for their failure to regulate the clothing manufacturing industry. As almost one third of parliamentarians are involved in the industry, either as an investor or as an owner of a factory, and there has therefore been an incentive to keep costs down and profits high. Consequently, initiatives as a higher minimum wage or fines for factories that are not in compliance with rules and regulations have not been prioritised (Tripathi, 2014). The problem also extends to local government. Local politicians have been known to expedite the process of building new factories by giving out construction permits without the required safety clearances. With a stake in the industry they have wanted to capitalise on the booming trade as quickly as possible (Al-Mahmoud et al, 2013). As mentioned above, Bangladesh has also suffered from a culture where tolerating poor building safety has been the norm. In Dhaka, a city inhabiting 15 million people, it was uncovered that in 2013 less than ten buildings were found to have the necessary safety approvals (Tripathi, 2014). Furthermore, with laws in Bangladesh preventing workers from unionise, it has been problematic for workers to collaboratively voice their concern and demand better conditions. The only way for workers to form unions was by seeking approval from their managers, and the few unions allowed has been in affiliation with political parties (Tripathi, 2014).

The Western brands have also been the focus of criticism, including them paying too little for garments and for creating a fast-fashion model where producing a high volume of clothing in a short time-period is not reconcilable with safe and decent working conditions (Taplin, 2014). The brands have also been criticised for failing to incorporate CSR-practices into all departments of their business. A recurring problem has been opposing messages to suppliers from the CSR-department and the purchasing department, where the CSR-department for example encourages low overtime hours, while the purchasing department demands 10,000 shirts in one week (Moffett, 2013).

The core of this issue lies in the fast-fashion model. It is no longer common with 2-4 seasons a year. Today, most large clothing brands have new collections coming out several times each month. An example is Zara, who creates two new lines of clothing every week. While this is what consumers are craving today, it is also beneficial for the brands who reduce inventory costs and ensures regular visits by consumers (Ghemawat and Nueno, 2006). Consequently, consumers have also been criticised, with their demand for greater variety at lower prices (Taplin, 2014).

While a tragic disaster, the Rana Plaza collapse did spur change. As mentioned, the owner of Rana Plaza and 40 other people were arrested and charged with homicide (Kazmin and Allchin, 2015). The Bangladeshi government also amended its 2006 Labour Act, giving workers right to form unions without approval from employers. Two initiatives were formed by apparel brands; the Bangladesh Accord on Fire and Building Safety and Alliance for Bangladesh Worker Safety (Tripathi, 2014). A trust fund was also set up by the International Labour Organisation (ILO); the “Rana Plaza Donors Trust Fund”, to cover payments for Rana Plaza victims and their families where all major international clothing brands were encouraged to donate (Rana Plaza Arrangement, 2015a; Rana Plaza Arrangement, 2015b).

Other issues with the clothing manufacturing industry, which was not discussed here, include the auditing system and the industry’s lack of transparency, coordination and accountability (Taplin, 2014). These issues and the current issues with CSR-policies will be discussed further in the theory chapter. The next section will introduce the three brands analysed in this paper, and their involvement in the Rana Plaza disaster.

H&M

H&M is a fast-fashion company, designing and retailing fashion apparel, cosmetics and accessories through its retail and online stores (Marketline, 2015). H&M was founded in 1947 by Erling Persson, when he opened a store called Hennes in Västerås in Sweden (H&M, 2015a). Since 1947 the brand has grown massively in size, and today the company employs more than 116,000 people, and operates more than 3,100 stores in 53 countries. H&M is a limited company, traded on Nasdaq Stockholm, Sweden. Stefan Persson and family owns 37,69 percent of total shares (H&M, 2015b).

H&M is known for making good quality clothes at an affordable price. The brand creates collections for women, men, teenagers and kids, including everything from office attire and sportswear to underwear and cosmetics. As stated in their Annual Statement for 2014, their business concept is to “*offer fashion and quality at the best price*” (H&M, 2014a, p. 8).



Picture 1 (Ethisphere, 2015)

H&M also carries a number of independent fashion brands as & Other Stories, Monki and Weekday, as well as H&M Home where customers can purchase textiles and decorations. H&M has an aggressive expansion strategy, and opened 379 new stores and four new online markets in 2014 (H&M, 2014a). In 2013 they opened their first stores in India and Indonesia, and in 2015 Australia and the Philippines are large focus areas. Despite expanding at a great speed, the brand is well known for their sustainability initiatives. One of their key initiatives is the Better Cotton Initiative (BCI), where they have been involved since the inception of the programme. The plan is to use only sustainable cotton by 2020, and already the firm is the world's leading user of organic cotton. Other important areas for H&M are climate change and the working conditions and wages at their supplier factories (Marketline, 2015).

H&M did not source from the Rana Plaza factory, yet the firm was quick to comment on the incident and do their part to help the victims and their families. H&M is the largest buyer from Bangladesh, followed by WalMart (Al-Mahmood et al, 2013), and as such they do have certain responsibilities in the country. As stated in their 2013 Conscious Actions Sustainability Report: “*At H&M, we did not have any production in the building. For many years, we do not allow for production in any multiple party buildings, but our entire industry*

has a responsibility to ensure that nothing like this will ever happen again” (H&M, 2013, p. 4). The company received high praise for being one of the first brands, together with Primark, to donate to the Rana Plaza Donors Trust Fund (Westervelt, 2015). The company was also the first to sign the Accord on Fire and Building Safety (H&M, 2014b). Both in the 2013 and 2014 Sustainability Report one of the main focuses were on Bangladesh; training suppliers in fire-safety awareness, conduct additional safety inspections of factories, assessing the risk of the factories and improving the factories where this was needed (H&M, 2013; H&M, 2014b). Furthermore, the company has taken an open approach to the issues surrounding sustainability: being open about what suppliers they avail of, the initiatives they focus on, as well as stating their openness to continuous improvement. As stated by Karl-Johan Persson: *“Transparency and mutual trust are also crucial with our suppliers. In 2013, we published our supplier list and we have now added the first second-tier suppliers. As far as I know, that’s unique in our industry. And we keep working hard to further increase the transparency across our entire value chain, down to the raw materials”* (H&M, 2014b, p.5).

Mango

Mango is an international fast-fashion brand that design, manufacturers and markets women’s and men’s clothing and accessories. With 2,731 stores in 105 countries and 13,456 employees it is a truly global brand (Mango, 2015). Mango is a private firm, founded by the Andic brothers Isak and Nahman in 1984, and still owned by the Andic-family (Morris, 2013).

Mango contributes its success to three factors: Concept, Team and Logistics System. Their concept is based on *“dressing the modern urban women for her daily needs”* (Mango, 2015, p.1), and the brand adapts the style of their clothes to each individual country they are present in. While the brand is only 30 years old, its rapid expansion and growth has put them in the same category as H&M and Zara, and similarly to H&M they have further plans of expansion both in terms of stores and product offerings (Morris, 2013). Mango claim that it is their logistic system also sets them apart from their competitors. The logistic system is automated and in-house, and supplies stock to their franchise stores under a deposit system. Being automated, it can label and distribute 30,000 garments per hour, which is approximately 5-7 times faster than their competitors. Overall Mango distributes 90 million garments per year, making them the second largest textile exporter in Spain (Mango, 2015).

As stated by Mango on their Facebook-page, the brand was not sourcing from Rana Plaza (see timeline page 58). Yet, clothing with Mango-labels were found in the rubble of the factory (Moffett, 2013). According to Mango, Phantom, one of the manufacturers in Rana Plaza, was in the process of producing samples for various clothing lines, yet the company claimed this work had not started yet (see timeline page 58). A month after the collapse Mango, together with Benetton, became the focus of a campaign by the Clean Clothes Campaign where they put pressure on international brands to pay compensation to the victims and their families (Clean Clothes Campaign, 2013b). While Mango eventually contributed to the Rana Plaza Donors Trust Fund, the brand refused to disclose the amount donated (Clean Clothes Campaign, 2015b), though through estimation it was calculated to be a very small amount (Clean Clothes Campaign, 2015d).



Picture 2 (Clean Clothes Campaign, 2013b)

Reviewing the brands sustainability report for 2013, the Rana Plaza collapse did not receive much attention. The only reference to Rana Plaza is that the brand signed the Accord on Fire and Building Safety in Bangladesh in May 2013 to improve safety conditions of workers (Mango, 2013). It is also stated that 4,36% of their clothing supplies come from Bangladesh. Their biggest source of material however is from China (36,42%). There is no mention of compensation for workers and their families or the injured from the collapse. While there is not much mention of Rana Plaza in the Mango Sustainability Report 2013, the company do highlight their long-term relationships with their suppliers and their code of conduct for manufacturers (Mango, 2013). The code of conduct is based on the United Nations Global Compact, including standards for health and safety, freedom of association, working hours and salaries (Mango, 2013). They also highlight how this code of conduct is maintained, including internal and external auditing. In 2013 the sustainability report states that four breaches were found at Bangladeshi suppliers, each supplier given six months to correct the

faults. In addition to social and labour issues, Mango stated that they are committed to environmental issues, quality and safety in products, and collaboration with society (Mango, 2013).

Benetton

Benetton is an Italian brand that designs, manufactures, and markets fast-fashion clothing (Marketline, 2014). The company employs 7,960 people, and has approximately 5,000 stores around the world. The Benetton group was established in 1965. The Benetton brand markets a global message, and does not adapt their communication to the different cultures and countries where they are situated (Benetton Group, 2015b). As stated on their homepage: *“Benetton chooses a single, universal message that is valid for all consumers: wherever they may live, whatever the colour of their skin and whichever language they may speak.”* (Benetton Group, 2015b, p.1). The group separates themselves from their competitors in that their communication is not focused on their clothes; rather it is focused on different current politically and socially important topics. For example, issues such as freedom of speech or humanitarian causes. Through this the group claims they have been able to maintain a dialogue with customers, and people *“from all walks of life, all over the world”* (Benetton Group, 2015c, p.1).

Greenpeace listed the brand as one of the Detox leaders in 2015 thanks to its global commitment to protecting the environment, their focus on product safety and the transparency of their supply chain (Benetton Group, 2015a). Protecting the environment has for a very long time been the priority of the firm, and in addition to the Detox commitment (complete elimination of hazardous chemicals from manufacturing) they are involved in a project developing a new type of wool garments that significantly decrease water consumption, the creation of innovative wood clothes hangers that are 100% biodegradable, and recyclable and decreasing the CO2 emissions in their supply chain (Benetton Group, 2015d). Overall the main objective of Benetton’s CSR strategy is centred on *“the safety and quality of products and the transparency of information delivered to our consumers.”* (Benetton Group 2015d, p.1).

Despite the socially conscious brand-image Benetton portrays, it did not handle the Rana Plaza crisis well. At first, they forcefully stated that they were not sourcing nor had any association with suppliers at Rana Plaza. Five days later, the brand admitted to having put in one order with a manufacturer at the factory, which had been shipped several weeks prior to the accident (Siegle, 2014). Benetton has 700 suppliers to ensure that they can handle last-minute orders and a fast turnaround with collections, a very important success-factor in today's fast-fashion market. However, it also adds complexity to the supply chain, making it difficult for Benetton to assess whether all suppliers are in compliance with regulations and to have knowledge of accidents or issues suppliers may experience. New Wave Style was a supplier situated on the sixth and seventh floor of Rana Plaza. They had completed an order for Benetton of 185,000 cotton shirts, having the garments ready just before the building collapsed. Benetton's decision to source from Bangladesh came from increased competition from H&M and Zara, which were producing clothes at a more affordable rate than Benetton. According to Benetton, there was also no third-party safety audit completed, as the order placed was a smaller first order to see if the supplier was someone they wanted to work with (Al-Mahmood et al, 2013).

Benetton was quick after this to sign the Accord on Fire and Building Safety in Bangladesh, and also donated US \$500,000 to BRAC, a Bangladeshi non-governmental organisation working to provide medical

assistance and long-term care for the victims. However, in the

aftermath of the disaster, the International Labour Organisation (ILO) calculated that US\$30 million was needed to cover all medical expenses and care for the victims of the accident. Together with unions the ILO set up the Rana Plaza Donors Trust Fund, and encouraged brands to contribute (Rana Plaza Arrangement, 2015a; 2015b). Benetton was heavily criticised for being late contributing to the fund (Westervelt, 2015). It was only in 2015, two years after the accident and after a large-scale campaign against the brand by activist spurring



Picture 3 (Clean Clothes Campaign, 2015c)

them to “*show their true colours*”, that Benetton contributed to the fund, with US\$1.1 million (Kazmin, 2015). As stated in a press release by the company, this was twice the amount recommended by PwC (Benetton Group, 2015f).

Table 1- Overview Brands

| Brand | Founded | Employees | Stores | Countries | Involvement in Rana Plaza | Initiatives after the crisis |
|-----------------|----------------|------------------|---------------|----------------------|---|--|
| H&M | 1947 | 116,000 | 3,100 | 53 | No involvement, but largest buyer from Bangladesh. | <ul style="list-style-type: none"> - One of the first brands to sign the Accord on Fire and Building Safety - Donated USD 100,000 to Rana Plaza Donors Trust Fund twice. |
| Mango | 1984 | 13,456 | 2,731 | 105 | Phantom, a supplier in the factory, was in the process of producing samples for the brand. | <ul style="list-style-type: none"> - Signed the Accord on Fire and Building Safety in May, 2013. - Donated unknown amount to Rana Plaza Donors Trust Fund. |
| Benetton | 1965 | 7,960 | 5,000 | <i>Not available</i> | New Wave Style, a supplier in the factory, had completed an order of 185,000 cotton shirts that was ready just before the collapse. | <ul style="list-style-type: none"> - Signed the Accord on Fire and Building Safety. - Donated USD 500,000 to BRAC. - Donated USD 1,1 million to Rana Plaza Donors Trust Fund. |

As can be seen in Table 1, the three brands examined had different levels of involvement in the crisis and different ways of responding to and handling the crisis. This will further be examined in the results and analysis chapter. The next part of the paper will cover the theories used to analyse the findings of the paper.

Theory Chapter

This theory chapter will cover two main topics; crisis communication and corporate social responsibility. The main theory used is the Situational Crisis Communication Theory (SCCT), and the objective of this chapter is to introduce the SCCT and give an overview of research done on the SCCT in relation to social media. As social media communication is a large part of this paper, it is also important to discuss how firms use social media not only during crisis, but also during usual day-to-day interactions with stakeholders. This includes discussing the importance of brand communities and how firms can successfully create brand communities online. Finally, the topic of CSR will be discussed to shed further light on the Rana Plaza collapse, and how such an event could occur in the 21st century. The larger issues of CSR in today's hypercompetitive environment will be discussed, as well as the effectiveness of the CSR-policies companies' design. Finally, the social and economic challenges that workers, suppliers and brands face by being a part of a global supply chain will be discussed.

Crisis communication

"Crisis communication is the life blood of crisis management. When crisis communication is ineffective, so is the crisis management effort." (Coombs, 2014, p. 5)

Situational Crisis Communication Theory

It was previously believed that the best response to any sort of crisis was a full apology.

Today research has proven that to protect the reputational assets of a firm the best strategy is to use a situational approach when selecting a response (Coombs and Holladay, 2002). That is, each crisis must be carefully assessed to determine what response will be most appropriate.

The purpose of the Situational Crisis Communication Theory is to aid firms in successfully matching the proper crisis communication strategy to the crisis at hand, and consequently minimise the reputational damage done to the firm (Coombs, 2007). The theory is based on findings from Attribution theory, and several studies have been conducted on how to best match a crisis with a suitable response (Coombs, 2004). Attribution theory stipulates that when events occur, especially sudden and unexpected events, human beings have a need to attribute cause or reason to the event (Weiner, 1985). An emotional reaction follows, usually

anger or sympathy, the most common emotions in Attribution theory. Similarly, SCCT evaluates the potential reputational damage subsequent to a crisis by assessing the firm's attribution to the crisis and the stakeholder's probable emotional reaction to it (Coombs, 2007).

There are three main components of the SCCT that impact the reputational threat: “(1) *initial crisis responsibility*, (2) *crisis history*, and (3) *prior relational reputation*” (Coombs, 2007, p. 166). Crisis responsibility is the centrepiece of SCCT (Coombs, 2004), and adjustments are made to this initial assessment by considering the two other components; crisis history and prior relational reputation (Coombs and Holladay, 2002). Coombs (2007) identifies 12 different types of crisis types in terms of responsibility, that can be gathered into three clusters: *the victim cluster*, where the organisation is also a victim of the crisis and the reputational threat is mild, *the accidental cluster*, where the organisation did not intentionally cause the crisis but where the reputational threat is moderate, and finally *the preventable cluster*, where the organisation knowingly placed people at risk or broke the law and where the reputational threat is severe. The intent with clustering together the crisis types is for firms to prepare plans for each cluster, as opposed to creating individual plans for all 12 crisis types (Coombs, 2004).

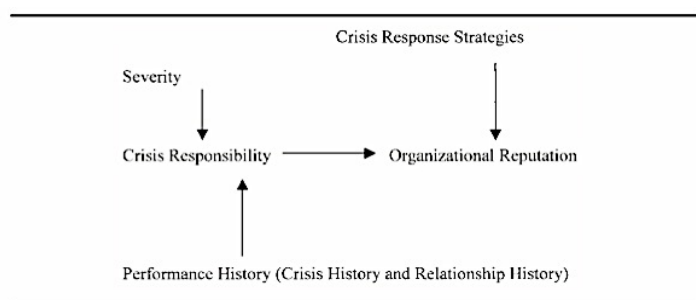


Figure 1- Situational Crisis Communication Theory (Coombs and Holladay, 2002)

The second factor to impact the reputation, crisis history, looks at the organisations previous experience with similar crises, while the third factor, relational reputation, is regarding how the organisation usually treats its stakeholders and if there has been incidents previously where stakeholders have been shown little consideration (Coombs, 2007). These three steps are crucial to determine the correct crisis communication strategy, and the assessment of these

together with the crisis response strategy will influence the organisational reputation, as illustrated in Figure 1. However, the initial concern of any firm experiencing a crisis should always be to make sure that all stakeholders are safe and unharmed (Coombs and Holladay, 2002).

When the crisis responsibility, crisis history and prior relational reputation have been mapped out, a crisis strategy can be chosen. As presented in Table 2, there are six primary crisis strategies companies can choose from (Coombs, 2007). However, Coombs (2015) warns about the use of ‘best practices’ when it comes to crisis communication. While similarities can be found between different crises, no crisis bears the same characteristics, and as such each situation will require a tailor-made crisis communication plan. What *can* be identified are successful communication strategies that produce consistent results, serving as a guide if a crisis were to occur. Furthermore, it is also important to discuss not only what crisis communication strategies might be suitable for certain situations, but what strategies firms should avoid so as not to worsen the crisis situation (Coombs, 2014).

Table 2- Crisis Response Strategies (Coombs, 2007; Ki and Nekmat, 2014)

| Level of Accommodation | Strategy | Explanation of strategy |
|------------------------|--------------------|--|
| <i>Low</i> | Denial | Management claims there is no crisis |
| | Attack the accuser | Management confronts the person/group that is claiming something is wrong |
| | Scapegoating | Management tries to shift the blame to some person/group outside the organisation (e.g. the organisation blames a supplier for the crisis) |
| <i>Moderate</i> | Excuse | Management tries to minimize the organisation’s responsibility for the crisis by claiming they did not intend for the crisis to happen, and/or could not control the events leading up to the crisis |
| | Justification | Managers attempt to minimize perceptions of damage resulting from the crisis and suggest that the crisis is not as bad as it may seem |
| <i>High</i> | Full apology | Management publicly admits its responsibility and asks victims and others for forgiveness |

In addition to Coombs, several authors have researched the topic of crisis communication and developed the Situational Crisis Communication Theory further. Huang (2008) examined the crisis communication literature, and found three recurrent additions to the theory: “*timely response, consistent response, and active response*” (p. 303). To elaborate, for crisis communication strategies to be successful he found that: a) the strategy must be communicated in a timely manner, b) the response across all channels during the crisis period

must be consistent and not contradictory, and c) the organisation must actively respond to any concerns and inquiries from stakeholders throughout the crisis. Only then will trust and relational commitment between the brand and stakeholders occur (Huang, 2008). Coombs (2015) also highlights the importance of timing, especially the importance of “*the release of information acknowledging that a crisis exists*” (p. 144). Coombs (2015) introduces the term “*stealing thunder*” to the crisis communication vocabulary, originally used in legal studies. The term is concerned with trials where a known weakness will be brought up before the opposing counsel has the opportunity to do so. In a crisis situation this would translate to the firm being the first to report the crisis to stakeholders. Research has shown that if the organisation manages to be the first to report on the crisis, the reputational damage will be significantly reduced. Findings also show that firms that are perceived to be open to dialogue during a crisis will increase stakeholder communication with the firm, which will again lead to more positive emotions towards the brand after the crisis. This is shown for example in terms of positive word-of-mouth and positive associations with the brand in the period following a crisis (Yang et al, 2010).

Researchers have also looked at the SCCT in relation to different medias. Taylor and Perry (2005) examined crisis communication in new media, and how to integrate the Internet into a crisis response. Jin and Liu (2010) looked at how crisis managers must deal with bloggers and the blogosphere during crisis. Coombs and Holladay (2014) looked at communicating on social media platforms during crisis, and Ki and Nekmat (2014) examined the use of Facebook as a tool for crisis communication. The use of social media as a crisis communication tool will be discussed later in the chapter. First, an overview of the use of online communication and brand communities will be examined to gain a better understanding of how firms avail of this medium today.

Online brand communities

With the introduction of the Internet and online communication a shift in power occurred, meaning that companies today are no longer in control of their brand and brand image. As consumers look to each other for advice, recommendations and opinions, the control of the brand is consequently in their hands. The way consumers interact with brands has also changed, and as such companies must change the way they manage their brand (Quinton,

2013). As stated by Quinton (2013): “...companies are now forced to rebalance the consumer-brand relationship owing to the presence of empowered, Internet-enabled, passionate consumers” (p.914). Mass media and modern marketing is the reason why the consumptive role is what many people base their social identity on today (Wirtz et al, 2013), and hence the creation of meaning is often done with a brand or consumption as the basis for interaction (Sicilia and Palazón, 2008). With this there has been an emergence of brand communities (Quinton, 2013).

A brand community is “a specialised, non-geographically bound community, based on a structured set of social relationships among admirers of a brand” (Muniz and O’Guinn, 2001, p. 412). A community can be identified by three recurring variables: consciousness of kind, indication of shared rituals and traditions, and a sense of obligation to the community and its members (Muniz and O’Guinn, 2001). However, the most important part of a community is the “creation and negotiation of meaning” (McAlexander, 2002, p.38). While brand communities were present before the time of the Internet, the Internet has enabled customers and brands to take avail of brand communities in an easier fashion (Sicila and Palazón, 2008).

Joining a virtual community is quick, the costs for joining are low, and one has the option of remaining anonymous (Wirtz et al, 2013). Furthermore, virtual communities defy geographical limitations, which enables a large number of members and increased diversity within the community. For the brands, online communities are a place where they can enhance ties with their consumers, and gain timely and accurate insight into consumers’ behaviour and opinions (Quinton, 2013). While any firm can start a brand community, findings show that communities are most likely to form around brands with a strong image, a rich and lengthy history and threatening competition (Sicilia and Palazón, 2008).

Social media brand communities

The use of online platforms such as social media, blogs, and webpages have become commonplace for organisations as a communication tool with their stakeholders. And while many brands have taken avail of online brand communities, social media platforms have proven to be especially suitable for community building (Habibi et al, 2014b). “In the age of

social media everything is about community building and gaining customers' engagement with the community and the brand" (Habibi et al, 2014a, p.158). Social media based brand communities are ideal for companies, as the structure of the community is already in place and millions of consumers have already signed up for the platform. The entry barrier for consumers to join the community is therefore much lower than in an online community, as all that is needed is the click of a button to "like" a page, as opposed to having to sign up for a community where for example e-mail, password and username must be created. This is evident as the number of members on social media based brand communities is much higher than other virtual communities (Habibi et al, 2014a). One example is the Coca Cola community in Spain, a highly successful community with more than 1.5 million members (Sicilia & Palazón, 2008). By comparison, the Coca Cola site on Facebook has over 94 million followers (Facebook, 2015b). Furthermore, members of brand communities on social media are more likely to use their own identities, meaning it is easier for both the brand to gain an overview of who the followers are, and for the followers to create stronger social ties. The visual aspect of social media is very important, and as such most communication happens through photos or videos with accompanied text (Habibi et al, 2014a). This enhances the storytelling aspect of the brand community. The storytelling also becomes more interactive and fluid as followers can comment and "like" what the brands post (Habibi et al, 2014b). As one studies the use of social media by brands, these characteristics are important to keep in mind, as the focus will be more on what the brands choose to communicate and share, as opposed to the functionalities and the layout of the platforms. The social media platform cannot be altered by the brands, only their message and communication can be controlled.

Creating a successful brand community

Research has highlighted different reasons for why certain communities grow to have a large number of members. Sicilia and Palazón (2008) found that consumers engage in virtual communities as they can gain three values: a *functional value*, which is centred around sharing information, advice and knowledge; *social value*, where consumers with similar experience and lifestyles gain friendships, social status and emotional support; and an *entertainment value*, which is gained by the fun of interacting and socialising with others that share the same interests. In other words, a virtual community goes beyond the admiration or strong feelings towards a brand in itself, it embodies deeper needs in consumers to bond with

other members that share their interests. Consequently firms must keep in mind all three values when producing content for the communities (Sicilia and Palazón, 2008).

Schau et al (2009) has also highlighted the importance of values in brand communities, examining how the use of practices amongst community members enhances value creation. Practices that members engage in include social networking practices, impression management practices (creating a favourable impression of the brand), community engagement practices (escalating engagement with the community) and brand use practices. Schau et al's (2009) research unveiled that the use of these practices spurred engagement amongst members and increased brand use, which also increased the switching costs for members.

Porter et al (2011) created a three-stage model on how to foster and sustain member engagement. The framework consisted of: understanding the consumer's needs and motivations, promoting participation among members, and motivating cooperation both among members and with the brand. Research also highlights that it is very important for firms who create brand communities that they put the consumers at the centre of attention, as opposed to using it for a platform to purely promote the brand and its products (Cova and Pace, 2006). The value of co-creation has been highlighted by Quniton (2013): *"Consumers appear to be enjoying being acknowledged (both by their peers and by the brands themselves) as having value to add to a brand via their suggestions for ideas for product innovation, communications messages, or witty reinterpretations of promotion campaigns."* (p. 915). Quinton (2013) further found that by reaching customers at different touch points, and especially using new digital medias to connect with customers on a deeper emotional level, brands can build stronger ties with their customers and enjoy higher financial returns.

While there has not been much research on how to successfully manage a social media based brand community, some research has dived into the challenges and advantages of brands using social media to connect with customers. Berthon et al (2012) highlights the importance of using a personal tone when communicating on social media with customers, as well as focus on speed and flexibility. Culnan et al (2010) argue that three things must be kept in mind when creating social media strategies, *" 'mindful' adoption, community building and*

absorptive capacity” (p. 245). Habibi et al (2014b) researched how social media based brand communities could influence customer’s trust in a brand, and further the important role engagement plays in these communities. Their research focuses on four relationships the consumer has in a brand community, the relationship with the firm, the relationship with the brand, the relationship with the product and the relationship with other consumers. Their findings prove that the three first relationships positively influence brand trust, while the latter, the relationship between consumers, negatively influences brand trust. They theorise this is because consumers are highly connected at all times and share a large amount of information, and as such they have higher expectations of the brands. What their findings also reveal is the importance of engagement on social media sites. When members of a social media based brand community engage in the community, strong bonds are formed in all four relationships, and consequently trust is increased. This also decreases the sometimes negative influence relationships between consumers can have on brand trust (Habibi et al, 2014b).

In summary, creating a large and successful community requires brands to understand their customers’ needs and motivations for participating in the community, include them in the co-creation of value, using the communities to engage with their stakeholders, and putting the customers at the focus instead of the brand. Overall, getting the members engaged in the community.

Social media as a tool for crisis communication

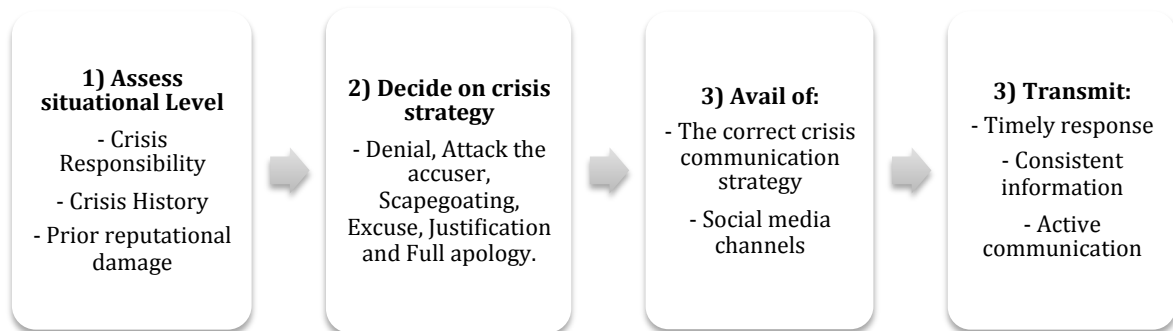
Social media has also become an important tool for communication during crisis. Findings show that social media usage increases during crisis, and that people that are active social media users find it to be a more credible source of information than other media channels (Jin et al, 2014). Consequently; “...*organizations no longer have a choice about whether to integrate social media into crisis management; the only choice is how to do so*” (Jin et al, 2014, p. 76).

This project has focused on the social media platform Facebook. Both because the Social Set Visualizer only shows data from Facebook, but also because of the significance Facebook has in the online world. Facebook has become one of the most popular social media platforms, with almost 1 billion daily active users (Facebook, 2015a). Furthermore 80% of Fortune 500

companies are present on Facebook (Shively, 2014). Yet, a study examining Fortune 500 companies' use of Facebook for communication during crisis found that few of the companies decided to take avail of Facebook during crisis. Furthermore, the findings show that for the companies that had actually taken avail of Facebook during crisis, more than half of the companies had matched the wrong communication strategy with the crisis they faced. An example that recurred was using "full apology" for low- and mid-level crisis (Ki & Nekmat, 2014). As mentioned earlier, providing a full apology where it is not necessary may cause more harm than good (Coombs, 2007). By issuing a full apology the firm indirectly takes responsibility for the crisis, opening the firm up to liability and lawsuits. Furthermore, it may give stakeholders the impression that the crisis is worse than it actually is (Coombs and Holladay, 2002).

The research also showed how firms often use the crisis strategies "excuses" and "scapegoating" in the wrong settings, which can result in the firm portraying a lack of sympathy for the victims of the crisis. The dangers of social media is the ease of which users can share and forward messages, and as such social media can be both very rewarding if the brand successfully communicates during a crisis, but it can also cause much greater harm than regular media channels if the company does a poor job of communicating to its stakeholders. Companies were also found to do a poor job at responding to followers' questions and concerns, with only 9 out of 28 companies responding to messages posted by users (Ki and Nekmat, 2014). As mentioned previously, it is important that firms are open for dialogue and engage with their stakeholders during crisis, as this can minimize the reputational damage (Yang et al, 2010). As Ki and Nekmat (2014) put it: "...*organizations should always bear in mind the human behaviour and communicatory aspects of social networking technologies (i.e. emergent and contingent discussions)*" (p. 146). Ultimately what businesses should gain from an effective crisis communication strategy is minimal reputational damage, preventing negative word-of-mouth and for their customers to maintain their intent to purchase the firms products (Coombs and Holladay, 2014). Figure 2 on the next page provides an overview of the theory on crisis communication.

Figure 2- Overview of theory on crisis communication theory



An introduction to CSR

To understand the brands relationship with their stakeholders, their place in the value chain, and their consciousness around corporate social responsibility, some background on the most regularly used approaches to CSR by firms should be assessed. The Rana Plaza factory collapse cost over 1000 of workers their lives (Hossain, 2013) and an overview of the theories and approaches to CSR will aid an understanding of how this could have happened.

Furthermore, it will cast light on the complex stakeholder relationships and geopolitical conditions that hinder workers agency, and cast a light on the responsibilities of the large brands in the clothing industry's value chain. Connecting it to the Situational Crisis Communication Theory (Coombs, 2007), a background of CSR theory will aid in understanding all three parameters of the theory: crisis responsibility, crisis history and previous stakeholder relations. This paragraph will give an introduction to the old and new paradigm of CSR, discuss the issues with today's auditing system, as well as examine different stakeholders influence over the supply chain. It should be noted that this is a complex issue worthy of its own paper, therefore a brief overview of the literature and main issues in the industry will be provided here, to aid answering the research questions chosen in this paper.

Moving from the old CSR paradigm to the new

In the last decade there has been a shift in the understanding of what corporate social responsibility entails. When discussing corporate social responsibility, the term *sustainable development* is key. Sustainable development is most commonly defined as: “... *development that meets the needs of the present without compromising the ability of future generations to meet their own needs*” (WCED, 1987, p.43, quoted in Barkemeyer et al., 2014). The quote is taken from the Brundtland report published in 1987, however, the quote in its entirety is much longer:

“It contains within it two key concepts:

- the concept of ‘needs’, in particular the essential needs of the world’s poor, to which overriding priority should be given; and*
- the idea of limitations imposed by the state of technology and social organization on the environment’s ability to meet present and future needs.”* (WCED, 1987, p.43, quoted in Barkemeyer et al., 2014).

Barkemeyer et al’s (2014) findings show that today’s business community has a larger focus on environmental issues, often at the expense of the social issues such as poverty, which was initially the basis for the Brundtland report. Companies often focus on the positive consequences of sustainable development, but fail to inform stakeholders about the limitations many of the sustainable initiatives inhabit. Most sustainable initiatives face a tension between economic, social and environmental development, though these tensions are not a part of today’s discourse. The limitations of sustainable development are real, especially in combination with economic growth and profits, which is the end-goal for most businesses (Barkemeyer et al, 2014). There is also evidence that even though corporate social responsibility is receiving more focus than ever before (Barkemeyer et al, 2014) the end-result is not always as sustainable as one may hope for. This has started to receive more attention, and in recent years a new approach towards CSR has emerged (Lund-Thomsen and Lindgreen, 2013).

Overall, two paradigms have dominated the business landscape in the past decades. First, the compliance based model emerged in the 1990s subsequent to criticism of retailers and supermarkets and their sourcing practices. The compliance based model was based on the

notion that external pressure from NGO's, the media and trade unions would spur businesses to become more responsible for the conditions in supplier factories they chose to work with in developing countries. Guidelines and regulations would be set up, which would be monitored through first-, second- and third-party auditors. The relationship with the supplier would be quid-pro-quo, meaning if the suppliers were in compliance they would receive larger orders, were they not in compliance their orders would be reduced or removed completely. In reality, modest improvements were made to the working conditions for workers in export-oriented industries in developing countries, and the punish-and reward system was rarely enforced by the brands. As the constraints and shortcomings of the compliance-based model became evident, a broad spectrum of actors, including academics, NGO's, private-sector consultants and international buyers began pushing for the adoption of a more cooperative policy to working with CSR in global value chains (Lund-Thomsen and Lindgreen, 2013).

The new paradigm, the cooperative paradigm, is meant to be a approach than the compliance paradigm. The paradigm focuses on international buyers paying higher prices for garments so that suppliers can pay their workers a higher wage, sustaining long-term relationships with suppliers, coordination between CSR departments and the purchasing department, sharing the costs of compliance with the suppliers, offering HR-training and safety training to suppliers, and changing their auditing methods by involving more local actors as NGO's and trade unions (Lund-Thomsen and Lindgren, 2013).

Are we there yet?

However, are we there yet? Several criticisms have also been made towards the cooperative paradigm, indicating that the policies and actions taken by brands are not of high standard. Research conducted by The American Federation of Labour-Congress of Industrial Organizations (AFL-ILO) in 2013 concluded that the CSR model has failed, stating that: "... *with the big global brands holding on to the 'Walmart' model of driving prices to local producers ever lower and demanding ever-faster production, the dominant social auditing model will never achieve decent, secure jobs for the millions of workers at the sharp end of the global economy.*" (p. 1). The research paper highlights several grave issues with the current model. Firstly, while the new paradigm highlights the need for cooperation between all stakeholders in the business, workers and their unions are rarely taken into account.

Corporations create CSR initiatives mostly to regulate their own behaviour, and as made evident by the 2007 financial crisis, corporations are rarely successful at self-regulation. With CSR-initiatives being mainly voluntary, it is up to individual companies to ensure that they are of high standards. Secondly, there is a lack of accountability and transparency in the industry. The report reveals that the CSR industry has knowingly withheld information of unsafe conditions from workers and governments in the countries where the factories are situated, and fatal accidents has happened in factories that have gained access to markets based on certifications by well-known CSR brands. Thirdly, freedom of association and collective bargaining is not something that is emphasised or enforced by the brands. If workers are able to unionize and consequently bargain collectively, they could defend themselves from exploitation both in terms of working conditions and wages (AFL-ILO, 2013).

Lund-Thomsen and Lindgren (2013) also asks the questions whether the cooperative paradigm can truly work in the highly competitive international market that exists today. Because the markets are volatile, competition is extremely high, and consumers are more demanding than ever before, suppliers face a great risk in pushing through measures that will increase the costs of manufacturing. If suppliers ensure higher wages, better working conditions and an increase in training for their workers, there is still the very real risk of corporations relocating their production to cheaper suppliers elsewhere in the developing world. Ultimately, while the cooperative paradigm looks good on paper, there are several palpable consequences that cannot be ignored (Lund-Thomsen and Lindgren, 2013). And while the cooperative paradigm is a much better alternative than the compliance paradigm, it has not been enforced by many brands. As stated by Lund-Thomsen and Lindgren (2013): “... *we find little evidence to suggest that international brands have fundamentally revised their purchasing practices, engaged in long-term capacity building with suppliers, or cooperated with local NGOs and trade unions to train workers and undertake constant factory monitoring*” (p. 17).

Many of the big brands have avoided committing to rules and regulations, and have instead opted for using audits to regulate compliance, an alternative that is less conclusive and alleviates responsibility. The decision of using audits are inherently about risk avoidance, so

that the brands can provide documentation to stakeholders proving that experts have given a supplier a stamp of approval, ensuring that workers and their rights are respected (ALF-CIO, 2013). Today audits are performed by for-profit agencies and the auditing industry is estimated to be worth US \$80 million a year. The auditing firms are also known to have a closer relationship with the large brands than with the suppliers' workers (Wilshaw, 2011). Several other issues have also been noted with the auditing system. Because the audits are often scheduled in advance, it is easy for the suppliers to optimise conditions purely for the audits, by for example opening exit doors that are normally closed and preparing workers for the interviews by giving them strict instructions on what information to provide. Therefore the audits vary in quality. Furthermore, while audits can uncover bad working conditions, they cannot ensure freedom of association. Ultimately, the issue lies with the consequences of non-compliance. If the audits are done properly and the factories assessed on their actual conditions, little is done to ensure improvement of the factories where they are faulty (ALF-CIO, 2013). *"As long as CSR initiatives and companies avoid systematic contact with workers and their unions, improvement neither will be brought to significant scale nor be sustainable"* (ALF-CIO, 2013, p.29).

The next part of the paper will cover the methodology that was used when gathering, coding and analysing the data.

Methodology Chapter

This aim of this chapter is to provide an overview of the research approach and research design of this paper. That is, what research design and methods were used to gather and analyse the data. The research approach has already been presented. It consisted of the problem formulation and research questions chosen for this study. It also included an overview of the Rana Plaza collapse, as well as the three brands chosen for the research. Finally, it included a theory chapter that outlined the relevant theories for this study. As the research approach has already been presented, the focus of this chapter is the research design of the study. The research design is defined as a *"framework or plan for conducting a marketing research object"* (Malhotra, Birks and Wills, 2012, p. 77). It is a detailed outline of the steps that must be undertaken to be able to answer the research questions. This chapter

will go through these steps one by one, starting with the research philosophy chosen for this paper. Then an overview of the methods used in this paper will be provided, including a detail account of how the data was sampled, coded and analysed. Finally, the potential sources of error will be outlined, looking at the validity and the reliability of the study, as well as the research ethics.

Research Philosophy

Research philosophy is an important part of a research process, as it relates to how the researcher interprets the nature of knowledge and how the researcher views the world. This in turn also affects the research strategy and methodology chosen to gather and analyse the data. The main focus however is not the particular research philosophy chosen; rather how well the philosophical choices are reflected upon and compared to alternative choices (Saunders, Lewis and Thornhill, 2009).

In general there are two paradigms research take avail of: positivism and interpretivism. Which of the two paradigms are chosen is based on the nature of the research questions and will consequently shape the techniques used in the paper (Malhotra, Birks and Wills, 2012). The two paradigms will be further introduced in the next paragraph.

Positivist or interpretivist

Positivist is based upon the notion of research being scientific, and that the world is made up of “*fixed and unalterable laws in an endless chain of causation*” (Malhotra, Birks and Wills, 2012, p. 191). The reality is “out there” (Malhotra, Birks and Wills, 2012) and therefore only observable research will be conducted. Existing theory is likely to be used for the development of hypothesis, which is tested and then confirmed or denied (Saunders, Lewis and Thornhill, 2009). The interpretivist perspective on the other hand has a more relaxed view of reality, recognising that different interpretations of reality is possible (Malhotra, Birks and Wills, 2012). The core of the interpretivist philosophy is that the research conducts their study in an empathetic way. That is, the research tries to see the point of view of the research objects (Saunders, Lewis and Thornhill, 2009), as it is the research objects that construct their own nature of reality (Malhotra, Birks & Wills, 2012).

This paper has adopted a third and commonly used management research philosophy: pragmatism. Pragmatism suggests that if your research question is not explicitly positivist or interpretivist, a variation in the epistemology and ontology is possible. In pragmatism the ontological question, which is regarding how reality is viewed, says that it is possible to view reality in multiple ways (Saunders, Lewis and Thornhill, 2009). As content analysis is looked upon as analysing large amounts of data and its meaning within its context (Krippendorff, 2013) this research is closer to the constructivist than the realist perspective of ontology. The epistemology of pragmatism, epistemology being the *“researcher’s view of what constitutes acceptable knowledge”* (Saunders, Lewis and Thornhill, 2009, p. 119), focus on applied research that is realistic, while integrating different perspectives of knowledge to help interpret the data. Therefore, for the pragmatist research philosophy, a mix of qualitative and quantitative method design is normal, (Saunders, Lewis and Thornhill, 2009), and it is what will be used in this paper.

Reasoning approach

According to Easterby-Smith et al (2008) there are three reasons why the choice of reasoning approach is important. It will aid you in choosing a suitable research design, it will provide you with knowledge to compare and assess research strategies and finally it will make you aware of potential constraints your chosen research design may have. Krippendorff (2013), distinguish between three types of reasoning approaches: deductive inferences, inductive inferences and abductive inferences. Deduction is defined as *“a form of reasoning in which a conclusion is validly inferred from some premises, and must be true if those premises are true”* (Malhotra, Birks and Wills, 2012, p. 197). Deductive inferences start with a generalisation and move on to specifics, and are therefore definite in their conclusion (Krippendorff, 2013). Induction is defined as *“a form of reasoning that usually involves the inference that an instance or repeated combination of events may be universally generalised”* (Malhotra, Birks and Wills, 2012, p. 197). Induction is not definite in its conclusion as deduction, though it is still probable that it’s conclusions are accurate. Induction moves from smaller statistical samples to broader generalisations (Krippendorff, 2013).

According to Krippendorff (2013), neither deduction nor induction is appropriate descriptions of how content analysis is performed. Krippendorff (2013) states that abductive inferences

better portray the structure of content analysis. Abductive inferences are inferences that *“proceed across logically distinct domains, from particulars of one kind to particulars of another kind”* (Krippendorff, 2013, p.41). This explanation is appropriate in relation to content analysis, as content analysis uses text as a starting point and through inferences and contextual analysis arrives at an answer to the research questions at hand. As content analysis analyse issues that cannot be directly observed, the researcher must use his or hers intuition and knowledge on the subject, together with statistics to get from the starting point of text, to a logical conclusion to the research question (Krippendorff, 2013).

Research design- exploratory or conclusive?

Finally, the research design must be decided upon. There are generally two types of research design: exploratory research and conclusive research. Exploratory research is defined as: *“a research design characterised by a flexible and evolving approach to understanding marketing phenomena that are inherently difficult to measure”* (Malhotra, Birks and Wills, 2012, p. 86). Often the researcher is aiming at getting an in-depth understanding of a phenomenon or topic. Conclusive research design on the other hand is mostly used to tests hypothesis, with a focus on quantitative data and measurement to arrive at a conclusion. In exploratory research the data analysis can be both qualitative and quantitative, and exactly what information is needed to arrive at a conclusion must not be outlined in its entirety. In conclusive design the process of researching is more structured and formal (Malhotra, Birks and Wills, 2012).

For this study, content analysis is used, which is in itself exploratory. As Krippendorff (2013) states: *“content analysis is an empirically grounded method, exploratory in process, and predictive or inferential in intent”* (p.1). The issues examined in this paper are not clearly defined, as the objective of the paper is to gain a holistic image of how firms use social media and the Internet to communicate with stakeholders both during crisis and in everyday life. Qualitative and quantitative research is needed, and therefore the author concludes that exploratory research design will be the best fit to successfully answer the research questions.

Data Generating Methods

When conducting a study, researchers have the option of using primary or secondary data, though most of the time both is taken avail of. Primary data is data that is gathered

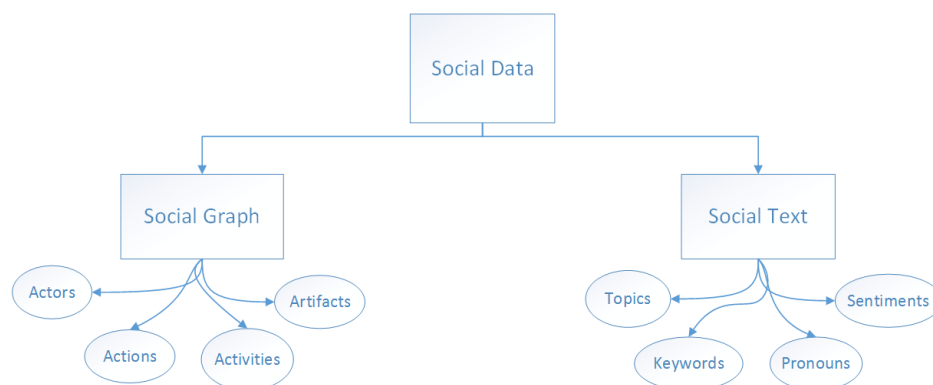
specifically for the study at hand, while secondary data is data that already exists, and that was gathered and analysed for a different purpose (Malhotra, Birks and Wills, 2012). Using secondary data is important, as this is where the researcher gathers information to define the problem or topic that is to be further examined. This data will also aid in answering the chosen research question or hypothesis (Saunders, Lewis and Thornhill, 2009).

When gathering primary data, the researcher has two options: qualitative or quantitative data. Qualitative research is defined as: *“an unstructured, primarily exploratory design based on small samples, intended to provide depth, insight and understanding”* (Malhotra, Birks and Wills, 2012, p. 187), while quantitative research is defined as: *“research techniques that seek to quantify data and, typically, apply some form of measurement and statistical analysis”* (Malhotra, Birks and Wills, 2012, p. 187). Hence, the main difference between the two research methods is how data is gathered. Qualitative data looks into the questions of *how* and *why*, and the size of the sampling is smaller than with quantitative research. On the other hand qualitative research is more in-depth and provides the researcher with more complex and insightful replies (Blumberg, Cooper and Schindler, 2005).

Big data analytics

This paper’s main focus for data collection is “social data”, also termed “big data”. This type of unstructured data can be difficult to analyse, and many business have a hard time extracting *“meaningful and actionable information in a timely fashion”* (Vatrapu, 2013, p. 5). To simplify, Vatrapu (2013) has divided social data into two main categories: social graph analytics and social text analytics.

Figure 3- Social Data (Mukkamala, Hussain and Vatrapu, 2014)



Social graph analytics is focused on the networks of actors and how they engage, and analyses what actors are involved, the actions taken, what artefacts are being created and how these artefacts are interacted with. Social text is focused on content, and examines the topics in the text, the most used keywords, what pronouns are used and the sentiment of the text (Vatrapu, 2013). While both social graph and social text will be analysed in this paper, the main focus is on social text gathered from the Facebook-pages of H&M, Mango and Benetton. To analyse the data, content analysis was used.

Content analysis

Content analysis is defined as: *“a research technique for making replicable and valid inferences from texts (or other meaningful matter) to the context of their use”* (Krippendorff, 2013, p. 24). Hence, the focus of content analysis is looking at data within its context. That is, analysing text, pictures and other forms of expression by trying to understand what meaning is attached to them, what is trying to be conveyed or what the communication enables. This is also what distinguishes content analysis from other types of methodology. Furthermore, the benefit of content analysis is that it can be used to analyse a large number of different types of data, and it is also completely unobtrusive compared to other methods, as for example focus groups or netnography (Krippendorff, 2013). A netnographic analysis requires the researcher to use a participative approach to gather data from online communities (Kozinets, 2010). Comparatively, content analysis looks at data that was not meant specifically for a certain research questions, but was created for other intents than being read and used by the researcher (Krippendorff, 2013). Therefore, content analysis is applicable to this paper, as the data examined was not meant for this study. Content analysis also has the benefit of being able to cover large amounts of data over long time spans, and can either be used to analyse phrases or specific words used in a text, the length of a text, or the topics or messages communicated through the text (Malhotra, Birks and Wills, 2012).

Similar to a normal research process that consist of problem definition, research approach, research design, fieldwork or data collection, data integrity and analysis, and report preparation and presentation (Malhotra, Birks and Wills, 2012), the components of a content analysis also consists of six steps (see Table 3) (Krippendorff, 2013). The primary objective

of content analysis is to use rules from existing theory to reduce, simplify and structure the data (Malhotra, Birks and Wills, 2012).

Table 3- Steps in a Content Analysis (Krippendorff, 2013)

| | |
|---|---|
| 1. Unitizing | The researcher decides what text will be included in the analysis, making sure to keep together units of text that create meaning. |
| 2. Sampling | The researcher limits the set of units, making sure it represents the total set of units or population researched. |
| 3. Recording/coding | The data is recorded and coded to make it easier to compare and assess, and present to the readers. |
| 4. Reducing data to manageable representations | The researcher reduces the data to ensure the <i>“need for efficient representations, especially of large volumes of data.”</i> (p. 85) |
| 5. Abductively inferring contextual phenomena | The researcher analyses the data and discuss findings or interesting observations in the text. |
| 6. Narrating the answer to the research question | The researcher presents the final results so they are understandable to others. |

Data Generating Methods in this Study

In this paper, secondary data consist of annual reports from the firms, CSR reports, newspaper articles and press releases on the topic of the Rana Plaza factory collapse and the general clothing manufacturing industry in Bangladesh. Primary data was gathered using a big data visual analytics tool: the Social Set Visualizer. The Social Set Visualizer is a visual analytics dashboard and an interactive web tool, giving people who work with Facebook the opportunity to investigate and make sense of the data in an easier fashion. It was created by Benjamin Flesch (2014), and shows the activity of 11 clothing companies' Facebook walls in the time-period from January 2009 to April 2014. It is made up of a main dashboard, a raw Facebook Data Search and an Actor Analysis. The main dashboard gives an overview of the Facebook activity of the different companies, word frequency in the selected time period, actor overlap between Facebook walls and timeframes, as well as a overview of what languages have been mostly used on the different walls (Flesch, 2014). The Social Set Visualizer was an important tool for this project, as it simultaneously provided an overview of Facebook activity of the brands and the relevant events in Bangladesh.

This research paper has availed of both qualitative and quantitative research methods. An ongoing debate amongst scholars is if content analysis is inherently a qualitative or quantitative research method (Krippendorff, 2013). As explained by Malhotra, Birks and Wills (2012), content analysis is a conventional qualitative research method, used when examining different types of communication, as opposed to observable behaviour. However, as the authors contend, because the nature of content analysis is reduction and coding of data “*content analysis should be classified as a quantitative technique based upon classifying and “counting”*” (Malhotra, Birks and Wills, 2012, p. 307). Yet research by Hsieh and Shannon (2005) show that there are three types of qualitative content analysis; conventional, directed and summative, and the authors argue that content analysis is extensively used as a qualitative research technique. Krippendorff (2013) also comments the debate, and explains: “*...the quantitative/qualitative distinction is a mistaken dichotomy between the two kinds of justifications of content analysis designs...For analysis of text, both are indispensable*” (p.88). As such, this research paper will work under the assumption that content analysis can be both qualitative and quantitative. Quantitative in its reduction of data and data coding, and qualitative in its deeper analysis of the meaning and inferences behind the text.

Social media engagement

The first three steps in a content analysis, unitizing, sampling and recording/coding is explained in this paragraph. That is, how the data was gathered and what was the basis for recording and coding the data. This part of the chapter is divided into two parts: social media engagement and social media engagement during crisis, as the data gathered from the Social Set Visualizer differed slightly for these two time-periods.

To analyse the three firms usual social media activity, data from four years of Facebook activity was gathered: 2010, 2011, 2012 and 2013 (see Appendix 1). The Social Set Visualizer provides data from 2009 to 2014, though data was only gathered from 2010-2013, as there was limited activity from the brands in 2009, and 2014 only had the months of January, February, March and April included. The aim of gathering data for this part of the paper was to get an overview of the level of activity of each brand on Facebook, how this activity changed seasonally and yearly as social media increased in popularity, and furthermore how the firms chose to present their brand to their stakeholders and furthermore


interact with their followers. This would also give an indication as to what social media strategy each brand took avail of, and the success of this strategy.

First, to gain an overview of the four years in question, a quantitative analysis was conducted, where five parameters of activity was noted. The top three words used on each of the brand's walls for each year was gathered to get an overview of the most popular topics on each of the Facebook-walls (see Appendix 1a). Each of the brands level of activity on Facebook was sampled by looking at number of posts, comments and likes published by each brand on their own Facebook-walls, which was also divided up per season, as well as per year (see Appendix 1b). These posts were then further examined by determining the use of visual tools (photos and videos) or use of links (see Appendix 1c). To get an overview of how active the followers of the different brands were on each wall, the follower engagement was studied by looking at total number of posts, comments and likes per year (see Appendix 1f), as well as looking at total follower activity per quarter (see Appendix 1e). How apt the brands were at responding to and engaging with their followers were noted. This was calculated by dividing the total number of comments and likes from the brand by the total amount of comments and posts from followers (see Appendix 1d). Finally, the percentage of each activity from the brands on their Facebook-page was calculated, showing how many percentages of posts, comments and likes there were each year (see Appendix 1g).

After having gotten a general overview of the level of activity of the brands from each year, a deeper analysis was done by looking at the seasonal variation of Facebook activity. Ten posts from Q1, Q2, Q3 and Q4 was sampled and coded from each brand's Facebook-page, for each of the four years. In total 160 posts by each company was therefore sampled and coded. The data was systematically collected per quarter to get an even distribution of the posts, but also to be able to gain more specificity if behaviour changed from one season to another (see Appendix 1h). As stated by Krippendorff (2013) when sampling for content analysis the important thing is not to include as much text as possible, rather the focus should be sampling in light of answering the research questions in the best possible way. Therefore, the posts with the most likes were chosen from each quarter. This would provide an indication of what posts followers were mostly interested in and what engaged them.

The coding of the data was done in accordance with insights from the theory chapter. Sicilia and Palazon's (2008) findings on values used in online communities was the basis for coding each post as either providing a functional, social or entertainment value. It should be noted that the author first used the values in combination, as some posts for example could have both functional and social values. This was later changed, when it became evident that choosing only one value for each post would give the analysis more depth and provide a better overview of the data. Furthermore, by only coding the posts with one value, it would demonstrate the *main* thing each brand wanted to communicate or portray to their followers. A potential viewpoint that was considered when coding the posts in terms of their values was that all posts can be argued to be in some ways "functional" (most posts have a picture or link, informing the follower in one way or another about the brand) or "entertaining" (looking at posts and comments may be argued to be one form of entertainment). However, as the author did not have access to the pictures, the focus was mainly on the text, and how the brands chose to present the pictures/video/links to their followers. Hence, even though it could be argued that some of the posts contain all values, the idea was to tap into how the brands communicated with followers and therefore the main focus was if they engaged in debate/asked questions (tapping into their followers social value), or if they used Facebook mainly to inform their followers (functional value), or if they used Facebook as a platform to entertain and amuse their followers, where the focus would not necessarily be on the clothes. To provide clarity in the coding process, a couple of examples will be given.

An example of a post coded as social (Social Set Visualizer, 2014):

| User | Text | Likes  | Type of post | Event name | FB-PostID |
|------|---|--|--------------|------------|--|
| H&M | Eight different ways to wear this season's fashionable party outfits! Which is your favourite and why? Learn more at www.hm.com/styleguide . | 2256 | photo | POST | 21415640912_474411300912 |

Here it can be argued that the post taps into functional and social values, as it both informs and engages the followers. However this post was coded as "social" as what is specifically interesting for the analysis (or the research questions chosen) is that H&M engages their followers by adding a question at the end of the post. Hereby H&M includes their followers in the value-creation of the brand, as deemed very important for a successful community (Habibi et al, 2014b).

Example of a post that relates purely to the functional values (Social Set Visualizer, 2014):

| User | Text | Likes | Typeofpost | Eventname | FB-PostID |
|-------|---|-------|------------|-----------|--|
| Mango | GET THE LOOK! <3 - Dress // Vestido // Robe // Kleid -> http://bit.ly/SXOXD3 - Sandals // Sandalias // Sandales // Sandalen -> http://bit.ly/SXOSIJ - Pouch // Bolsito // Sac à main // Handtasche -> http://bit.ly/N0fevn | 28237 | photo | POST | 155318785394_10151124648100395 |

Here, mango is purely informing/advertising their products, there is no encouragement to engage with the brand or for the followers to engage with each other.

Example of a post that relates purely to entertainment values (Social Set Visualizer, 2014):

| | | | | | |
|-----|--|-------|-------|------|---|
| H&M | Check out the exclusive behind-the-scenes photos and get a close up with @David Beckham! | 20831 | photo | POST | 21415640912_10151006825040913 |
|-----|--|-------|-------|------|---|

These are posts where the brand, the products and the company is not in focus, it is just meant as entertainment for the followers, something they will enjoy no matter if they are fans of the brand or not.

A final note should also be noted regarding coding the posts in terms of their values. Not all posts that included a question were coded as “social”. Benetton, for example, often asks questions in their posts. Yet from what the author can infer from the text, no answer is expected, as the questions are rhetorical. An example is this post (Social Set Visualizer, 2014):

| User | Text | Likes | Typeofpost | Eventname | FB-PostID |
|---------------------------|---|-------|------------|-----------|--|
| UNITED COLORS OF BENETTON | Moving into a new flat? Read here to find some inspirations to decorate it! http://blog.benetton.com/blog/moving-time/ | 9187 | photo | POST | 229848430415_10152546915095416 |

Here the author argues that it is evident to the followers that Benetton is not interested in an answer when publishing the posts. It is a simple yes or no question, and it seems the brand is

expecting an action rather than an answer from their followers of clicking on the link if they are in fact moving into a new flat.

When coding the posts in terms of topics, the topics chosen were based both on what was deemed important for the research questions, as for example looking for posts regarding CSR, but was also guided from previous content analysis. Shen & Bissell (2013) followed the basic characteristics of post content, coding the posts in their research as either event, product, promotion, entertainment or other. Gulbrandsen and Just (2013) performed a content analysis on the online communication of Novo Nordisk, and labelled their findings according to four different categories: socially responsible, profit seeker, employee and product information. Consequently, the Facebook-posts sampled for this research was coded as: CSR, product promotion, company promotion, engagement, competition, information or other. One might ask why it was needed to code the posts with both their values and their topics, as in some cases they are obviously correlated. E.g. if a posts is “engaging” it is most likely also social. However, it was important for the research questions to include both. While the values would provide a more overall sense of what was the focus of the brands communication (was it to only get information out there, or was it also to entertain or engage with stakeholders), the topics would provide more specific insights into what the posts contained, for example if most posts were about the products, or if other topics were touched upon as well. This would also provide insight into if the brands and their followers communicated about CSR. Each post was also coded with date and time, user, post content, post type (photo, video, link), the amount of likes, and the Facebook Post-ID.

Social Media Engagement During Crisis

After having gotten an overview of the brands social media engagement, the use of Facebook as a tool for crisis management was examined. The Rana Plaza factory collapse occurred the 24th of April 2013, and this was therefore the starting point of the crisis period that was examined. The “*crisis period*” was set to six weeks (24.04.2013-05.06.2013) due to the events relating to the crisis after the Rana Plaza factory collapsed (see timeline page 7). This included the arrest of the factory owner, the search for survivors (last survivor found 10.05.2013) and creation of the Fire and Safety Agreement and the media attention around getting the large brands to sign the agreement. In total, the “social media engagement during

crisis” part of the data gathering was split into three periods: the six weeks before crisis, the six weeks during the crisis, and the six weeks after the crisis.

The first part of the data collection consisted of creating a timeline of events for each brand, as well as for the events occurring in Bangladesh during the crisis. The timeline included posts published by the brands regarding the crisis, as well as followers’ comments to the crisis, and answers from the brands to these comments if there were any. This was done by searching for posts that included the word Bangladesh, Rana Plaza, factory or collapse, both from the brands but also from their followers. The author scrolled through most of the comments, and picked out those that had received a high amount of “likes” or gave a good representation of what many of the followers were posting regarding the crisis. The timeline also included relevant communication from the brands on other channels, as other social media channels, newspapers or the brands’ webpages. Together this information would give an indication of what crisis strategy was chosen, and would together with the background information show if the brands selected the appropriate crisis strategy, and also how the followers reacted to that chosen strategy.

The second part of gaining an overview of the social media engagement during crisis included analysing posts from the brands during the six weeks of crisis and the six weeks after, to see if there was any change (see Appendix 2b). As with the “social media engagement”- part of the paper, the posts were also coded in terms of their topics and values. Furthermore, the average weekly activity by each brand was calculated for 2013, and then compared to the six weeks of crisis to see if the brands posted, commented or used the like-button in the same fashion during the crisis. The actor mobility chart was also used to view how many actors were active the period before, during and after the crisis. Finally, the word-cloud was reviewed for each brand to document the three most used words during the crisis (see Appendix 2a).

Finally, 20 comments from followers were gathered from each brand’s Facebook-pages, before, during and after the crisis (see Appendix 2c). The topics of the followers posts as well as the sentiments were analysed. The posts were either labelled as positive, negative or neutral, and the topics were based on similar topics from the coding of the posts from the brands, though some were changed to better represent the main topics that followers were

discussing. This was to gain insight into how the followers reacted to the crisis, and if there were any changes in what they were talking about or in their attitudes towards the brands. Furthermore, it would provide insight into how the followers reacted to the brands crisis management strategy and if the chosen strategy was successful. The posts with the most likes were analysed, as a like is similar to a follower supporting an opinion or viewpoint. This would give the best indication for what a larger amount of followers agreed with, and would further strengthen the analysis. It should be noted that people that do not follow a brand on Facebook can also comment and like posts and comments from the brand.

The sentiment analysis was included in the coding, as sentiment analysis can “...*help in the understanding the user motivations for social media engagement, the different phases of consumer decision-making process and the potential business value and organizational impact of positive, negative and neutral sentiments*” (Mukkamala, Hussain and Vatrpu, 2014, p.1-2). Each comment was coded within the context of the Rana Plaza crisis. For example, the comment “*Show us a video of where your clothes are made and the conditions of the factories. Thank you.*” (see Appendix 2c), which does not directly express any negative words or phrases, was coded as negative as the inferences from the comment is that the customer is not happy about Benetton’s sourcing practices. An example of a positive comment with a positive sentiment is: “*Must have :-)*” (see Appendix 2c), due to the desire to own a product from the brand. An example of a neutral comment is: “*Whatz d price for dese two outfits?*” (see Appendix 2c). Included in the coding of the posts was also date and time, user-name, the comment, the amount of likes and the Facebook-post ID.

Potential sources of error

This paper has certain potential sources of error that the reader should be made aware of. Firstly, the Social Set Visualizer has by default not included the data from H&M’s Facebook-wall from September 2014. Hence, some generalisations and assumptions about H&M’s activity between September-December 2014 has had to be made. Second, the Social Set Visualizer does not provide access to the pictures and videos posted by the brands. The author has tried to gain access to these through other measures, but have unfortunately not been successful. Therefore, some assumptions about the content of the pictures and videos have also had to be made. This is especially regarding Mango’s posts to their Facebook-wall in

2011, which mainly consisted of pictures or links without any text. The assumption made is that the topics of these posts were product promotion, with a functional value. Looking at the Facebook-activity of Mango from 2010, 2012 and 2013 this does correspond to their overall Facebook-strategy, so the author is confident that this has not negatively affected the validity of the research.

Validity and reliability

Validity examines if the research really measure what it is intended to measure (Saunders, Lewis, Thornhill, 2009), and if the findings can be generalised (Malhotra, Birks and Mills, 2012). When conducting a content analysis it is also important to measure *sampling validity*, regarding if the content that has been analysed provides an accurate representation of a population, and *semantic validity*, regarding the degree to which the coding of the text in terms of categories corresponds to the actual meaning of the text, either for the reader or within the context it is being analysed (Krippendorff, 2013). The researcher has done everything in her power to assure that the research is valid. The data collected aids in answering the research questions, and only data that is directly relevant for the study has been gathered and analysed. While it can be argued that only a small fraction of the data available from Facebook has been analysed, the posts and comments from followers and brands that have been chosen for this study has almost always been the ones with the highest number of likes. Furthermore, to gain an even distribution of samples, sampling was done per quarter as well as per year. In terms of semantic validity, every effort has been made so that the coding of the posts and comments has represented the actual text in the best possible way, both in light of the chosen research questions, but also in terms of available theory on the topic. This process has been carefully explained earlier in this chapter. Finally, while the external validity is always tricky as most research is conducted in specific settings (Malhotra, Birks and Wills, 2012), and this study has only focused on three companies, several of the findings confirms previous research. Therefore the author concludes that the research is valid.

Reliability is defined as “*the extent to which a scale produces consistent results if repeated measurements are made on the characteristics*” (Malhotra, Birks and Mills, 2012, p. 196). According to Easterby-Smith et al (2012), the view of validity and reliability will also differ depending on where people are on the epistemological continuum. This research has undertaken a pragmatic viewpoint, which is closer to the constructivist than the realist

perspective. The important question to ask regarding reliability is therefore: “*Will similar observations be reached by other observers?*” (Easterby-Smith et al, 2012, p.71). Reliability is difficult to prove for this research, as there has only been one researcher. However, the researcher has been transparent in terms of how the data was collected and the reasoning behind gathering the selected data. The author has also tried to convey the logic behind the coding of the data. Based on previous research on similar topics, the data has been systematically coded. Hence, the author argues the research is reliable.

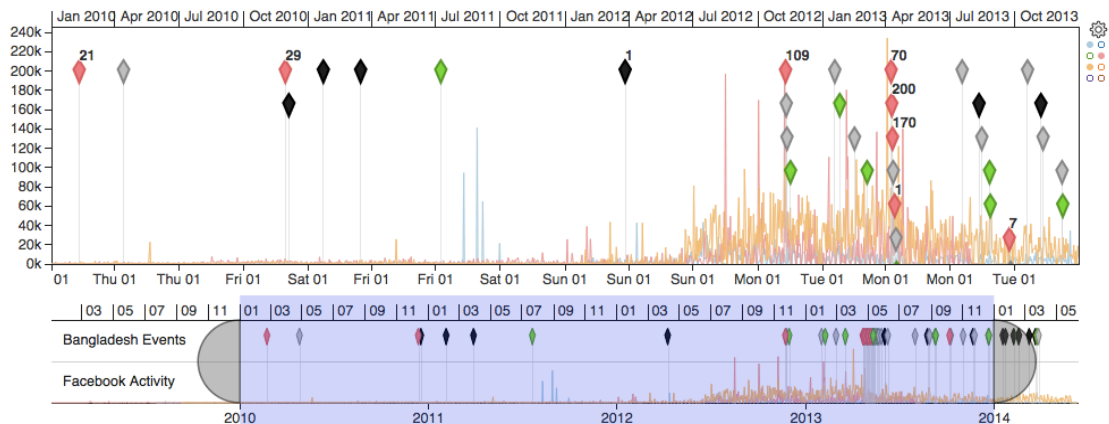
Research ethics

With the introduction of social media the issues surrounding privacy and security has become more complex. It is easier than ever to find someone online, and the discussion around what is in the public and private domain is only in its beginning phase (Malhotra, Birks and Wills, 2012). In terms of content analysis, the challenge is that the content that is being analysed, people’s opinions, thoughts, viewpoints and sentiments, is not meant for the specific study at hand. It is being analysed without these individuals knowledge. While it is unobtrusive, it can also violate their privacy. Pseudonyms can be used to protect privacy, though search engines may be able to track down a person’s identity purely based on a quote (Krippendorff, 2013). In this research the names of the research objectives has been removed during the coding process. None of the individuals whose comments have been gathered have been further examined in terms of their Facebook-profile or other social media activity. There is also no one individual who has been singled out in terms of gathering data. However, it should be noted the Facebook-post ID’s have been kept for the sake of validity.

Results Chapter

This chapter aims to provide an overview of the results gathered from the Social Set Visualizer. The chapter is split into three parts: social media engagement, social media engagement during crisis and social media engagement after crisis. Social media engagement aims to provide insight into how the brands use Facebook in day-to-day life, what their social media strategy is, and how they communicate with followers. The “social media engagement during crisis”-section will provide a timeline of communication between the brands and the followers when the Rana Plaza factory collapsed, as well as examine how active the brands were on Facebook during this time and how the followers reacted to the crisis (sentiment analysis). Finally, an examination of the brands activity on Facebook after the crisis will be presented, to see if there were any change in behaviour or in their interaction with followers subsequent to the crisis.

Social media engagement



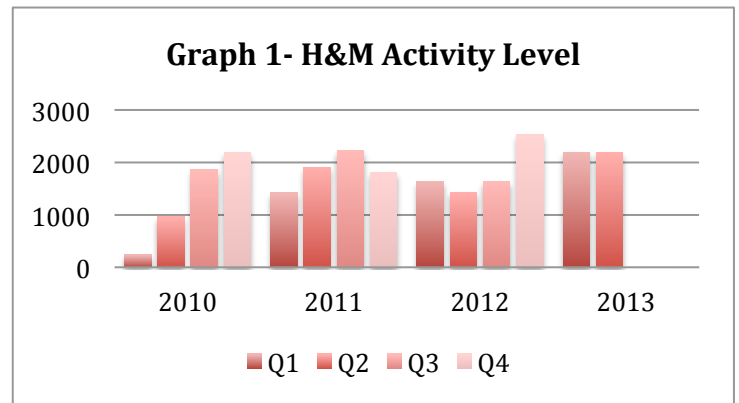
Picture 4- Facebook activity of H&M, Mango and Benetton (Social Set Visualizer, 2014)

It is evident that the use of Facebook by each brand increased significantly between 2010 and 2013. While H&M is by far the company with the strongest Facebook-presence, there are also signs of Mango and Benetton increasing their use and followers in this time period. The Social Set Visualizer does not provide an overview of how many likes each Facebook-page has, therefore the amount of followers each brand has today will be used as an indication for how large the communities are. As of July 2015, H&M has 22 million followers, Mango 8,9

million followers, and Benetton 5,6 million followers (Facebook, 2015c; Facebook, 2015d; Facebook, 2015e). Each brand's Facebook pages will now be analysed in a closer matter.

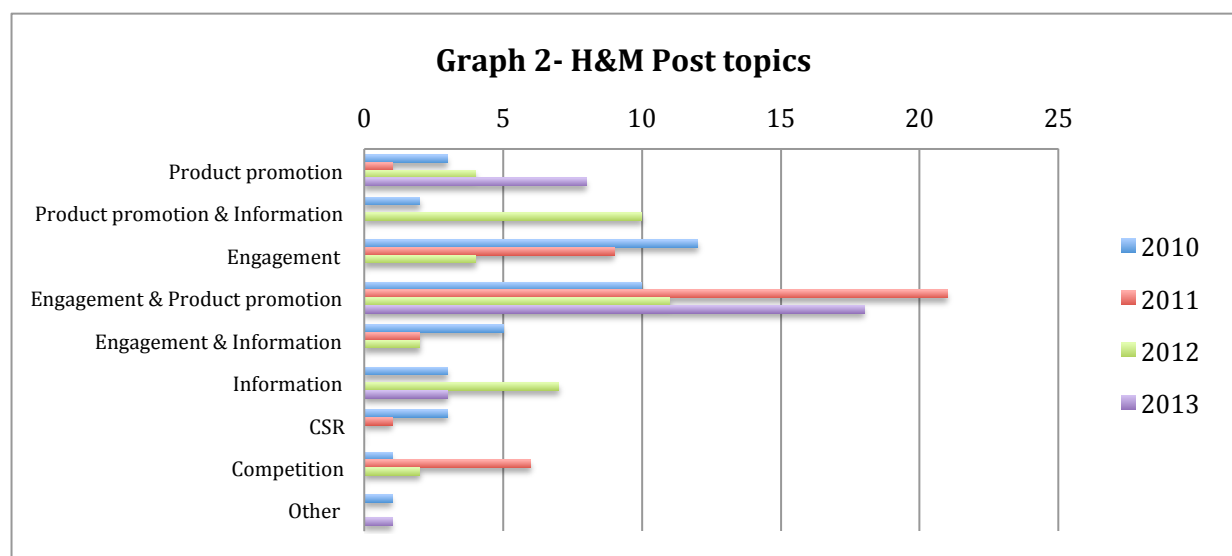
H&M

As evident from Graph 1, H&M is very active on their Facebook-page. At their peak in 2012 the brand posted a total of 7,295 posts, comments and likes, an average of 19 activities per day. While there is no clear seasonal trend, a slump can be seen in the beginning of each year, which may be attributed to higher activity than normal



during the holiday season. Looking closer at the different Facebook-tools used by H&M (see Appendix 1b) the numbers show that it is their comments who drives their activity, not their posts or likes, which they do not take avail of much. For example, in Q4, 2012 there were 148 posts by the brand, 342 likes, and 2045 comments. This indicates that the main focus of H&M is conversing and answering follower's questions on Facebook. This is further confirmed when looking at the yearly response rates of the brand, which shows 8% in 2010, 10,7% in 2011, 6,5% in 2012 and 5,9% in 2013.

In terms of the use of visual tools as photos and videos, or links, H&M almost always uses one of the three in their posts. Very rarely does a post only contain text. Photos are what the brands uses most of, and videos and links are used occasionally (see Appendix 1c). For

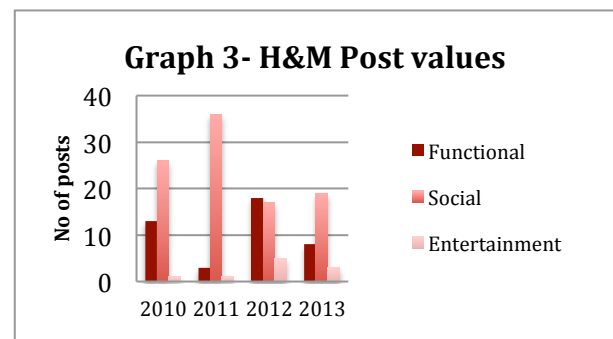


example, in 2012, out of a total of 336 posts, 255 had a picture attached, 63 a video, and 28 a link. The posts by H&M are further very varied in terms of topics (see Graph 2 on the previous page), including product promotion, information about new stores and campaigns, posts about CSR-activities and competitions for the followers, amongst others. As evident engagement is a big part of H&M's communication, and the brand uses Facebook as a tool to gain insight into trends and preferences of their customers and followers, and frequently ask their opinion on new products or campaigns. An example is (Social Set Visualizer, 2014):

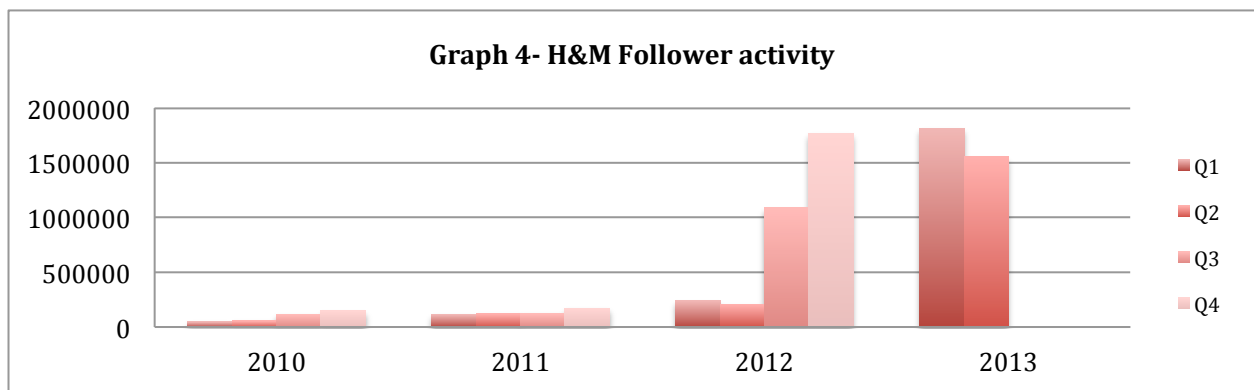
| | | | | | |
|-----|---|------|-------|------|---|
| H&M | Our designer are curious to have your opinion on animal prints! Do you prefer rabbits or birds? What other prints would you like to see more of this season? Visualization | 8387 | photo | POST | 21415640912_10150483068435913 |
|-----|---|------|-------|------|---|

There is a pattern in H&M's posts throughout the four years. Their posts normally promote a product, while also engages the reader by adding a question to the post. As can be seen in Graph 2 the brand also used Facebook to provide information to their followers, especially in 2012. Posts covering CSR were only seen in 2010 and 2011.

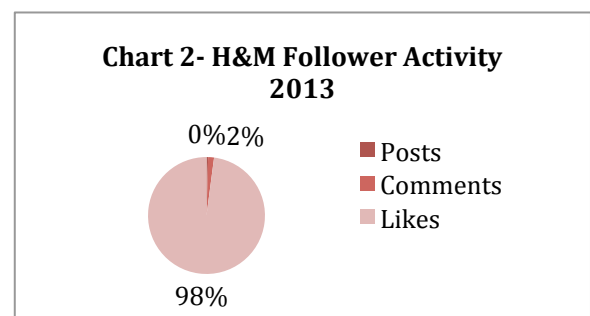
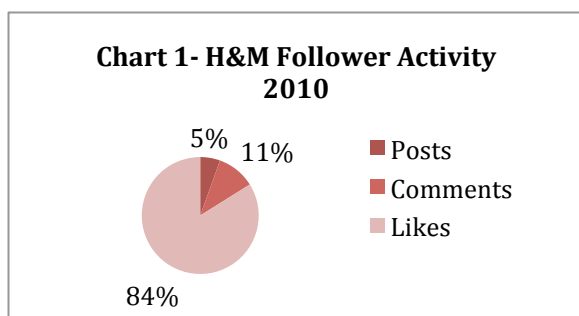
In terms of the values embedded in the posts by H&M (see Graph 3), social values are the main focus of their posts. This enforces the findings regarding post topics, which were often engaging. The functional values are also often found in their posts, and there is a change from 2011 where the posts go from being almost only social in value, to 2012 where there is also a larger focus on the functional values of the posts. The entertainment value is seen occasionally, though is not a large part of H&M's posts.



H&M's Facebook-followers are very active (see Graph 4), with 3,757,386 posts, comments and likes in 2013 (January-August). When examining followers' activity per quarter, a large jump can be seen in the middle of 2012. From Q2 to Q3 follower activity increased from 209,495 posts, comments and likes, to 1,087,691 posts, comments and likes. The reason for this sudden jump in follower activity is unknown, but similar trends can be

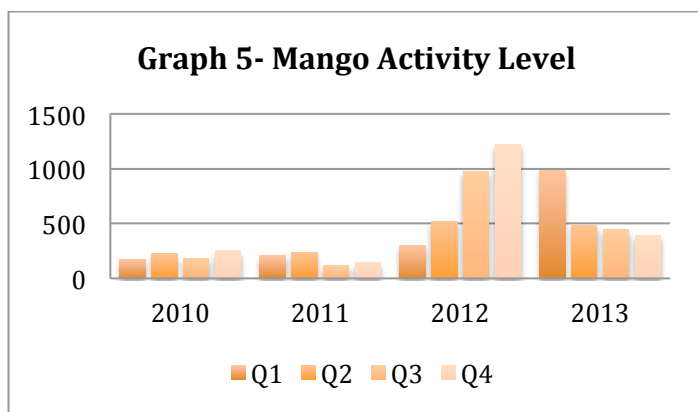


seen on the Facebook-pages of the other brands. H&M’s followers have the option of posting on the H&M Facebook-page, commenting on H&M’s posts, and liking posts from H&M and comments from other users. In 2010 the activity from followers on the page was made up of 5% posts and 11% likes. In 2013 this changed, and while followers still used the comment-option, the main activity from followers was “liking” posts and comments. Still, 61,219 comments were made by followers between January and July, on average 292 comments a day.



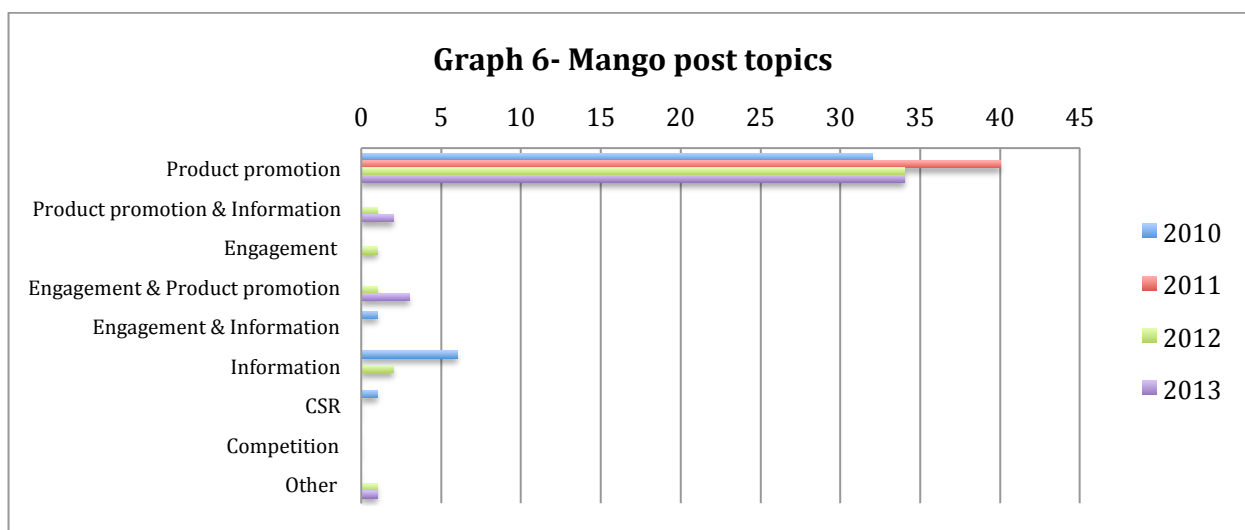
Mango

Mango does not have the same level of activity as H&M, but is still very active on their Facebook-page (see Graph 5 next page). 2012 saw a peak in activity with 3,018 posts, comments and likes. Similarly to H&M there is a trend in the data, where Q1 has a lower activity level than Q2, presumably due to a decrease in activity after the holiday season. The only exception is 2012, where the year saw a steady increase in Mango’s Facebook-activity.



Mango has a different Facebook-strategy than H&M. Where H&M has a large focus on communicating with followers, Mango is more focused on posting frequently. For example, in 2012 Mango published 1071 posts to their Facebook-page, commented 330 times, and used the like-button 912 times. Only in 2012 does Mango have more comments than posts, and in 2010 and 2013 they use the like-button more than they comment on followers posts. Consequently, their response rate is not at the same level as H&M. In 2010 the response rate was only 1,6%, however after this it increased and was steady at 2,9% in both 2011 and 2012. In 2013 it more than halved, going down to 1,3%.

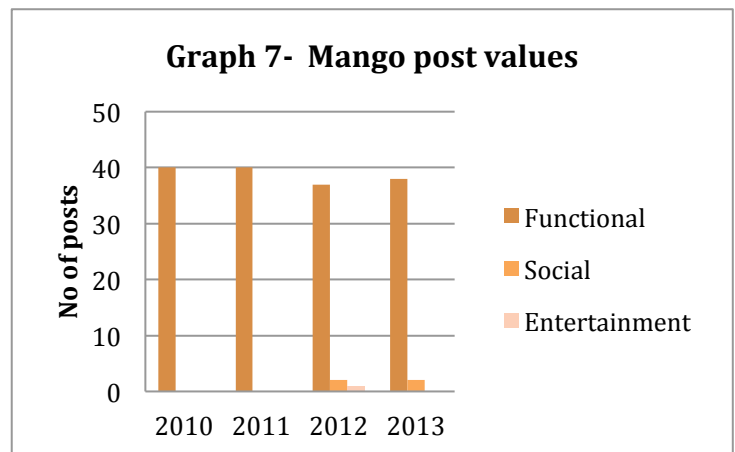
Despite publishing a large amount of posts, the topical variation of Mango's post is surprisingly low. As presented by Graph 6, the main focus of Mango is product promotion, with some engagement and information.

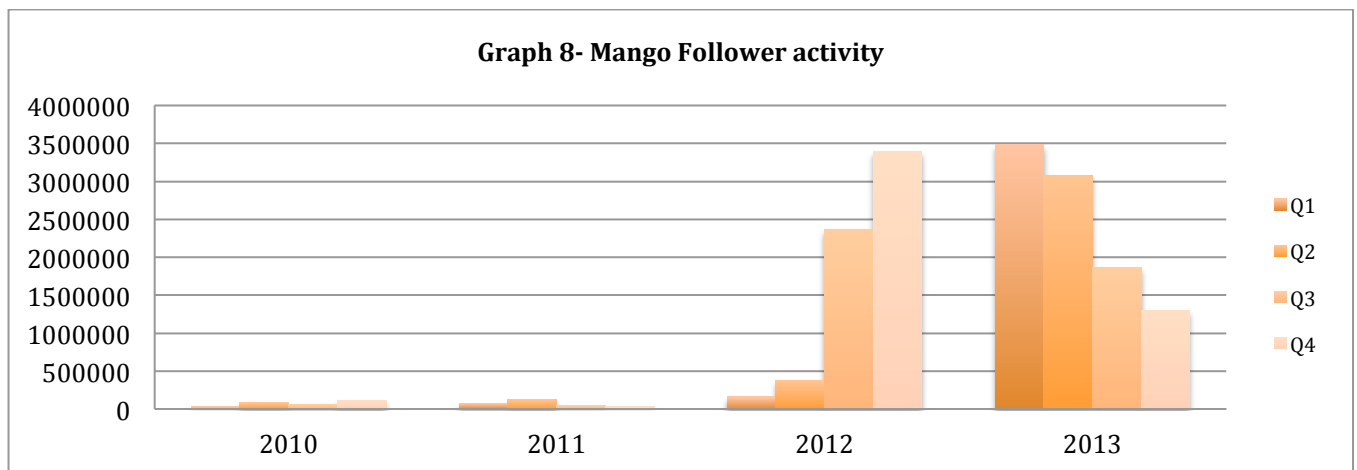


This is further evident when their posts are examined closely, and what also emerges are certain patterns from year to year (see Appendix 1g). In 2010 their posts have a short text, as for example “ROMANTIC MOOD” or “Street style from Paris”, with a picture added or a link. In 2011 their posts have no text, and the posts consist only of a picture or a link. In 2012 and 2013, Mango starts using both English and Spanish in their posts, and sometimes French and German. During these two years the posts usually contains a photo with a description of the outfit shown, and a link to their homepages where the clothes can be bought. An example is (Social Set Visualizer, 2014):

| User | Text | Likes | Typeofpost | Eventname | FB-PostID |
|-------|---|-------|------------|-----------|--|
| Mango | GET THE LOOK! · ¡CONSIGUE EL LOOK! - Blazer >> http://bit.ly/WMAQjK - Super Slim Jeans >> http://bit.ly/TCi4vz - Top >> http://bit.ly/X0owMq - Bag · Bolso · Sac · Tasche >> http://bit.ly/12WdVIS - Sandals · Sandalias · Sandales · Sandalen >> http://bit.ly/Vu7sSg | 32459 | photo | POST | 155318785394_10151555549555395 |

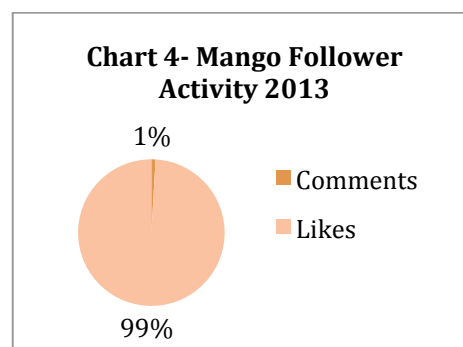
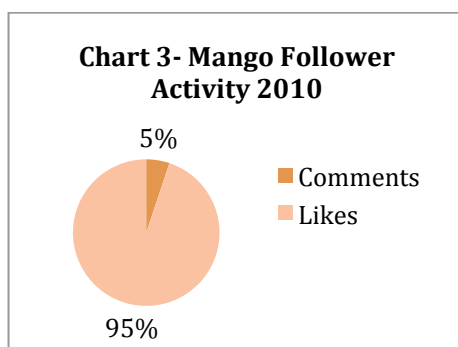
Examining the values of Mango’s posts further highlights their Facebook-strategy. There is little focus on the social and entertainment values of their posts. The functional values are prominent, with their posts being mostly about product promotion, and neither entertaining nor spurring engagement amongst followers.





A noteworthy detail regarding Mango's Facebook page is the activity of their followers. Despite Mango having a low response rate, and not engaging their followers through social and entertainment values or a diverse set of topics, Mango is the brand with the highest engagement from followers of all three brands. In all of 2013 Mango had 90,136 comments to their Facebook-page, an average of 247 comments per day. This is compared to 292 comments from follower per day on H&M's Facebook-page. However, where Mango's followers are particularly active is with the like-button, where the daily average of likes from followers in 2013 was 26,393, compared to 17,520 for H&M's Facebook-page.

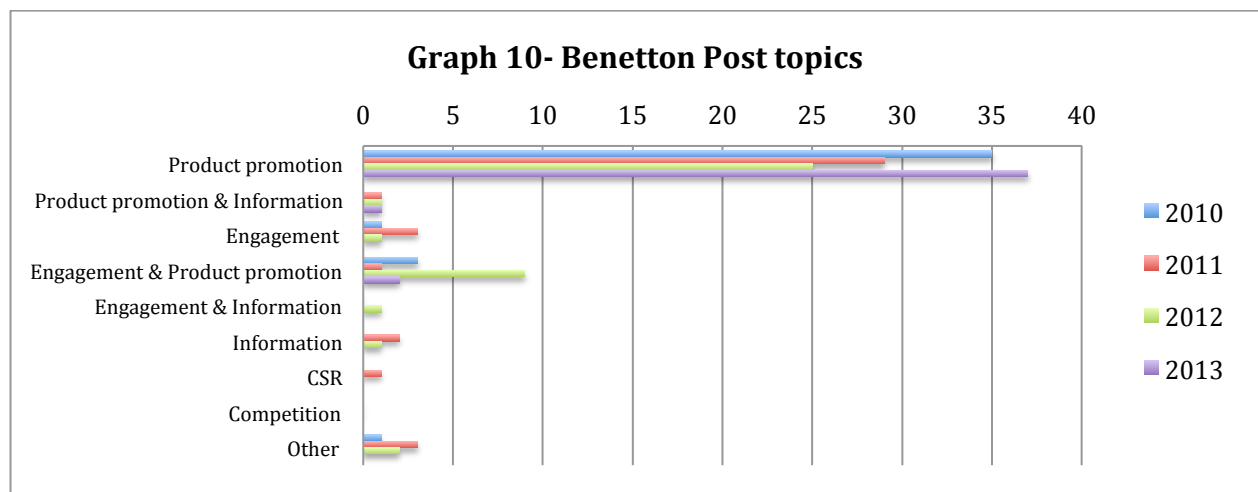
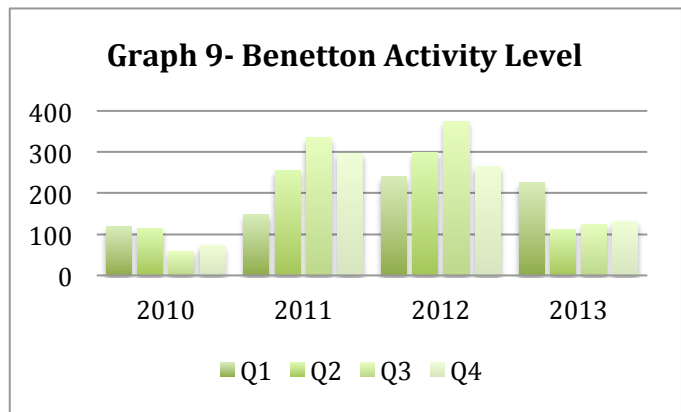
Mango does not provide their followers the option of posting to their Facebook-page, hence followers can only chose between commenting or liking posts and comments from the brand, or liking comments from other followers. However, there is a similar trend at the Mango Facebook-page as the H&M Facebook-page. In 2010 there was a larger amount of comments than in 2013.



Benetton

Benetton is the brand with the lowest amount of activity on Facebook of the three brands. At their peak in 2012, 1177 posts, comments and likes were published in total (see Graph 9). Benetton is similar to Mango in the respect that they also focus on a high amount of posts, as opposed to comments and likes. If

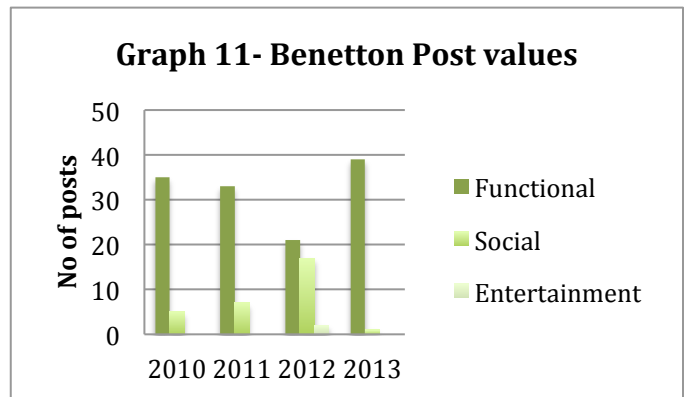
comparing Benetton to H&M, Benetton had approximately twice as many posts as H&M in 2011, 2012 and 2013. As expected, their response rate is low with 0,4% in 2010, 2,4% in 2011, 2,1% in 2012 and 1,4% in 2013, similar to the response rates of Mango.



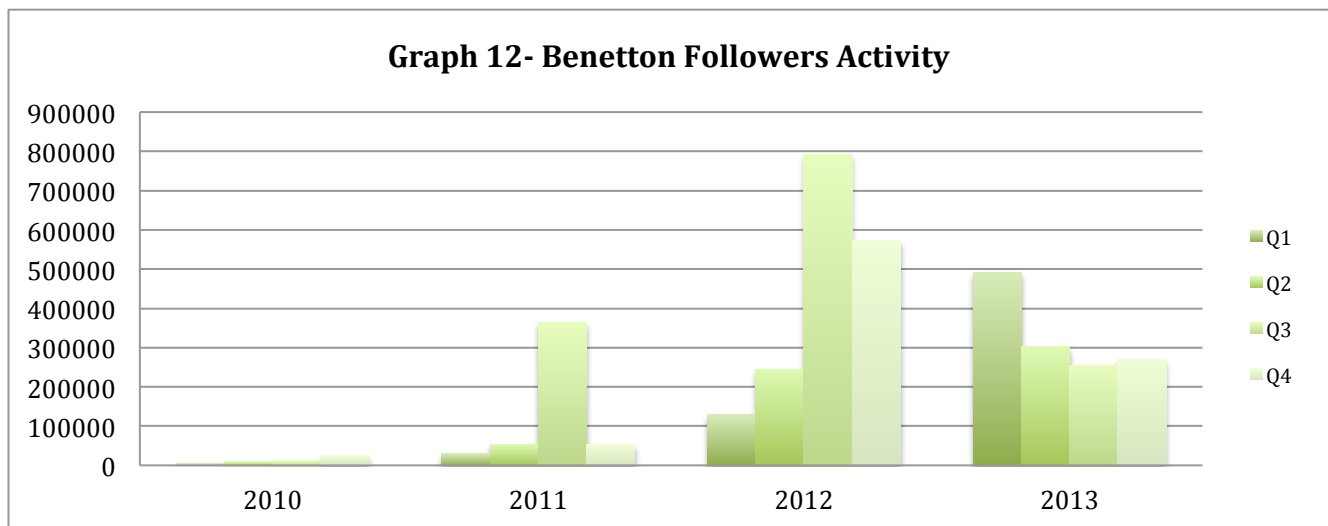
Benetton has a slightly more topical variation than Mango, but not the same level of variation as H&M. While most posts are regarding product promotion, there are also some dedicated to engagement and information. Benetton do ask questions in their posts, however the questions are rhetorical and are often answered by the brand itself. Therefore, the posts with rhetorical questions cannot be regarded as engaging the followers. A typical example is (see next page):

| User | Text | Likes | Typeofpost | Eventname | FB-PostID |
|---------------------------------|--|-------|------------|-----------|--------------------------------|
| UNITED COLORS OF BENETTON | Are you looking for something special to give? The Benetton mugs are a great gift both for adults and children this holiday season. Find them in United Colors of Benetton and Undercolors of Benetton stores. | 561 | photo | POST | 229848430415_10150346148235416 |

Yet, as evident from Graph 11 Benetton's post becomes increasingly social throughout 2011 and 2012, where the brand engages their followers to a larger degree by posing questions in their posts. However, in 2013 this trend is completely reversed when Benetton only publishes posts with functional values.

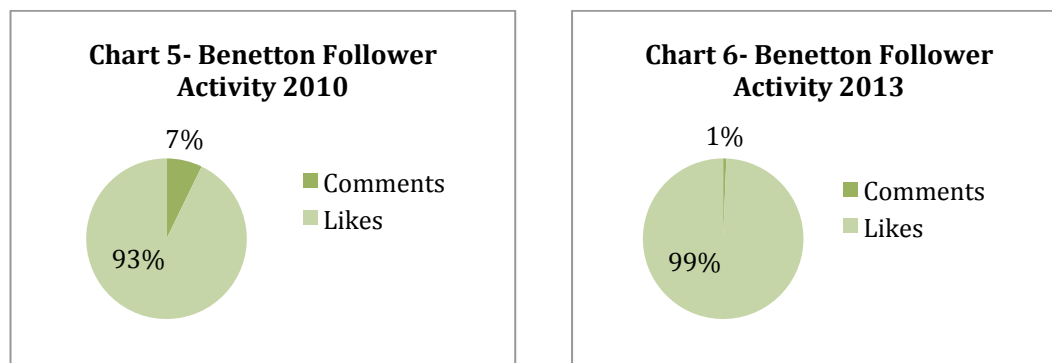


Benetton is also the brand with the lowest amount of follower activity. Benetton's followers activity peaks in 2012, showing a downward trend in the following quarters.



The activity from followers does in large follow the activity from Benetton (posts, comments and likes from the brand), and it is noteworthy that in both 2011 and 2012 there is less activity in Q4 than in Q3.

Similarly to H&M and Mango there is a larger percentage of comments from followers in 2010 compared to 2013, where followers mostly avail of the like-button. With a total of 8,267 comments in 2013, this converts to an average of 23 comments a day, very little compared to H&M which had 292 comments a day and Mango which had 247 comments a day.



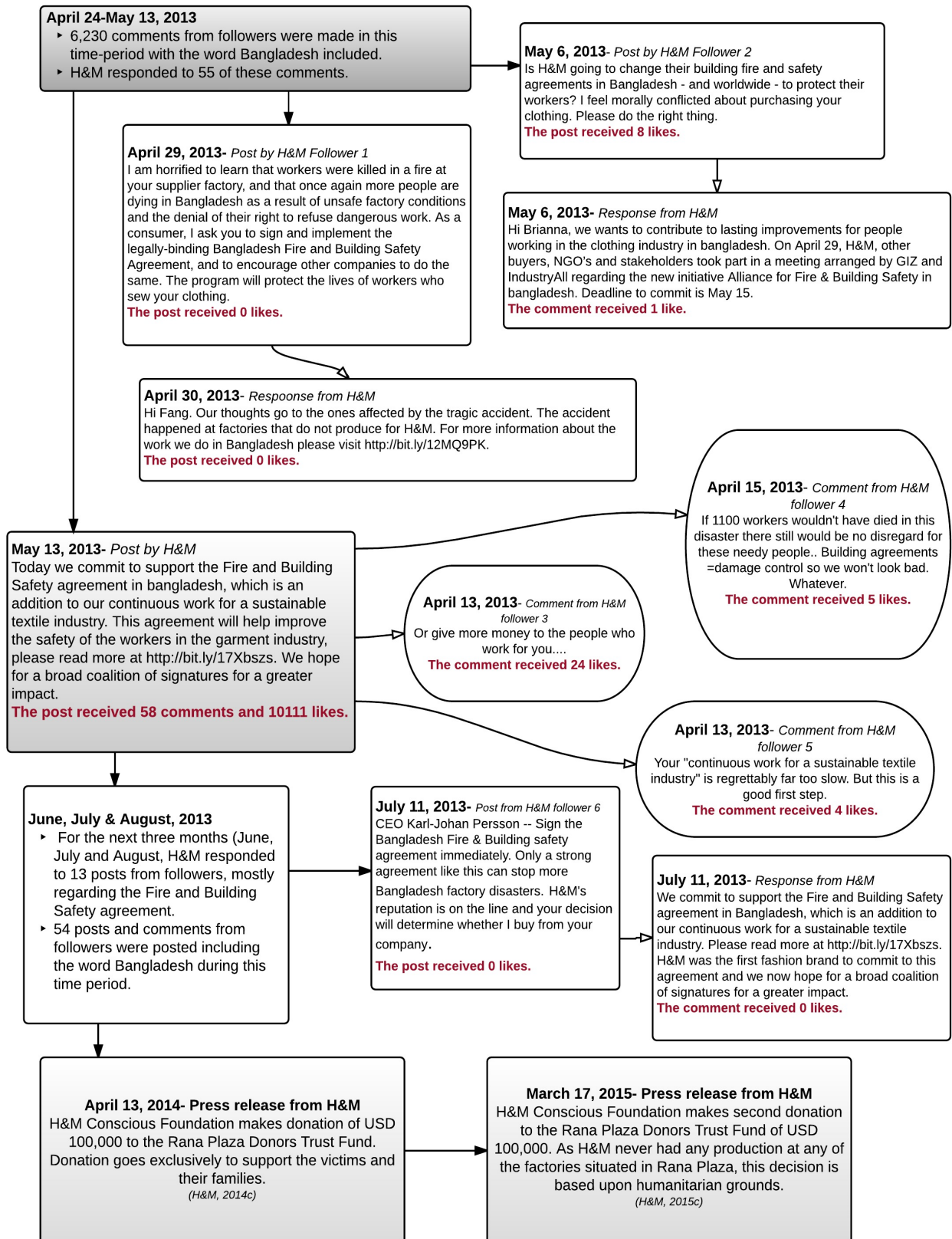
Social media engagement during crisis

The Rana Plaza factory collapse was something that affected the entire fast-fashion industry, including the brands that did not use suppliers in the factory. For example, H&M did not source from Rana Plaza, but was still expected by stakeholders to invest in better working conditions and help the victims of the collapse. Looking at the word cloud for each of the brands, it is evident that the collapse did not go by unnoticed. For each of the brands the most used words in 2010, 2011 and 2012 were the words “please”, “online”, “shopping” and “collection” (See appendix 1a). In 2013 this changes for all three brands, and the most used words include “Bangladesh”, “compensation”, “victims” and “workers”.

I anxiety asesinados asesinarais atencin attend august aviator aziende **bangladesh** bang friend brands buckles **building** buildingthanks cause chiedo circumstances cliente clothes clot mpanies company compensar compensate **compensation** comprometan conditions contact dinero disasters emerald **encanta** ensure entschdigungen evirisi factory familias families fast haklarindan hannah helping hermoso homes indemnizacin indemnizaciones industriall injured in: age looked losing lottano lovely making marcas meeting meetings mentirosos messenger mira iline parece partecipare paying pedido **people** perfect personas persone **please** porque precio relieve responsabilidad responsibility reunin reuniones risarcimento ropalimpia safety satchel s slippers sopravvissuti sopravvivere stress style survivors tallas **tazreen** thanks tienda tienen estido **victims** vralment vuestra **workers** working wouldnt yanmasina

Picture 5- Word Cloud 2013 (Social Set Visualizer, 2014)

H&M: The Rana Plaza Disaster Timeline



Source: Social Set Visualizer, 2014

H&M

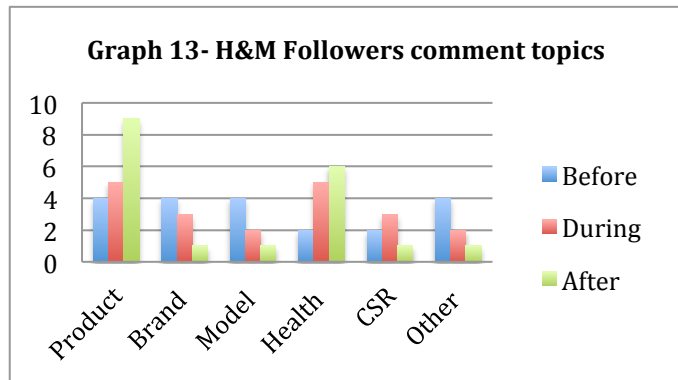
As evident from the timeline, H&M did not respond to the Rana Plaza collapse immediately. The company did not have any of their suppliers situated in the factory, therefore their level of crisis responsibility was low. However, as the entire fashion industry was put in the spotlight regarding poor working conditions in Bangladesh, it can be argued that their crisis responsibility was closer to a medium. The brand was one of the first to sign the Accord on Fire and Building Safety (H&M, 2015), and they also contributed to the Rana Plaza Donors Trust Fund (Rana Plaza Arrangement, 2015). H&M has a reputation in the fashion industry for being sustainable and ethical, inferring they have a positive prior relational reputation and crisis history. However, as all brands in the fast-fashion industry, H&M struggle with the challenge of combining sustainability with a trend in which 30-50 cycles a year is common (Ghemawat and Nueno, 2003). The brand is still known for being at the forefront of sustainability, and for their transparency and openness for the way they do business (Siegle, 2012).

H&M responded to the crisis three weeks after the collapse, stating their commitment to the Fire and Building Safety agreement. Before the statement there was many comments regarding the collapse from followers, several of which H&M responded to. A total of 94 comments with the word Bangladesh were published by H&M during the six weeks (55 before their statement and 39 after). As can be seen from the timeline, H&M provided their followers with information regarding the Fire and Safety agreement, and their commitment to improving working conditions in Bangladesh. However, this was all in the comment section, and only one posts was published when the Fire and Safety agreement was signed. H&M's tone was very open and appreciative, and they start most comments by thanking their followers for their input, and by referring to their previous work on workers conditions or to more information about the agreement. During the crisis a total of 39 posts, 892 comments, and 117 likes were published. As evident from Table 4, this was in line with their usual frequency of activity compared to the weekly average for 2013. The values of the posts were a mix of functional and social values, and the topics ranged from product promotion to engagement and information, similar to before the crisis occurred (Appendix 2b).

Table 4- Average Weekly Activity H&M

| Average weekly activity 2013 | Average weekly activity during crisis |
|--|--|
| <ul style="list-style-type: none">•Post: 9•Comment: 147•Like: 20 | <ul style="list-style-type: none">•Post: 7•Comment: 149•Like: 20 |

Examining the followers activity on H&M's Facebook-page, it is evident that the crisis did not go by unnoticed. The word Bangladesh was mentioned 10450 times in 6910 posts, and the top three words used during the six weeks were "Bangladesh, "agreement", "Karl-Johan" (see Appendix 2a).



The crisis is not as evident looking at the topics of the followers' comments. A small peak can be seen in CSR-topics, yet not a large enough peak to be noticeable. The posts with CSR-topics before the crisis were regarding children working and suppliers used by the brand. During the crisis the posts with CSR-topics were mostly concerned the Rana Plaza collapse and workers wages.

The actor mobility analysis is also not consistent. Showing a decreased activity during the crisis than there was before.

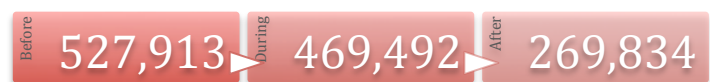
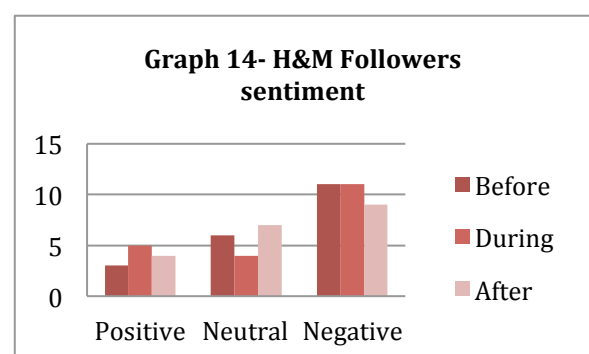


Figure 4- Actor Mobility H&M

However, there is a noticeable reduction in active users after the crisis. However, this generally follows the downward trend in activity that was seen both in regards to the brands but also the followers.

There is also no concrete evidence of the followers becoming more negative towards the brand or in their communication on the Facebook-page. In fact, more posts become positive during the crisis period, while the negative posts stay the same. There is however a decrease in negative posts after the crisis period, as well as a reduction in positive posts. Overall, the evidence show that H&M's reputational damage was minimal and that the brand handled the crisis and subsequent controversy around the clothing manufacturing industry in Bangladesh correctly.



MANGO: The Rana Plaza Disaster Timeline

April 24-26, 2013

- ▶ No comment or post from Mango regarding the building collapse.
- ▶ 42 entries in the two day from followers mentioning Bangladesh.

April 26, 2013- Comment from Mango Follower 2

Mango, stop wasting energy removing my comments and make a statement about bangladesh.

The comment received 1 like.

April 26, 2013- Comment from Mango Follower 1

Mango you people have no social responsibility what so ever. A factory in bangladesh that produced your clothes crumbled, nearly 300 people died and yet you have nothing to say/do? I guess those things really don't matter to you as long as your profits don't crumble!

The comment received 28 likes.

April 25, 2013- Comment from Mango follower 3

Beautiful indeed. Killed 350 people in bangladesh yesterday. Enjoy your coat. Smells like blood. Ever heard of blood diamond? what about blood cloth?

The comment received 45 likes.

MANGO

April 27, 2013

MANGO deeply regrets the tragedy that has occurred in bangladesh and would like to offer its heartfelt condolences to the families of the victims. Furthermore, MANGO would like to clarify that the supplier Phantom was not a supplier of the company, although they were planning to produce some samples for various company lines, samples that still had not been started. MANGO always conducts a social audit on all the suppliers it works with before establishing any commercial relationship with them, in order to verify the working conditions of its employees: the non-use of child labour, the safety of the workplace, remuneration and hours, as indicated in the company's Sustainability Report: <http://www.mango.com/web/oi/servicios/company/IN/empresa/rsc/memoria2011.pdf> MANGO had not conducted a social audit because Phantom was not a supplier of the company. Had the samples that Phantom was going to produce for MANGO complied with the quality standards and the social audit been positive, said supplier would have produced an order of 25,000 garments for the company. Even so, notwithstanding the social audit, it would have been impossible to detect the structural defects of the collapsed building, since MANGO would not have been able to ascertain that the owners of said had building had built three storeys more than is permitted.

The post recieved 492 likes and 176 comments.

April 28, 2013- Comment from Mango follower 4

That's all? you should be ashamed and close your facebook page, or at least announce you are going to help the families of the dead people. 2600 stores on the planet, and that's all you have to say and do for the losses of the people that make you rich?

The comment received 11 likes.

April 28, 2013- Comment from Mango follower 5

So, you basically admit that your social audits are nothing but a joke, right?

The comment received 10 likes.

April 28, 2013- Comment from Mango follower 6

It could have been possible to know the fact, I think. Though it is important that you accept you have concern with the supplier while the most of the victims might not know what's brands they'er working for. I always enjoy MANGO's nice designed and reasonable outfits. Please keep on making efforts to find a way to supply nice clothes without distressing any people in the world.

The comment received 0 likes.

April 28, 2013- Comment from Mango follower 7

Dear Mango! The victims in Bangladesh need help, you cannot run away from your social responsibilities no matter how much you knew or not... Why dont you instead of paying Miranda Kerr or any other Topmodel millions to promote your brand take this money to Bangladesh? Believe me if you print on your posters that you prefer taking care of people who work for you instead of paying for expensive shootings even more people will buy your clothes!!! Wake up and just do it!

The comment received 8 likes.

- ▶ Only one post was published by Mango regarding the Rana Plaza collapse in 2013.
- ▶ There was also no response to followers comments or questions regarding the collapse or compensation for the victims.
- ▶ No press release or comments on other social media platforms or their homepage were made by Mango regarding the collapse in 2013.
- ▶ Followers continued to post comments regarding the collapse throughout 2013.

September 11, 2013- Comment from Mango follower 8

Today there is a meeting in Switzerland to compensate victims of the bangladesh disaster. Mango has decided not to attend. Dirty clothes.

The comment received 0 likes.

August 6, 2013- Comment from Mango follower 9

The people of bangladesh need you to live up to your commitments after the awful building collapse- you promised to pay compensation and you have not. People in bangladesh who lost everything need you to act now- please attend meetings On the 11th and 12 th of August and live up to your responsibilities.

The comment received 6 likes.

November 16, 2013- Comment from Mango follower 10

So far you are one of the brands that has refused to sign the compensation agreement for the bangladesh Accord. You have an ethical and moral requirement to sign! Please step up and show that you can help lead the way in the highstreet standing up for ethics as well as style!

The comment received 4 likes.

Source: Social Set Visualiser, 2014

Mango

As the timeline shows, Mango was quick to respond to the crisis, posting a statement to their Facebook-page the 27th of April, three day after the factory collapse. The post received 429 likes and 176 comments, mostly regarding the unethical behaviour of Mango; how they should have taken responsibility even if they were not producing in the factory yet, how they were exploiting workers and how they should sign the Fire and Safety Building agreement. Mango did not respond to any of these comments, and also failed to respond to any other comments or posts from followers regarding the collapse. This was furthermore the only time Mango addressed the crisis on their Facebook-wall in 2013. This despite the fact that the top three words used during the crisis was “Bangladesh”, “safety” and “workers”. The actual statement by Mango is worth taking a closer look at, as it is an important indicator for how the crisis was handled. While Mango starts out by first offering their “heartfelt condolences”, they the proceed to clarify that Phantom, a supplier in Rana Plaza, was not their supplier. According to the brand there was only talks of Phantom becoming their supplier, which was why they were in the process of producing some samples for them. They also highlight that there would have been no way of knowing that the building suffered from structural defects. As several followers have commented, the post seems deflective, and Mango does not take responsibility for any of the issues at hand. Mostly the post highlights why they are not responsible for the accident. As the crisis responsibility of Mango can be argued to be high, the appropriate strategy would have been full apology. Yet Mango portrays a mix of “scapegoating” (blaming the factory managers for the accident) and “excuse” as a crisis communication strategy (Coombs, 2007). It is also noteworthy that Mango usually publishes their posts in both English and Spanish, and sometimes German and Italian, though his post was only in English.

The brand continued to publish their usual posts during the crisis, however there was a slight decrease in the weekly activity compared to the remaining year, as can be seen in Table 5.

| Average weekly activity 2013 | Average weekly activity during crisis |
|---|---|
| <ul style="list-style-type: none">•Post: 21•Comment: 6•Like: 18 | <ul style="list-style-type: none">•Post: 17•Comment: -•Like: 14 |

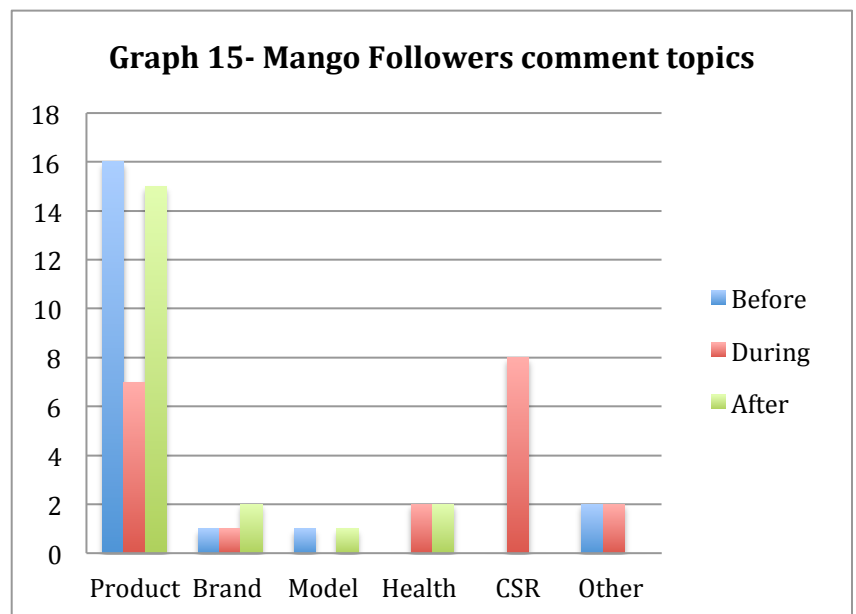
Table 5- Average Weekly Activity Mango

The topics covered during the crisis were mostly regarding product promotion, and the values of the posts were functional. What is noticeable is the decline in comments to followers

during the crisis, which have gone from six comments a week to zero during the crisis. Consequently, their response rate was 0% for the crisis period.

Mango's followers on Facebook published 304 comments and posts regarding the collapse during the crisis period, a low number compared to the H&M Facebook-wall, where followers left over 6,000 comments regarding the collapse. Also, when taking into account that Mango's followers on average posted 247 comments per day in 2013, it may have been assumed that the number would have been higher. As can be seen from the timeline, one follower made a comment about Mango deleting his posts regarding the Rana Plaza collapse. While it cannot be stated with certainty if Mango deleted follower's post mentioning Rana Plaza, it may explain why there are so few comments regarding the crisis on the Mango's Facebook-wall.

Looking at the comments posted by followers before, during and after the crisis, it is noticeable that there is a peak in CRS-topics during the crisis. Looking closer at the posts regarding CSR, they were mainly about the Rana Plaza collapse, the lack of statement from Mango regarding Rana Plaza, and the Fire and Building Safety Agreement.

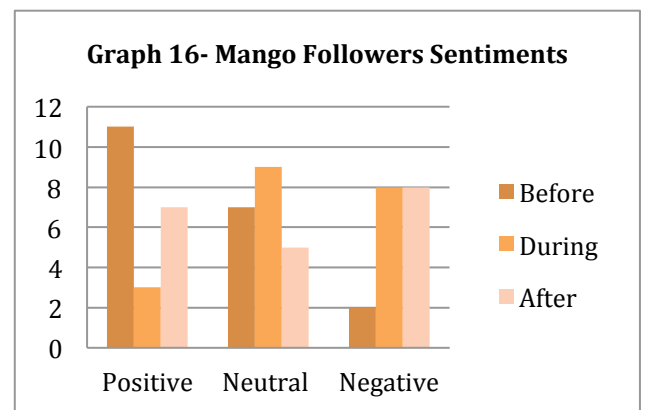


There actor mobility chart also shows that the active followers on Mango's page is lowered after the crisis period, which may be because of lower activity from the brand and followers, but also may be because Mango completely stops commenting and answering followers comments and posts for the remaining of 2013.



Figure 5- Actor Mobility Mango

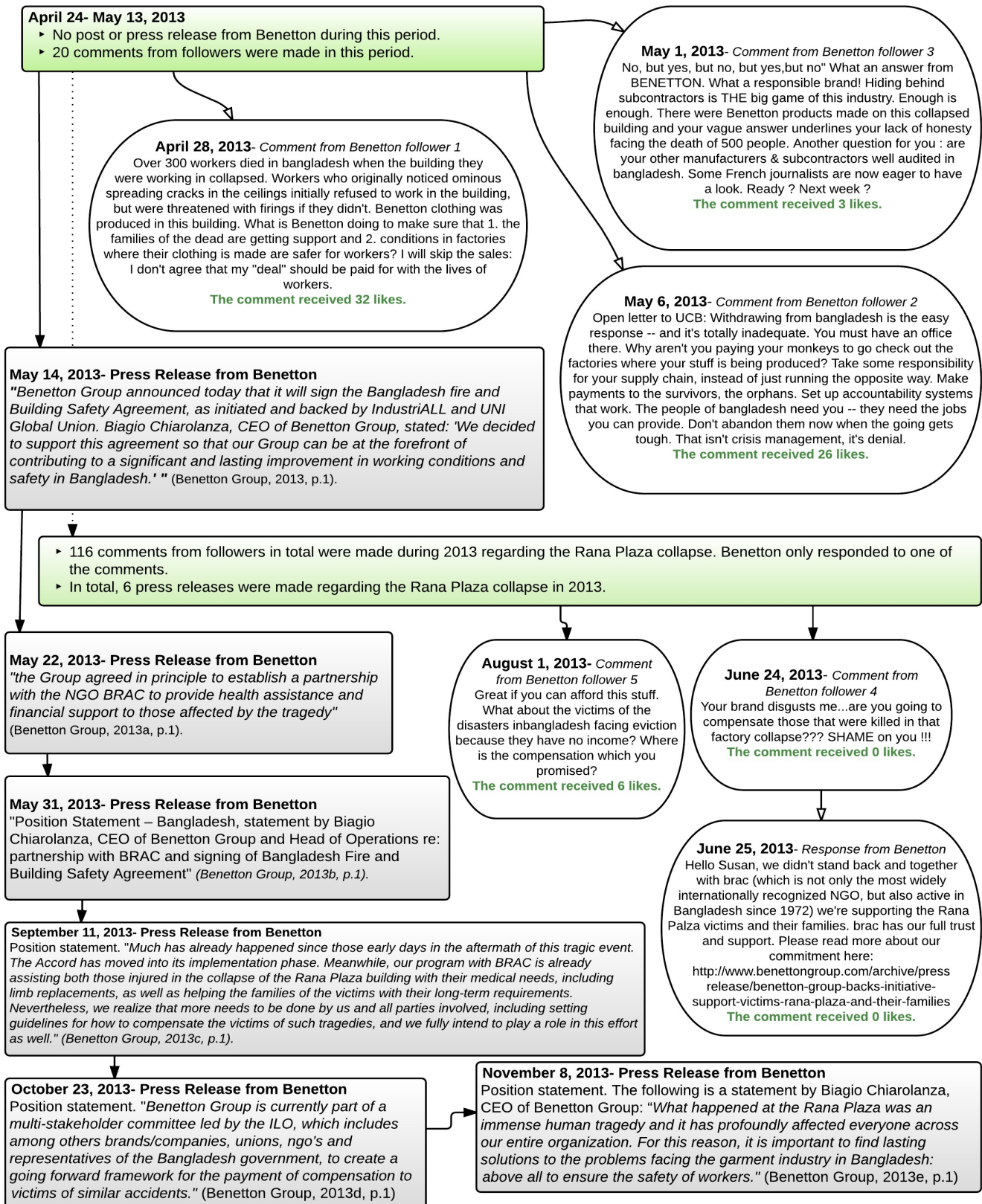
The sentiment analysis of the top 20 comments from followers before, during and after the crisis shows a clear indication that followers are becoming more negative during the crisis, and furthermore continues to be negative after the crisis. However after the crisis there is a decrease in neutral comments and increase in positive comments.



Benetton

Benetton was the only of the three brands that did not make any comment about the factory collapse on their Facebook-page. The search time has to be expanded to the end of June 2013 to find a post from Benetton regarding the crisis, and this was a comment to a follower. As evident from the timeline (see next page), the brand did release six press releases during 2013 regarding the Rana Plaza factory collapse, compensation for the victims and signing the Fire and Building Safety agreement. Hence, while there was not much communication regarding the crisis on Facebook, the company did communicate to stakeholders through other channels regarding the collapse.

Benetton: The Rana Plaza Disaster Timeline

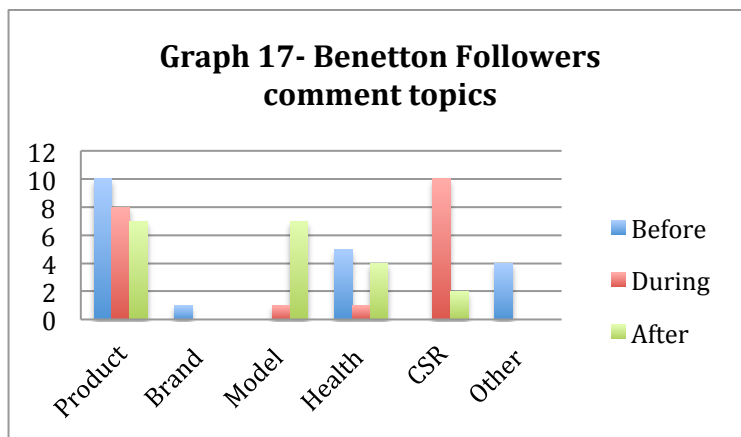


(Source: Social Set Visualiser, 2014)

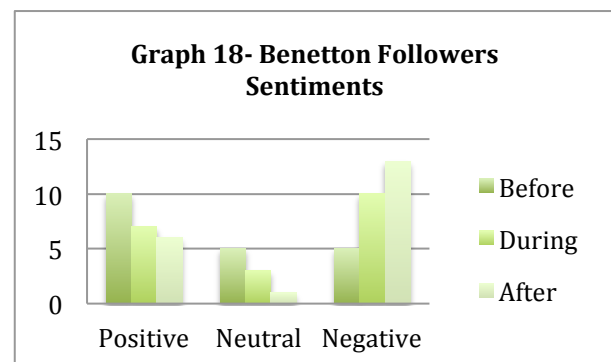
During the crisis the company published posts with functional values and topics regarding product promotion as usual. However, the amount of posts published during the crisis is almost half the amount of the weekly average for 2013.

| Average weekly activity 2013 | Average weekly activity during crisis |
|------------------------------|---------------------------------------|
| •Post: 9 | •Post: 5 |
| •Comment: 2 | •Comment: - |
| •Like: - | •Like: - |

Table 6- Average Weekly Activity Benetton



While the brand was silent on Facebook regarding the Rana Plaza collapse, surprisingly so was the followers. Only 22 comments including the word Bangladesh was posted during the crisis period, and 116 comments in all of 2013. This is also reflected in the most used words during the period, which were “Bangladesh”, “summer” and “tienda”, unlike H&M and Mango, where the three most used words during the crisis were all related to Rana Plaza. However, the followers on Benetton’s Facebook-page had a total of 8,257 comments on the Facebook-wall in all of 2013 making the low activity surrounding the crisis more understandable. Still the posts that were posted about Rana Plaza gained a lot of traction, as evident by the topics that were posted by followers. During the crisis there is a large peak in comments by followers regarding CSR. The posts with CSR-topics were mainly regarding Rana Plaza, workers rights and comments on Benetton’s lack of response to the crisis. There is also a change in sentiment during the crisis period, with a much clearer



trend than what was the case with the two other brands. As can be seen in Graph 18, there is a clear decline in positive and neutral posts, and a drastic increase in negative sentiments. Benetton is also the only brand where the actor mobility shows a loss of active members during the crisis, and an increase after.



Figure 6- Actor Mobility Benetton

Social media engagement after crisis

This part of the chapter is dedicated to how the brands reacted after the crisis was over, and if their social media engagement went back to the same level as before the crisis.

H&M

In the six weeks after the crisis period, things quickly went back to normal on the H&M Facebook-page. H&M's posts were mainly social and functional in value, and the topic remained product promotion and information. The top three most used during the six weeks were online, please and shopping (Appendix 2a), and the sentiment analysis of followers' comments showed little change compared to before the crisis. There was a slight decrease in both positive and negative sentiments, and an increase in neutral compared to the crisis period (see Graph 14). Still, 42 comments were made from followers in the period after the crisis, including the word Bangladesh, mostly regarding working conditions in Bangladesh and the Fire and Building Safety agreement. 12 responses from H&M can also be found during the period, explaining how they were committed to the Fire and Building Safety agreement. As can be seen in Table 4, their weekly activity has been reduced somewhat. There was also a reduction in the active actors after the crisis compared to before, though the reason for this is uncertain.

| Average weekly activity 2013 | Average weekly activity after crisis |
|------------------------------|--------------------------------------|
| •Post: 9 | •Post: 10 |
| •Comment: 147 | •Comment: 110 |
| •Like: 20 | •Like: 11 |

Table 7- Average Weekly Activity H&M

Mango

Mango's followers continued to post about the crisis, with 25 comments and posts including Bangladesh posted after the crisis period. Furthermore, the following months (July, August and September) there was also a lot comments regarding the Rana Plaza collapse, mostly regarding compensation for the victims and their families. 525 comments included the word Bangladesh, and 582 comments were also made with the name Rana Plaza included. Though there is a certain overlap here as many of those comments also included the word Bangladesh. The top three words used during the six-week period after the crisis was encanta, beautiful, and quierer (see Appendix 2a). In terms of topic, the brand continued to post as usual after the crisis. However, as the sentiment analysis showed, a high number of comments with negative sentiments persisted after the crisis, though there was an increase in positive sentiments and a decrease in neutral sentiments (see Graph 16).

What was noteworthy on Mango's Facebook-page after the crisis, was that Mango did not respond to any posts or comments by followers after the 25th of April 2013, the day after collapse. For the remaining of 2013, Mango did not comment on posts from followers at all. As can be seen from the weekly activity in the period after the crisis, they did however continue to post as normal. This is also true for the remaining months of 2013. They also continued to use the like-button as per usual, but this was the extent of the communication with their followers. Similarly to H&M, Mango experienced a decrease in active actors after the crisis period compared to before (see Figure 5).

| Average weekly activity 2013 | Average weekly activity after crisis |
|---------------------------------------|---------------------------------------|
| •Post: 21 •Comment: 6 •Like: 18 | •Post: 19 •Comment: - •Like: 17 |

Table 8- Average Weekly Activity Mango

Benetton

There had not been much evidence of the crisis on the Facebook-page of Benetton, and as such things did not change much after the crisis.

The topics in followers comment stayed the same. In the six weeks after the crisis, the top three words used was encanta, collection, and colours (see Appendix 2a). There was however an increase in negative sentiments, and a

Table 9- Average Weekly Activity Benetton

| Average weekly activity 2013 | Average weekly activity after crisis |
|-------------------------------------|--------------------------------------|
| •Post: 9 •Comment: 2 •Like: - | •Post: 13 •Comment: 2 •Like: - |

reduction in neutral and positive sentiments after the crisis. Though only eight comments from followers were posted during this time regarding the crisis (either including the words Bangladesh, Rana Plaza, factory or workers). The only posts Benetton posted regarding the crisis during the entire 2013 was posted during this period (see timeline), where they inform one of their followers how they are supporting the victims of Rana Plaza through BRAC. Other than that the brand is back to their normal behaviour on Facebook, posting approximately 13 posts and 2 comments per week (see Appendix 2b). Benetton was also the only brand where the amount of active actors increased after the crisis, though not to same level as before the crisis (see Figure 6).

Summary

In summary, H&M is the brand with most topical variety, highest focus on commenting on followers' posts, and consequently the highest engagement rate. Mango is the brand that publishes the most posts, has by far the largest amount of activity from followers of the three brands, and yet has the lowest variation in topics and values. Benetton is the brand with the lowest activity both from the brand and the followers, but publishes a large amount of posts. What all three brands have in common is a peak in activity both from the brands and the followers in Q3, 2012.

During the crisis H&M continued their normal frequency of posting, as well as the normal distribution of topics and values, and continually updated their followers on the progress regarding the Fire and Safety Agreement. Mango published one post regarding the crisis, though did not respond to followers comments or questions during the crisis. Furthermore, no more comments were made by Mango during 2013. The brand kept publishing posts, though not with the same frequency as before the crisis. The sentiment of the followers comments were increasingly negative during and after the crisis. Benetton did not make a statement regarding Rana Plaza, nor mention the collapse in any of their posts during 2013. However, regardless of the increase in negative sentiments, the crisis did not seem to get a lot of attention from Benetton's followers on their Facebook-wall. The findings will be further discussed in the next part of the paper; the Analysis Chapter.

Analysis Chapter

This chapter will discuss the findings of the research, and provide answers to the four research questions at hand. The chapter will also discuss the theoretical implications of the findings, that is, if the findings confirm or add to the existing theory. Finally, the practical implications the study has for businesses and managers today will be presented.

Research Questions

RQ 1: How does the fast-fashion companies normally communicate with their stakeholders on Facebook, and what constitutes a successful Facebook-page?

As is evident from the results chapter, the three brands examined in this paper have different ways of communicating with their followers on Facebook. H&M is main focus is communicating with their followers, and they do not publish posts as often as the other brands. H&M often asks their followers questions to get their input on new clothes, collections or current trends, or more general questions regarding weekend plans or favourite activities during summer for example. Quinton's (2013) research highlighted co-creation as very important for brand communities, and the significance of incorporating the consumers in the value-creation of the brand H&M also have the highest response rate of all three firms, again underlining their dedication to co-creation, but also their efforts to promote participation and getting their followers engaged in the community, as deemed important by several researchers (Porter et al, 2011; Habibi et al, 2014b). H&M posts a variety of topics and is also the brand with the largest variety in terms of values their posts entails.

Mango has a different approach than H&M with a high frequency of post, but a lower response rate. However, they avail of the like-button regularly, and in 2013 they liked 912 comments from followers, an average of 2-3 likes a day. Mango is less diverse in the topics that they post, and they rarely ask their followers' questions or try to engage them in the community. Yet, what is noteworthy about Mango is their efforts to reach more followers by using different languages in their posts. Some posts are translated to as much as four languages; English, Spanish, French and German. They also frequently include links to where the items in the pictures can be bought, and as such the communication is more sales-oriented than H&M's communication with followers.

Benetton is the brand with the least amount of activity on their Facebook-page of the three brands. The brand is similar to Mango in the respect that they focus on publishing a high amount of posts, twice as many posts as H&M in 2011, 2012 and 2013. The brand has a low response rate, and low variety in post topics. They are also not very engaging in their posts, however, here there is an improvement throughout 2012 where their posts becomes increasingly social in value. In 2013 however, the brand goes back to publishing purely functional posts, and as such does not attempt to engage their followers.

The findings show that the brands have different levels of activity and focus in their communication with followers. However, what does the findings say about what constitutes a successful Facebook-page? As evident from the theory chapters, it can be argued that a successful Facebook-page is the page that manages to create a brand community (Quinton, 2013; Habi et al, 2014a; Habibi et al, 2014b), and previous research has highlighted engagement as paramount to the survival of a brand community (Schau et al, 2009; Porter et al, 2011; Quinton, 2013; Habibi et al, 2014b). While most researchers seem to agree that engagement is the most important factor in a brand community, studies have highlighted different aspects of how one creates engagement. On Facebook the options for engagement is posting, commenting, liking or sharing content. Both Mango and H&M have high levels of likes and comments from followers, but they have different approaches to posting and engaging with followers in their brand communities.

Sicilia and Palazón (2008) state that to create a successful community, brands have to provide options that tap into the functional, social and entertainment values of the followers. H&M publish posts with a mix of functional and social values. They provides their members with both information regarding the brand and their products, and they also often ask their member questions and involve them in the value-creation of the brand. Mango almost purely publishes posts with functional values, and Benetton publishes posts with a mix social and functional values, though with a focus on functional values. However, none of the brands have a high focus on providing entertainment for their followers. One argument may be that for some viewing pictures and videos of clothes is in itself “entertainment”, however this do not aid in explaining why Mango has managed to gain the biggest engagement of all three brands by publishing posts with almost exclusively a functional value. This is noteworthy, as studies

show that incorporating members of a community in the value-creation of the brand (Quinton, 2013), as well as the brands responding to questions and actively becoming a part of the conversation (Berthon et al, 2012) is very important, yet Mango has very little focus on this.

Culnan et al (2010) argue that content is the most important factor in creating engagement in a brand community: *“The first and most important element is content. Without a continual supply of compelling content, there is no reason for people to visit an organization’s social media site. An organization typically bears primary responsibility for initiating content on Twitter and Facebook and in blogs that will motivate its customers to respond”* (p. 249). With this in mind, the reason why Mango is so successful in creating engagement may be their continuous update of interesting content on their Facebook-page. In 2013 the brand posted an average of three posts per day, while Benetton and H&M posted only one posts per day. However, if continuously updating interesting content is the most important, Benetton should have experienced higher engagement from followers in 2012. The numbers from 2012 shows that Mango posted an average of 2,5 posts per day, H&M one per day and Benetton two posts per day, twice as many as H&M and almost as often as Mango. Furthermore, if the emphasis is on what the content of the posts are, and the most important factor for success is engaging content, H&M has the highest variety in topics, and as such should experience higher engagement from followers than Mango.

The answer may be found in the research of Porter et al (2011) stating that ultimately, getting members engaged in a community depends on what the followers wish to get out of the community. *“Engagement is a situated consumption phenomenon that is best understood and achieved when viewed through the dual lens of consumer needs fulfillment and motivation.”* (Porter, et al, 2011, p. 84). Sicilia and Palazon (2008) similarly argue that brands must determine what contents and values appeals most to its followers, and plan the content accordingly. Consequently, while H&M’s recipe for success is focusing on communication with their followers, this may not be what engages the followers on Mango’s Facebook-page. Therefore, while findings from research as the importance of involving followers in the co-creation of the brand (Quinton, 2013), relating to the functional, social and entertainment values of the followers (Sicilia and Palazon, 2008), and strengthen the relationship with followers to increase trust towards the brand (Habibi et al, 2014b) is important, creating

engagement in a social media brand community *primarily* rely on brands understanding of what followers want out of a brand community, and what motivates them to engage. Of course, one may ask if Mango may engage even more members were they to spur engagement, or if H&M would have a higher number of engaged members were they to post interesting content at a higher frequency. To answer this would require further more extensive research.



RQ 2: What CSR-efforts is the focus of the fast-fashion companies, and how are they communicated to stakeholders on social media?

While CSR has not been the main focus of this paper, it has been important to get an overview of the brand's CSR-efforts and communication regarding CSR as this would help in the analysis of how they handled the Rana Plaza factory collapse. As evident from the background chapter and theory chapter, sustainability and CSR in the clothing manufacturing supply chain is a complex topic involving many actors.

All three brands examined in this research have dedicated efforts to CSR. H&M has been named as one of the world's most ethical companies three years in a row (Ethisphere, 2015), and their sustainability initiatives includes not only initiatives towards the environment, but also towards social issues, as working conditions and wages (Marketline, 2015). The Rana Plaza disaster and conditions in Bangladesh received attention in both their 2013 and 2014 Sustainability Report (H&M, 2013; H&M, 2014b). Mango has also included economic, social and environmental aspects in their sustainability report (Mango, 2013), however information on the Rana Plaza factory collapse was absent from the 2013 sustainability report. While they do link to the Bangladesh Accord on Fire and Building Safety's page on their website, the brands lack of communication regarding the Rana Plaza collapse provides the image that the company is not very focused on transparency in their value chain, further evidenced by the brand's refusal to disclose the amount donated to the Rana Plaza Donors Trust fund (Clean Clothes Campaign, 2015). As highlighted by the research paper by AFL-CIO (2013) there is a need for brands to be more transparent in their efforts. Only through this can they be held accountable and improve. Benetton's brand image is in itself associated with politically and socially important topics (Benetton Group, 2015b). The brand is known for being "green", and protecting the environment is an important focus area for the brand (Benetton group,

2015d). The brand is also very engaged in social issues, and their efforts in Bangladesh are thoroughly highlighted on their web page, with an interactive timeline, reports and press releases to download, and info-graphics displaying Benetton's contribution to the Rana Plaza Donors Trust Fund (Benetton Group, 2015e). In summary, all three brands display a focus on environmental, economical *and* social issues regarding sustainability, and as such none of the brands have made the common mistake highlighted by Barkemeyer al (2014) of considering sustainability only in terms of the environment. While H&M and Benetton have provided easy access to stakeholders regarding their sustainability initiatives, Mango's failure to provide sufficient information regarding the Rana Plaza factory collapse provides the indication that they are not as concerned with transparency and accountability as the other firms researched in this paper.

Where all three brands fail is in their communication to followers on Facebook regarding their CSR-initiatives. This is surprising, as research show that firms engaging in CSR-initiatives will create a positive brand image and a stronger and more loyal relationship with customers (Wu and Wang, 2014). A likely assumption would be that brands would see Facebook as an ideal platform to inform followers about their CSR-initiatives and create awareness around their CSR-efforts. Some examples of promotion of CSR can be found on the Facebook-page of H&M, as for example this post (Social Set Visualizer, 2014):

| | | | | | | | | |
|------------------------|---|---|-----|---|-----|-------|------|---|
| 11.06.2010 03:51:23 |  |  | H&M | Hi fans, tomorrow is the World Day against Child Labour and we would love to learn more about the organizations you support. What do you usually donate to and how much on average do you donate each year? | 733 | photo | POST | 21415640912_134042979941352 |
|------------------------|---|---|-----|---|-----|-------|------|---|

Still, disregarding the Rana Plaza crisis, none of the brands dedicate much space to CSR on Facebook. Of the posts that were analysed, very few were regarding CSR. H&M published three posts in 2010, and one in 2011. Benetton published one in 2011, and Mango one in 2010. Of course, there may be a higher number dedicated to CSR than this, as only a small number of posts were analysed in this research. However, the posts analysed in this research were the most liked by followers. Therefore, the findings may also be an indication that followers do not regard CSR as an important topic, or perhaps that social media is not where they seek information regarding CSR, unless it is regarding a specific event, such as the Rana

Plaza disaster. This is further evidenced when analysing the followers' comments topics there are few of the top comments that are regarding CSR before the crisis. Only H&M has two comments before the crisis with the topic CSR.

RQ 3: How does the fast-fashion companies communicate with stakeholders during crisis, and how does stakeholders respond to different crisis communication strategies on social media?

The analysis of the three brands provide a good overview of different ways of handling crisis communication, both in terms of what constitutes as successful communication and what constitutes as poor communication. Furthermore, as expected from the research conducted by Ki and Nekmat (2014), two out of the three brands chose the wrong crisis strategy.

Table 10- Overview of Brands Crisis Strategies

| Brand | Crisis History | Previous relationship with stakeholders | Crisis responsibility | Crisis communication strategy chosen | Appropriate Crisis communication strategy |
|----------|----------------|---|-----------------------|--------------------------------------|---|
| H&M | Good | Positive | Medium | Excuse | Excuse |
| Mango | Good | Neutral | High | Scapegoating and Excuse | Full apology |
| Benetton | Good | Positive | High | Denial and Excuse | Full apology |

H&M used “excuse” as a crisis communication strategy, which is chosen when a company wishes to minimize the organisations responsibility for the crisis (Coombs, 2007). This was appropriate as H&M did not source from Rana Plaza, but had a large stake in the clothing manufacturing industry in Bangladesh. H&M released a statement on their Facebook-page three weeks after the crisis. Theory states if firms use full apology when they are not to blame, it may give stakeholders the impression that they are liable for the crisis and that it is worse than it actually is (Coombs and Holladay, 2002). Therefore, H&M was correct in not giving the crisis more attention than necessary. They also did the right thing in continuously responding to follower's comments and concerns, and updating them on where they were in the process of signing the Fire and Safety Accord. This is in line with research that shows that firms must consistently respond to stakeholder's inquiries regarding the crisis in a timely manner, as it will increase the likelihood of a positive relational commitment (Huang, 2008). According to the sentiment analysis, negative sentiments decreased after the crisis and as such it can be concluded that their strategy was successful. It should be noted that there was a

decrease in positive sentiments after the crisis and increase in neutral, still, it can be argued that the crisis did not negatively affect the followers attitude towards the brand. 6,190 comments were made including the word Bangladesh or Rana Plaza during the crisis period. With a daily average of 255 comments from followers, approximately half of the comments made during the crisis period were regarding the disaster. However, in the period after the crisis only 40 comments were regarding the collapse, indicating that H&M handled the crisis in an appropriate manner as attention around the crisis diminished. All in all it can be argued that the reputational consequences for H&M were minimal, and that they handled the crisis in the appropriate manner.

Mango was quick to respond to the crisis, and the brand published a statement on Facebook three days after the collapse. While they were not the first to report on the crisis, they did acknowledge the crisis quickly, as Coombs (2015) deems to be very important in reducing the reputational damage. However, their statement can be argued to be deflective, and the brand failed to own up to the crisis by claiming that they were only in the process of considering one of the suppliers for their business. As the brand also did not respond to any comments from followers regarding the crisis, they failed to consistently and actively respond to stakeholders, an important factor in diminishing reputational damage (Yang et al, 2010). Therefore, their crisis communication strategy can be argued to have been a mix of scapegoating and excuse, when it in fact should have been full apology. The company further made a mistake when they stopped communicating with stakeholders all together for the rest of the year, as engagement is very important both during a crisis but also to sustain a brand community (Habibi et al, 2014b). The followers of Mango did not comment on the crisis to the same degree as H&M's followers, with 304 comments regarding Rana Plaza during the crisis period. However, one follower expressed anger in that Mango was deleting his comments regarding the crisis (See Mango timeline). If true, it may mean that the actual number of comments is much higher, though this cannot be known with certainty. There is a noticeable increase in comments regarding CSR, and there is also a remarkable increase in negative sentiments during the crisis, which also persists after the crisis. There is not much information about Rana Plaza on Mango's web site or in their 2013 Sustainability Report, and the brand also refused to state the amount donated to the Rana Plaza Donor Trust Fund (Clean

Clothes Campaign, 2015b). In conclusion they did not handle the crisis appropriately, neither during the crisis period nor after.

Benetton was the only firm that did not communicate with their stakeholders on Facebook during the crisis. However, as the timeline shows, the brand posted six press releases (position statements) on their web page throughout 2013, explaining the efforts made to ensure compensation for the victims and better conditions for the workers. However, before the brand's first press release there were mixed communication from the brand, who first stated they were not sourcing from Rana Plaza, and then later refuted this, claiming they had in fact had one order made by New Wave Style (Siegle, 2014). Also, examining their position statements closely, they do not explicitly take responsibility for the crisis (Benetton Group, 2013; Benetton Group, 2013a; Benetton 2013b; Benetton Group, 2013c; Benetton Group, 2013d; Benetton Group, 2013e). Hence, their first response to the crisis was "denial", and later the strategy "excuse" was used when they claimed that incident was the responsibility of the entire textile industry. While this is to some degree true, it can be argued that by phrasing it this way, the brand takes the focus away from their own crisis responsibility. The correct crisis communication strategy would have been full apology, as the brand was sourcing from Rana Plaza. As evident from the results chapter, Benetton's followers did not express a big reaction to the crisis on their Facebook-page. 22 comments were made in regards to the crisis, a very low number compared to the two other brands. However, it should be kept in mind that Benetton's followers comments on average 23 times a day, compared to 292 for H&M and 247 for Mango. However, looking at the topics posted, the crisis is a bit more evident. Comments with CSR-topics has a large increase in the crisis period, meaning the comments that were made about the Rana Plaza collapse gained a lot of likes. The sentiment analysis also shows evidence of an increase in negative sentiments both during and after the crisis. Furthermore, as discussed in the Background chapter, Benetton also targeted by NGO's and activists for failing to compensate victims of the crisis. Hence, even though the way Benetton handled the crisis did not show in a drastic way on their Facebook-page, their poor communication efforts and handling of the crisis did not go by unnoticed.

In summary, social media is in a large degree used for stakeholders to express their feelings regarding a crisis. Furthermore, the findings show that brands commit several grave mistakes,

going against findings on how to best communicate during a crisis to minimise reputational damage. What the research also shows is that H&M, who has the highest focus on communication with followers of the three brands, were also the one who received most comments regarding the crisis. Mango, who do not usually converse much with their followers did not have as many comments (assuming they did not erase any of them), and Benetton who has the lowest amount of activity on their Facebook-page, barely had any reaction from their Facebook-followers. This possible correlation will be discussed further in the “theoretical implications”-section of the chapter.

RQ 4: What effect did the Rana Plaza factory collapse have on the activity on the brands Facebook-page after the crisis, both in terms of the brands themselves but also in terms of the followers? Was there any indication of a change in sentiments towards the brands after the crisis?

Several events took place after the crisis period. Efforts were made to get all brands to sign the Accord on Fire and Building Safety, and further to ensure that victims and their families received sufficient compensation (Clean Clothes Campaign, 2015a). However, after the crisis period there was not much activity on the Facebook-pages of the brands, and things quickly went back to the way they were before the crisis. On H&M’s Facebook-page, there were still comments regarding the crisis in the weeks after the crisis period, and H&M continued to respond to these comments, while posting and liking as per usual. The crisis was not very evident on Benetton’s Facebook-page, as there were no communication regarding the crisis from the brand and little mention of it by their followers. As such the brand continued their regular activities on Facebook after the crisis. Mango was the only brand where there was a remarkable difference after the factory collapse. The brand stopped commenting on followers comments and questions all together for the remaining part of 2013.

After the crisis both Mango and Benetton experienced an increase in negative sentiments, while H&M experienced a decrease in negative sentiments. H&M and Mango experienced a decrease in active members on their Facebook-page, however it is not sure if this can be contributed to the crisis, as there was an overall decrease in Facebook-activity from followers throughout 2013. The reason for this is unknown, but it may have something to do with the increase popularity of other social media platforms as Instagram and Snapchat, especially

amongst teens (Stern, 2013). Overall, the crisis did not have large implications for the brands and their follower's activity on Facebook.

Theoretical implications

This study both confirms several theories. Firstly, the research uncovered that the primary factor in engaging members in a social media based brand community is understanding what the members want out of the community and what motivates them to engage. Secondly, the research confirms that more than half of firms use the wrong crisis communication strategy on Facebook (Ki and Nekmat, 2014). H&M availed of the correct crisis communication strategy, while Mango and Benetton chose the wrong strategy. Furthermore the study confirms the theory of Yang et al (2010) that not replying to messages from follower's leads to an increase in negative and neutral sentiments. Both H&M and Benetton saw a larger increase in neutral and negative sentiments compared to H&M during and after the crisis period. The study also found that brands do a poor job at actively responding to and communicating with followers during crisis, which is important in creating trust and relational commitment between the brand and the stakeholders (Huang, 2008). The study found that the crisis did not have a large impact on the brand's social media engagement after the crisis, as things quickly went back to usual. The only noticeable change was the increase in negative sentiments for Mango and Benetton, and that Mango stopped responding to follower's comments all together for the remaining of 2013. Finally, the study revealed that brands do a poor job at communicating to stakeholders regarding CSR-initiatives on social media. The study also indicates that social media is not where followers go to receive information regarding CSR, as it is not a large topic of conversation amongst followers.

This study also adds to existing theory. The most notable difference between the crisis communications of the three brands, were the lack of reaction from followers on Benetton's Facebook-page. Benetton was the brand that was the most involved in the Rana Plaza collapse as they were sourcing from the factory (Siegle, 2014). Furthermore, they were the only brand that did not communicate with their followers on Facebook at all during the crisis. One may have expected a higher amount of comments from followers on their Facebook-page, also taking into account that they were targeted by NGO's and activists for their failure to compensate the victims of the collapse (Kazmin, 2015).

One explanation is that customers and stakeholders voiced their opinion regarding the

collapse on other medias or online platforms. The answer may also lie in how Benetton communicated with their followers on Facebook on a day-to-day basis. Benetton had the lowest Facebook-activity of the three brands examined, both in terms of activity from the brand but also in terms of activity from the followers. They had not managed to create the similar volume of engagement as Mango and H&M. Consequently, it may be that followers were not expecting high a level of interaction with the brand regarding the crisis, and as such voiced their opinions on other channels. To compare, H&M followed the same strategy as per usual during the crisis, using Facebook to communicate and inform their followers, and hereby met the expectations of their followers. Mango did not meet the expectations of followers, publishing only one comment regarding the crisis and furthermore failing to communicate with followers during and after the crisis.

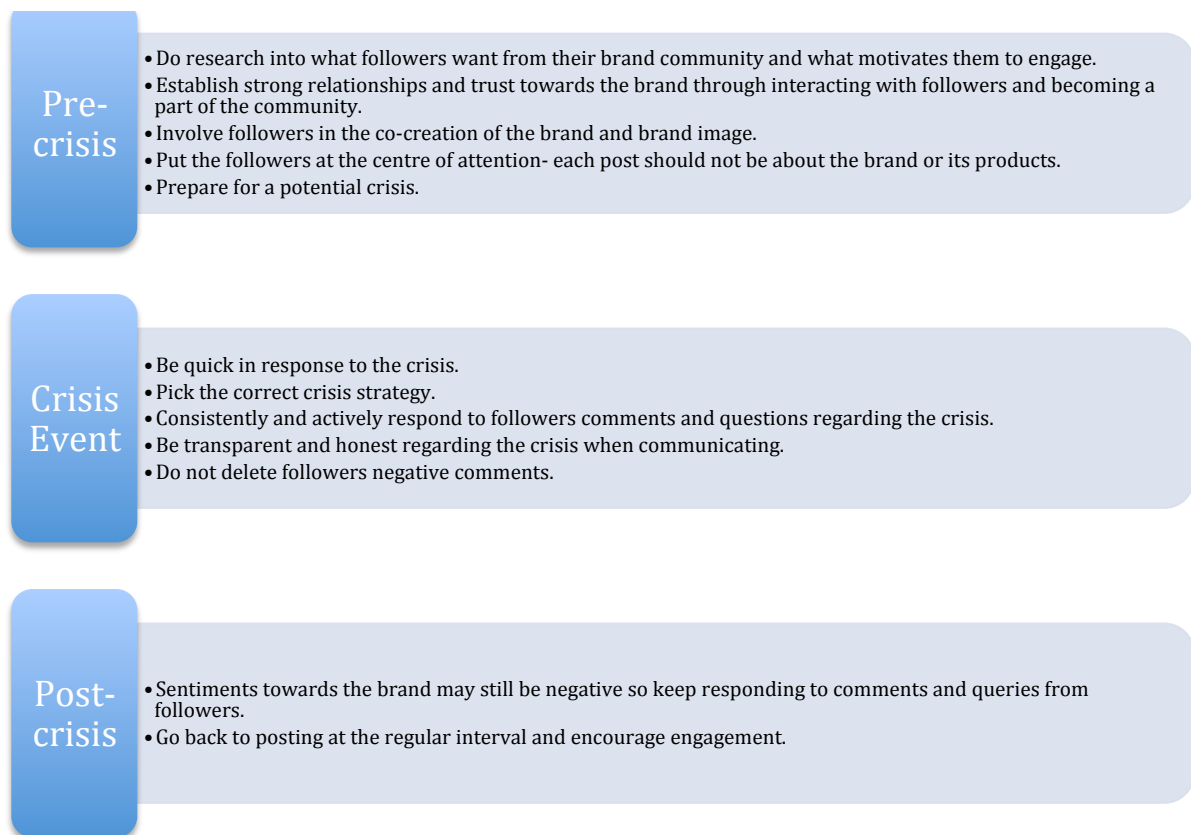
Hence, these findings show evidence of how previous relationship with followers on social media may influence the reaction of followers during a crisis. In other words, a larger reputational damage will occur if a brand has a strong presence on social media before a crisis occur, but fail to actively communicate with followers on social media during the crisis. Lines can be drawn to Coombs' SCCT (2007), where prior relational reputation will influence the reputational threat. Both Mango and Benetton failed in their crisis communication, but the reputational damage was much larger on Mango's Facebook-page than on Benetton's Facebook-page. It can be theorized that this was due to Mango's followers having higher expectations of Mango's communication during crisis, as they are usually very active on Facebook. To the authors knowledge no previous study has examined the relationship between how companies use social media on an everyday basis and how this may impact crisis communication on social media. As this study only examined three companies, further research should be done before the findings can be generalised.

Practical implications

While social media is a valuable tool for insight and connection with followers, the links to the real life must be made for it to make any difference. What is interesting to see from the research is that, there are many "obvious" things that firms can do to improve their social media presence both during a crisis and during everyday use, yet they don't. All businesses will at some point encounter one type of crisis, therefore it is important to prepare for different scenarios that may occur (Mukkamala et al, 2015). Mukkamala et al (2015)

researched crisis communication on four different Danish companies, and based on this made five recommendations for managers dealing with a crisis: “(a) *Choose the Most Appropriate Strategy for the Crisis Type*, (b) *Importance of involvement of Top Management*, (c) *Start Monitoring and be Prepared*, (d) *Crisis as an opportunity- Gain Advantage*, and finally (e) *employ Social Media Crisis Skilled Employees*” (p. 10). The finding from this study support several of those points, but also elaborates on how firms should communicate during the crisis, and how social media should be used before a crisis occurs. Effective crisis management requires different actions from different life cycles (Coombs, 2014): pre-crisis, crisis event, post-crisis, and as such the practical implications will be divided into these three sections. The recommendations for managers running a social media based brand community (pre-crisis) as well as recommendations for managers dealing with a crisis are outlined in Figure 7. These recommendations are based on previous theory and findings from this paper.

Figure 7- Practical Recommendations for Managers



Concluding Remarks

The main objective of this paper was to gain a holistic view of firm's crisis communication online. The Social Set Visualizer created by Benjamin Flesch (2014) was used to gather data of the firms' communication before, during and after the crisis, as well as how the followers on Facebook responded to this communication. The CSR-initiatives of the firm's and the communication of these CSR-initiatives on Facebook were also examined. The main findings of the research confirms existing theory in that firms often fail to choose the right crisis communication strategy, and furthermore suffer the consequences of an increase in negative sentiments towards the brand when they fail to actively respond to and communicate with followers during a crisis. The study also adds to existing theory in that larger reputational damage will occur if a brand has a strong presence on social media, though fail to actively communicate during a crisis. However, these findings need further study to be generalized. The findings also highlight how CSR is not a large topic of communication on Facebook. Finally, the research provides practical recommendations for managers, including researching what follower wish to get out of participating in a brand community to ensure engagement, preparing for potential crisis, consistently and actively respond to followers during a crisis, and continue the dialogue with followers after the crisis to diminish negative sentiments towards the brand. The final part of the paper will discuss limitations and further research.

Limitations

A couple of limitations have already been mentioned throughout the paper and in the methodology paper: this research has availed of content analysis, and any content analysis suffers the possibility of the researcher being biased. Another researcher looking over the data collection and coding may have increased the validity further. The Social Set Visualizer (2014) was lacking data from H&M's Facebook-page from September 2013, which limited some of the research. Also, the exact number of Facebook-followers at different points in time has not been available; therefore it is difficult to say with certainty how large each community has been. However, the current number of members has been provided and has worked as a guide.

There are also additional limitations of the paper that the readers should be aware of. Firstly, this research has not discussed the constraints managers may have when communicating during a crisis. As Coombs (2014) states; *“One criticism of crisis communication research is that it forgets about the actual constraints managers face in crisis situations. Financial and legal concerns can limit how crisis managers respond to a crisis”* (p. 7). Secondly, when using a social media platform as Facebook to gather data, one must keep in mind that Facebook is in itself a business as well. The company often tweaks its algorithm, changing what shows up in people’s newsfeed, and how many members are exposed to posts from companies (Ingram, 2015). This research has assumed that all three brands have had the same starting point when posting on Facebook, though it may be that some of the brands have spent money on advertising their posts and through this has received a larger amount of views and engagement on their site. This research has also assumed that all three brands had managed to create a brand community on their Facebook-page, though this could have been further examined by looking at the communication between the followers and between the followers and the brands during the four years investigated.

Further research

This research has examined three brands within the fast-fashion industry, with a focus on communication on Facebook. Further research may extend the scope of understanding by investigating other social media platforms, and if there are any difference in the way firms communicate with stakeholders on these platforms and how the followers react. Coombs and Holladay (2014) recently wrote an article on crisis communication on various social media channels, and pointed out that *“it is very possible that crisis communication messages can be effective in one sub-arena while ineffective in another.”* (p. 41). As this paper provides an indication for the correlation between how firms normally avail of social media and social media communication during crisis, future research may provide a deeper analysis of this by examining more cases of crisis communication. Finally, this research has not paid any attention to differences in language and culture. This would be interesting to further investigate, especially keeping in mind that all brands examined here are from Europe.

Personal reflections

This research paper marks the end of a two-year masters degree in International Marketing and Management at Copenhagen Business School. Having examined the disaster that occurred 24th of April 2013, the true cost of fast-fashion has become very clear to me.

However, what has also become evident through my work with this topic is that it is far more complex than what I initially anticipated. While straight-forward solutions as not sourcing from places like Bangladesh, or forcing suppliers to pay their employees higher wage may seem to be the obvious answer, is difficult in a country where the corruption and government officials are deeply embedded in the garment manufacturing industry. While large Western brands do share a large part of the responsibility, I now understand that all stakeholders must be involved to create lasting and positive change.

I thoroughly enjoyed working with the visual analytics tool Social Set Visualizer, getting to dive into how real-world events are discussed and communicated on social media. It is baffling to see that while research after research shows the global reach and importance of social media today, firms are still struggling to properly avail of the media. What was also surprising was the lack of focus on CSR, when this is also something that consumers are demanding on a larger scale. As expected the crisis received a lot of attention on social media, though what was surprising was how quickly the media attention surrounding Rana Plaza died down. One conclusion might be that people simply just don't care as much as one would think. The other, and more plausible in my eyes, is that while we now have vast opportunities to connect and share information, there is also an information overload. There are countless social media platforms, online newspapers, blogs and forums with global reach, that are fighting for the reader's attention.

To conclude; writing this paper has been a both challenging and rewarding experience, and it has also been a great final project marking the completion of six years as a business student.

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Appendix 1

Data collected on social media engagement

(Social Set Visualizer, 2013)

Appendix 1a- Top 3 words per brand (amount of times used)

| | 2010 | 2011 | 2012 | 2013 |
|-----------------|--|--|--|--|
| H&M | 1. Please (3707) 2. Online (3533) 3. Village (133) | 1. Please (3878) 2. Online (2999) 3. Versace (1059) | 1. Please (3329) 2. Online (3165) 3. Village (1333) | 1. Bangladesh (10329) 2. Agreement (5681) 3. Karl-johan (4193) |
| Mango | 1. More (53) 2. Moresee (33) 3. Vestido (18) | 1. Shopping (60) 2. Vestido (33) 3. Siempre (31) | 1. Encanta (374) 2. Jacket (316) 3. Quiero (212) | 1. Bangladesh (619) 2. Compensation (485) 3. Victims (419) |
| Benetton | 1. More (51) 2. Devamini (16) 3. Chicken (10) | 1. Collection (515) 2. Colors (251) 3. Encanta (188) | 1. Contact (58) 2. wwwbenettoncomstore-locator (50) 3. Quiero (41) | 1. Victims (78) 2. Bangladesh (60) 3. Please (44) |

Appendix 1b- Activity level per brand per season

H&M (post, comments, likes)

| | Q1 | Q2 | Q3 | Q4 |
|-------------|---------------------------------|---------------------------------|-------------------------------------|---------------------------------|
| 2010 | 102, 134, - = 236 | 107, 853, - = 960 | 104, 1752, - = 1856 | 104, 2088, = 2192 |
| 2011 | 82, 1286, 49 = 1417 | 68, 1813, 29 = 1910 | 66, 2129, 32 = 2227 | 81, 1507, 228 = 1816 |
| 2012 | 53, 1393, 247 = 1693 | 45, 1200, 183 = 1428 | 120, 1253, 266 = 1639 | 148, 2045, 342 = 2535 |
| 2013 | 106, 1804, 288 = 2198 | 106, 1852, 238 = 2196 | 37, 456, 43 = INCOMPLETE! | NO DATA |

Mango (post, comments, s)

| | Q1 | Q2 | Q3 | Q4 |
|-------------|-------------------------------|------------------------------|-------------------------------|--------------------------------|
| 2010 | 110, 66, = 176 | 194, 32, = 226 | 120, 63 = 183 | 158, 92 = 250 |
| 2011 | 100, 48, 57 = 205 | 115, 22, 100 = 237 | 49, 29, 36 = 114 | 115, 13, 13 = 141 |
| 2012 | 131, 122, 48 = 301 | 157, 268, 97 = 522 | 268, 507, 200 = 975 | 370, 530, 320 = 1220 |
| 2013 | 354, 327, 304 = 985 | 259, 2, 224 = 485 | 242, 0, 207 = 449 | 216, 1, 177 = 394 |

Benetton (post, comments, likes)

| | Q1 | Q2 | Q3 | Q4 |
|-------------|-----------------------------|------------------------------|------------------------------|-----------------------------|
| 2010 | 100, 18, = 118 | 109, 6 = 115 | 54 ,5 = 59 | 71, 2, = 73 |
| 2011 | 86, 28, 35 = 149 | 159, 45, 51 = 255 | 176, 46, 113 = 335 | 221, 56, 20 = 297 |
| 2012 | 178, 28, 34 = 240 | 172, 104, 22 = 298 | 186, 157, 32 = 375 | 180, 71,13 = 264 |
| 2013 | 155, 69, 1 = 225 | 100, 11, 1 = 112 | 109, 14, 2 = 125 | 110, 16, 5 = 131 |

Appendix 1c- Type of Facebook post per firm (Photo/video/link)

| | 2010 | 2011 | 2012 | 2013 |
|-----------------|------------|------------|------------|-----------|
| H&M | 37/76/24 | 97/38/64 | 255/63/28 | 177/43/28 |
| Mango | 99/8/465 | 153/2/214 | 600/26/164 | 874/17/50 |
| Benetton | 177/20/125 | 327/34/258 | 400/63/28 | 313/4/28 |

Appendix 1d- Response rate (amount of comments the brands responded to)

| | 2010 | 2011 | 2012 | 2013 |
|-----------------|------|-------|------|------|
| H&M | 8% | 10,7% | 6,5% | 5,9% |
| Mango | 1,6% | 2,9% | 2,9% | 1,3% |
| Benetton | 0,4% | 2,4% | 2,1% | 1,4% |

*Comments and likes from the brand divided by the total amount of comments and posts from followers, this will give an indication for as to how active the brands are in liking or responding to their followers posts and comments.

Appendix 1e- Engagement from followers per brand per season (total no of posts, comments and likes)

H&M

| | Q1 | Q2 | Q3 | Q4 |
|------|-----------|-----------|-----------|-----------|
| 2010 | 50,128 | 57,764 | 118,297 | 147,820 |
| 2011 | 117,594 | 122,754 | 124,904 | 171,598 |
| 2012 | 241,780 | 209,495 | 1,087,691 | 1,769,427 |
| 2013 | 1,816,530 | 1,553,819 | NO DATA | NO DATA |

Mango

| | Q1 | Q2 | Q3 | Q4 |
|------|-----------|-----------|-----------|-----------|
| 2010 | 29,989 | 87,325 | 58,308 | 116,445 |
| 2011 | 78,691 | 130,822 | 44,535 | 28,781 |
| 2012 | 158,447 | 377,109 | 2,370,727 | 3,390,715 |
| 2013 | 3,479,388 | 3,078,829 | 1,862,558 | 1,302,673 |

Benetton

| | Q1 | Q2 | Q3 | Q4 |
|------|---------|---------|---------|---------|
| 2010 | 5,007 | 10,387 | 12,238 | 25,953 |
| 2011 | 31,211 | 54,135 | 364,350 | 52,799 |
| 2012 | 130,798 | 244,152 | 790,970 | 573,957 |
| 2013 | 491,663 | 301,640 | 254,999 | 270,059 |

Appendix 1f- Engagement from followers divided into posts, comments and likes

| | 2010 | 2011 | 2012 | 2013 |
|----------|-----------------------|-----------------------|-------------------------|-------------------------|
| H&M | 20,559/39,713/314,007 | 26,961/44,591/465,278 | 25,696/80,076/3,202,651 | 16,909/61,291/3,679,186 |
| Mango | 0/14,989/277,087 | 0/10,795/272,034 | 0/68,392/6,228,606 | 0/90,136/9,633,312 |
| Benetton | 0/3,870/49,728 | 0/15,802/486,693 | 0/21,628/1,718,249 | 0/8,267/1,310,094 |

Appendix 1g- Percentage of activity from followers in terms of posts, comments and likes

| | 2010 | 2011 | 2012 | 2013 |
|----------|---|--|--|--|
| H&M | - 5% Posts - 11% Comments - 84% likes | - 5% Posts - 8% Comments - 87% likes | - 1% Posts - 2% Comments - 97% likes | - 0% Posts - 2% Comments - 98% likes |
| Mango | - 5% Comments - 95% likes | - 4% Comments - 96% likes | - 1% Comments - 99% likes | - 1% Comments - 99% likes |
| Benetton | - 7% Comments - 93% likes | - 3% Comments - 97% likes | - 1% Comments - 99% likes | - 1% Comments - 99% likes |

Appendix 1h- Top 20 most liked post per quarter per brand

H&M- 2010

| Date & time | User | Post | Post type | Likes | FB-PostID | Topic | Value of contribution (functional, social, entertainment) |
|-------------------|------|--|-----------|-------|-----------------------------|-------------|---|
| Q1: 27.01.2010 | H&M | Do you have trouble finding Trend garments at your local H&M? Would a golden hanger help you spot those garments in the store? What are your thoughts? | Photo | 1858 | 21415640912_288215105912 | Engagement | Social |
| Q1: 17.03.2010 | H&M | Hello H&M fans! Should men try more color this spring, or stick with neutrals? How about you? | Photo | 1156 | 21415640912_387052325912 | Engagement | Social |
| Q1: 10.03.2010 | H&M | In what colors should H&M produce this leather jacket for men? | photo | 1107 | 21415640912_369598640912 | Engagement | Social |
| Q1: 22.03.2010 | H&M | is opening new stores this week in Denmark, Italy, France, Germany, Poland, Slovakia and Sweden. Find out more on hm.com, or | - | 762 | 21415640912_106750016013370 | Information | Functional |

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|--------------------------|-----|---|-------|------|-----------------------------|---------------------------------|------------|
| | | our mobile site m.hm.com. | | | | | |
| Q1: 18.02.2010 | H&M | This bag, designed by Sonia Rykiel, benefits UNICEF and will be available in stores February 20 th . | link | 693 | 21415640912_314191291565 | CSR | Functional |
| Q1: 16.03.2010 | H&M | is opening stores this week in Canada, Dubai, Germany, Israel, Luxembourg, Poland, UK and US. Check hm.com or m.hm.com on your mobile phone for store locations! | - | 618 | 21415640912_394012252602 | Information | Functional |
| Q1: 31.03.2010 | H&M | Hi H&M fans! Today's dilemma: men's boxers or briefs? And how many pairs do you buy at a time? | photo | 608 | 21415640912_393676585912 | Engagement | Social |
| Q1: 21.01.2010 | H&M | Our Sonia Rykiel Pour H&M knitwear collection will launch soon in select H&M stores worldwide. Get a sneak below! | video | 588 | 21415640912_301994225967 | Product promotion & Information | Functional |
| Q1: 04.01.2010 | H&M | wants to know what your fashion resolutions are for 2010. What are the "must haves" and "must nots" for this new year? | - | 562 | 21415640912_229676943246 | Engagement | Social |
| Q1: 22.01.2010 | H&M | Ready for some serious shopping? H&M employees receive generous discounts and benefits. Find a new career at hm.com/jobs. | link | 529 | 21415640912_265734812506 | Other | Functional |
| Q2: 19.05.2010 | H&M | We would love to know your thoughts on our new summer issue of H&M Magazine. Get a copy in store or check it out online at http://www.hm.com/magazine! | photo | 1245 | 21415640912_407609390912 | Information & engagement | Social |
| Q2: | H&M | Hi H&M fans! We need your help on shoe fashion - what is your summer style? Espadrilles or flip-flops? And do you prefer them plain or funky? | photo | 1082 | 21415640912_397482735912 | Engagement | Social |
| Q2: 21.04.2010 | H&M | Hi H&M fans! Have your say on white jeans - are they in or out? Which colours do you usually wear? And do you prefer skinny, boot leg or flare? | photo | 947 | 21415640912_399312430912 | Engagement | Social |
| Q2: 25.05.2010 | H&M | Ladies, check out our new Style Guide at http://www.hm.com/styleguide! We give you the best tips on what to wear from dusk to dawn. What is your best 24 hour look? Tell us and feel free to post pictures! And guys, we haven't forgotten you! Visit http://www.hm.com/fashionstudio for the latest in mens fashion! | photo | 863 | 21415640912_409544995912 | Product promotion & engagement | Social |
| Q2: 09.06.2010 | H&M | We are featuring new perfect beach memories by H&M fans on http://www.hm.com/summer! Do you have a perfect beach memory? Share it with us right here on Facebook by clicking the "Summer" tab on our Facebook page for your chance to be featured. | photo | 849 | 21415640912_413714910912 | Engagement | Social |
| Q2: 24.05.2010 | H&M | is opening new stores this week in Germany, Italy and Poland. Find out more at hm.com and m.hm.com (mobile). Which H&M store worldwide is your favorite? | - | 810 | 21415640912_116323235075985 | Information & engagement | Social |
| Q2: 30.06.2010 | H&M | Just bought the specially designed Unicef bag and want to know more about the All for Children project? Visit http://www.hm.com/allforchildren and http://www.unicef.org . | photo | 809 | 21415640912_136755106349932 | CSR | Functional |
| Q2: 24.06.2010 | H&M | In this week's Fashion Video we visit the London café Prêt-à-Portea, famously known for their cookies and pastries inspired by the fashion world. Where do you usually go to have your sweet tooth satisfied? | video | 749 | 21415640912_135016759858446 | Engagement | Social |
| Q2: 11.06.2010 | H&M | Hi fans, tomorrow is the World Day against Child Labour and we would love to learn more about the organizations you support. What do you usually donate to and how much on average do you donate each year? | photo | 733 | 21415640912_134042979941352 | CSR | Social |

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|--------------------------|-----|---|-------|------|-----------------------------|----------------------------------|---------------|
| Q2: 02.06.2010 | H&M | Hi fans, this week our menswear designers would like your opinion on swim shorts. Which style do you prefer, long or short leg? And what patterns or colours will we see you wearing this summer? | photo | 703 | 21415640912_411775670912 | Engagement | Functional |
| Q3: 17.08.2010 | H&M | Who wants a free H&M iPhone app? | - | 6457 | 21415640912_139952469373683 | Engagement & information | Social |
| Q3: 22.09.2010 | H&M | Fans, we would love to have your opinion on these dresses! Which is your favourite and what would you wear it with? Tell us more about the styles you like! | Photo | 4637 | 21415640912_446403220912 | Product promotion and engagement | Social |
| Q3: 26.08.2010 | H&M | Check out the new H&M Magazine on www.hm.com/magazine or get a copy in store! Which article is your favourite and what would you like to read about in future issues? | photo | 2350 | 21415640912_437112790912 | Information & engagement | Social |
| Q3: 02.09.2010 | H&M | Guess what? Some of you got it right. Here is a special thanks to all of you who took the time to comment. On September 9th, visit www.hm.com for more videos! | Video | 1777 | 21415640912_157836854229885 | Competition | Functional |
| Q3: 20.09.2010 | H&M | Did you get anything from the Fall Fashion collection? Tell us about your favourites and feel free to post pictures on our Facebook page! | Video | 1705 | 21415640912_128198263898533 | Engagement | Social |
| Q3: 27.08.2010 | H&M | Weekend is finally here! Use it wisely and explore the H&M iPhone App! Check out the latest fashion and create your own wish list. What is on your wish list for the weekend? | - | 1405 | 21415640912_147628918592274 | Product promotion & engagement | Social |
| Q3: 21.08.2010 | H&M | The secret is out! The free H&M iPhone app has a surprise when you shake it! Free download from the iTunes Store. What features would you like to see in future releases? | - | 1398 | 21415640912_101265256601022 | Information & engagement | Social |
| Q3: 09.09.2010 | H&M | Lanvin <3 H&M. Hope you'll like it! | Video | 1385 | 21415640912_100157653381950 | Product promotion | Functional |
| Q3: 10.09.2010 | H&M | Lanvin <3 H&M. A happy collection for happy people! | Video | 1348 | 21415640912_146045378767123 | Product promotion | Functional |
| Q3: 01.07.2010 | H&M | Check out our new Style Guide at http://www.hm.com/styleguide or http://m.hm.com (mobile) and get a head start on pre-fall dressing. Which styles are your favourites? | photo | 1269 | 21415640912_419740355912 | Product promotion & engagement | Social |
| Q4: 29.11.2010 | H&M | Ladies, check out this season's cosy knits in stores now! What soft gifts are on your wish list this Christmas? | photo | 4966 | 21415640912_476316590912 | Product promotion & engagement | Social |
| Q4: 02.11.2010 | H&M | Lanvin <3 H&M Fashion Show! What do you think of the video? | Video | 3417 | 21415640912_103862129682315 | Product promotion & engagement | Entertainment |
| Q4: 25.11.2010 | H&M | Eight different ways to wear this season's fashionable party outfits! Which is your favourite and why? Learn more at www.hm.com/styleguide . | photo | 2256 | 21415640912_474411300912 | Product promotion & engagement | Social |
| Q4: 25.10.2010 | H&M | is opening new stores this week in Hungary, Poland, United Kingdom and USA. We are also opening in Turkey on November 6, Croatia and Romania in spring 2011, Jordan and Morocco in autumn 2011. Find out more on www.hm.com and http://m.hm.com (mobile). Tell us about your favourite H&M store worldwide! | - | 2104 | 21415640912_118578161537381 | Information & product promotion | Functional |
| Q4: 01.12.2010 | H&M | Krystian Sierszynski, Marina Petrovic and Laura Pacešiuaitė have been creative in our Fashion Studio at www.hm.com/fashionstudio ! What do you think of the looks? Tell us and feel free to post pictures of your best outfits! | Photo | 2102 | 21415640912_477152800912 | Product promotion & engagement | Social |
| Q4: 13.10.2010 | H&M | would love to hear your opinion on these jackets! What knitted pieces would you | Photo | 2079 | 21415640912_453866380912 | Product promotion | Social |

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|--------------------------|-----|---|-------|------|-----------------------------|----------------------------------|------------|
| | | combine them with? Scarves, gloves, cardigans? | | | | & engagement | |
| Q4: 22.10.2010 | H&M | Lanvin <3 H&M see the first images here! | - | 2064 | 21415640912_169725959710970 | Product promotion | Functional |
| Q4: 02.10.2010 | H&M | If you are in town, join us at the following grand openings: Paris, Istanbul, Amsterdam and Las Vegas! Check out the event or visit www.hm.com for further details. | - | 2062 | 21415640912_107589055971920 | Information | Functional |
| Q4: 19.11.2010 | H&M | Check out the images from last night's Lanvin for H&M haute couture fashion show in New York! Which pieces would you like to bid on? Click the "Auction" tab on our Facebook page for further details. | Photo | 1984 | 21415640912_165333473506322 | Product promotion and engagement | Social |
| Q4: 24.11.2010 | H&M | Fans, this week our mens designers would like to know more about your must-have accessories for spring! The hat, bow-tie, eyewear? Tell us and let us know how you will spice up your wardrobe next season! | Photo | 1961 | 21415640912_474046610912 | Engagement | Social |

H&M- 2011

| Date & time | User | Post | Post type | Likes | FB-PostID | Topic | Value of contribution (functional, social, entertainment) |
|--------------------------|------|--|-----------|-------|-------------------------------|--------------------------------|---|
| Q1: 17.01.2011 | H&M | Would love to know your opinion on these new spring looks! Hot or not? | photo | 4705 | 21415640912_500798370912 | Product promotion & engagement | Social |
| Q1: 31.01.2011 | H&M | We would like to know what you think of these outfits! Which styles will you pull off this spring? | photo | 3506 | 21415640912_10150094463910913 | Product promotion & engagement | Social |
| Q1: 30.03.2011 | H&M | Jumpsuits are key piece this season! What outfit will you rock? | photo | 3438 | 21415640912_10150141185145913 | Product promotion & engagement | Social |
| Q1: 07.03.2011 | H&M | Go glam with flowing shapes, oversized sunglasses and platform heels! Which outfit will you wear this spring? | photo | 3316 | 21415640912_10150115028335913 | Product promotion & engagement | Social |
| Q1: 14.02.2011 | H&M | You can never go wrong with denim! Which style will you pull off this season? Straight fit, baggy or boot cut? | photo | 3802 | 21415640912_10150101131440913 | Product promotion & engagement | Social |
| Q1: 24.02.2011 | H&M | Fans, we would love to have your opinion on these new looks! What style will you be wearing this spring? | photo | 2449 | 21415640912_10150107367345913 | Product promotion & engagement | Social |
| Q1: 11.03.2011 | H&M | What style will you wear this spring? The 70's flares, chinos or harem pants? Visit www.hm.com or pop into our stores for a fashionable selection of trousers! | photo | 2292 | 21415640912_10150117987645913 | Product promotion & engagement | Social |
| Q1: 02.02.2011 | H&M | Fans, our mens designers are curious to know your opinion on socks. Will you dress your feet in patterns or solid colours this spring? Do you prefer checks, dots or stripes? Neons or dark colours? | photo | 2262 | 21415640912_10150095453890913 | Engagement | Social |
| Q1: 23.02.2011 | H&M | Fans, our menswear designers are curious to know your opinion on shoes. Will you wear sneakers or desert boots this spring? Do you prefer light, bright or dark colours? | photo | 2079 | 21415640912_10150106881810913 | Engagement | Social |
| Q1: 18.03.2011 | H&M | Guys, get stylish with sandy shades, crisp whites and denim! Which outfit will you pull off this spring? | photo | 1960 | 21415640912_10150123503150913 | Product promotion & engagement | Social |
| Q2: 20.04.2011 | H&M | Will you slip on, buckle up or lace your shoes this season? Do you prefer bright, pastel or dark colours? | photo | 5806 | 21415640912_10150172658250913 | Engagement | Social |
| Q2: 27.05.2011 | H&M | Create your best collage and get the chance to win a fashionable water bottle from our WaterAid collection! Join the competition | photo | 3975 | 21415640912_10150206396380913 | Competition | Entertainment |

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|--------------------------|-----|--|-------|------|-------------------------------|--------------------------------|------------|
| | | now at http://on.fb.me/lmFZOR! | | | | | |
| Q2: 16.06.2011 | H&M | Wear fluid fabrics, pastel colours and lace for a romantic look! What style will you pull off? | photo | 3635 | 21415640912_10150222357730913 | Product promotion & engagement | Social |
| Q2: 24.05.2011 | H&M | Having a bad hair day? Don't worry, this season's hats are more fashionable than ever! Will you go for the cowboy, fedora or panama look? | photo | 3516 | 21415640912_10150204245675913 | Product promotion & engagement | Social |
| Q2: 16.05.2011 | H&M | Looking for the perfect summer outfits? Check out the latest fashion in our new issue of H&M Magazine, available in stores now! | photo | 3396 | 21415640912_10150197199175913 | Information & engagement | Social |
| Q2: 27.05.2011 | H&M | We would like to thank all our fans who participated in H&M's Trend Scout competition! The following winners will join us at Roskilde Festival: Agnes Almvärn, Brenda van Noort, Dustin Cordeiro, Eda Demir, Eva Kli'c'ova, Evgenij Sokolov, Juliana Summerling, Kobre Roland, Lasse Riberghard Rasmussen, Marie Belair, Marilyn Sera K, Monika Alicja Anastazja Wasilewska, Oliver Dobbertin. | photo | 3020 | 21415640912_10150206512105913 | Competition | Functional |
| Q2: 11.05.2011 | H&M | Combine bright colours, strappy sandals and gold accessories for a glamorous seaside look! What style will you pull off this season? | photo | 2893 | 21415640912_10150189132410913 | Product promotion & engagement | Social |
| Q2: 18.05.2011 | H&M | Lorena Torrecilla Solís, Anne Pammler and Teoshka Gvaramia created these stylish summer looks in our virtual dressing room at http://www.hm.com . How will you accessorise your outfit this season? Jewellery, scarfs, sunglasses? | photo | 2562 | 21415640912_10150198850985913 | Product promotion & engagement | Social |
| Q2: 09.05.2011 | H&M | Warning! Our latest TV ad will definitely make you long for the beach, check it out at http://bit.ly/j6JNtU . What swimwear will you go for this summer? | photo | 2454 | 21415640912_118998871516189 | Product promotion & engagement | Social |
| Q2: 03.05.2011 | H&M | Have you ever heard of talking T-shirts? Put any of these FAA T-shirts on, start your web camera and get ready for a surprise! http://bit.ly/koVAXm | photo | 2135 | 21415640912_10150183206020913 | Product promotion | Social |
| Q3: 30.08.2011 | H&M | Get your copy of H&M Magazine available in stores now! Check out the latest trends, the up-and-coming models and the exclusive interview with Robyn. What are your favourite articles? | photo | 3836 | 21415640912_10150287055605913 | Information & engagement | Social |
| Q3: 22.07.2011 | H&M | H&M wishes our fashionable fans a great weekend! What will you wear tonight? | photo | 3289 | 21415640912_10150255971200913 | Engagement | Social |
| Q3: 12.07.2011 | H&M | Fans, thank you for voting on this year's Festival Look! We are happy to announce the winning Trend Scout, Evgenij Sokolov. What will you wear to this summer's festivals? | photo | 3046 | 21415640912_10150247592235913 | Competition | Social |
| Q3: 07.09.2011 | H&M | Our ladies designers are curious to know what outerwear you will go for this autumn! The biker jacket, the boyfriend blazer, the faux fur or the tweed coat? Tell us and let us know how we can make our jackets even better! | photo | 2815 | 21415640912_10150294073595913 | Engagement | Social |
| Q3: 12.09.2011 | H&M | Do you and your partner/friends wear matching clothes? Similar colours, prints or styles? Tell us and let us know how you prepared today's dress code. | photo | 2751 | 21415640912_10150299694820913 | Engagement | Social |
| Q3: 24.08.2011 | H&M | Grey is the new black! How will you combine the different tones of grey? | photo | 2686 | 21415640912_10150282029735913 | Product promotion & engagement | Social |
| Q3: 19.08.2011 | H&M | Casual or classic? What will you wear this weekend! | photo | 2662 | 21415640912_10150278137400913 | Product promotion & engagement | Social |
| Q3: 03.08.2011 | H&M | We have donated \$100,000 to support UNICEF's relief efforts in East Africa. More | link | 2526 | 21415640912_256340951060051 | CSR | Functional |

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|--------------------------|-----|---|-------|------|-------------------------------|---|------------|
| | | than 12 million people in East Africa desperately need help due to drought, conflict and rising food prices. Over half a million of children fighting severe malnutrition could lose their struggle to survive. If you would like to contribute to UNICEF's relief at the Horn of Africa, go to http://bit.ly/ptHDtT | | | | | |
| Q3: 21.09.2011 | H&M | Fans, our mens designers would love to have your opinion on cardigans! Do you prefer the knitted or jersey style? Tell us and let us know more about the styles you like. | photo | 2320 | 21415640912_10150310171950913 | Engagemen t | Social |
| Q3: 08.07.2011 | H&M | Festival Look 2011 is coming to an end, vote for the best styles now at http://on.fb.me/kNIFUu . Who is your favourite Trend Scout? | photo | 2248 | 21415640912_10150244724480913 | Competitio n | Social |
| Q4: 30.11.2011 | H&M | Chic, classic and impossible to live without! What LBD style are you? | photo | 9690 | 21415640912_10150406392220913 | Product promotion & engagement | Social |
| Q4: 16.11.2011 | H&M | Our designers would like to know if you shine in gold or silver this season? | photo | 5147 | 21415640912_10150380433755913 | Engagemen t | Social |
| Q4: 12.10.2011 | H&M | Fans, our designers would love to have your opinion on metallic! What shiny pieces will make your outfit pop this autumn? Blazers, shorts, tops? | photo | 4167 | 21415640912_10150337273465913 | Engagemen t | Social |
| Q4: 18.10.2011 | H&M | Combine layers of knits and leather for the cosy chic style! What look will you pull off? | Photo | 3828 | 21415640912_10150344297685913 | Product promotion & engagement | Social |
| Q4: 21.12.2011 | H&M | Will you go for the glamorous or the casual look this holiday? Tell us and let us know what you will be wearing? | Photo | 3796 | 21415640912_10150445010470913 | Product promotion & engagement | Social |
| Q4: 18.11.2011 | H&M | Shimmer and shine this weekend! What outfit will make you stand out on the dance floor? | Photo | 3633 | 21415640912_10150384212385913 | Product promotion & engagement | Social |
| Q4: 21.10.2011 | H&M | Check out the first ten winners of Your Very Best of Versace for H&M competition! Use this weekend wisely and create your best style sets at Polyvore http://bit.ly/oIYwXr for a chance to win exclusive Versace pieces. | Photo | 3591 | 21415640912_181051195311422 | Competitio n | Functional |
| Q4: 16.12.2011 | H&M | Dress up in trendy kimonos, metallic sequins and bright accessories! How will you get ready for the party weekend? | Photo | 3088 | 21415640912_10150437077350913 | Product promotion & engagement | Social |
| Q4: 23.10.2011 | H&M | We are happy to announce today's ten winners of Your Very Best of Versace for H&M competition! What style sets are your favourites? | Photo | 2996 | 21415640912_184905461588103 | Competitio n | Social |
| Q4: 26.10.2011 | H&M | To celebrate the premiere of "The girl with the dragon tattoo", costume designer Trish Summerville has created a women's collection inspired by the film's anti-heroine, Lisbeth Salander! What do you think of this collaboration? | Photo | 2760 | 21415640912_10150353585230913 | Product promotion & engagement | Social |

H&M- 2012

| Date & time | User | Post | Post type | Likes | FB-PostID | Topic | Value of contribution (functional, social, entertainment) |
|--------------------------|------|---|-----------|-------|-------------------------------|--|---|
| Q1: 30.03.2012 | H&M | New arrivals! Available in selected stores and online now. | Photo | 8963 | 21415640912_10150640667430913 | Product promotion & information | Functional |
| Q1: 11.01.2012 | H&M | Our designer are curious to have your opinion on animal prints! Do you prefer | Photo | 8387 | 21415640912_10150483068435913 | Engagemen t | Social |

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|--------------------------|-----|--|-------|-------|-------------------------------|----------------------------------|---------------|
| | | rabbits or birds? What other prints would you like to see more of this season? | | | | | |
| Q1: 29.03.2012 | H&M | Floral love! Available in selected stores and online at http://www.hm.com/snapshots . | Photo | 7642 | 21415640912_10150638838310913 | Product promotion & information | Functional |
| Q1: 06.02.2012 | H&M | We think David Beckham has been the most exciting part of the Super Bowl so far – how about you? Be sure to vote for the video at USA Today: http://spr.ly/VoteUSAToday | Video | 6174 | 21415640912_295455317177846 | Competition | Social |
| Q1: 07.02.2012 | H&M | Looking for the perfect Valentine's Day gift? Check out the David Beckham Bodywear for H&M collection! What will you get your man? | Photo | 5408 | 21415640912_229614497127130 | Product promotion & engagement | Social |
| Q1: 16.03.2012 | H&M | Check out this week's spring favourites! Available in selected stores and online now. | Photo | 5375 | 21415640912_10150614952295913 | Product promotion & information | Functional |
| Q1: 30.01.2012 | H&M | Brighten up your 60's look with neon colours! Read more about the latest trends on H&M Life at http://bit.ly/yNYXlx . 1,2,3 or 4 - what look will you go for? | Photo | 4955 | 21415640912_10150521266070913 | Information & engagement | Social |
| Q1: 04.01.2012 | H&M | A first preview of David Beckham Bodywear Collection for H&M! What are your thoughts on this collaboration? | Photo | 4854 | 21415640912_286041094777247 | Product promotion & engagement | Social |
| Q1: 05.03.2012 | H&M | Follow us to Los Angeles and hang out with Milla Jovovich and Elisa Sednaoui as they get ready for the Marni at H&M event! | Photo | 4616 | 21415640912_312453382149945 | Information | Entertainment |
| Q1: 27.02.2012 | H&M | is opening new stores in Germany and Hungary this week. We are also coming to Bulgaria, Latvia, Malaysia, Mexico and Thailand this year and we are launching shop online in the US in autumn. Find out more on http://www.hm.com or download the H&M Apps for further details! | - | 4315 | 21415640912_356297037725668 | Information | Functional |
| Q2: 15.06.2012 | H&M | Check out our favourite picks for the weekend! Available in selected stores and online at: http://www.hm.com | Photo | 16336 | 21415640912_10150879049230913 | Product promotion & Information | Functional |
| Q2: 22.06.2012 | H&M | Share your favourite summer hangout with all H&M fans! http://on.fb.me/IQSgLB | Photo | 12088 | 21415640912_10150892345760913 | Engagement | Functional |
| Q2: 18.05.2012 | H&M | Ocean blues and sea greens - add a splash of colour to your look! Available in selected stores and online at http://bit.ly/Kfs2hm . | Photo | 10069 | 21415640912_10150819492765913 | Product promotion & Information | Functional |
| Q2: 29.05.2012 | H&M | Dare to be sharp this summer by mixing interesting cuts with shiny colours! See more at H&M Life http://bit.ly/JJZscY . | Photo | 9530 | 21415640912_10150843672955913 | Product promotion & Information | Functional |
| Q2: 20.06.2012 | H&M | The return of open back dresses! Our designers are curious to find out if you will wear them? | Photo | 8629 | 21415640912_10150888273810913 | Product promotion and engagement | Social |
| Q2: 26.06.2012 | H&M | Pop up wardrobe with fun colours! Available in selected stores and online at http://bit.ly/LyMizV . | Photo | 8263 | 21415640912_10150900501510913 | Product promotion & Information | Functional |
| Q2: 04.04.2012 | H&M | Mix pastels with broderie anglaise for a fresh spring look! Available in selected stores and online now at http://bit.ly/HSqRFC . | Photo | 7652 | 21415640912_10150649796665913 | Product promotion & information | Functional |
| Q2: 28.06.2012 | H&M | Summer love! What is your favourite essential to wear at the beach? | Photo | 7396 | 21415640912_10150903990890913 | Engagement | Social |
| Q2: 29.06.2012 | H&M | Our fashionable fans are sharing their best summer sports- join in! http://bit.ly/KUOB9D | Photo | 6849 | 21415640912_10150906490670913 | Engagement | Social |
| Q2: 10.05.2012 | H&M | Get ready for the summer festivals! The collection is available in selected stores and online at http://bit.ly/K4gvkK . | Photo | 6668 | 21415640912_10150797638675913 | Product promotion | Functional |
| Q3: | H&M | Fans, become a denim rebel! What style | Photo | 44501 | 21415640912_1015 | Product | Social |

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|--------------------------|-----|---|-------|-------|-------------------------------|----------------------------------|---------------|
| 14.08.2012 | | brings attitude to your look? | | | 1002557220913 | promotion and engagement | |
| Q3: 17.07.2012 | H&M | Fans, we're happy to announce that musician Lana Del Rey is the new face of our fall fashion campaign! | Photo | 29943 | 21415640912_10150942895285913 | Information | Functional |
| Q3: 18.09.2012 | H&M | Impress the jury consisting of Bryanboy, Style Bubble Fashiontoast Rumi Neely, Derek Blasberg and Geri Hirsch with your best "More is More" photos! Use #AdRMoreisMore on Instagram to attend the contest. Read more at http://on.fb.me/OGbVge . | Photo | 24126 | 21415640912_10151058515165913 | Competition | Entertainment |
| Q3: 23.08.2012 | H&M | Available in selected stores and online. | Photo | 23702 | 21415640912_10151020710990913 | Information | Functional |
| Q3: 16.08.2012 | H&M | Check out the exclusive behind-the-scenes photos and get a close up with @David Beckham! | Photo | 20831 | 21415640912_10151006825040913 | Information | Entertainment |
| Q3: 09.08.2012 | H&M | Style up your wardrobe with essential pieces like a biker jacket and sharp heels for the glossy look! New in stores and online at http://bit.ly/O6OoSHS | Photo | 20225 | 21415640912_10150992141600913 | Product promotion | Functional |
| Q3: 06.09.2012 | H&M | The slim silhouette is still key this season! What are your thoughts on the slim leg trend? See more at http://bit.ly/A9frBE . | Photo | 18352 | 21415640912_10151043943985913 | Product promotion & engagement | Social |
| Q3: 20.08.2012 | H&M | We bring you fashion tips for every day of the week! What is your favourite day to dress up? | Photo | 17941 | 21415640912_10151014920830913 | Product promotion & engagement | Social |
| Q3: 22.08.2012 | H&M | You picked the question - David Beckham has the answer! Check out this video to find out more about his favourite pieces in the collection. See the video here http://bit.ly/Ng6t6X . | Photo | 17184 | 21415640912_10151018718995913 | Information | Entertainment |
| Q3: 18.07.2012 | H&M | Check out the top summer getaways for the weekend! http://bit.ly/KUOB9D | Photo | 15817 | 21415640912_10150945299560913 | Information | Entertainment |
| Q4: 28.11.2012 | H&M | The little black dress never goes out of style! In which one will you steal the show? | Photo | 63800 | 21415640912_10151150543455913 | Product promotion and engagement | Social |
| Q4: 21.12.2012 | H&M | Festive delight! Dress up for the holiday season in our inspiring pieces. Which style will you go for? | Photo | 53498 | 21415640912_10151181546360913 | Product promotion and engagement | Social |
| Q4: 14.12.2012 | H&M | Make your everyday outfit pop with a little bit of colour! Which colour is your favourite? | Photo | 33585 | 21415640912_10151170830590913 | Product promotion and engagement | Social |
| Q4: 20.11.2012 | H&M | Burgundy and leather are two of this autumn's must have trends! Which one is your favourite? | Photo | 31838 | 21415640912_10151141190640913 | Product promotion and engagement | Social |
| Q4: 04.12.2012 | H&M | Why not style your winter outfit with your favourite white pieces. See our fabulous selection available in selected stores and online. | Photo | 30528 | 21415640912_10151157895020913 | Product promotion & information | Functional |
| Q4: 16.11.2012 | H&M | Fans, dress to impress for the weekend! Which party outfit will you make an entrance in? | Photo | 28900 | 21415640912_10151136093545913 | Product promotion and engagement | Social |
| Q4: 03.10.2012 | H&M | The ANNADELLORUSSO.com at H&M collection will be available in selected stores and online on Thursday! How do you use accessories to express your personal style? http://on.fb.me/xhWfVb | Photo | 24917 | 21415640912_10151076832075913 | Information and engagement | Social |
| Q4: 28.12.2012 | H&M | The perfect celebration! Work magic in our gorgeous pieces and celebrate the New Year in your favourite look. | Photo | 24903 | 21415640912_10151191463190913 | Product promotion | Functional |
| Q4: 12.12.2012 | H&M | Celebrate the holidays draped in lace! We have the perfect selection for your holiday | Photo | 23335 | 21415640912_10151167750505913 | Product promotion | Functional |

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|--------------------------|-----|--|-------|-------|-------------------------------|---------------------------------|------------|
| | | wardrobe! | | | | | |
| Q4: 14.11.2012 | H&M | Girlish wonders! Dress up in our exciting party essentials. Available now in selected stores and online at http://bit.ly/PUj3ZP . | Photo | 23193 | 21415640912_10151133783825913 | Product promotion & Information | Functional |

H&M- 2013

| Date & time | User | Post | Post type | Likes | FB-PostID | Topic | Value of contribution (functional, social, entertainment) |
|--------------------------|------|--|-----------|-------|-------------------------------|----------------------------------|---|
| Q1: 09.01.2013 | H&M | Have fun with your wardrobe and play with graphic prints and animal patterns. Which look will you go for? | Photo | 60879 | 21415640912_10151208173475913 | Product promotion and engagement | Social |
| Q1: 22.03.2013 | H&M | Go for a fresh start and turn your look orange this season! Which piece is your favourite? | Photo | 56164 | 21415640912_10151344153050913 | Product promotion and engagement | Social |
| Q1: 06.02.2013 | H&M | David Beckham is ready to answer your questions on Twitter! Tweet him @hm using the hashtag #AskBeckham! | Photo | 50953 | 21415640912_10151271566385913 | Information | Entertainment |
| Q1: 21.03.2013 | H&M | Superstar Beyoncé is the new face of our summer campaign! Check out the exclusive image from the campaign shoot that took place in the beautiful surroundings of Bahamas! | Photo | 49565 | 21415640912_10151342668815913 | Information | Entertainment |
| Q1: 05.02.2013 | H&M | Romance is in the air! Mix and match classic styles with ladylike pieces to get your romantic ensemble. | Photo | 43566 | 21415640912_10151269488880913 | Product promotion | Functional |
| Q1: 05.03.2013 | H&M | Go for the irresistible look by dressing up in gorgeous dresses! Which dress will you go for? | Photo | 40094 | 21415640912_10151317950160913 | Product promotion and engagement | Social |
| Q1: 26.03.2013 | H&M | Get ready for a road trip adventure! We have selected our finest road trip looks just for you. | Photo | 36116 | 21415640912_10151349826245913 | Product promotion | Functional |
| Q1: 04.03.2013 | H&M | Perfect pieces! Complete your spring look with all the right accessories. See more at http://bit.ly/WqSPSU . | Photo | 33287 | 21415640912_10151316373475913 | Product promotion | Functional |
| Q1: 12.03.2013 | H&M | This week's most wanted accessories are all about tough lux! Which piece is your favourite? | Photo | 28188 | 21415640912_10151330530680913 | Product promotion and engagement | Social |
| Q1: 10.01.2013 | H&M | Exclusive behind the scenes photos from the shoot of David Beckham's upcoming collection for H&M! | Photo | 27968 | 21415640912_10151209254060913 | Information | Entertainment |
| Q2: 02.05.2013 | H&M | Prints, bright colours and bikinis in different models are all part of this year's H&M summer collection worn by Beyoncé! Take a closer look at the collection and let us know what you think! | Photo | 56153 | 21415640912_10151397954680913 | Product promotion and engagement | Social |
| Q2: 23.04.2013 | H&M | Spring love! This is our favourite outfit of the week. What do you think of it? | Photo | 45169 | 21415640912_10151386025725913 | Product promotion and engagement | Social |
| Q2: 19.04.2013 | H&M | Colour splash! Add colours to your outfit and introduce some fashion excitement for the weekend. What's your favourite colour? | Photo | 42690 | 21415640912_10151380953230913 | Product promotion and engagement | Social |
| Q2: 29.05.2013 | H&M | Fearless red! Give your wardrobe a new exciting twist with the stand-out shade of the season. What is your favourite piece? | Photo | 42255 | 21415640912_10151435945620913 | Product promotion and engagement | Social |
| Q2: 26.04.2013 | H&M | Invest in essential pieces to get the ultimate sharp look! Which one is your favourite? | Photo | 36869 | 21415640912_10151389925570913 | Product promotion and engagement | Social |
| Q2: 06.05.2013 | H&M | Romantic daydreams! Add some seasonal style with romantic whites and lace detailing. | Photo | 34079 | 21415640912_10151403342460913 | Product promotion | Functional |

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| | | handbags and platform sandals. Join the new season trend. | | | | | |
| Q1: 15.02.2010 | Mango | From now on you can find Mango's Spring 2010 New Collection in all our stores. You just have to go to your nearest store and enjoy the new trends for this season. | Photo | 1796 | 155318785394_340 219640394 | Information | Functional |
| Q1: 10.02.2010 | Mango | From now on you can enjoy Mango's new website for the upcoming spring 2010 season, where you will find the new trends, the latest news and a lot more. You just have to log on mago.com and check it out. | Photo | 1482 | 155318785394_330 430245394 | Information | Functional |
| Q1: 04.02.2010 | Mango | SCARLETT JOHANSSON DESIGNS A SOLIDARITY HANDBAG FOR OUR BRAND To help raise funds for the victims of the Haiti earthquake, international actress Scarlett Johansson has designed a solidarity handbag for our brand. From March and while stocks last, this handbag will be available in the more than 1,390 MANGO stores worldwide. Part of the profits will be donated to the NGO Oxfam International (Intermón Oxfam in Spain). The print on the handbag represents the ancient cartography of Haiti, and contains the message "Supporting the people of Haiti" written and signed by the actress. On this matter, Scarlett Johansson said: "I'm thrilled to be collaborating with Mango to promote conscious consumerism and to benefit Oxfam's Haiti Earthquake Response Fund. By purchasing this bag, which I specially designed, you are helping to provide life saving assistance like clean water to the people of Haiti." | Photo | 1361 | 155318785394_319 479740394 | CSR | Functional |
| Q1: 22.03.2010 | Mango | New Post ;) I love Shoes http://keepthebeat.mango.com/ | Photo | 1210 | 155318785394_411 626115394 | Information | Functional |
| Q1: 18.03.2010 | Mango | http://keepthebeat.mango.com/ | Link | 439 | 155318785394_373 047172108 | Information | Functional |
| Q1: 17.03.2010 | Mango | http://keepthebeat.mango.com/ | Link | 368 | 155318785394_373 676824742 | Information | Functional |
| Q1: 06.01.2010 | Mango | MANGO THINK UP Blog. MANGO shoes for these sales | Link | 314 | 155318785394_409 318755633 | Product promotion | Functional |
| Q1: 03.02.2010 | Mango | MANGO THINK UP BLOG. Choose MANGO floral dresses, a trend for summer | Link | 313 | 155318785394_324 087854992 | Product promotion | Functional |
| Q2: 21.05.2010 | Mango | SEXY CONTRAST | Photo | 2067 | 155318785394_431 632310394 | Product promotion | Functional |
| Q2: 20.05.2010 | Mango | ROMANTIC MOOD | Photo | 1528 | 155318785394_431 367575394 | Product promotion | Functional |
| Q2: 21.05.2010 | Mango | RED & BLUE | Photo | 1527 | 155318785394_431 628645394 | Product promotion | Functional |
| Q2: 21.05.2010 | Mango | ROMANTIC MILITARY | Photo | 1456 | 155318785394_431 644150394 | Product promotion | Functional |
| Q2: 21.05.2010 | Mango | ROMANTIC MILITARY | Photo | 1376 | 155318785394_431 646345394 | Product promotion | Functional |
| Q2: 21.05.2010 | Mango | SEXY CONTRAST | Photo | 1350 | 155318785394_431 631240394 | Product promotion | Functional |
| Q2: 20.05.2010 | Mango | SOUTH SEAS | Photo | 1247 | 155318785394_431 375100394 | Product promotion | Functional |
| Q2: 20.05.2010 | Mango | ROMANTIC MOOD | Photo | 1229 | 155318785394_431 368895394 | Product promotion | Functional |
| Q2: 20.05.2010 | Mango | SOUTH SEAS | Photo | 1126 | 155318785394_431 373680394 | Product promotion | Functional |
| Q2: 21.05.2010 | Mango | SEXY CONTRAST | Photo | 1121 | 155318785394_431 630555394 | Product promotion | Functional |
| Q3: 09.07.2010 | Mango | MANGO is launching a range of leather bags to complete the Autumn/Winter 2010 women's wear collection, inspired by the 70s. Key models: doctor and bowling bags. In addition to napa and suede, it features imitation-crocodile leather prints and wrinkled-and-washed look leather. As for | Photo | 1684 | 155318785394_448 254230394 | Product promotion | Functional |

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| | | the colour palette, this includes natural colours, autumnal reds, orange-coloured leather and chocolate. | | | | | |
| Q3: 15.09.2010 | Mango | Check out the photos from FNO at our MANGO store in Soho! The place was absolutely full and the ambient incredible! And all this surrounded by our fresh collection FW 2010! | Photo | 1179 | 155318785394_474116640394 | Information | Functional |
| Q3: 24.09.2010 | Mango | Jeans & Camel http://keepthebeat.mango.com/?p=2114&lang=en | Link | 1103 | 155318785394_141252865919943 | Product promotion | Functional |
| Q3: 27.08.2010 | Mango | Cool Shoes / Calzado para el frío http://keepthebeat.mango.com/?p=1847&lang=en | Link | 1046 | 155318785394_155597397783730 | Product promotion | Functional |
| Q3: 23.07.2010 | Mango | Our MANGO muse is back! Scarlett Johansson lends us her image for the gorgeous MANGO A/W collection 2010. With this photo shoot, handled by the famous photographer M.Sorrenti we find Scarlett more sophisticated but still elegant and full of sex appeal. Don't you think? The collection takes a fresh look at the all-time classics of British country style with its trench coats, double-breasted jackets, well-tailored coat | Photo | 1019 | 155318785394_453414865394 | Information & engagement | Functional |
| Q3: 27.09.2010 | Mango | Small Details / Pequeños Detalles http://keepthebeat.mango.com/?p=2138&lang=en | Link | 876 | 155318785394_105604276171212 | Product promotion | Functional |
| Q3: 21.09.2010 | Mango | Stripes & Jeans http://keepthebeat.mango.com/?p=2065&lang=en | Link | 806 | 155318785394_127828750600973 | Product promotion | Functional |
| Q3: 14.08.2010 | Mango | Street Style From PARIS! | Link | 776 | 155318785394_136559666385472 | Product promotion | Functional |
| Q3: 26.09.2010 | Mango | Flare Jeans http://keepthebeat.mango.com/?p=2133&lang=en | Link | 724 | 155318785394_153179748048223 | Product promotion | Functional |
| Q3: 14.08.2010 | Mango | Street Style From PARIS! | Link | 776 | 155318785394_136559666385472 | Product promotion | Functional |
| Q4: 28.11.2010 | Mango | Party Time http://keepthebeat.mango.com/?p=2977&lang=en | Link | 1206 | 155318785394_122735391122398 | Product promotion | Functional |
| Q4: 22.11.2010 | Mango | Party Dress http://keepthebeat.mango.com/?p=2925&lang=en | Link | 1140 | 155318785394_134453569943773 | Product promotion | Functional |
| Q4: 04.12.2010 | Mango | Denim http://keepthebeat.mango.com/uncategorized/denim/?lang=en | Link | 1120 | 155318785394_108380282566694 | Product promotion | Functional |
| Q4: 27.11.2010 | Mango | Street Style http://keepthebeat.mango.com | Link | 1112 | 155318785394_174124119282188 | Product promotion | Functional |
| Q4: 19.11.2010 | Mango | Kate Moss Style http://keepthebeat.mango.com/?p=2895&lang=en | Link | 1097 | 155318785394_130287110361536 | Product promotion | Functional |
| Q4: 21.11.2010 | Mango | Get the look of Olivia Palermo /// Hazte con el look de Olivia Palermo http://keepthebeat.mango.com/?p=2908&lang=en | Link | 1058 | 155318785394_177278885617146 | Product promotion | Functional |
| Q4: 23.11.2010 | Mango | I LOVE ACCESSORIES http://keepthebeat.mango.com/?p=2942&lang=en | Link | 1054 | 155318785394_104676429603518 | Product promotion | Functional |
| Q4: 01.11.2010 | Mango | Linnea Look ***El look de Linnea http://keepthebeat.mango.com/?p=2647&lang=en | Link | 1030 | 155318785394_108796272521600 | Product promotion | Functional |
| Q4: 03.10.2010 | Mango | Kate Moss Style Icon http://keepthebeat.mango.com/?p=2206&lang=en | Link | 1006 | 155318785394_138358799544160 | Product promotion | Functional |
| Q4: 18.11.2010 | Mango | MANGO SS 2011 FASHION SHOW http://keepthebeat.mango.com/?lang=en | Link | 988 | 155318785394_155238171187280 | Product promotion | Functional |

Mango- 2011

| Date & time | User | Post | Post type | Likes | FB-PostID | Topic | Value of contribution |
|-------------|------|------|-----------|-------|-----------|-------|-----------------------|
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| | | | | | | | (functional, social, entertainment) |
|--------------------------|-------|---|-------|------|--|-------------------|-------------------------------------|
| Q1: 18.03.2011 | Mango | - | Photo | 2589 | 155318785394_10150166505215395 | Product promotion | Functional |
| Q1: 24.03.2011 | Mango | - | Photo | 2315 | 155318785394_10150171902090395 | Product promotion | Functional |
| Q1: 25.01.2011 | Mango | - | Photo | 2211 | 155318785394_10150130033355395 | Product promotion | Functional |
| Q1: 23.02.2011 | Mango | - | Photo | 2071 | 155318785394_10150147422765395 | Product promotion | Functional |
| Q1: 15.03.2011 | Mango | - | Photo | 1658 | 155318785394_10150164165990395 | Product promotion | Functional |
| Q1: 10.02.2011 | Mango | - | Link | 1611 | 155318785394_187307854636646 | Product promotion | Functional |
| Q1: 23.01.2011 | Mango | - | Link | 1496 | 155318785394_189424511085522 | Product promotion | Functional |
| Q1: 15.03.2011 | Mango | - | Photo | 1478 | 155318785394_10150164204605395 | Product promotion | Functional |
| Q1: 28.03.2011 | Mango | - | Photo | 1186 | 155318785394_10150175101430395 | Product promotion | Functional |
| Q1: 02.02.2011 | Mango | - | Link | 1049 | 155318785394_189217384441203 | Product promotion | Functional |
| Q2: 06.05.2011 | Mango | - | Photo | 4662 | 155318785394_10150244194330395 | Product promotion | Functional |
| Q2: 23.05.2011 | Mango | - | Photo | 4662 | 155318785394_10150264299865395 | Product promotion | Functional |
| Q2: 10.05.2011 | Mango | - | Photo | 4662 | 155318785394_10150247705330395 | Product promotion | Functional |
| Q2: 12.05.2011 | Mango | - | Photo | 4662 | 155318785394_10150250981740395 | Product promotion | Functional |
| Q2: 09.05.2011 | Mango | - | Photo | 4662 | 155318785394_10150246672940395 | Product promotion | Functional |
| Q2: 06.04.2011 | Mango | - | Photo | 2865 | 155318785394_10150216284020395 | Product promotion | Functional |
| Q2: 31.05.2011 | Mango | - | Photo | 2426 | 155318785394_10150271594370395 | Product promotion | Functional |
| Q2: 01.06.2011 | Mango | - | Photo | 2426 | 155318785394_10150272522700395 | Product promotion | Functional |
| Q2: 05.05.2011 | Mango | - | Photo | 2223 | 155318785394_10150243589645395 | Product promotion | Functional |
| Q2: 26.04.2011 | Mango | - | Photo | 1933 | 155318785394_10150235278230395 | Product promotion | Functional |
| Q3: 12.09.2011 | Mango | - | Photo | 2356 | 155318785394_217076215013291 | Product promotion | Functional |
| Q3: 20.09.2011 | Mango | - | Photo | 1823 | 155318785394_135880283177704 | Product promotion | Functional |
| Q3: 05.08.2011 | Mango | - | Link | 1586 | 155318785394_200078090051115 | Product promotion | Functional |
| Q3: 16.08.2011 | Mango | - | Link | 1596 | 155318785394_206687116052680 | Product promotion | Functional |
| Q3: 08.09.2011 | Mango | - | Photo | 1553 | 155318785394_147988568625252 | Product promotion | Functional |
| Q3: 22.08.2011 | Mango | - | Link | 1519 | 155318785394_223060251077940 | Product promotion | Functional |
| Q3: 23.08.2011 | Mango | - | Link | 1404 | 155318785394_254275867926617 | Product promotion | Functional |
| Q3: 04.07.2011 | Mango | - | Link | 1404 | 155318785394_177353028993561 | Product promotion | Functional |
| Q3: 27.07.2011 | Mango | - | Link | 1390 | 155318785394_224925924217138 | Product promotion | Functional |
| Q3: 14.09.2011 | Mango | - | Photo | 1370 | 155318785394_10150372894340395 | Product promotion | Functional |
| Q4: 16.10.2011 | Mango | - | Link | 2114 | 155318785394_204268109644402 | Product promotion | Functional |
| Q4: 21.10.2011 | Mango | - | Link | 1572 | 155318785394_254850941227853 | Product promotion | Functional |
| Q4: 25.10.2011 | Mango | - | Link | 1485 | 155318785394_299893933354924 | Product promotion | Functional |
| Q4: 04.10.2011 | Mango | - | Link | 1285 | 155318785394_110128852428824 | Product promotion | Functional |

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|--------------------------|-------|---|-------|------|--|-------------------|------------|
| Q4: 08.10.2011 | Mango | - | Link | 1257 | 155318785394_170 908886328772 | Product promotion | Functional |
| Q4: 15.10.2011 | Mango | - | Link | 1221 | 155318785394_173 864779365842 | Product promotion | Functional |
| Q4: 04.11.2011 | Mango | - | Link | 1191 | 155318785394_103 116313136295 | Product promotion | Functional |
| Q4: 05.11.2011 | Mango | - | Photo | 1149 | 155318785394_191 624320916596 | Product promotion | Functional |
| Q4: 10.10.2011 | Mango | - | Link | 1056 | 155318785394_302 956546385538 | Product promotion | Functional |
| Q4: 02.11.2011 | Mango | - | Photo | 1048 | 155318785394_284 509841583462 | Product promotion | Functional |

Mango- 2012

| Date & time | User | Post | Post type | Likes | FB-PostID | Topic | Value of contribution (functional, social, entertainment) |
|--------------------------|-------|---|-----------|-------|--|-------------------|---|
| Q1: 05.03.2012 | Mango | - | Photo | 14091 | 155318785394_101 50710763050395 | Product promotion | Functional |
| Q1: 08.03.2012 | Mango | - | Photo | 14090 | 155318785394_101 50716325990395 | Product promotion | Functional |
| Q1: 12.03.2012 | Mango | - | Photo | 14090 | 155318785394_101 50724271970395 | Product promotion | Functional |
| Q1: 16.03.2012 | Mango | - | Photo | 7864 | 155318785394_101 50732601630395 | Product promotion | Functional |
| Q1: 14.03.2012 | Mango | - | Photo | 7864 | 155318785394_101 50728451745395 | Product promotion | Functional |
| Q1: 08.03.2012 | Mango | Happy International Women's Day <3 Let's celebrate with some music !!! Feliz Día de la Mujer Trabajadora <3 ¡Celebrémoslo con música! // Bonne Journée internationale des droits des Femmes <3 Fêtons-le en musique! | Video | 6887 | 155318785394_225 027890928469 | Other | Entertainment |
| Q1: 29.03.2012 | Mango | - | Photo | 6296 | 155318785394_101 50761577275395 | Product promotion | Functional |
| Q1: 22.02.2012 | Mango | MANGO SS'12 Fashion Show- Moscow | Photo | 4554 | 155318785394_101 50685934045395 | Product promotion | Functional |
| Q1: 29.02.2012 | Mango | Which song should we use as the soundtrack of our Denim Week? We hope you like the one we chose! // ¿Qué canción debería poner banda sonora a nuestra Denim Week? ¡Esperamos que os guste la que hemos escogido! // Quelle chanson devrions-nous utiliser comme bande son de notre Denim Week? On espère que celle qu'on a choisie vous plaira! | Video | 3653 | 155318785394_124 867090972450 | Engagement | Social |
| Q1: 30.01.2012 | Mango | - | Photo | 2869 | 155318785394_101 50624548340395 | Product promotion | Functional |
| Q2: 21.06.2012 | Mango | ? WELCOME SUMMER ? | Photo | 21195 | 155318785394_101 51045395085395 | Product promotion | Functional |
| Q2: 27.06.2012 | Mango | LOOK OF THE DAY! ? - Blazer // Americana // Veste >> http://bit.ly/MWnZpV - Shorts >> http://bit.ly/KMaJsn - Top // Haut >> http://bit.ly/KJ4jbK - Sandals // Sandalias // Sandales // Sandalen >> http://bit.ly/LIYtnr - Necklace // Collar // Collier // Halskette >> http://bit.ly/KXJXZH | Photo | 18176 | 155318785394_101 51058361835395 | Product promotion | Functional |
| Q2: 20.06.2012 | Mango | LOOK OF THE DAY by MANGO <3 - Dress // Vestido // Robe // Kleid >> http://bit.ly/MvOeTy - Leather sandals // Sandalias en cuero // Sandales en cuir // Römersandalen aus Leder >> http://bit.ly/JVtwjk - Leather bowling handbag // Bolso bowling en piel // Sac bowling en cuir // Bowling-Handtasche aus Leder >> http://bit.ly/NOU2gJ | Photo | 16810 | 155318785394_101 51043288180395 | Product promotion | Functional |

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|--------------------------|-------|--|-------|-------|--|--------------------------------|------------|
| Q2: 23.05.2012 | Mango | WE <3 BALLERINAS !!! >> http://bit.ly/mangoballerinas | Photo | 16337 | 155318785394_10150978789865395 | Product promotion | Functional |
| Q2: 25.06.2012 | Mango | ** SUMMER MUST-HAVES! ** - T-shirt // Camiseta -> http://bit.ly/L86K6X - Sunglasses // Gafas de sol // Lunettes de soleil // Sonnenbrille -> http://bit.ly/KydIQu - Hairband // Diadema // Serre-tête // Haarband -> http://bit.ly/LuqIL8 - Shorts -> http://bit.ly/LkI4FT - Bikini // Deux-pièces -> http://bit.ly/Lvor4i & http://bit.ly/MShaFp - Leather sandals // Sandalias en cuero // Sandales en cuir // Leder Sandalen -> http://bit.ly/M7E8L8 | Photo | 14108 | 155318785394_10151054117670395 | Product promotion | Functional |
| Q2: 26.06.2012 | Mango | THE PERFECT LOOK FOR A TUESDAY! <3 ¡EL LOOK PERFECTO PARA UN MARTES! <3 LE LOOK PARFAIT POUR UN MARDI! - Top --> http://bit.ly/LcENtT - Jeans // Tejanos --> http://bit.ly/LNaRph - Sunglasses // Gafas de sol // Lunettes de soleil // Sonnenbrille --> http://bit.ly/KK3xx4 - Messenger bag // Bolso tipo messenger // Sac à main // Messenger-Handtasche --> http://bit.ly/LypIyd - Sandals // Sandalias // Sandales // Sandales --> http://bit.ly/mangoheels | Photo | 13111 | 155318785394_10151056116495395 | Product promotion | Functional |
| Q2: 20.06.2012 | Mango | ** SUMMER MUST-HAVE: BALLERINAS ☐ ** Find them in our online store // Encuéntralas en nuestra tienda online // Trouvez-les dans notre boutique online --> http://bit.ly/mangoballerinasandflats | Photo | 12825 | 155318785394_10151043207900395 | Product promotion | Functional |
| Q2: 11.05.2012 | Mango | WE <3 BALLERINAS! Do you? | Photo | 11644 | 155318785394_10150913319185395 | Product promotion & engagement | Social |
| Q2: 12.06.2012 | Mango | Available in selected countries | Photo | 10774 | 155318785394_10151026637835395 | Information | Functional |
| Q2: 04.04.2012 | Mango | Morven, Anouska, Juliett and Flavia style MANGO Spring/Summer 2012 for round 2 of Mango loves LOOKBOOK.nu :) // Morven, Anouska, Juliett y Flavia con sus total looks MANGO P/V'12 en la segunda edición de Mango loves LOOKBOOK.nu | Photo | 9850 | 155318785394_10150774058830395 | Information | Functional |
| Q3: 08.08.2012 | Mango | LOOK OF THE DAY! · ¡LOOK DEL DÍA! · LOOK DU JOUR! - Blazer -> http://bit.ly/OHXqdj - Top -> http://bit.ly/QueRVJ - Jeans -> http://bit.ly/N3AqH4 - Bag · Bolso · Sac à main · Tasche -> http://bit.ly/OI3Iia - Pumps · Salones · Chaussures à talon -> http://bit.ly/MriJNm - Bracelet · Pulsera · Armband -> http://bit.ly/OYZmO9 | Photo | 34846 | 155318785394_10151150150920395 | Product promotion | Functional |
| Q3: 18.09.2012 | Mango | LOOK OF THE DAY by MANGO: Working Girl! ? - Top -> http://bit.ly/OBwU4B - Jeans -> http://bit.ly/SXRwZD - Blazer · Veste -> http://bit.ly/mangokatesblazer - Bag · Bolso · Sac · Tasche -> http://bit.ly/QijzwA - Ankle boots · Botines · Bottines · Stiefeletten -> http://bit.ly/Mbv1tP | Photo | 32315 | 155318785394_10151224350235395 | Product promotion | Functional |
| Q3: 20.09.2012 | Mango | LOOK OF THE DAY by MANGO: Comfy, Casual & Cool! ? - Jumper · Jersey · Pullover -> http://bit.ly/VfsfYa - Slim jeans -> http://bit.ly/OzwAp2 - Sneakers · Deportivas · Baskets · Turnschuhe -> http://bit.ly/S9hvM7 - Sunglasses · Gafas de sol · Lunettes de soleil · Sonnenbrille -> http://bit.ly/Q7CQEz - Bag · Bolso · Sac · Tasche -> http://bit.ly/RxtWSv - Foulard · Fular -> http://bit.ly/RAI5bR | Photo | 31098 | 155318785394_10151226749435395 | Product promotion | Functional |
| Q3: 04.09.2012 | Mango | GET KATE MOSS' BLAZER AT AN UNBELIEVABLE PRICE! ? You'll only | Photo | 30223 | 155318785394_10151205722135395 | Product promotion | Functional |

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|--------------------------|-------|--|-------|-------|---|---------------------------------|------------|
| | | have to choose your favourite colour! · ¡Tan sólo deberás escoger tu color preferido! · Vous devrez juste choisir votre couleur préférée! -> http://bit.ly/mangokatesblazer | | | | | |
| Q3: 25.09.2012 | Mango | LOOK OF THE DAY by MANGO! ? - Shirt · Camisa · Chemise · Hemd -> http://bit.ly/Onkal6 - Jeans -> http://bit.ly/OEOAiz - Bag · Bolso · Sac · Tasche -> http://bit.ly/S0VvxX - Ankle boots · Botines · Bottines · Stiefeletten -> http://bit.ly/PwfQP4 - Sunglasses · Gafas de sol · Lunettes de soleil · Sonnenbrille -> http://bit.ly/Siw7mZ - Braclet · Pulsera · Armband -> http://bit.ly/PCSzt3 | Photo | 30062 | 155318785394_10151233332095395 | Product promotion | Functional |
| Q3: 01.08.2012 | Mango | GET THE LOOK! <3 DRESS · VESTIDO · ROBE · KLEID -> http://bit.ly/R9DodC | Photo | 28702 | 155318785394_10151135612510395 | Product promotion | Functional |
| Q3: 27.07.2012 | Mango | GET THE LOOK! <3 - Dress // Vestido // Robe // Kleid -> http://bit.ly/SXOXD3 - Sandals // Sandalias // Sandales // Sandalen - Functional > http://bit.ly/SXOSiJ - Pouch // Bolsito // S Functional ac à main // Handtasche -> http://bit.ly/N0fevn | Photo | 28237 | 155318785394_10151124648100395 | Product promotion | Functional |
| Q3: 16.08.2012 | Mango | LOOK OF THE DAY by MANGO! - Shirt · Camisa · Chemise · Hemd -> http://bit.ly/Qxmy9f - Jeans -> http://bit.ly/OzwAp2 - Ballerinas · Bailerinas · Ballerines -> http://bit.ly/NARQHY - Bag · Bolso · Sac · Tasche -> http://bit.ly/LzGVzB - Foulard · Fular · Schal -> http://bit.ly/RZhtGp - Bracelet · Pulsera · Armband -> http://bit.ly/QEQjyX | Photo | 28201 | 155318785394_10151167998130395 | Product promotion | Functional |
| Q3: 31.07.2012 | Mango | GET THE LOOK by MANGO! <3 - Dress / Vestido / Robe / Kleid -> http://bit.ly/LpBb8O | Photo | 27535 | 155318785394_10151133433565395 | Product promotion | Functional |
| Q3: 29.07.2012 | Mango | MANGO LOVES ... -> http://bit.ly/MEmtsc <3 | Photo | 27518 | 155318785394_10151128878670395 | Product promotion | Functional |
| Q4: 15.12.2012 | Mango | · MANGO MUST-HAVE · Dress · Vestido · Robe · Kleid >> http://bit.ly/MANGOLaceDress <3 | Photo | 39157 | 155318785394_10151351532245395 | Product promotion | Functional |
| Q4: 08.11.2012 | Mango | - | Photo | 37137 | 155318785394_10151299295970395 | Product promotion | Functional |
| Q4: 13.11.2012 | Mango | - | Photo | 37136 | 155318785394_10151306535475395 | Product promotion | Functional |
| Q4: 30.10.2012 | Mango | We <3 this dress! #loveatfirstsight -> http://bit.ly/MANGOsheerpaneldress | Photo | 31113 | 155318785394_10151285689775395 | Product promotion | Functional |
| Q4: 22.11.2012 | Mango | LOOK OF DE DAY! <3 ¡LOOK DEL DÍA! - Blouse · Blusa · Bluse >> http://bit.ly/WlvBaP - Jeans >> http://bit.ly/SXRwZD - Jacket · Chaqueta · Veste · Jacke >> http://bit.ly/T7Z31X - Bag · Bolso · Sac · Tasche >> http://bit.ly/UgEzs6 - Booty · Botín · Bottine · Stiefeletten >> http://bit.ly/Mbv1tP | Photo | 31077 | 155318785394_10151318820980395 | Product promotion | Functional |
| Q4: 05.10.2012 | Mango | GET THE LOOK! - 100% silk dress · vestido 100% seda · Robe 100% en soie · Seidenkleid -> http://bit.ly/mangosilkgown | Photo | 30745 | 155318785394_10151247653015395 | Product promotion | Functional |
| Q4: 19.12.2012 | Mango | · NEW ARRIVAL AT WWW.MANGO.COM · Dress · Vestido · Robe · Kleid >> http://bit.ly/MANGOBodyconDress | Photo | 29956 | 155318785394_10151358210315395 | Product promotion & Information | Functional |
| Q4: 06.12.2012 | Mango | · MANGO MUST-HAVE · #NewCollection - Dress · Vestido · Robe · Kleid >> http://bit.ly/MANGOEmbellishedShouldersDress | Photo | 28950 | 155318785394_10151338577465395 | Product promotion | Functional |
| Q4: 08.10.2012 | Mango | LOOK OF THE DAY by MANGO! ? ¡LOOK DEL DÍA by MANGO! - T-shirt · Camiseta -> http://bit.ly/TkwNhO - Push-Up Jeans -> http://bit.ly/PuESK1 - Pumps · Salones · Chaussures à talon -> http://bit.ly/MriJNm - Tote · Bolso · Sac · Tasche -> http://bit.ly/PjOUFu - Necklace · Collar · Collier · Halsband -> | Photo | 28937 | 155318785394_10151251195785395 | Product promotion | Functional |

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| | | http://bit.ly/UMYN9Q - Foulard · Fular · Schal -> http://bit.ly/Pj0WgC | | | | | |
| Q4: 12.10.2012 | Mango | LOOK OF THE DAY by MANGO! <3 ¡LOOK DEL DÍA BY MANGO! - Jacket · Chaqueta · Veste · Jacke -> http://bit.ly/T7Z31X - Jeans -> http://bit.ly/OzwAp2 - Top -> http://bit.ly/T7Z8CP - Pumps · Salones · Chaussures à talon -> http://bit.ly/Q0Cw6o - Bag · Bolso · Sac · Tasche -> http://bit.ly/LzGVzB | Photo | 28358 | 155318785394_10151257400535395 | Product promotion | Functional |

Mango- 2013

| Date & time | User | Post | Post type | Likes | FB-PostID | Topic | Value of contribution (functional, social, entertainment) |
|--------------------------|-------|--|-----------|-------|--|-------------------|---|
| Q1: 18.02.2013 | Mango | * WE LOVE IT! * <3 - Dress · Vestido · Robe · Kleid >> http://bit.ly/VpCISe | Photo | 34636 | 155318785394_10151483243880395 | Product promotion | Functional |
| Q1: 27.02.2013 | Mango | Love at first sight! <3 ¡Nuestro flechazo! <3 Notre coup de cœur! - Tulle gown · Vestido en tul · Robe en tulle · Tüllkleid >> http://bit.ly/12awTha | Photo | 33922 | 155318785394_10151499807480395 | Product promotion | Functional |
| Q1: 29.03.2013 | Mango | GET THE LOOK! · ¡CONSIGUE EL LOOK! - Blazer >> http://bit.ly/WMAQjK - Super Slim Jeans >> http://bit.ly/TCI4vz - Top >> http://bit.ly/X0owMq - Bag · Bolso · Sac · Tasche >> http://bit.ly/12WdVIS - Sandals · Sandalias · Sandales · Sandalen >> http://bit.ly/Vu7sSg | Photo | 32459 | 155318785394_1015155554955395 | Product promotion | Functional |
| Q1: 26.01.2013 | Mango | GET THE LOOK! · ¡CONSIGUE EL LOOK! - Blazer >> http://bit.ly/WMAQjK - Super Slim Jeans >> http://bit.ly/TCI4vz - Top >> http://bit.ly/X0owMq - Bag · Bolso · Sac · Tasche >> http://bit.ly/12WdVIS - Sandals · Sandalias · Sandales · Sandalen >> http://bit.ly/Vu7sSg | Photo | 30805 | 155318785394_10151420801185395 | Product promotion | Functional |
| Q1: 06.03.2013 | Mango | Love at first sight! <3 ¡Nuestro flechazo! <3 Notre coup de cœur! Dress · Vestido · Robe · Kleid >> http://bit.ly/XKA6fY | Photo | 29921 | 155318785394_10151516759345395 | Product promotion | Functional |
| Q1: 28.03.2013 | Mango | WE <3 THIS DRESS! #NewArrivals SHOP NOW >> http://bit.ly/Yh7XkB | Photo | 29520 | 155318785394_10151553368355395 | Product promotion | Functional |
| Q1: 05.02.2013 | Mango | · THE SUEDE PERFECTO JACKET · One jacket, six different colours. Get your favourite one at an unbelievable price! // Una chaqueta, seis colores diferentes. ¡Hazte con tu versión favorita a un precio increíble! SHOP NOW >> http://bit.ly/VGixCm | Photo | 29230 | 155318785394_10151460305635395 | Product promotion | Functional |
| Q1: 23.01.2013 | Mango | LOOK OF THE DAY by MANGO! ? ¡LOOK DEL DÍA by MANGO! - Trench >> http://bit.ly/WJABaa - Super Slim Jeans >> http://bit.ly/WJAQC5 - Sweater · Jersey · Pullover · Pulli >> http://bit.ly/146Zhy1 - Ballerinas · Bailarinas · Ballerines >> http://bit.ly/UniLdm - Clutch >> http://bit.ly/143H7yc | Photo | 28094 | 155318785394_10151415549790395 | Product promotion | Functional |
| Q1: 12.01.2013 | Mango | GET THE LOOK! · ¡CONSIGUE EL LOOK! ? - T-Shirt · Camiseta >> http://bit.ly/V2Xabr - Jeans >> http://bit.ly/VWlt98 - Bag · Bolso · Sac · Tasche >> http://bit.ly/UGIagv - Sandals · Sandalias · Sandales · Sandalen >> http://bit.ly/UGI314 | Photo | 27592 | 155318785394_10151397197215395 | Product promotion | Functional |
| Q1: 27.03.2013 | Mango | GET THE LOOK by MANGO! · ¡CONSIGUE EL LOOK by MANGO! - Shirt · Camisa · Chemise · Hemd >> http://bit.ly/UksWj4 - Slim Jeans >> | Photo | 27501 | 155318785394_10151552604860395 | Product promotion | Functional |

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| | | http://bit.ly/11uQ3wJ - Handbag · Bolso · Sac · Tasche >> http://bit.ly/Ukt0PY - Pumps · Salones · Chaussures à talon >> http://bit.ly/TAUvCd | | | | | |
| Q2: 03.04.2013 | Mango | - | Photo | 53029 | 155318785394_10151562735130395 | Product promotion | Functional |
| Q2: 05.04.2013 | Mango | - | Photo | 53028 | 155318785394_10151566187130395 | Product promotion | Functional |
| Q2: 09.04.2013 | Mango | - | Photo | 53026 | 155318785394_10151572113435395 | Product promotion | Functional |
| Q2: 04.05.2013 | Mango | * NEW ARRIVAL with Miranda Kerr! * Dress · Vestido · Robe · Kleid >> http://bit.ly/17B5DHC | Photo | 46033 | 155318785394_10151610171755395 | Product promotion | Functional |
| Q2: 06.06.2013 | Mango | * LOOK OF THE DAY by MANGO * - Blazer >> http://mng.us/10SnoRN - Top >> http://mng.us/110FvSe - Jeans >> http://mng.us/15De6R3 - Stilettos >> http://mng.us/142ntmp - Bag · Bolso · Sac · Tasche >> http://mng.us/18yrqQI | Photo | 36082 | 155318785394_10151664012760395 | Product promotion | Functional |
| Q2: 07.04.2013 | Mango | * PASTEL SANDALS by MANGO * SHOP NOW >> http://bit.ly/Z1Vdy4 | Photo | 36070 | 155318785394_10151568828005395 | Product promotion | Functional |
| Q2: 20.04.2013 | Mango | - | Photo | 35425 | 155318785394_10151587708645395 | Product promotion | Functional |
| Q2: 19.04.2013 | Mango | - | Photo | 35425 | 155318785394_10151586420465395 | Product promotion | Functional |
| Q2: 08.04.2013 | Mango | Love at first sight! ? ¡Nuestro flechazo! ? Notre coup de coeur! - Tulle gown · Vestido en tul · Robe en tulle · Tüllkleid >> http://bit.ly/12awTha | Photo | 33139 | 155318785394_10151570713275395 | Product promotion & engagement | Functional |
| Q2: 04.06.2013 | Mango | *DRESSES FOR SPECIAL OCCASIONS · VESTIDOS PARA OCASIONES ESPECIALES* Which one would you choose? · ¿Cuál escogerías? 1 >> http://mng.us/DressPRINCES1 2 >> http://mng.us/DressCORALIA | Photo | 32556 | 155318785394_10151660718980395 | Product promotion & engagement | Functional |
| Q3: 27.08.2013 | Mango | New Arrival! #NewCollection Shop now >> http://mng.us/13WnNGd | Photo | 30215 | 155318785394_10151828435070395 | Product promotion | Functional |
| Q3: 30.07.2013 | Mango | GOOD MORNING FROM #BARCELONA! <3 | Photo | 29931 | 155318785394_10151768107650395 | Other | Social |
| Q3: 14.08.2013 | Mango | GET THE LOOK! · ¡CONSIGUE EL LOOK! - Blouse · Blusa · Bluse >> http://mng.us/1cADExS - Jeans >> http://mng.us/17oDZg3 - Stilettos >> http://mng.us/1d625Rz - Bag · Bolso · Sac · Tasche >> http://mng.us/14L7JaW | Photo | 26662 | 155318785394_10151799360575395 | Product promotion | Functional |
| Q3: 07.08.2013 | Mango | * NEW ARRIVAL! * Shop Now >> http://mng.us/1cb5kco | Photo | 24887 | 155318785394_10151784457855395 | Product promotion | Functional |
| Q3: 18.07.2013 | Mango | - | Photo | 22758 | 155318785394_10151744595955395 | Product promotion | Functional |
| Q3: 05.08.2013 | Mango | * AS SEEN IN http://dear-valeria.blogspot.com * SHOP NOW : - Top >> http://mng.us/TopBLONDI - Shorts >> http://mng.us/14uWJL3 | Photo | 22088 | 155318785394_10151780082045395 | Product promotion & information | Functional |
| Q3: 22.08.2013 | Mango | LOOK OF THE DAY! <3 ¡LOOK DEL DÍA! #OOTD Dress · Vestido · Robe · Kleid >> http://mng.us/14YPdFd Boots · Botas · Bottes · Stiefel >> http://mng.us/12XUe1e Bag >> http://mng.us/16PwpPu Sunglasses >> http://mng.us/1f49U8z Earrings >> http://mng.us/1f4a3bY Bracelet >> http://mng.us/1f4a8MN | Photo | 19942 | 155318785394_10151816435510395 | Product promotion | Functional |
| Q3: 29.07.2013 | Mango | - | Photo | 19879 | 155318785394_10151766185435395 | Product promotion | Functional |
| Q3: 09.08.2013 | Mango | * AS SEEN IN Stellawantstodie * Shop now >> http://mng.us/14n3782 | Photo | 19390 | 155318785394_10151788565140395 | Product promotion & information | Functional |
| Q3: 28.07.2013 | Mango | GET THE LOOK! · ¡CONSIGUE EL LOOK! #NewArrivals Blouse · Blusa · Bluse >> http://mng.us/15kgRzS Jeans >> | Photo | 18836 | 155318785394_10151765133120395 | Product promotion | Functional |

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| | | http://mng.us/14eohR8 Stilettoes >> http://mng.us/1b8nSth | | | | | |
| Q4: 22.11.2013 | Mango | * NEW IN! * Flowy dress with lace appliqués · Vestido fluido de tirantes con apliques de encaje · Robe fluide à bretelles ornée d'appliques en dentelle · Fließendes Kleid mit Spitzenverzierung und Kunstleder-Details >> http://mng.us/DressPANCH | Photo | 19849 | 155318785394_10152021501915395 | Product promotion | Functional |
| Q4: 22.10.2013 | Mango | * NEW IN! * SHOP NOW >> http://mng.us/HfycSy | Photo | 19833 | 155318785394_10151943101715395 | Product promotion | Functional |
| Q4: 17.10.2013 | Mango | * NEW IN! * Shop now >> http://mng.us/JumpsuitAINHOA | Photo | 19774 | 155318785394_10151932421015395 | Product promotion | Functional |
| Q4: 24.10.2013 | Mango | * NEW IN! * Shop now >> http://mng.us/17dK0iF | Photo | 19662 | 155318785394_10151946228850395 | Product promotion | Functional |
| Q4: 19.11.2013 | Mango | Are you ready for the colder days ahead? · ¿Lista para los días fríos que se avecinan? SHOP NOW! >> http://mng.us/CoatKOOL <(") | Photo | 19325 | 155318785394_10152013615585395 | Product promotion & engagement | Social |
| Q4: 15.10.2013 | Mango | WE <3 THIS DRESS! Shop now >> http://mng.us/DressGINGER | Photo | 19021 | 155318785394_10151929175295395 | Product promotion | Functional |
| Q4: 11.11.2013 | Mango | * NEW IN! * Shop now >> http://mng.us/DressTEMPURA | Photo | 16579 | 155318785394_10151994296920395 | Product promotion | Functional |
| Q4: 27.10.2013 | Mango | GET THE LOOK! · ¡CONSIGUE EL LOOK! T-shirt · Camiseta >> http://mng.us/1fTHxdD Super-slim jeans >> http://mng.us/17T4mex Ankle boots · Botines · Bottines · Stiefeletten >> http://mng.us/17T4pH | Photo | 15284 | 155318785394_10151953572720395 | Product promotion | Functional |
| Q4: 02.11.2013 | Mango | * AS SEEN IN The fashion through my eyes * Coat · Abrigo · Veste · Mantel >> http://mng.us/182avV6 Stilettoes >> http://mng.us/16VEJIX | Photo | 14568 | 155318785394_10151970112045395 | Product promotion | Functional |
| Q4: 27.12.2013 | Mango | * NEW IN! * Shop now >> http://mng.us/JumpsuitIRINA | Photo | 13782 | 155318785394_10152101432130395 | Product promotion | Functional |

Benetton- 2010

| Date & time | User | Post | Post type | Likes | FB-PostID | Topic | Value of contribution (functional, social, entertainment) |
|--------------------------|----------|--|-----------|-------|--|--------------------------------|---|
| Q1: 24.03.2010 | Benetton | Organizing the weekend will be easier from now on. A capacious canvas travel bag with leather profiles and matching shoulder bag for documents... http://www.benetton.com/portal/web/guest/accessories/adult/focus/uomo/weekend | Photo | 281 | 229848430415_10150155514675416 | Product promotion | Functional |
| Q1: 16.02.2010 | Benetton | Man accessories focus: A sporty afternoon http://www.benetton.it/portal/web/guest/accessories/adult/focus/uomo/sportaccessories | Photo | 246 | 229848430415_489455915415 | Product promotion | Functional |
| Q1: 12.02.2010 | Benetton | Kid collection: Focus on Manhattan Shopping http://www.benetton.com/portal/web/guest/kid/kid_tween/focus/manhattan_shopping | Photo | 198 | 229848430415_480875295415 | Product promotion | Functional |
| Q1: 22.02.2010 | Benetton | Undercolors Focus: One apple a day http://www.benetton.com/portal/web/guest/undercolors/underwear/focus/oneappleaday | Photo | 172 | 229848430415_10150089854795416 | Product promotion | Functional |
| Q1: 03.03.2010 | Benetton | Accessories collection - Spring Summer 2010: Yes, the first signs of a spring season rich in the traditional colours of this time of the year: blue and white with flashes of red or fuchsia (more info at http://www.benetton.com/portal/web/guest/accessories/adult/focus/donna/springaccessories) | Photo | 142 | 229848430415_10150110511660416 | Product promotion | Functional |
| Q1: 23.03.2010 | Benetton | Do you like Zebras? Undercolors enriches its “ironic” zoo thanks to the underwear and nightwear collections hosting this fun two-colour animal: | Photo | 117 | 229848430415_10150154961155416 | Product promotion & Engagement | Social |

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| | | http://www.benetton.com/portal/web/guest/undercolors/underwear/focus/zebrafashionweek | | | | t | |
| Q1: 17.02.2010 | Benetton | Undercolors focus: Picnic in the park http://www.benetton.com/portal/web/guest/undercolors/underwear/focus/picnicinthepark | Photo | 114 | 229848430415_491597240415 | Product promotion | Functional |
| Q1: 12.03.2010 | Benetton | United Colors of Benetton Kid Collection: Focus on POIS AND VICHY: The spring season brings with it fresh, romantic ideas for girls...more on http://www.benetton.com/portal/web/guest/kid/kid_tween/focus/poisevichy | Photo | 113 | 229848430415_10150134560605416 | Product promotion | Functional |
| Q1: 23.02.2010 | Benetton | MAN COLLECTION: how deep is the sea: http://www.benetton.com/portal/web/guest/adult/man/focus/sweaters | Photo | 113 | 229848430415_10150091894860416 | Product promotion | Functional |
| Q1: 09.03.2010 | Benetton | Undercolors of Benetton Focus on Bouquet of memories: Pastel colours illuminated by ivory white, delicate polka dot patterns....Read more on http://www.benetton.com/portal/web/guest/undercolors/underwear/focus/bouquetofmemories | Photo | 109 | 229848430415_10150125294850416 | Product promotion | Functional |
| Q2: 31.05.2010 | Benetton | 2010 Beachwear Collection: Download the catalogue http://www.benetton.com/portal/web/guest/undercolors/beachwear | Photo | 482 | 229848430415_10150196380365416 | Product promotion | Functional |
| Q2: 11.06.2010 | Benetton | Undercolors of Benetton- Beachwear Collection | Photo | 470 | 229848430415_10150203004650416 | Product promotion | Functional |
| Q2: 25.06.2010 | Benetton | Woman Collection...see more at: http://www.benetton.com/portal/web/guest/adult/woman | Photo | 370 | 229848430415_10150211151935416 | Product promotion | Functional |
| Q2: 22.06.2010 | Benetton | Undercolors beachwear collection...Let's go to the beach! http://www.benetton.com/portal/web/guest/undercolors/beachwear | Photo | 335 | 229848430415_10150209346630416 | Product promotion | Functional |
| Q2: 28.06.2010 | Benetton | Beachwear Collection...see more at: http://www.benetton.com/portal/web/guest/undercolors/beachwear/focus/hippytribe | Photo | 333 | 229848430415_10150212946445416 | Product promotion | Functional |
| Q2: 16.06.2010 | Benetton | Shorts, shorts, shorts...shorts for everyone. See more at http://www.benetton.com/portal/web/guest/adult/woman/focus/shorts | Photo | 306 | 229848430415_10150205829605416 | Product promotion | Functional |
| Q2: 11.05.2010 | Benetton | The time for dresses has arrived. Summer 2010 promises a profusion of proposals for every occasion and every age... http://www.benetton.com/portal/web/guest/adult/woman/focus/dresses | Photo | 293 | 229848430415_10150183691030416 | Product promotion | Functional |
| Q2: 24.05.2010 | Benetton | Can a seafarer be recognized by his accessories? Of course, if we are talking about a chic seafarer who gives priority to the details that make the difference...read more at: http://www.benetton.com/portal/web/guest/adult/focus/uomo/canvasaccessories | Photo | 264 | 229848430415_10150192081235416 | Product promotion & engagement | Social |
| Q2: 13.05.2010 | Benetton | Basic items for a series of beachwear ideas in 2010 with a rétro taste, perfect for women who love Ester Williams's movies and men who like A Summer Place. http://www.benetton.com/portal/web/guest/undercolors/beachwear/focus/retrospport | Photo | 230 | 229848430415_10150184932535416 | Product promotion | Functional |
| Q2: 30.04.2010 | Benetton | Pink, pink and pink again, we'll never get tired of this color with so many variations. http://www.benetton.com/portal/web/guest/accessories/adult/focus/donna/pinkaccessories | Photo | 216 | 229848430415_10150176342185416 | Product promotion | Functional |
| Q3: 06.09.2010 | Benetton | Ancestral memories, rich in references to Mother Earth, define colours and fabrics. | Photo | 514 | 229848430415_10150259631895416 | Product promotion | Functional |
| Q3: 14.07.2010 | Benetton | Undercolors collection: a snapshot of the hottest trends for next Autumn/Winter: www.benetton.com | Photo | 491 | 229848430415_10150223600660416 | Product promotion | Functional |
| Q3: 30.09.2010 | Benetton | Special bags http://www.benetton.com/portal/web/guest/adult/focus/bags | Photo | 475 | 229848430415_10150277404660416 | Product promotion | Functional |

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| | | dult | | | | | |
| Q3: 20.09.2010 | Benetton | - | Photo | 352 | 229848430415_10150269965705416 | Product promotion | Functional |
| Q3: 20.09.2010 | Benetton | Inspired by the candour of wool and all that evokes softness and warmth, this is above all a theme about outerwear and knits, with a decisive contribution from accessories. | Photo | 349 | 229848430415_10150270029460416 | Product promotion | Functional |
| Q3: 13.09.2010 | Benetton | The “mix & match” adventure seems to have no limits, inspiring a liberating attitude to apparently daring matches. | Photo | 337 | 229848430415_10150264924610416 | Product promotion | Functional |
| Q3: 23.08.2010 | Benetton | Day after day, nature offers us images that inspire new stories, cleverly interpreted with wool or cotton printed fabrics. | Photo | 334 | 229848430415_10150249951100416 | Product promotion | Functional |
| Q3: 24.09.2010 | Benetton | A raccoon hides among the printed stripes of pyjamas and underwear by Undercolors, to cheer up the whole family. | Photo | 329 | 229848430415_10150272888320416 | Product promotion | Functional |
| Q3: 09.09.2010 | Benetton | Elegance, originality, comfort and colour are the essential elements for the perfect student. | Photo | 324 | 229848430415_10150262027385416 | Product promotion | Functional |
| Q3: 27.09.2010 | Benetton | It's the end of the summer season and time to think about what we are going to wear to keep out the cold. Jackets and down jackets with a common denominator: “all black”. | Photo | 313 | 229848430415_10150275074140416 | Product promotion | Functional |
| Q4: 25.12.2010 | Benetton | - | Photo | 1008 | 229848430415_10150355553110416 | Product promotion | Functional |
| Q4: 30.12.2010 | Benetton | Happy New Year ;-)) | Status | 893 | 229848430415_139597302764488 | Other | Social |
| Q4: 10.12.2010 | Benetton | Add some color to your music...fuchsia, yellow, white, blue or green? Choose your favorite headphone color and find them in the Benetton stores. | Photo | 785 | 229848430415_10150342671090416 | Product promotion & engagement | Social |
| Q4: 22.11.2010 | Benetton | To fight the harshness of the winter season you need the right gear. Here's a punk and rock look that could be just the thing. “Used” denim, tartan checked maxi shirts and jackets are enriched with large tartan scarfs to keep you cosy and warm. | Photo | 726 | 229848430415_10150326294420416 | Product promotion | Functional |
| Q4: 09.11.2010 | Benetton | - | Photo | 657 | 229848430415_10150312326055416 | Product promotion | Functional |
| Q4: 13.12.2010 | Benetton | Which is the perfect gift? | Photo | 662 | 229848430415_10150345398180416 | Engagement | Social |
| Q4: 05.10.2010 | Benetton | The coolest accessory trend of the season is the fabric bag for all your personal items. Cloth, jersey and velvet will be perfect partners for your purse, keys, documents and even your computer. | Photo | 568 | 229848430415_10150281134570416 | Product promotion | Functional |
| Q4: 14.12.2010 | Benetton | Are you looking for something special to give? The Benetton mugs are a great gift both for adults and children this holiday season. Find them in United Colors of Benetton and Undercolors of Benetton stores. | Photo | 561 | 229848430415_10150346148235416 | Product promotion & engagement | Functional |
| Q4: 08.10.2010 | Benetton | The very youngest need a lot of protection..... and clothing plays a big role when the weather turns cold. United Colors of Benetton knows exactly how to do it. | Photo | 561 | 229848430415_10150283443970416 | Product promotion | Functional |
| Q4: 21.10.2010 | Benetton | The elements we associate with uniforms become fashion details for women's clothing...see more at: http://www.benetton.com/portal/web/guest/adult | Photo | 544 | 229848430415_10150294503640416 | Product promotion | Functional |

Benetton- 2011

| Date & time | User | Post | Post type | Likes | FB-PostID | Topic | Value of contribution (functional, social, entertainment) |
|--------------------------|----------|---|-----------|-------|--|-------------------|---|
| Q1: 15.02.2011 | Benetton | Details inspired by parachuting are the main feature of a mini collection in which a cargo concept is seen in most of the clothes. The colours are mainly pastels interspersed with | Photo | 1708 | 229848430415_10150402045080416 | Product promotion | Functional |

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| | | sheerness. Look at the outfits at http://bit.ly/parachutewoman | | | | | |
| Q1: 23.02.2011 | Benetton | Shock the mic and feel the sound waves! Pick your motto on http://bit.ly/citygroove (Kids Only!) | Photo | 916 | 229848430415_10150411018220416 | Engagement | Social |
| Q1: 28.03.2011 | Benetton | The best of the 80's is captured in this light wearable and carefree collection. http://bit.ly/eqyIVF | Photo | 769 | 229848430415_10150454556485416 | Product promotion | Functional |
| Q1: 01.03.2011 | Benetton | A season alive with colour and fun: this is what the new Undercolors Collection promises for spring. For cherry girls! http://bit.ly/undercolorsmakeup | Photo | 745 | 229848430415_168818699835006 | Product promotion | Functional |
| Q1: 24.03.2011 | Benetton | - | Photo | 735 | 229848430415_10150448914440416 | Product promotion | Functional |
| Q1: 30.03.2011 | Benetton | At 3pm on 24th March, Luciano Benetton and the mayor of Ljubljana, Zoran Jankovic, have cutted the ribbon at the city's new Benetton flagship store. The store will be one of Benetton's biggest stores in Eastern Europe. Read more on http://bit.ly/hpPfxv | Photo | 731 | 229848430415_10150468881630416 | Information | Functional |
| Q1: 19.01.2011 | Benetton | The spring season brings with it fresh, romantic ideas for girls, whereas colorful and comfortable ideas rule for little boys. http://www.benetton.com/portal/web/guest/kid/tween/focus/kid_tween_preview2 | Photo | 683 | 229848430415_10150378217745416 | Product promotion | Functional |
| Q1: 03.03.2011 | Benetton | Fun in the open air is UCB's gift to children in Spring. The new Toddler Collection promises colorful, flowered and checked cotton to celebrate the return of spring! http://bit.ly/hV8kMQ | Photo | 676 | 229848430415_10150420481510416 | Product promotion | Functional |
| Q1: 14.03.2011 | Benetton | A riot of checks for lovers of the country style, softened by feminine details. Shirts, overshirts, blouses... All good, just as long as they are tartan! http://bit.ly/hTCZr | Photo | 669 | 229848430415_199298456760954 | Product promotion | Functional |
| Q1: 17.01.2011 | Benetton | A season alive with colour and fun: this is what the new Undercolors of Benetton collection promises for Spring/Summer 2011. http://www.benetton.com/portal/web/guest/undercolors/underwear/focus_undercolors | Photo | 636 | 229848430415_10150376381710416 | Product promotion | Functional |
| Q2: 19.05.2011 | Benetton | Jeggings have the same wearability as leggings combined with the ease of 5-pocket trousers. The ultra-stretch cotton allows all this. In what color do you prefer them? http://bit.ly/m0JZmF | Photo | 1529 | 229848430415_10150613231200416 | Product promotion & engagement | Social |
| Q2: 04.05.2011 | Benetton | - | Photo | 1162 | 229848430415_10150581514530416 | Product promotion | Functional |
| Q2: 02.05.2011 | Benetton | - | Photo | 1162 | 229848430415_10150578705935416 | Product promotion | Functional |
| Q2: 20.06.2011 | Benetton | Jungle green invades part of the Undercolors of Benetton collection, featuring not only on swimsuits, but also on asymmetrical, loose-fitting jersey dresses and sarong pants or harem pants. After Tarzan this is Jane's moment. http://bit.ly/junglefever_2 | Photo | 1057 | 229848430415_10150660612580416 | Product promotion | Functional |
| Q2: 23.06.2011 | Benetton | - | Photo | 1057 | 229848430415_10150664795325416 | Product promotion | Functional |
| Q2: 15.06.2011 | Benetton | A dress for every occasion, for every moment - why not!? United Colors of Benetton is full of options for little girls who love to dress up! Every style, every color. In store now! http://bit.ly/adressforeveryoccasion | Photo | 999 | 229848430415_10150652867625416 | Product promotion | Functional |
| Q2: 17.06.2011 | Benetton | - | Photo | 999 | 229848430415_10150656044635416 | Product promotion | Functional |
| Q2: 19.04.2011 | Benetton | Weaves, drapes and layers characterize this series of accessories and footwear that United Colors of Benetton has designed to complete the Spring/Summer 2011 Collection... http://bit.ly/dGolMT | Photo | 933 | 229848430415_177151325666739 | Product promotion | Functional |
| Q2: | Benetton | "Benetton's Spring/Summer 2011 collection | Photo | 863 | 229848430415_101 | Product | Functional |

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|--------------------------|----------|---|-------|-------|--|-------------------------|---------------|
| 25.05.2011 | | embraces a wide range of fashion styles and I found them wonderful, all of them, but I can't deny that the one that made my heart beat was the denim line." Read the post here: http://bit.ly/denim_summerucb | | | 50623693775416 | promotion & Information | |
| Q2: 09.06.2011 | Benetton | - | Photo | 820 | 229848430415_10150644907925416 | Product promotion | Functional |
| Q3: 10.08.2011 | Benetton | More on http://www.benetton.com/kids | Photo | 11680 | 229848430415_10150744149740416 | Product promotion | Functional |
| Q3: 29.08.2011 | Benetton | United Colors of Benetton moves into Autumn/Winter 2011-12 with a women's collection designed for those who love a combination of balance and innovation. http://www.benetton.com/woman/looks/ | Photo | 9363 | 229848430415_10150771865220416 | Product promotion | Functional |
| Q3: 06.09.2011 | Benetton | The newest ideas of the season for the United Colors of Benetton man in Autumn/Winter 2011/2012, a man who shuns excesses. http://www.benetton.com/man/looks/ | Photo | 5321 | 229848430415_10150783865300416 | Product promotion | Functional |
| Q3: 30.09.2011 | Benetton | A hot winter: Undercolors of Benetton's promise for the Autumn/Winter 2011-12 underwear collection. http://www.benetton.com/undercolors | Photo | 4192 | 229848430415_1015083368655416 | Product promotion | Functional |
| Q3: 18.08.2011 | Benetton | What is more practical, more comfortable, quick and "doubt resolving" than a shirt and jeans combination? United Colors of Benetton gives a hand to all the women who are assailed by the dilemma "to jeans or not to jeans"? | Photo | 1206 | 229848430415_10150755173200416 | Product promotion | Functional |
| Q3: 24.08.2011 | Benetton | Women in a vaguely military style; the skill of mixing clothes that define a character, a personality, a woman. http://bit.ly/soldier_woman_uch | Photo | 1205 | 229848430415_10150764591205416 | Product promotion | Functional |
| Q3: 08.08.2011 | Benetton | More on http://bit.ly/autumn-in-colors Forget about tackling autumn in total greyness. United Colors of Benetton starts off with a collection of coats in various styles and in bright and lively colours. Because cheerful colours are not just for summer! | Photo | 1202 | 229848430415_10150741256200416 | Product promotion | Functional |
| Q3: 28.07.2011 | Benetton | Women in the spotlight with a classic look enlivened by bright-coloured knits or the designs on the wool fabrics of the pant suits. http://www.benetton.com/woman/looks/new-yorker/ | Photo | 947 | 229848430415_10150726270060416 | Product promotion | Functional |
| Q3: 06.07.2011 | Benetton | Great Gatsby style moments of elegance are created with exclusive printed or plain-coloured little georgette dresses and blouses embellished with flounces, oblique lines and frills: perfect combinations for those wishing to lose themselves in the atmospheres created by Francis Scott Fitzgerald. http://bit.ly/neoretro | Photo | 857 | 229848430415_10150694645430416 | Product promotion | Functional |
| Q3: 27.07.2011 | Benetton | Pick up your knitting needles and get to work on your favourite pics! Knit your world is waiting to see your shots... Knitted! Do you recognize these places? We want to see your world knitted! | Photo | 778 | 229848430415_10150724881375416 | Engagement | Social |
| Q4: 10.11.2011 | Benetton | Girls love bright colours, but in their wardrobe neutral tones also add charm: simple tones like white, beige and brown on sweaters, waistcoats and coats are easy to match with the brighter colours that little girls love so much. And to make everything even more chic: flower dresses in light and delicate shades. Waistcoat (1087C6144) | Photo | 1183 | 229848430415_10150921184470416 | Product promotion | Functional |
| Q4: 23.12.2011 | Benetton | Happy holidays to you all! Thank you for following us | Photo | 1077 | 229848430415_10151074102295416 | Other | Social |
| Q4: 20.12.2011 | Benetton | Thanks to Supriya for becoming our millionth fan! And thank you all for following and loving our page! | Photo | 774 | 229848430415_10151064364355416 | Other | Social |
| Q4: | Benetton | The film UNHATE by French director | Video | 658 | 229848430415_267 | Information | Entertainment |

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|--------------------------|----------|--|--------|-----|--|-------------------|------------|
| 17.11.2011 | | Laurent Chanez, tells of the precarious balance and complex interweaving between the drive to hate and the reasons to love. | | | 744896605758 | | |
| Q4: 09.11.2011 | Benetton | One of Santa Claus's magical reindeer stars on Undercolors pyjamas and underwear, for a special Christmas of warmth, cuddles and softness. From left Slip (3K1Q3C232) Pyjamas (3K1Q4P1C3) Bra (3K3Q1R17M) T-shirt + knickers (3MC10M458) http://bit.ly/lookingforabb | Photo | 615 | 229848430415_10150918036935416 | Product promotion | Functional |
| Q4: 07.10.2011 | Benetton | Benetton is about to single-handedly alter all preconceived notions about the sweater! Read more here: http://bit.ly/pin-up_ucb-blog | Photo | 607 | 229848430415_10150848158800416 | Product promotion | Functional |
| Q4: 30.12.2011 | Benetton | What are your new year resolutions? Benetton wishes all friends and customers a HAPPY NEW YEAR and all the best for a beautiful 2012! | Photo | 585 | 229848430415_10151096307405416 | Other | Social |
| Q4: 16.11.2011 | Benetton | Alessandro Benetton is presenting in Paris the new United Colors of Benetton worldwide communication campaign, UNHATE! | Link | 544 | 229848430415_301740053178971 | CSR | Functional |
| Q4: 11.11.2011 | Benetton | One of Santa Claus's magical reindeer stars on Undercolors pyjamas and underwear, for a special Christmas of warmth, cuddles and softness. | Photo | 507 | 229848430415_10150925044650416 | Product promotion | Functional |
| Q4: 20.12.2011 | Benetton | -133 Fans! Who will be our MILLIONTH fan?? | Status | 501 | 229848430415_10151064227260416 | Engagement | Social |

Benetton- 2012

| Date & time | User | Post | Post type | Likes | FB-PostID | Topic | Value of contribution (functional, social, entertainment) |
|--------------------------|----------|--|-----------|-------|--|--------------------------------|---|
| Q1: 19.03.2012 | Benetton | It's time to... denim! One of the hottest trends for spring/summer 2012! www.benetton.com/woman/looks/need-for-denim | Photo | 3336 | 229848430415_10151401447805416 | Product promotion | Functional |
| Q1: 28.03.2012 | Benetton | Big and elegant printed orange hibiscus flowers on a contrasting background or delicate florals. Printed maxi dresses provide a more extravagant look for summer! www.benetton.com/woman/looks/all-over-prints-get-them-right | Photo | 3162 | 229848430415_10151433548850416 | Product promotion | Functional |
| Q1: 08.02.2012 | Benetton | Which jacket will you wear today? You can choose from an endless selection... A little inspiration here: www.benetton.com/woman/looks/which-jacket-shall-i-wear-today | Photo | 2870 | 229848430415_10151255618820416 | Product promotion & engagement | Social |
| Q1: 31.01.2012 | Benetton | - | Photo | 2822 | 229848430415_10151222846360416 | Product promotion | Functional |
| Q1: 29.03.2012 | Benetton | Bermuda shorts, the classic summer item. Updated in denim and paired with loafers and great accessories. It's the ideal choice for men! www.benetton.com/man/looks/in-denim-we-trust | Photo | 2656 | 229848430415_10151437540100416 | Product promotion | Functional |
| Q1: 22.02.2012 | Benetton | We love the looks that recall the seaside, with its blue and white tones. Do you like them too? www.benetton.com/woman/looks/we-ve-got-the-blues | Photo | 2516 | 229848430415_10151314698240416 | Product promotion & engagement | Social |
| Q1: 06.02.2012 | Benetton | Indispensable accessories: a colourful shopper or a big bag? Complete with us the first outfit of the new season. www.benetton.com/woman/looks/looking-for-withrd-for-spring/ | Photo | 2492 | 229848430415_10151246963765416 | Product promotion & engagement | Social |
| Q1: 05.03.2012 | Benetton | United Colors of Benetton presents the new PIN UP sweater for spring/summer! Enhancing your curves has never been so easy. www.benetton.com/woman/pin-up | Photo | 2159 | 229848430415_10151354037495416 | Product promotion | Functional |

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|--------------------------|----------|---|-------|-------|--|---------------------------------|---------------|
| Q1: 19.03.2012 | Benetton | Tote bags to make doing the shopping extra fun. Colour and space saving. You couldn't need more: www.benetton.com/earphones-cups-bags-the-super-colourful-benetton-gadgets-are-here | Photo | 2133 | 229848430415_10151401906480416 | Product promotion | Functional |
| Q1: 26.03.2012 | Benetton | Have you got prints in your wardrobe? Discover with Benetton the absolute must of Spring/Summer! www.benetton.com/woman/looks/all-over-prints-get-them-right | Photo | 2020 | 229848430415_10151426509755416 | Product promotion & engagement | Social |
| Q2: 09.05.2012 | Benetton | - | Photo | 10002 | 229848430415_10151685466180416 | Product promotion | Functional |
| Q2: 28.06.2012 | Benetton | You need four things for the summer sun... a cute dress, a protective hat, a roomy bag perfect for the office or the beach and some beautiful sandals! www.benetton.com/woman/looks/summer-pret-a-porter | Photo | 6139 | 229848430415_10151861773570416 | Product promotion | Functional |
| Q2: 11.06.2012 | Benetton | Color therapy invades our lives! What is the color that best defines you? More on Spain's blog: http://bit.ly/110612ucb | Photo | 5622 | 229848430415_10151807822355416 | Product promotion & engagement | Social |
| Q2: 25.06.2012 | Benetton | Look of the day: it's time to urban safari! See more pics on Benetton Bulgaria's blog: http://bit.ly/250612ucb | Photo | 5490 | 229848430415_10151851137970416 | Product promotion | Functional |
| Q2: 15.06.2012 | Benetton | Sea, sun, colour, beach bodies and freedom... sounds like summer to us! Have you picked up your Benetton Beachwear yet? www.benetton.com/undercolors/beachwear | Photo | 5045 | 229848430415_10151820520080416 | Product promotion & Engagement | Social |
| Q2: 27.06.2012 | Benetton | The Benetton woman is dynamic and always on the move. We've designed easily put together looks to take you from office days to fun weekends. www.benetton.com/woman/looks/summer-pret-a-porter | Photo | 4954 | 229848430415_10151858650165416 | Product promotion | Functional |
| Q2: 23.05.2012 | Benetton | Tonal dressing is seasonal and fun. Take these electric greens, blue hues and purples and work them into a wonderful outfit perfect for the warmer months! http://www.benetton.com/woman/looks/green-and-blue/ | Photo | 4918 | 229848430415_10151743218870416 | Product promotion | Functional |
| Q2: 14.06.2012 | Benetton | Asymmetry is one of the hottest trends this summer! Pair an asymmetric skirt with a basic tank and summer sandals for an interesting update on a classic look. www.benetton.com/woman/looks/asymmetrical-beauty | Photo | 4785 | 229848430415_10151817290505416 | Product promotion | Functional |
| Q2: 29.06.2012 | Benetton | We're still waiting for the vacation and dressing for the hot summer days in the office. We think we've found the answer to easy summer dressing here: www.benetton.com/woman/looks/summer-pret-a-porter | Photo | 4543 | 229848430415_127214597418901 | Product promotion | Functional |
| Q2: 28.06.2012 | Benetton | Discover Sian Ka'an: the place where the sky is born! More on Mexico's blog: http://bit.ly/280612ucb | Photo | 4173 | 229848430415_10151861583370416 | Product promotion & information | Entertainment |
| Q3: 15.07.2012 | Benetton | It's time to blue: the calming color! Do you agree? More on http://bit.ly/BlueBoard-UCB | Photo | 38393 | 229848430415_10151918533525416 | Engagement | Social |
| Q3: 21.07.2012 | Benetton | Today we're seeing green! Wouldn't you just love to spend your lazy weekend lounging around this house! The grass is definitely greener! http://bit.ly/GreenBoard-UCB | Photo | 24378 | 229848430415_10151937465845416 | Product promotion | Functional |
| Q3: 06.08.2012 | Benetton | www.benetton.com/kids/looks/autumn-tenderness | Photo | 23621 | 229848430415_10151987419840416 | Product promotion | Functional |
| Q3: 20.08.2012 | Benetton | Our little champions are still playing outside and joking with friends! It's important for them to be dressed comfortably in practical clothes. www.benetton.com/kids/looks/growing-little-champions | Photo | 19450 | 229848430415_10152032643430416 | Product promotion | Functional |

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| Q3: 14.07.2012 | Benetton | Soft flower prints and faded denim are perfect with a delicate polka dot shirt for a little girl. www.benetton.com/kids | Photo | 15506 | 229848430415_10151914468265416 | Product promotion | Functional |
| Q3: 28.09.2012 | Benetton | A colorful and creative space, where art, design, and fashion knitwear meet. Our new pop-up store in the heart of NYC. Read more on United Blogs of Benetton: http://blog.benetton.com/blog/the-art-of-knit-at-nyc/ | Photo | 13976 | 229848430415_10152136045815416 | Information | Functional |
| Q3: 25.09.2012 | Benetton | From 27th September the United Colors of Benetton stores will be invaded by some fantastic characters from the world of comic strips, cartoons and much more! Come and discover the collection. http://www.benetton.com/kids/fall-2012-t-shirt-time/ | Photo | 10899 | 229848430415_10152129042045416 | Product promotion | Entertainment |
| Q3: 18.09.2012 | Benetton | Vincent Van Gogh said: "Color in a picture is like enthusiasm in life". And for all of you, what is color? Read more on United Blogs of Benetton: http://blog.benetton.com/blog/color-quotes-from-the-geniuses-of-art/ | Photo | 9917 | 229848430415_10152112620455416 | Engagement & Information | Social |
| Q3: 14.09.2012 | Benetton | Who feels like taking a stroll through the autumn leaves with their best friend? http://www.benetton.com/kids/looks/uptown-girls/ | Photo | 9911 | 229848430415_10152102541065416 | Product promotion & engagement | Social |
| Q3: 23.08.2012 | Benetton | Did anyone happen to see two squirrels? Discover the new Undercolors mini collection and meet Chip and Dale! www.benetton.com/undercolors/looks/watch-out-for-those-two | Photo | 9834 | 229848430415_10152043008350416 | Product promotion & engagement | Social |
| Q4: 24.12.2012 | Benetton | Happy Holidays from United Colors of Benetton! | Photo | 21926 | 229848430415_10152357591630416 | Other | Social |
| Q4: 22.11.2012 | Benetton | All your favourite outfits, in the colours you love most: green, pink, yellow... An unstoppable explosion of joy and fun. http://bit.ly/UCBaby | Photo | 19405 | 229848430415_10152276067800416 | Product promotion | Functional |
| Q4: 31.12.2012 | Benetton | Happy New Year from United Colors of Benetton! | Photo | 17258 | 229848430415_10152377911255416 | Other | Social |
| Q4: 20.11.2012 | Benetton | Clothing to warm your heart and the winter: cardigans and skirts, hats and handwarmers, wool dresses and puff jackets. All with one thing in common: colour. What are you waiting for? Choose your favourites and bring some colour to your winter! http://bit.ly/ToddlerWinter12 | Photo | 16974 | 229848430415_10152271872345416 | Product promotion | Functional |
| Q4: 09.10.2012 | Benetton | Colorful Morning: here's a Benetton Outfit from Bulgaria. http://bit.ly/Te1b88 | Photo | 14905 | 229848430415_10152163266350416 | Product promotion | Functional |
| Q4: 27.12.2012 | Benetton | What do you like most about the Christmas holidays? We like to enjoy nature, the white of the snow and all the colours of the winter Kid's and Tween's collections. http://bit.ly/KTWinter12 | Photo | 14185 | 229848430415_10152366605955416 | Product promotion & engagement | Social |
| Q4: 11.10.2012 | Benetton | Young Vintage! A collection with a retro flavour for the boys: this autumn/winter we're going to dress them with a vintage feel and country chic. Check it out on our website: http://bit.ly/T88Q8l | Photo | 13062 | 229848430415_10152168196140416 | Product promotion | Social |
| Q4: 20.12.2012 | Benetton | The mountains, the snow, the snowmen, the games....bring your children's outings alive with colour with clothes from Benetton's Toddler line! Benetton will kit them out for playing in the snow with the right wardrobe. http://bit.ly/SnowingColours | Photo | 12209 | 229848430415_10152347121880416 | Product promotion | Social |
| Q4: 06.12.2012 | Benetton | For true lovers of wool: here's an original gift for brightening up your cups! http://bit.ly/UCBMugCover | Photo | 12082 | 229848430415_389910211083465 | Product promotion | Social |
| Q4: 04.12.2012 | Benetton | The 101 Dalmatians are the stars of our really soft pyjamas, t-shirts and Undercolors items. Fantastic gift ideas for both young and old! http://bit.ly/HolidayGoodies | Photo | 9888 | 229848430415_10152305741770416 | Product promotion | Social |

Benetton- 2013

| Date & time | User | Post | Post type | Likes | FB-PostID | Topic | Value of contribution (functional, social, entertainment) |
|--------------------------|----------|--|-----------|-------|--|---------------------------------|---|
| Q1: 15.01.2013 | Benetton | Their liveliness is a whole new experience! Accompany their inquisitive gaze on the world with endless cuddles and the warm Benetton Baby collection. http://bit.ly/UCBaby | Photo | 10881 | 229848430415_10152421292745416 | Product promotion | Functional |
| Q1: 22.01.2013 | Benetton | Snowflakes create the right atmosphere for showing off the lovely clothes and accessories of our Toddler line! http://bit.ly/ToddlerWinter12 | Photo | 10527 | 229848430415_10152441808135416 | Product promotion | Functional |
| Q1: 12.02.2013 | Benetton | Moving into a new flat? Read here to find some inspirations to decorate it! http://blog.benetton.com/blog/moving-time/ | Photo | 9187 | 229848430415_10152546915095416 | Product promotion | Functional |
| Q1: 08.02.2013 | Benetton | The go-to spot to find stylish looking clothes for your children? Our new Toddler line, of course! http://www.benetton.com/kids/toddler/ | Photo | 9079 | 229848430415_10152534064590416 | Product promotion | Functional |
| Q1: 23.01.2013 | Benetton | The new Spring Summer 2013 United Colors of Benetton Campaign is out! Discover it! http://www.benetton.com/campaign | Photo | 8733 | 229848430415_10152444856495416 | Product promotion & information | Functional |
| Q1: 06.02.2013 | Benetton | S/S13 baby collection: bring a smile to every child! http://bit.ly/ss13_baby | Photo | 7607 | 229848430415_10152528517930416 | Product promotion | Functional |
| Q1: 24.01.2013 | Benetton | Kid&Tween S/S13: because their only concern is fun! http://bit.ly/Kid_and_Tween_SS13 | Photo | 7540 | 229848430415_10152447603110416 | Product promotion | Functional |
| Q1: 16.01.2013 | Benetton | Need for Spring? Starting from January 17th our new Bon Ton Spring 2013 collection will be available. Soft, supple, playful and irresistible, for all the kids out there! Low temperatures will be just a memory. http://bit.ly/kids_bonton_collection | Photo | 7315 | 229848430415_10152424408640416 | Product promotion | Functional |
| Q1: 09.01.2013 | Benetton | Children love to play in freedom! For everyday use, they can count on the soft, warm and colourful quilted jackets of the Kid&Tween line. And the fun is even more carefree! http://bit.ly/Kid_and_Tween_Collection_Winter | Photo | 7187 | 229848430415_10152403842285416 | Product promotion | Functional |
| Q1: 28.01.2013 | Benetton | For spring/summer we have chose one single ingredient for the new Kid&Tween collection: their cheerfulness! http://bit.ly/Kid_and_Tween_SS13 | Photo | 7139 | 229848430415_10152459636535416 | Product promotion | Functional |
| Q2: 01.04.2013 | Benetton | Finally it's play-time! Today should be all about them, what about a nice country outing? http://bit.ly/Toddler_Kids_SS2013 | Photo | 12095 | 229848430415_10152695532715416 | Product promotion | Functional |
| Q2: 28.05.2013 | Benetton | Crazy for the beach at Benetton, check this out: http://bit.ly/love_the_beach Your kids will love it, hit the stores! | Photo | 9315 | 229848430415_10152851295675416 | Product promotion | Functional |
| Q2: 03.06.2013 | Benetton | Shop our Summer collection to get outfitted for the season! Your kids will look super stylish in our fun and colorful pieces. Check this out! http://bit.ly/love_the_beach | Photo | 8042 | 229848430415_10152869025385416 | Product promotion | Functional |
| Q2: 18.04.2013 | Benetton | Fancy some colour? Get inspired by our 2013 Spring-Summer collection! http://bit.ly/SS13_WomanCollection | Photo | 7797 | 229848430415_10152740598635416 | Product promotion & engagement | Functional |
| Q2: 27.06.2013 | Benetton | #Summertime is lovely with our new #beachwear collection! Check it out here: http://bit.ly/beachwear_ss13 #summer2013 #style | Photo | 7722 | 229848430415_10152950069125416 | Product promotion | Functional |
| Q2: 22.04.2013 | Benetton | Put your trousers on! We have a gift for you: come to our shops, find out how awesome our selection of pants is and be amazed by its super special prices! | Photo | 6964 | 229848430415_10152751203410416 | Product promotion | Functional |

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|--------------------------|----------|--|-------|-------|---|--------------------------------|------------|
| | | http://bit.ly/pants_party_ss13 | | | | | |
| Q2: 26.06.2013 | Benetton | Modern princess in disguise thanks to our #Kid and #Tween #summer 2013 collection: http://bit.ly/Kid_and_Tween_SS13 | Photo | 6201 | 229848430415_10152946082615416 | Product promotion | Functional |
| Q2: 22.05.2013 | Benetton | Sundresses in our Beachwear collection are enjoyable, colourful and super glamorous! Get yourself a new touch of style on the beach, discover now all the looks! http://bit.ly/beachwear_ss13 | Photo | 5956 | 229848430415_10152833694405416 | Product promotion | Functional |
| Q2: 09.04.2013 | Benetton | Have you already discovered all the colours of our next Spring-Summer? http://bit.ly/SS13_WomanCollection | Photo | 5906 | 229848430415_10152717357505416 | Product promotion & engagement | Social |
| Q2: 23.04.2013 | Benetton | They will look seasonably stylish in our Summer Collection! http://bit.ly/Toddler_Kids_SS2013 | Photo | 5761 | 229848430415_10152754183985416 | Product promotion | Functional |
| Q3: 15.07.2013 | Benetton | Make your babies comfortable and happy in the #summer heat with Benetton! http://bit.ly/UCBaby | Photo | 9056 | 229848430415_10153009292840416 | Product promotion | Functional |
| Q3: 14.08.2013 | Benetton | Let's be real: #jeans are your favorite things to wear! So try out our new #bright colors from the #AW13 collection! http://bit.ly/denim_technicolor | Photo | 8633 | 229848430415_10153113922480416 | Product promotion | Functional |
| Q3: 12.08.2013 | Benetton | Hey, little rock stars: are you ready to rock back to school? Find here the right pieces to do it in #style! http://bit.ly/kids_schoolrock | Photo | 7875 | 229848430415_10153107051035416 | Product promotion | Functional |
| Q3: 26.08.2013 | Benetton | Colours for #kids are still vibrant but mixed with a more autumnal palette as befits the winter season! Check our new collection here: #AW13 | Photo | 7799 | 229848430415_10153159462420416 | Product promotion | Functional |
| Q3: 16.08.2013 | Benetton | Jot Down: the upcoming Autumn will speak the language of a timeless elegance #AW13 http://bit.ly/benetton_aw13collection | Photo | 5755 | 229848430415_10153121215335416 | Product promotion | Functional |
| Q3: 22.08.2013 | Benetton | At Benetton you'll find a lot of colorful and comfy t-shirts, trousers and sweatshirts! Check this out! Read more here http://bit.ly/19zp9FO | Photo | 5660 | 229848430415_10153144841255416 | Product promotion | Functional |
| Q3: 26.08.2013 | Benetton | With #Undercolors you can look dynamic even when the game is over! Check out these sport-inspired pieces and hit our nearest store! http://bit.ly/Undercolors_sporty_life | Photo | 5568 | 229848430415_10153160053840416 | Product promotion | Functional |
| Q3: 03.07.2013 | Benetton | http://bit.ly/Toddler_Kids_SS2013 Our Toddler collection is here to help with your child's #style! | Photo | 5386 | 229848430415_10152968312105416 | Product promotion | Functional |
| Q3: 03.09.2013 | Benetton | The secret of creating hip outfits for your little boys is in layering of shades and textures: choose your favourite pieces flipping through our selection here! http://bit.ly/Focus_kids_motor_oil | Photo | 5099 | 229848430415_10153186708615416 | Product promotion | Functional |
| Q3: 05.07.2013 | Benetton | Going on vacation? Here you can find the perfect seasonal fashion ensembles: colorful, light and stylish! http://bit.ly/sunny_island | Photo | 5083 | 229848430415_10152974755880416 | Product promotion | Functional |
| Q4: 19.12.2013 | Benetton | Black skinny jeans with orange sweater and grey blazer: the #Benetton woman loves to mix outfits and trends! http://bit.ly/1cSUWUL | Photo | 32544 | 229848430415_10153609017845416 | Product promotion | Functional |
| Q4: 17.10.2013 | Benetton | A soft and warm embrace: discover the #Baby collection by #Benetton now! http://bit.ly/tricot_wool | Photo | 10399 | 229848430415_10153344282540416 | Product promotion | Functional |
| Q4: 16.12.2013 | Benetton | #Benetton parka is a must-have for your winter: following tradition, it turns red for the holidays! http://bit.ly/1cFTu6D | Photo | 8442 | 229848430415_10153599415015416 | Product promotion | Functional |
| Q4: 31.10.2013 | Benetton | Romantics and dreamers with lace, ruffles and furbelow: Petites Chéries by #Benetton. http://bit.ly/1aGFcRU | Photo | 7845 | 229848430415_10153399003360416 | Product promotion | Functional |
| Q4: 04.12.2013 | Benetton | There's a panda on the hood and a squirrel on the t-shirt. A warm and playful winter with the #Benetton Baby collection. http://bit.ly/1GxJtB | Photo | 6789 | 229848430415_10153552074075416 | Product promotion | Functional |

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|--------------------------|----------|---|-------|------|--|-------------------|------------|
| Q4: 23.10.2013 | Benetton | Striped sailor shirts and bon-ton prints: letting your fantasy play has never been so much fun! http://bit.ly/1fUFxWW | Photo | 5961 | 229848430415_10153367236465416 | Product promotion | Functional |
| Q4: 06.11.2013 | Benetton | A touch of elegance for babies, discover the #winter collection by #Benetton http://bit.ly/1eSiyrb | Photo | 5904 | 229848430415_10153428393570416 | Product promotion | Functional |
| Q4: 15.11.2013 | Benetton | Kid collection: jacquard cardigan and wool hat are perfect for these cold days. Discover the #Benetton winter collection, there are lots of news! http://bit.ly/1eUC4HF | Photo | 5753 | 229848430415_10153472329385416 | Product promotion | Functional |
| Q4: 01.10.2013 | Benetton | Sleep tight, honey! We will think about how to keep you warm. #AW13 Baby Collection by Benetton here: http://bit.ly/18KFczh | Photo | 5628 | 229848430415_10153289940745416 | Product promotion | Functional |
| Q4: 25.11.2013 | Benetton | The big chill has come! Warm sweaters and maxi scarves from #Benetton... Just what you need for your amazing playful weekend on the slopes! http://bit.ly/1aNg8e | Photo | 5601 | 229848430415_10153514934435416 | Product promotion | Functional |

Appendix 2

Data collected on social media engagement during crisis

Appendix 2a- Brands top posts during and after the crisis

| | During Crisis | After Crisis |
|-----------------|--|---|
| H&M | 1) Bangladesh 2) Agreement 3) Karl-Johan | 1) Online 2) Please 3) Shopping |
| Mango | 1) Bangladesh 2) Safety 3) Workers | 1) Encanta 2) Beautiful 3) Jacket |
| Benetton | 1) Bangladesh 2) Summer 3) Tienda | 1) Beautiful 2) Encanta 3) Collection |

Appendix 2b- Brands top posts during and after the crisis

H&M posts - 24/04/2013-05/06/2013 (6 weeks during crisis)

| Date & Time | User | Post | Likes | FB-PostID | Value of contribution | Topic |
|-------------|------|--|--------|---|-----------------------|--------------------------------|
| 02.05.2013 | H&M | Prints, bright colours and bikinis in different models are all part of this year's H&M summer collection worn by Beyoncé! Take a closer look at the collection and let us know what you think! | 56,153 | 21415640912_10151397954680913 | Social | Product promotion & engagement |
| 29.05.2013 | H&M | Fearless red! Give your wardrobe a new exciting twist with the stand-out shade of the season. What is your favourite piece? | 42,455 | 21415640912_10151435945620913 | Social | Product promotion & engagement |
| 26.04.2013 | H&M | Invest in essential pieces to get the ultimate sharp look! Which one is your favourite? | 36,869 | 21415640912_10151389925570913 | Social | Product promotion & engagement |
| 06.05.2013 | H&M | Romantic daydreams! Add some seasonal style with romantic whites and lace detailing. | 34,079 | 21415640912_10151403342460913 | Functional | Product promotion |
| 03.05.2013 | H&M | This is our favourite outfit for the weekend! How will you brighten up your weekend fashion? | 28,250 | 21415640912_10151399710390913 | Social | Product promotion & engagement |
| 16.05.2013 | H&M | Get ready for your summer vacation in these playful items from our High Summer Collection worn by Dutch supermodel | 28,101 | 21415640912_10151416671530913 | Social | Product promotion & |

| | | | | | | |
|------------|-----|---|--------|---|------------|---------------------------------|
| | | Doutzen Kroes. Which piece will you add to your summer wardrobe? | | | | engagement |
| 24.05.2013 | H&M | Celebrate the weekend with our favourite outfit of the week! How will you dress this weekend? | 26,973 | 21415640912_10151428292480913 | Social | Product promotion & engagement |
| 04.06.2013 | H&M | Join our stylish pool party! Our latest collection is available in stores and online now at http://bit.ly/Zx9x3N . | 24,308 | 21415640912_10151444250565913 | Functional | Product promotion & information |
| 14.05.2013 | H&M | Are you ready to rock our latest festival collection? Available in selected stores and online at http://bit.ly/Zx9x3N . | 23,199 | 21415640912_10151414094530913 | Functional | Product promotion & information |
| 03.06.2013 | H&M | Supermodel Doutzen Kroes channels a modern Brigitte Bardot in our H&M Life beachwear editorial by photographer Terry Richardson. What is your favourite look? | 22,052 | 21415640912_10151442744360913 | Social | Product promotion & engagement |

H&M posts – 06/06/2013-18/07/2013 (6 weeks after crisis)

| Date & Time | User | Post | Likes | FB-PostID | Value of contribution | Topic |
|-------------|------|--|--------|---|-----------------------|-----------------------------------|
| 05.07.2013 | H&M | Are you ready for some weekend adventure? Our new-season dresses have summer adventure written all over them! | 48,874 | 21415640912_10151495231255913 | Social | Product promotion & engagement |
| 18.07.2013 | H&M | New Looks! Enjoy sunny days with a great mix of denim, printed tops and lovely dresses. What's your favourite outfit? | 36,619 | 21415640912_10151516562330913 | Social | Product promotion & engagement |
| 18.06.2013 | H&M | Summer Safari! The perfect must-have style for summer is all about animal prints mixed with earth tones. | 27,687 | 21415640912_10151465962350913 | Functional | Product promotion |
| 28.06.2013 | H&M | Don't know what to wear this weekend? See our fabulous selection of must-have pieces. | 27,326 | 21415640912_10151483583780913 | Social | Product promotion |
| 14.06.2013 | H&M | Girlish wonders! Check out our star outfits you can't do without. Which look will end up in your wardrobe? | 25,444 | 21415640912_10151459690890913 | Social | Product promotion |
| 27.06.2013 | H&M | Back to the beats! Let your personality shine bright with our new exciting styles. Available in selected stores and online. | 25,011 | 21415640912_10151481127575913 | Functional | Product promotion & information |
| 02.07.2013 | H&M | Trend flash! Make a blazing statement with the boxy bag. What is your must-have summer bag? | 23,964 | 21415640912_10151490001425913 | Social | Product promotion & engagement |
| 19.06.2013 | H&M | Glam Nouveau! Reinforce the glam rock vibe with subtle colours and flowing styles. Available in selected stores and online tomorrow. | 23,778 | 21415640912_10151467841845913 | Functional | Product promotion and information |
| 20.06.2013 | H&M | New Looks! These summer looks are all about making a graphic statement. Which one is your favourite? | 22,577 | 21415640912_10151469397190913 | Social | Product promotion and engagement |
| 24.06.2013 | H&M | Make your outfit pop with a pair of fashionable shades! What style will you wear this summer? Sporty, classic or vintage? | 22,044 | 21415640912_10151476045565913 | Social | Product promotion & engagement |

Mango posts - 24/04/2013-05/06/2013 (6 weeks during crisis)

| Date & Time | User | Post | Likes | FB-PostID | Value of contribution | Topic |
|-------------|-------|--|--------|--|-----------------------|-------------------|
| 04.05.2013 | Mango | * NEW ARRIVAL with Miranda Kerr! * Dress · Vestido · Robe · Kleid >> http://bit.ly/17B5DHC | 46,033 | 155318785394_10151610171755395 | Functional | Product promotion |

| | | | | | | |
|------------|-------|--|--------|--|------------|----------------------------------|
| 04.06.2013 | Mango | *DRESSES FOR SPECIAL OCCASIONS · VESTIDOS PARA OCASIONES ESPECIALES* Which one would you choose? · ¿Cuál escogerías? 1 >> http://mng.us/DressPRINCES1 2 >> http://mng.us/DressCORALIA | 32,556 | 155318785394_10151660718980395 | Social | Product promotion |
| 30.05.2013 | Mango | * AS SEEN IN Glamgerous! * - Dress · Vestido · Robe · Kleid >> http://mng.us/MANGODressBegonia | 30,843 | 155318785394_10151651208320395 | Functional | Product promotion |
| 14.05.2013 | Mango | - | 29,220 | 155318785394_10151625820105395 | Functional | Product promotion |
| 10.05.2013 | Mango | * NOW AVAILABLE! * - Dress · Vestido · Robe · Kleid >> http://bit.ly/YDV8Ar | 28,350 | 155318785394_10151619310440395 | Functional | Product promotion |
| 15.05.2013 | Mango | * COCKTAIL DRESSES * Which one do you prefer? · ¿Con cuál de ellos te quedas? 1 >> http://bit.ly/10XTp61 2 >> http://bit.ly/WU7jL3 | 27,881 | 155318785394_10151627298445395 | Social | Product promotion and engagement |
| 20.05.2013 | Mango | *NEW ARRIVAL* - Blazer >> http://bit.ly/17zGeyi | 25,084 | 155318785394_10151635953270395 | Functional | Product promotion |
| 01.06.2013 | Mango | * MUST-HAVE * - Dress · Vestido · Robe · Kleid >> http://mng.us/11fL02c | 21,192 | 155318785394_10151655387980395 | Functional | Product promotion |
| 27.05.2013 | Mango | WE <3 THIS DRESS!! Which colour do you prefer? · ¿Qué color prefieres? SHOP NOW >> http://mng.us/10vsRxC | 21,286 | 155318785394_10151646584425395 | Social | Product promotion & engagement |
| 02.05.2013 | Mango | www.mango.com/mangostreet | 20,886 | 155318785394_10151607234980395 | Functional | Product promotion |

Mango posts – 06/06/2013-18/07/2013 (6 weeks after crisis)

| Date & Time | User | Post | Likes | FB-PostID | Value of contribution | Topic |
|-------------|-------|--|--------|--|-----------------------|-------------------|
| 06.06.2013 | Mango | * LOOK OF THE DAY by MANGO * - Blazer >> http://mng.us/10SnoRN - Top >> http://mng.us/110FvSe - Jeans >> http://mng.us/15Dc6R3 - Stilettos >> http://mng.us/142ntmp - Bag · Bolso · Sac · Tasche >> http://mng.us/18yrqQI | 36,082 | 155318785394_10151664012760395 | Functional | Product promotion |
| 10.06.2013 | Mango | - | 26,747 | 155318785394_10151671583000395 | Functional | Product promotion |
| 18.07.2013 | Mango | - | 22,758 | 155318785394_10151744595955395 | Functional | Product promotion |
| 14.06.2013 | Mango | * MUST HAVE! * Make an impression with this relaxed-style dress. Need any accessories? Simple ones in gold are a safe bet! // Luce un estilo naïf y desenfadado con este vestido estampado. Combínalo con accesorios dorados para darle el toque final al look. SHOP NOW >> http://mng.us/DressCLARISSEA | 21,085 | 155318785394_10151679509305395 | Functional | Product promotion |
| 20.06.2013 | Mango | LOOK OF THE DAY by MANGO! <3 ¡LOOK DEL DÍA by MANGO! #OOTD #NewArrivals • T-shirt · Camiseta >> http://mng.us/TshirtRIVERS • Jeans >> http://mng.us/JeansALICE1 • Clutch >> http://mng.us/ClutchZIP1C • Slippers >> http://mng.us/SlippersJOKEC | 20,740 | 155318785394_10151691576985395 | Functional | Product promotion |
| 28.06.2013 | Mango | NEW ARRIVAL! #MustHave Shop Now >> http://mng.us/DressLUNGO | 20,137 | 155318785394_10151707027000395 | Functional | Product promotion |
| 27.06.2013 | Mango | LOOK OF THE DAY! // ¡LOOK DEL DÍA! - T-shirt · Camiseta >> http://mng.us/12mnKQO - Sandals · Saldalias · Sandales · Sandalen >> http://mng.us/SandalsSEVILLA - Jeans >> http://mng.us/151d9xr - Bag · Bolso · Sac · Tasche >> http://mng.us/112rQc7 - Bracelet · Pulsera · Armband >> http://mng.us/17j2Y5C - Sunglasses · >> http://mng.us/19wvncJ | 19,066 | 155318785394_10151705244065395 | Functional | Product promotion |
| 19.06.2013 | Mango | - | 18,753 | 155318785394_10151689311020395 | Functional | Product |

| | | | | | | |
|------------|-------|---|--------|--|------------|-------------------|
| | | | | | | promotion |
| 06.06.2013 | Mango | THE PERFECT GUEST · LA INVITADA PERFECTA Lace and pastel tones are a great combination for a classy look // Encajes y tonos pastel son la combinación perfecta para los looks más elegantes. SHOP NOW >> http://mng.us/1b92nmZ | 18,562 | 155318785394_10151664547080395 | Functional | Product promotion |
| 25.06.2013 | Mango | - | 17,954 | 155318785394_10151701920970395 | Functional | Product promotion |

Benetton posts - 24/04/2013-05/06/2013 (6 weeks during crisis)

| Date & Time | User | Post | Likes | FB-PostID | Value of contribution | Topic |
|-------------|----------|---|-------|--|-----------------------|---------------------------------|
| 28.05.2013 | Benetton | Crazy for the beach at Benetton, check this out: http://bit.ly/love_the_beach Your kids will love it, hit the stores! | 9,315 | 229848430415_10152851295675416 | Functional | Product promotion |
| 03.06.2013 | Benetton | Shop our Summer collection to get outfitted for the season! Your kids will look super stylish in our fun and colorful pieces. Check this out! http://bit.ly/love_the_beach | 8,042 | 229848430415_10152869025385416 | Functional | Product promotion |
| 22.05.2013 | Benetton | Sundresses in our Beachwear collection are enjoyable, colourful and super glamorous! Get yourself a new touch of style on the beach, discover now all the looks! http://bit.ly/beachwear_ss13 | 5,956 | 229848430415_10152833694405416 | Functional | Product promotion |
| 30.05.2013 | Benetton | Hey mommies! Be sure to check out our new selection here, our colours are more summer-like than ever! http://bit.ly/sunny_island | 5,504 | 229848430415_10152857882100416 | Functional | Product promotion |
| 29.04.2013 | Benetton | Stand out from the crowd! Pick up your favourite trousers among our special selection, you can shop them in stores now at a very special price! Find out more on our Trousers-Party here: http://bit.ly/pants_party_ss13 | 5,360 | 229848430415_10152769891635416 | Functional | Product promotion & information |
| 22.05.2013 | Benetton | There is a new trend, let's get inspired by the tropical fashion of Benetton! http://bit.ly/tropical_summer | 5,146 | 229848430415_1015283383135416 | Functional | Product promotion |
| 24.04.2013 | Benetton | Calling all boys and girls, you can get the best trousers at the best prices at Benetton! See you in stores to find the perfect fit! http://bit.ly/pants_party_ss13 | 4,870 | 229848430415_10152756830755416 | Functional | Product promotion |
| 31.05.2013 | Benetton | Summer love: discover how many lovely combinations you can have with Benetton great mix&match summer pieces! http://bit.ly/beachwear_ss13 | 4,863 | 229848430415_10152860812730416 | Functional | Product promotion |
| 04.06.2013 | Benetton | The latest trend to ride? It's 70s, babies! Have a look to our selection here: http://bit.ly/back_to_70s | 4,846 | 229848430415_10152872852480416 | Functional | Product promotion |
| 21.05.2013 | Benetton | A tip to have a pretty Summer look? Just bet on azure! Have a look here: http://bit.ly/loving_azure | 4,486 | 229848430415_10152831438950416 | Functional | Product promotion |

Benetton posts – 06/06/2013-18/07/2013 (6 weeks after crisis)

| Date & Time | User | Post | Likes | FB-PostID | Value of contribution | Topic |
|-------------|----------|---|-------|--|-----------------------|----------------------------------|
| 15.07.2013 | Benetton | Make your babies comfortable and happy in the #summer heat with Benetton! http://bit.ly/UCBaby | 9,056 | 229848430415_10153009292840416 | Functional | Product promotion |
| 27.06.2013 | Benetton | #Summertime is lovely with our new #beachwear collection! Check it out here: http://bit.ly/beachwear_ss13 #summer2013 #style | 7,722 | 229848430415_10152950069125416 | Functional | Product promotion |
| 26.06.2013 | Benetton | Modern princess in disguise thanks to our #Kid and #Tween #summer 2013 collection: http://bit.ly/Kid_and_Tween_SS13 | 6,201 | 229848430415_10152946082615416 | Functional | Product promotion |
| 19.06.2013 | Benetton | We know that you will be inspired by our bright and super fun summer collection: which one is your favourite piece? http://bit.ly/Kid_and_Tween_SS13 | 5,739 | 229848430415_10152921897750416 | Social | Product promotion and engagement |

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|------------|----------|--|-------|--|------------|-------------------|
| 03.07.2013 | Benetton | http://bit.ly/Toddler_Kids_SS2013 Our Toddler collection is here to help with your child's #style! | 5,386 | 229848430415_10152968312105416 | Functional | Product promotion |
| 28.06.2013 | Benetton | Someone here is really enjoying his new stuff from our #Toddler #Summer2013 collection, isn't he? http://bit.ly/Toddler_Kids_SS2013_kidstyle | 5,367 | 229848430415_10152952702755416 | Functional | Product promotion |
| 24.06.2013 | Benetton | Want to make someone green with envy over your newest #outfit? Check this out: http://bit.ly/SS13_WomanCollection | 5,350 | 229848430415_10152939152845416 | Functional | Product promotion |
| 05.07.2013 | Benetton | Going on vacation? Here you can find the perfect seasonal fashion ensembles: colorful, light and stylish! http://bit.ly/sunny_island | 5,083 | 229848430415_10152974755880416 | Functional | Product promotion |
| 02.07.2013 | Benetton | Yes, #summer is a great adventure and they can stay stylish and super comfy with our #baby #collection! Find more looks here: http://bit.ly/UCBaby | 4,956 | 229848430415_10152965341845416 | Functional | Product promotion |
| 06.06.2013 | Benetton | The young side of Summer: are you ready to leave for the seaside? Bright colors are on your way, don't miss out! http://bit.ly/Kids_on_the_beach | 4,891 | 229848430415_10152878106630416 | Functional | Product promotion |

Appendix 2c- Sentiment Analysis of the most liked comments from followers

H&M Wall Sentiment Analysis- 12/03/2013-23/04/2013 (6 weeks before crisis)

| Date & Time | Comment | Likes | FB-PostID | Sentiment | Topic |
|-------------|--|-------|--|-----------|---------|
| 11/04/2013 | Who would ever wear a beanie in 100+ degree weather? I will pass on your advice, H&M. | 73 | 21415640912_10151370990060913 | Negative | Product |
| 11/04/2013 | Whenever I try on clothes from H&M I remember how bad children are at sewing. | 61 | 21415640912_10151370990060913 | Negative | CSR |
| 29/03/2013 | If you don't have anything nice to say, don't say anything at all... | 22 | 21415640912_10151353581990913 | Neutral | Other |
| 18.04.2013 | Wonderful and Beautiful! She's married, child with her husband, not on drugs, has a successful career and that's still not enough for some people. She looks great and happy for her success! | 21 | 21415640912_10151378878115913 | Positive | Model |
| 20.03.2013 | if they all even listen to GNR. | 20 | 21415640912_10151341768345913 | Neutral | Other |
| 02.04.2013 | Why is there so much hate for free sunscreen and water? You don't like it, you don't have to stop there. | 20 | 21415640912_10151359323995913 | Neutral | Other |
| 20.04.2013 | This is the last place you will find me on the polo fields | 19 | 21415640912_10151359323995913 | Neutral | Other |
| 15.03.2013 | That one isn't fat, Chris. That's actually a HEALTHY body image. Hollywood has us so screwed up, we think healthy is fat. Sad. | 17 | 21415640912_10151334925935913 | Negative | Health |
| 11.04.2013 | How To Be Cool, By Major Corporation | 16 | 21415640912_10151370990060913 | Negative | Brand |
| 16.04.2013 | this is supposed to be called A MAN? | 16 | 21415640912_10151377155790913 | Negative | Model |
| 16.04.2013 | Bahahahaha too funny who wears this.... | 16 | 21415640912_10151377155790913 | Negative | Product |
| 15.04.2013 | beyonce -on of the celebrity who is always extremely retouched on the pictures and her agency work really hard to not get any bad or nature looking picture to the internet,a specially those where u can see body without lots of clothes | 16 | 21415640912_10151375570090913 | Neutral | Model |
| 15.03.2013 | It's about time they're bringing back a | 14 | 21415640912_10151334925935913 | Negative | Model |

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|------------|--|----|---|----------|---------|
| | sexy Image to America. I'm sick of seeing nasty stick figure. | | | | |
| 22.04.2013 | These are actually ugly. :-/ | 14 | 21415640912_10151384588325913 | Negative | Product |
| 11.04.2013 | I could swear Coachella was about the MUSIC. | 13 | 21415640912_10151370990060913 | Neutral | Brand |
| 21.03.2013 | Well I hope now H&M can accommodate some of their clothing for women with actual bootys now? Not everyone in the world has a pancake flat backside! | 13 | 21415640912_10151342697375913 | Negative | Product |
| 28.03.2013 | I like H&M | 12 | 21415640912_10151352021870913 | Positive | Brand |
| 08.04.2013 | But you are responsible for the manufacturers that you choose. That's like a supermarket chain saying they are not responsible for the mistreatment of livestock. That's the farmers' mistake. As a company you choose your suppliers. If companies don't take this responsibility, I'd rather not shop there, because I take my responsibility as a consumer seriously. | 12 | 21415640912_10151366776595913 | Negative | CSR |
| 15.03.2013 | Fat?! These are representative of a healthy average weight. These mannequins aren't even "plus size", they're what a woman looks like with a healthy amount of weight and muscle. I think they're beautiful and it much better for marketing because a person can actually tell what clothes are going to look like on an actual human being. | 12 | 21415640912_10151334925935913 | Positive | Health |
| 11.04.2013 | This is why people think your festival es una pinga and a joke. No one needs fucking fashion advice on going to a music festival! | 12 | 21415640912_10151370990060913 | Negative | Brand |

H&M Wall Sentiment Analysis- 24/04/2013-05/06/2013 (6 weeks during crisis)

| Date & Time | Comment | Likes | FB-PostID | Sentiment | Topic |
|-------------|---|-------|---|-----------|---------|
| 24.04.2013 | BRAZIL LOVE YOU | 454 | 21415640912_10151388696885913 | Positive | Other |
| 28.05.2013 | Who want's me to Design some clothes for H&M ? | 308 | 21415640912_10151433863135913 | Neutral | Other |
| 25.04.2013 | Loove the colours!! | 122 | 21415640912_10151388696885913 | Positive | Product |
| 10.05.2013 | She is beautiful! And it's natural!! Way to go! She has more guts than me! | 41 | 21415640912_10151408852520913 | Positive | Health |
| 23.05.2013 | Most of the people who wear those shirts never listened to any of those bands. | 36 | 21415640912_10151426365765913 | Neutral | Product |
| 13.05.2013 | Or give money to the people who work for you.... | 24 | 21415640912_10151412887575913 | Negative | CSR |
| 25.04.2013 | WE LOVE U <3 | 21 | 21415640912_10151388696885913 | Positive | Brand |
| 30.05.2013 | oh, how i'd love to see this photo before it was photoshopped | 20 | 21415640912_10151437315355913 | Negative | Model |
| 25.04.2013 | Just saw the official ad and its just so stunning! Its reminds of her "baby boy" video!!! ??? | 20 | 21415640912_10151388696885913 | Positive | Model |
| 17.05.2013 | what's the deal about dressing like my grandma | 20 | 21415640912_10151418352405913 | Negative | Product |
| 31.05.2013 | No, how about H&M embreaces what a real women's figure looks like! | 20 | 21415640912_10151439042760913 | Negative | Health |
| 31.05.2013 | What is she mad about? So they retouched the pics, so what...She wants realness, then take out the weave, contact lenses, make up, bronzer and fake eyelashes...I'm sure no one would publish those pics!!! | 17 | 21415640912_10151439042760913 | Neutral | Health |
| 13.05.2013 | It would be really nice if you guys and the | 16 | 21415640912_10151412887575913 | Negative | CSR |

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|------------|---|----|--|----------|---------|
| | other companies behind this disaster, would compensate the families that lost their loved ones. | | | | |
| 01.05.2013 | Fuckin mainstream | 14 | 21415640912_10151396925500913 | Negative | Brand |
| 17.05.2013 | All of them are horrible!!!! | 13 | 21415640912_10151418352405913 | Negative | Product |
| 23.05.2013 | Ridiculous is to wear those t-shirts and listen to pitbull instead of creedence, or beyonce instead of janis joplin. Rock and roll is not on sale, and rock style goes from soft to aggressive. I repeat, you don't understand rock culture | 12 | 21415640912_10151426365765913 21415640912_568949339816458 | Negative | Product |
| 09.05.2013 | another issue i'm sick of. EVERY size is normal. i'm a zero, i'm normal so are size 24's. we are all NORMAL. arrggghhhh | 12 | 21415640912_568949339816458 | Negative | Health |
| 20.05.2013 | H&M = Hipsters Made | 12 | 21415640912_10151422534780913 | Neutral | Brand |
| 03.06.2013 | I thought Beyonce was currently modelling her new collection? Didn't take long for H&M to swap a curvy model for a size zero model. So glad I never shop here! You promote anorexia! | 12 | 21415640912_10151442744360913 | Negative | Health |
| 06.05.2013 | Show us a video of where your clothes are made and the conditions of the factories. Thank you. | 12 | 21415640912_10151398408310913 | Negative | CSR |

H&M Wall Sentiment Analysis- 06/06/2013-18/07/2013 (6 weeks after the crisis-period)

| Date & Time | Comment | Likes | FB-PostID | Sentiment | Topic |
|-------------|---|-------|---|-----------|---------|
| 10.07.2013 | Oh sorry do you know her personally and know she has an eating disorder? Don't think so. | 24 | 21415640912_10151502614775913 | Neutral | Health |
| 16.07.2013 | terrible. i just can't believe the store has merchandise with swag written on it. | 17 | 21415640912_10151513274505913 | Negative | Product |
| 07.06.2013 | Of course hipsters need a guide! | 9 | 21415640912_10151448462695913 | Neutral | Product |
| 810.07.2013 | Because there's a photo of ONE person skinnier than you... it's making all "AVERAGE" girls look obese? LOL. OKAY. | 8 | 21415640912_10151502614775913 | Neutral | Health |
| 10.07.2013 | I like the floral one, it's one of the nice wearable pieces! | 8 | 21415640912_10151503512480913 | Positive | Product |
| 09.07.2013 | When the fuck are people gonna stop posting 'too skinny' and 'too thin' comments on fashion pages? Go complain about your body traumas somewhere else, fatasses | 8 | 21415640912_10151502001655913 | Negative | Health |
| 10.07.2013 | solli, thats Isabel Marant, the designer not a model, who is in her late 40s and looks healthy for a woman her age. you need to check facts (or even click through for a larger photo) before you start spitting buzzwords. | 7 | 21415640912_10151502614775913 | Neutral | Health |
| 10.07.2013 | whatever dude that lady right there is talented as fuck and thats what people look up to her for | 7 | 21415640912_10151502614775913 | Positive | Model |
| 14.06.2013 | I really can't bring myself to like the high-low trend | 6 | 21415640912_10151459690890913 | Negative | Product |
| 12.07.2013 | only the glasses,that s all that i ll wear:))) | 6 | 21415640912_10151506768270913 | Neutral | Product |
| 12.07.2013 | And it really was a blast!!!! Simply amazing: http://www.youtube.com/watch?v=XfsBfw2uvWM&feature=youtu.be | 6 | 21415640912_10151507037145913 | Positive | Other |
| 10.07.2013 | I like both flower shirts | 5 | 21415640912_10151503512480913 | Positive | Product |
| 10.07.2013 | Body shaming makes you an asshole so stop that. | 5 | 21415640912_10151502614775913 | Negative | Health |
| 27.06.2013 | Only thing cute in this ad is the dog | 5 | 21415640912_10151481127575913 | Negative | Product |
| 12.06.2013 | Remember, she is a DESIGNER, not a sneaker creator. People who actually know and buy her label for already more than 10 years are not flattered by young mainstream people who only think she invented the wedge sneaker. She's more than that, the Queen of the bohémien style. Btw Margiela was the first with a similar kind of sneaker... | 4 | 21415640912_10151454579960913 | Neutral | Product |

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|------------|---|---|---|----------|---------|
| 11.06.2013 | What no real designers were available this year? | 4 | 21415640912 10151454651845913 | Negative | Brand |
| 10.07.2013 | She's fucking anorexic good way to make average girls obese #fuckedupbodyimage | 4 | 21415640912 10151502614775913 | Negative | Health |
| 21.06.2013 | I wouldn't wish nothing else for your Facebook page, but I really wish we could have US Online shopping please !! | 4 | 21415640912 10151471347870913 | Neutral | Other |
| 26.06.2013 | Dont like it.lady far too thing and a mess sos. | 4 | 21415640912 10151479959080913 | Negative | Product |
| 10.07.2013 | All of these look sloppy! Fashion forward? I don't think so. | 4 | 21415640912 10151503512480913 | Negative | Product |

Mango Wall Sentiment Analysis- 12/03/2013-23/04/2013 (6 weeks before crisis)

| Date & Time | Comment | Likes | FB-PostID | Sentiment | Topic |
|-------------|--|-------|--|-----------|---------|
| 20.03.2013 | I don't like the shoes, but nice! | 59 | 155318785394 10151555549555395 | Positive | Product |
| 11.04.2013 | Must have this body! And then the dress too | 55 | 155318785394 10151574703980395 | Positive | Product |
| 22.04.2013 | Blaaack! | 50 | 155318785394 10151591062515395 | Neutral | Product |
| 07.04.2013 | Must have :-) | 33 | 155318785394 10151568828005395 | Positive | Product |
| 11.04.2013 | Must have if u r not fat | 28 | 155318785394 10151574703980395 | Neutral | Product |
| 20.04.2013 | want them all :3 | 26 | 155318785394 10151588044830395 | Positive | Product |
| 18.04.2013 | 2 | 25 | 155318785394 10151584922965395 | Neutral | Product |
| 02.04.2013 | OMG! Thank you for featuring <3 | 25 | 155318785394 10151561620110395 | Positive | Other |
| 14.04.2013 | I love MANGO.... | 21 | 155318785394 10151578594070395 | Positive | Brand |
| 15.04.2013 | 2 | 21 | 155318785394 10151580521665395 | Neutral | Product |
| 29.03.2013 | you show so many nice style but i come to the shop , there arent like style web show | 21 | 155318785394 10151555043185395 | Negative | Product |
| 28.03.2013 | maxi <3 | 20 | 155318785394 10151554074995395 | Positive | Product |
| 03.04.2013 | Cool but only for woman wearing size zero | 20 | 155318785394 10151562647895395 | Negative | Product |
| 05.04.2013 | Amazing collection.Model Edita Vilkeviciute-Lithuania.Bravo,Edita :). | 18 | 155318785394 10151565631955395 | Positive | Product |
| 18.04.2013 | Dress !! Love white crochet! | 18 | 155318785394 10151584922965395 | Positive | Product |
| 04.04.2013 | 2 nd one is better | 18 | 155318785394 10151564505290395 | Neutral | Product |
| 02.04.2013 | Mirandaaa!! :3 | 18 | 155318785394 10151561199850395 | Neutral | Model |
| 22.04.2013 | <3 <3 the jacket :) | 17 | 155318785394 10151590645495395 | Positive | Product |
| 01.04.2013 | i <3 mango :D | 16 | 155318785394 10151559910670395 | Positive | Product |
| 12.04.2013 | shopper and bowling :) | 16 | 155318785394 10151576018865395 | Neutral | Other |

Mango Wall Sentiment Analysis- 24/04/2013-05/06/2013 (6 weeks during crisis)

| Date & Time | Comment | Likes | FB-PostID | Sentiment | Topic |
|-------------|---|-------|--|-----------|---------|
| 15.05.2013 | the black one! | 97 | 155318785394 10151627298445395 | Neutral | Product |
| 26.04.2013 | I was shocked enough by Primark being involved with this factory that collapsed in Bangladesh, but I'm even more shocked, that there is no statement on your page here Mango. The whole thing makes me feel sick. People in Bangladesh are people like us, with families, and blood running through their veins and the same feelings and value as us. Please treat your workers as you would want your own family to be treated! | 59 | 155318785394 10151596877100395 | Negative | CSR |

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|------------|--|----|--|----------|---------|
| 26.04.2013 | Beautiful indeed. Killed 350 people in Bangladesh yesterday. Enjoy your coat. Smells like blood. Ever heard of blood diamond? what about blood cloth? | 45 | 155318785394 10151597385740395 | Negative | CSR |
| 10.05.2013 | Safety for Bangladeshi workers: sign the Bangladesh Fire and Building Safety Agreement by May 15! | 41 | 155318785394 10151618968510395 | Negative | CSR |
| 03.06.2013 | Beautiful clothes but the girls look like they are going to run up and kill the bride from envy. | 41 | 155318785394 10151658549535395 | Positive | Product |
| 27.04.2013 | Bla blab la | 35 | 155318785394 10151599374150395 | Neutral | Other |
| 06.05.2013 | definitely the first one | 35 | 155318785394 10151613257860395 | Neutral | Product |
| 05.06.2013 | Proud to be a Romanian girl! | 34 | 155318785394 10151662753570395 | Positive | Other |
| 04.06.2013 | 2 | 32 | 155318785394 10151660718980395 | Neutral | Product |
| 07.05.2013 | Too skinny! Look at her left thigh! That's not pretty, that is scary o.o | 32 | 155318785394 10151614457005395 | Negative | Health |
| 27.04.2013 | I'm frm Dhaka, Bangladesh. I've been watching the whole incident of Savar Casualty since last 3 days- 325 workers r found already dead, more than 2400 have been rescued from the collapsed building bt severely injured...knowing the condition of the building is so vulnerable, the owners lied to the poor workers and compelled them to go to the workplace by threatening tht their salaries will b cut down if not attended!!!! To supply the Int'l buyers in the cheapest rate, garment factory owners in Bangladesh have become filthiest blood suckers than the vampires u had ever imagined in ur book stories...n they treat our workers like the street dog!!! U mi8 nt believe, bt its true tht during the salvage operation 2 pregnant female workers were found delivering their children inside this holocaust, they were trapped as the factory building collapsed!! If u ppl do not compel our factory owners to maintain a healthy n safe workplace, more n more poor workers in Bangladesh will b dead, n u will find most of ur wardrobes stained with the blood of innocent poor workers, u may express condolence for tht, bt no tears can wash tht blood of poor workers from ur clothes!!! | 29 | 155318785394 10151597706485395 | Negative | CSR |
| 26.04.2013 | Mango you people have no social responsibility what so ever. A factory in Bangladesh that produced your clothes crumbled, nearly 300 people died and yet you have nothing to say/do? I guess those things really don't matter to you as long as your profits don't crumble! | 28 | 155318785394 10151596263125395 | Negative | CSR |
| 31.05.2013 | Beautiful clothes...but she's really underweight!! | 27 | 155318785394 10151652942870395 | Neutral | Health |
| 02.05.2013 | From sweatshops in bangladesh.. No thank you. | 26 | 155318785394 10151607234980395 | Negative | CSR |
| 25.04.2013 | Brown *.* | 23 | 155318785394 10151595425120395 | Neutral | Product |
| 28.04.2013 | While I'm not usually one to post on FB about worldly issues and various injustices - and usually don't like to weigh into posts of such regard - I've tossed and turned over this for the past day and feel that I can't possibly sit silently. Even if I only had a small glimpse into the world of these people in the year I had the privilege to work as a volunteer, I feel I owe it to this unique and inspiring culture I worked within to speak up... (authors note: see entire post on the Social Set Visualizer). | 23 | 155318785394 10151599374150395 | Negative | CSR |
| 26.04.2013 | Cat eye | 20 | 155318785394 10151597100150395 | Neutral | Product |
| 06.05.2013 | The second dress is soooo pretty ! <3 Very classy :) | 20 | 155318785394 10151613257860395 | Positive | Product |

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|------------|---|----|--|----------|-------|
| 05.05.2013 | Dear MANGO! (This is another re-posting as many are still respecting an answer!) ok: you do not want to take the blame. You have your reasons for it, fine. But you should take the responsibility: you confirm that you were going to order 25.000 items - though you do not reveal what exactly, let us do the maths: if it would be a simple dress, production costs are around EUR 2 (at the high end). Your order was worth EUR 50.0000 then. You would have sold the dress worldwide for - let's say: EUR 50. Total sale would have resulted then in EUR 1.250.000 (EUR 1,25 Mio!). Now: you already were doing business with the factory; the samples for making the deal were produced by workers that are now dead or injured. we all would highly appreciate if you would get in touch with the victims and help them: pay their hospital bills, support the families with fatalities, build a home for the orphans. So much to do. PLEASE get started! | 20 | 155318785394 10151610171755395 | Negative | CSR |
| 02.05.2013 | I ? MNG | 20 | 155318785394 10151607234980395 | Neutral | Brand |

Mango Wall Sentiment Analysis- 06/06/2013-18/07/2013 (6 weeks after crisis-period)

| Date & Time | Comment | Likes | FB-PostID | Sentiment | Topic |
|-------------|--|-------|--|-----------|---------|
| 01.07.2013 | somehow it doesnt look like the same skirt | 86 | 155318785394 10151712453140395 | Neutral | Product |
| 15.07.2013 | These shoes are not ugly. They look like Oxfords dr martens. And Miranda Kerr is a perfect model for mango! She definitely fits the style of clothing! Stop being mean people | 40 | 155318785394 10151739060225395 | Positive | Model |
| 15.07.2013 | Those shoes ugh !!! Ugly! | 33 | 155318785394 10151739060225395 | Negative | Product |
| 06.07.2013 | Sorry, but I don't understand why we should wear boots during summer hot days? Just to be interesting, during winter days, should we wear sandals? :D | 25 | 155318785394 10151721704245395 | Neutral | Product |
| 01.07.2013 | Wow ?????????????????????? | 15 | 155318785394 10151712453140395 | Neutral | Product |
| 25.06.2013 | I usually like skinny women, but this lady looks more like a corpse. Extremely skinny, that's not the body of a healthy young woman. | 15 | 155318785394 10151701544200395 | Negative | Health |
| 17.06.2013 | What happened to the designer of Mango? omg. that is the ugliest dress i ever saw. | 14 | 155318785394 10151685636925395 | Negative | Product |
| 07.06.2013 | so ugly. I've always loved mango but this is really awful | 13 | 155318785394 10151665780245395 | Negative | Product |
| 06.06.2013 | Sneakers en slippers | 12 | 155318785394 10151664848985395 | Neutral | Product |
| 18.07.2013 | Scary skinny girls | 11 | 155318785394 10151744595955395 | Negative | Health |
| 12.07.2013 | i want this | 10 | 155318785394 10151734107405395 | Positive | Product |
| 02.07.2013 | This bag is ruined with all the unnecessary crap glued to it. | 10 | 155318785394 10151714321330395 | Negative | Product |
| 15.06.2013 | Looks like a nurse's uniform lol | 9 | 155318785394 10151681350380395 | Neutral | Product |
| 04.07.2013 | I like the red jacket. | 9 | 155318785394 10151718203120395 | Positive | Product |
| 12.07.2013 | A month ago I have ordered clothes from your online shop. I have payed for the clothes and they were sent to a shop in Poland. Even though you ensure your clients on the website that the shop assistant will call and inform that the package has arrived, nobody has contacted me yet. It's been a month. I am highly dissatisfied with your services. Do you even plan to give me those clothes? Seriously? What kind of standard is this? Middle Age? | 8 | 155318785394 10151732141845395 | Negative | Brand |
| 13.07.2013 | hahay... love the bag... i guess its too expensive... pangarap ka nalang.... | 8 | 155318785394 10151735061520395 | Positive | Product |
| 03.07.2013 | I love those boots!! | 7 | 155318785394 10151716222975395 | Positive | Product |

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|------------|-----------------------------------|---|--|----------|---------|
| 30.06.2013 | I like the dress and the glasses! | 7 | 155318785394 10151710683645395 | Positive | Product |
| 20.06.2013 | ugly. | 7 | 155318785394 10151691842975395 | Negative | Product |
| 20.06.2013 | Mango <3 | 7 | 155318785394 10151691239965395 | Positive | Brand |

Benetton Wall Sentiment Analysis- 12/03/2013-23/04/2013 (6 weeks before crisis)

| Date & Time | Comment | Likes | FB-PostID | Sentiment | Topic |
|-------------|--|-------|--|-----------|---------|
| 15.04.2013 | whats the name of the collection? viva la anorexia? | 21 | 229848430415 10152732644935416 | Negative | Health |
| 25.03.2014 | We found love? | 9 | 229848430415 10152677396535416 | Neutral | Other |
| 02.04.2013 | Jst luv UCB | 8 | 229848430415 10152698777020416 | Positive | Brand |
| 05.04.2013 | what a skeletal model.. | 6 | 229848430415 10152706386025416 | Negative | Health |
| 05.04.2013 | Beautiful place.... | 5 | 229848430415 10152706910660416 | Positive | Other |
| 05.04.2013 | what collections do have for swimming suit | 4 | 229848430415 10152706386025416 | Neutral | Product |
| 03.04.2013 | Whatz d price of dese two outfits? | 4 | 229848430415 10152700945780416 | Neutral | Product |
| 02.04.2013 | like it | 4 | 229848430415 10152698886755416 | Positive | Product |
| 23.04.2013 | I got mine! | 4 | 229848430415 10152754739580416 | Neutral | Product |
| 23.04.2013 | Please, feed the models!!! Hurry | 4 | 229848430415 10152754739580416 | Negative | Health |
| 15.04.2013 | Is it just me, or the girls are seriously under-aged and undernourished? | 4 | 229848430415 10152732644935416 | Negative | Health |
| 19.04.2013 | Wow nice; | 3 | 229848430415 10152743518655416 | Positive | Product |
| 19.04.2013 | No, never ever! | 3 | 229848430415 10152743141530416 | Neutral | Other |
| 19.03.2013 | <3 <3 | 3 | 229848430415 10152660215335416 | Positive | Product |
| 05.04.2013 | SOMEONE GET HER A STEAK | 2 | 229848430415 10152706386025416 | Negative | Health |
| 05.04.2013 | super | 2 | 229848430415 10152706239965416 | Positive | Other |
| 05.04.2013 | Owsum...gotta get sum 4 mah youngr bro | 2 | 229848430415 10152706239965416 | Positive | Product |
| 03.04.2013 | I like this signature brand love it wowww | 2 | 229848430415 10152700945780416 | Positive | Product |
| 03.04.2013 | I love it | 2 | 229848430415 10152700945780416 | Positive | Product |
| 03.04.2013 | Perfect combination. | 2 | 229848430415 10152700945780416 | Positive | Product |

Benetton Wall Sentiment Analysis- 24/04/2013-05/06/2013 (6 weeks during crisis)

| Date & Time | Comment | Likes | FB-PostID | Sentiment | Topic |
|-------------|--|-------|--|-----------|-------|
| 28.04.2013 | Over 300 workers died in Bangladesh when the building they were working in collapsed. Workers who originally noticed ominous spreading cracks in the ceilings initially refused to work in the building, but were threatened with firings if they didn't. Benetton clothing was produced in this building. What is Benetton doing to make sure that 1. the families of the dead are getting support and 2. conditions in factories where their clothing is made are safer for workers? I will skip the sales: I don't agree that my "deal" should be paid for with the lives of workers. | 32 | 229848430415 10152756979565416 | Negative | CSR |
| 06.05.2013 | Open letter to UCB: Withdrawing from Bangladesh is the easy response -- and it's totally inadequate. You must have an office there. Why aren't you paying your monkeys to go check out the factories where your stuff is | 26 | 229848430415 10152769891635416 | Negative | CSR |

| | | | | | |
|------------|--|---|--|----------|---------|
| | being produced? Take some responsibility for your supply chain, instead of just running the opposite way. Make payments to the survivors, the orphans. Set up accountability systems that work. The people of Bangladesh need you -- they need the jobs you can provide. Don't abandon them now when the going gets tough. That isn't crisis management, it's denial. | | | | |
| 29.04.2013 | Love the coral.. | 9 | 229848430415 10152769891635416 | Positive | Product |
| 14.05.2013 | Sadly, it took the death of 1125 slaves paid 30 euros a month to admit how wrong your company is. Never gonna buy any clothes from you. | 9 | 229848430415 10151592178653442 | Negative | CSR |
| 23.05.2013 | Gota nw collection in my store guys | 3 | 229848430415 10152836642515416 | Neutral | Product |
| 02.05.2013 | Dwaina thumbs up - I'm under the impression that the brand probably just wishes that this whole issue would go away. I doubt that the massive loss of lives are important to them, whereas the concern over the pr nightmare is a genuine issue for them. They care about the consumer perception, rather than the ethical issue at hand. | 3 | 229848430415 10152756979565416 | Negative | CSR |
| 31.05.2013 | outfits are cool, but why dont you guys feed that girl in a bikini and send her to work out to the gym? get healthy people, just look those ribs... | 3 | 229848430415 10152860812730416 | Negative | Health |
| 01.05.2013 | No, but yes, but no, but yes, but no" What an answer from BENETTON. What a responsible brand! Hiding behind subcontractors is THE big game of this industry. Enough is enough. There were Benetton products made on this collapsed building and your vague answer underlines your lack of honesty facing the death of 500 people. Another question for you : are your other manufacturers & subcontractors well audited in Bangladesh. Some French journalists are now eager to have a look. Ready ? Next week ? | 3 | 229848430415 10152769891635416 | Negative | CSR |
| 30.04.2013 | How can we like this when women were killed working for Benetton! | 3 | 229848430415 10152769891635416 | Negative | CSR |
| 31.05.2013 | ,she is very beautiful | 3 | 229848430415 10152857882100416 | Positive | Model |
| 29.05.2013 | Wow | 2 | 229848430415 10152769891635416 | Neutral | Product |
| 26.05.2013 | I like the style | 2 | 229848430415 10152831438950416 | Positive | Product |
| 30.04.2013 | UNITED COLOR OF BANGLADESH | 2 | 229848430415 10152769891635416 | Negative | CSR |
| 05.06.2013 | ,very..very..nice... | 2 | 229848430415 10152872852480416 | Positive | Product |
| 16.05.2013 | Too late | 2 | 229848430415 10151592178653442 | Neutral | CSR |
| 02.05.2013 | Stand out from the crowd, pick up a pair of pants that people were killed for making...UCB...kills again. | 2 | 229848430415 10152769891635416 | Negative | CSR |
| 02.05.2013 | One of my favorite brands but I will stop shopping here until they stop taking advantage of their workers worldwide. | | 229848430415 10152769891635416 | Negative | CSR |
| 17.05.2013 | Awesm | 1 | 229848430415 10152819225910416 | Positive | Product |
| 20.05.2013 | <3 | 1 | 229848430415 10152769891635416 | Positive | Product |
| 29.04.2013 | Cool... | 1 | 229848430415 10152769891635416 | Positive | Product |

Benetton Wall Sentiment Analysis- 06/06/2013- 18/07/2013 (6 weeks after crisis-period)

| Date & Time | Comment | Likes | FB-PostID | Sentiment | Topic |
|-------------|---|-------|--|-----------|--------|
| 27.06.2013 | You should not have a provocative picture of a child put up on your sight! EVER!! | 17 | 229848430415 10152950069125416 | Negative | Model |
| 10.06.2013 | This woman needs to eat! | 9 | 229848430415 10152890424180416 | Negative | Health |

| | | | | | |
|------------|--|---|--|-----------|---------|
| 27.06.2013 | the kid is just wrong | 9 | 229848430415_10152950069125416 | Negative | Model |
| 27.06.2013 | would've been better if the little girl looked like a real one (innocent and cute) !! | 5 | 229848430415_10152950069125416 | Negative | Model |
| 10.06.2013 | Way tooo skinny:(((| 4 | 229848430415_10152890424180416 | Negative | Health |
| 27.06.2013 | looking so color full :P | 3 | 229848430415_10152950069125416 | Neutral | Product |
| 27.06.2013 | High heel shoes on a girl, really?!? | 3 | 229848430415_10152950069125416 | Negative | Model |
| 27.06.2013 | Wedges for child?! Not cool. | 3 | 229848430415_10152950069125416 | Negative. | Model |
| 04.07.2013 | girls, have a meal pls | 2 | 229848430415_10152972258645416 | Negative | Health |
| 15.07.2013 | <3 | 2 | 229848430415_10153009292840416 | Positive | Product |
| 27.06.2013 | Kinda Child abuse. ...remove the provovative picture of d child...UCB | 2 | 229848430415_10152950069125416 | Negative | Model |
| 24.06.2013 | I am so sad to hear of how your garment workers are treated ... a real shame. | 2 | 229848430415_10152939152845416 | Negative | CSR |
| 24.06.2013 | SHAME ON YOU for exploiting the Bangladesh garment workers! You have blood on your hands! It's too easy to distance yourselves and deny responsibility. They must be compensated and they deserve better working conditions. You disgust me! | 2 | 229848430415_10152939152845416 | Negative | CSR |
| 04.07.2013 | Yes nice but the models are too thin | 2 | 229848430415_10152972258645416 | Negative | Health |
| 24.06.2013 | <3 lovely green! http://bit.ly/ArtSymphony_green | 2 | 229848430415_10152939152845416 | Positive | Product |
| 27.06.2013 | do you really have highheels for little girl ? | 2 | 229848430415_10152950069125416 | Negative | Model |
| 11.06.2014 | I like it. | 2 | 229848430415_10152890424180416 | Positive | Product |
| 27.06.2013 | Like | 2 | 229848430415_10152950069125416 | Positive | Product |
| 19.06.2013 | UCB rocks | 2 | 229848430415_10152921897750416 | Positive | Product |
| 11.06.2013 | Sexy.. | 2 | 229848430415_10152890424180416 | Positive | Product |